



ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATIONS

**THE PRACTICE OF GOVERNMENT PUBLIC RELATIONS: A
CASE STUDY OF BENISHANGUL GUMUZE REGIONAL
GOVERNMENT COMMUNICATION AFFAIRS BUREAU**

By
Sisay Mammo

June 2018
Addis Ababa, Ethiopia

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*A thesis Submitted to the School of Journalism and Communication in Partial
Fulfillment of the Requirements for an MA Degree in Public Relations and
Strategic Communication*

June 2018
Addis Ababa, Ethiopia

DECLARATION

I the undersigned Sisay Mammo herein declare that this thesis the product of my own research based on reliable data obtained from both primary and secondary sources that are totally acknowledged and cited.

Signature

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ACKNOWLEDGEMENT

First of all, I offer my heartfelt thanks to God, for giving me his blessing and endurance to finish my study. Next, to I express my heartfelt gratitude to my advisor Dr. Amanuel Gebru who has been supporting me with all the necessary advise, frankly speaking, without his supervision and support, this thesis is nothing.

Then, my great thanks also goes to my elder brother Tekishe Kassu, and all my family, and friends for their material and moral support.

Last, but not least, I would also like to thank all the staff member of Benishangul Gumuz regional government communications affairs bureau for their unlimited efforts to provide the essential inputs for the study.

ABSTRACT

Public Relations is a fast growing profession worldwide. Nowadays government organizations use it as a lubricant to achieve their goal and objectives. The existing socio-economic factors influence every organization to practice the PR based on current local and global situation. The Benishangul Gumuze regional government communication affairs bureau has established PR office and hired practitioners. But there is a serious professional gap in implementing the PR practice, particularly standing for mutual beneficial relationship between the government and the public. Taking this in mind, the main objective of this study was to assess the PR practices of the bureau. While the research anticipated to assess the practice of PR, it also attempted to see the professional gaps of the regional government communication affairs bureau. The study employed qualitative method of study. Relevant primary data was generated through in-depth interview, focus group discussion and document review. The in-depth interview was conducted with 15 key informants. Likewise, focus group discussions with six discussants. Besides, several document such as reports, magazines, proclamation have been examined as both primary and secondary source of data. In terms of sampling purposive sampling method applied for this study. Such technique of sampling helps to obtain multiple ranges of information and different views on the subject. The data obtained from study were presented and analyzed thematically. The finding of this study showed that the bureau's PR practice is more aimed at serving the regional government, rather than standing for mutual beneficial relationship of the government and the public. Moreover, basic PR models and communication evaluation was not applied in the bureau. As a result, bureau's PR practice appears to be traditional rather than professional. The study concludes by suggesting improvement to help the bureau, better serve the people and government equally.

LISTS OF ACRONYMS

AAU	ADDIS ABABA UNIVERCITY
BSC	BALANCED SCORD CARD
CSR	CORPORATE SOCIAL RESPONSIBILIY
GCAO	GOVERNMENT COMMUNICATION AFFAIRS OFFICE
GTP	GROWTH AND TRANSFORMATION PLAN
RACE	RESEARCH ACTIN PLAN COMMUNIICATE EVALUATE
PR	PUBLIC RELATIONS
PRSA	PUBLIC RELATIONS SOCIETY OF AMERICA

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Nowadays, public relations is becoming a global business and implemented in many corners of the world in different ways. It is a blood and life to government and non-government organizations as well as for private companies (YeoMans, 2006). Market data for this booming sector shows that the worldwide PR revenue was projected to grow from 14 billion U.S. dollars generated in 2016 to approximately 19.3 billion by 2020. In addition, the number of practitioners is quickly increasing in millions (PR Statistics and facts, 2017). In Ethiopia too the profession seems to be growing as a result of organizational communications needs growing and universities taking the challenge of producing trained manpower in the area. This growth is taking place at the federal and Addis Ababa levels. However there are also nine states in the Ethiopian federation with pr bureaus. One of these is the Benishangul Gumuz state. These are all engaged in government public relations as a specialized pr practice aiming to create a bridge of communication between the state and its citizens.

This study intended to verify how the regional government communication affairs bureau applied the practice of PR. In addition, ways the bureau followed to achieve its goal; like PR practice, models, audits tools as well as threats and other key points are the focus of the investigation. This helps to put the foundation to implement systematic PR in the bureau and creates more smooth mutual relationship among the regional government and society.

1.2. Statement of the Problem

Modernizing the information communication system of the PR from the national to the regional level through state-of-the-art is one of the core areas for intervention, to help bring socio-economic changes for society as a whole.

According to Lisane Hig Gazeta of Benishangul Gumuze Regional State (2000), the Benishangul Gumuze regional government communication affairs bureau is the only governmental institution of public relations in the region. The bureau was established 20 years ago.

However, PR practice is not functioning properly in the region. Because most public relations work is underway with politics. Instead of focusing on planned activity, the sector is busy with heterogeneous works which is not related with PR. The main purpose of the bureau is being government voice (Belai, 2018).

The primary task of the bureau is engaging the policy and strategy of the state to the people. In addition, building a positive image of the region and shaping incorrect information. However, much of the bureau's work did not cover the public interest (Tebabal, 2018). Bureau had limitations on professionally using PR tools that is at hand. Even website is the best tool for public relations, however, the bureau not yet has a website (BGRGCB, minute, 2018).''

According to bureau's second GTP report (2018), the management of the bureau's PR information is not strong enough. This has caused problems in the process of providing public information at a time. The bureau did not use any model of PR. Inanition, the institutional organization is not ideal for public relations practice. Bureau has not been paid attention by the regional government (Chelibo, 2018).

It has over eight more PR functions and responsibilities. This will focus on the social, economic and cultural development of the region (State, 2000). According to Mengistu (2018), bureau made communication audition based on Business Process Reengineering (BPR) to evaluate the effectiveness of PR activity for the past couple of a year. Since the establishment of the bureau, there have been some PR activities. Even though, these works were not reorganized and documented. It could have been a good input in current procurement activities. However, it did not (Amare, 2018).

The regional government communications affairs bureau has never led by PR trained person. Such a leadership does not support the PR and this is critical problems since bureau's establishment (Amanu, 2018).

Practicing PR in an organization depends on the level of practitioners' educational background and performance. However, the institution will be more likely to create prerequisites for PR. In the region, the higher officials did not fully understand what PR is. Although, there are encouraging starts from a recent year, yet it has to build a lot to strengthen the PR (Ademe, 2018).

PR is not an overnight constructed field of activity like any other infrastructure. Rather, it is more focusing on psychological and mental transformation. Some of the bureau PR expertise are trained journalists, many of whom are in the field of language, management, ethics, and others.

This is becoming harder for us to get to work. PR skills are different in concept and practice. There is a lack of motivation to create a good working environment for the professionals. PR expertise in the Bureau believes that they have to do much to change the community's attitudes by inviting the region's enormous natural resources. However, many situations determine these procedures. There are problems with PR, lack of motivation etc. (Mamo, 2018).

By considering this gap, thus, this study has made an attempt to study the research needs explicitly to investigate how PR is practiced, which PR model is applied, how PR activity is audited, what gaps are there in place the regional government communication affairs bureau in order to address the problem.

1.3. Objective of the Study

1.3.1. General Objective

This study intended to assess the practice of public relations in regional government communication affairs bureau when compare to PR science.

1.3.2. Specific Objectives

- To assess the communication model used by the regional government communication affairs bureau of PR.

- To evaluate how the communication is audited in regional government communication affairs bureau.
- To determine the challenges and what actions will be taken in future to improve the PR activities of the regional government communication affairs bureau.

1.4. Research Questions

Research questions or the hypothesis part is one of the key subunits of this chapter that predicts what the output of the investigation looks like. Research methodologies imply that formulating best research questions probably leads to getting accurate assumption and enables to reach the concrete decision. The role of the research questions is to guide the researcher by delimiting the area of research and to keep him on the right track. It sharpens his thinking and focuses attention on the more important facets of the problem. It also indicates the type of data required and the type of methods of data analysis to be used (Kothari, 2004).

The following are research questions that the study will seek to address in this investigation;

- What does the regional government communication affairs bureau PR practice looks like when compared with the standard PR practice?
- What kind communication model is being used to implement the PR activity in regional government communication affairs bureau?
- How was the communication audit assessed the output of regional government communication affairs bureau?
- What was the challenges faced the regional government communication affairs bureau in PR activity?

1.5. Significance of the Study

Research has special significance in solving various operational and planning problems of business and industry, including PR. All socio-economic progress is born out of inquiry and inquiry to increase the ability of creativity. Particularly, in the context of government, research has three distinct phases of operation. The first is an investigation of the structure through a continual compilation of facts; the second is diagnosis of events that are taking place and the

analysis of the forces underlying them; and the third is the prognosis i.e. the prediction of future growth or advancement (Kothari, 2004).

Effective communication is the key to achieve the goal of PR. It is believed that the outcome of the study potentially helps explicit valuable insight into the successful strategic PR implementation to make the regional government communication affairs bureau's PR to change in new.

In general, this research is voluble because of the following three reasons;

- It can show a way of modern PR practices to regional PR practitioners and can guide how to implement the practice.
- It helps as a base for people who want to make further research on the Benishangul Gumuze region PR practice.
- It helps policymakers to decide what kind strategic communication should the Benishangul Gumuze region government used.

1.6. Methodology of the Study

In this study, the researcher used a qualitative research methodology. This kind of research method tries to understand the reasons why something is the way it is. It is more naturalistic or anthropological and it seeks to build a narrative about the issue (Holloway, 2011).

For this purpose, an in-depth interview, focus group discussion and document examination applied for data gathering tools because such tools are mainly applied in qualitative research (Lewis, 2003). In terms of selection of research sampling, the researcher applied purposive sampling technique that helps to minimize biases and yield the most relevant and adequate data to the study. This method of sampling allows researchers likely to choose specific groups or types of people as a modal in particular based on adequate knowledge and experience. in a deliberate manner and enables to reach a targeted sample quickly and where sampling for proportionality is not the primary concern (Yin, 2011). Moreover, it helps to overweight subgroups in our population those are more readily accessible.

Qualitative data analysis deals with meanings and meaning is expressed through actions in written text as well as in visual materials. Usually articulating data is not analysis, rather

describing objects or events that refer the data explicitly. Such description forms are the foundation of data analysis methods in qualitative research science (Dey, 2005). Based on these methodological grounds, categorizing and blending relative facts, narrative and content analysis is applied in the data analysis part of the investigation.

According to the Dey (2005), the theory is useful in describing, explaining and predicting the cause and effect relationship that occurs in PR as well as to show the difference of communication from other social sciences. In the context of PR, the theory is a process of breaking through reality about the underpinning explanations for human and mass communications behavior, purpose, and consequences, along with appropriate innovative investigation (Stockes, 2009). Thus, excellence theory would be the main theoretical baseline to discuss the research topic.

1.7. Scope of the Study

This research basically studied Benishangul Gumuze regional state, and the regional government communication affairs bureau's bridging role between the regional government and the community. In terms of time span, it is limited to the years from 2007 to 2009 Ethiopian calendar.

1.8. Limitation of the Study

The researcher did not find studies previously made on Benishangul Gumuze regional PR activities and lack of social library that gives relative information about the regional government communication affairs bureau. This made the great limitation on the researcher to understand and investigate bureau's public relations practice.

I did not collect data from the general public and stakeholders of the bureau with regard to the capabilities and constraints of the PR practice under study. This could have made the researchers relatively well balanced if not executive.

Nonetheless, the researcher has overcome the problem by finding available few documents through keen searching and his affiliation prior to any activity.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Public Relations (PR)

There is no universally agree common definition of public relations (PR) practice. Particularly, since 1976 more than 472 definitions came up with relative ideas and thoughts to each other (YeoMans, 2006).

PR is a distinctive management function which helps establishes and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organization and its public involves the management to keep informed on and responsive to public opinions; defines and impasses the responsibility of management to serve the public interest; helps management keep abreast of and efficiently utilize change; serving as an early warning system to help an anticipate trends; and uses research and ethical communication techniques as its principal tools (YeoMans, 2006, p. 4).

The practice has become more complicated because of two most important factors. Firstly, PR functions widely increasing in many organizations. Effectively, this elevation facilitated the practice of science only to art and science. Secondly, there is an increasingly sophisticated tool of PR for communication. The presence of both factors has resulted in a specialization of art and science within the practice of PR (Books, 2002).

In another hand “ Public relations practice are concern about reputations, the output of what we do, what we say and what others say about us. ” He also explains, this definition is may be the most relevant and satisfying because it does not try to catalog all the responsibility involved to manage reputation. It may help students and practitioners to explain what in the profession they do (Kruckeberg, 2013). Most definitions are given by scholars highlight that PR is a management function, developing and executing strategic issues involving two-way relationships and communication between an organization and its client (Theaker A. , 2012).

Government PR professionals are likely to spend 10 percent of their time with techniques, 40 percent with the administration and 50 percent with analysis and judgment on planned programs of actions to achieve their government communication responsibility (Haynes, 2011).

It is useful to grasp key concepts, and words frequently used in PR that frames today's modern PR out of hundreds of definitions that describes how PR works indeed rather than the essence and what it means in word. Here are some main points;

2.1.1. Mediators (Peacemaking)

PR practitioners always seen as bridge builder, voice of different internal and external stakeholders of the organization, and the speaker of the organization to those different stakeholders. They have to lessen and understand not only own organization, but also the public's need and point of view (Alison, 2004).

2.1.2. Deliberate

PR activity is intended to influence some one's attitude in order to gain acceptance, provide information, and on a way to gain feedback from those affected by the communication (YeoMans, 2006).

2.1.3. Planned

PR activity is organized. Solution to problems are discovered and logistics are throughout, with the activity are discovered taking over a given time. It is systematic, requiring research and analysis (YeoMans, 2006).

2.1.4. Performance

Effective public relations run based on actual plan and performance. No amount of public relations will generate goodwill and support if the organization has poor policies and is unresponsive to public concerns (Alison, 2004).

2.1.5. Stands for Mutual Interest

PR practice should work mutuality beneficial relationship of the alignment of the organization's and self interest with the public's concerns and interest (Cornelissen J. , 2004).

2.1.6. Predicting Consequences

Today's right policy could not be perfect for tomorrow, people's composition and attitude changes through time. Capable PR professionals predict the future consequences and save both organization and their clients from different risks (Haynes, 2011).

2.1.7. Two Way Communication

PR is not just destination information, rather listening engaging understanding the conversation with clients and diverse public (Haynes, 2011).

2.1.8. Sustained Effort

Making continues effort or developing of good willing which they can readily tap times of need. Sustained or continuous, not ad hoc or tied to the expedient: in other words, they help to build a constant reservoir of goodwill that we can readily tap in times of need (Alison, 2004).

2.1.9. Management Function

PR practice is most effective and efficient, when it is a strategic and integrated part of decision making by the top management. The profession involves counseling, problem solving and the administrating computation and conflict (Pearson, 2012).

2.1.10. The Investors Relation

Good relationship with stakeholder making best business sense, and a new kind stakeholder relation will develop. These are more likely to be intended in the qualitative side of the mutual beneficial relation of the public and organization than the quantitative one (Jefkins, 2004). Typical groups, including owners, customers, competitors, and media, employees, suppliers, government, and special interest groups can be an example of investors of PR. It is a way of

communicating with organization or individual of our financial sources through newsletters, briefings, events, etc. (Theaker A. , 2012).

In summary, public relations practitioners have a responsibility in making the world a better living place (Quesinberry, 2009).

2.2. The Role and Responsibilities of PR

2.2.1. Bridging

Fundamentally, the profession has a bridging and bonding purpose, rather than a buffering, function to build relationships with the organization`s stakeholders, clients, and the public. PR strives to influence how public interpret concerning the organization by creating an impression in the minds of the public by shaping negative attitude developed about the organization from the internal and external environment (YeoMans, 2006).

In addition, creating two-way communications between an organization and the public can be a good fertile ground to the mutually beneficial relationship. PR professionals should invest their time, money and another potential to connect their company with the external world (YeoMans, 2006).

2.2.2. Building Organizational Reputation

Reputation has both advantages and disadvantages. In one hand, a good reputation has both intangible and tangible benefits. It is important for audiences, from customers to employees to consumer advocates, to feel good about an organization, and it is important to build a good reputation. An organization with the better reputations attracts qualified professionals, pay less for supplies, gain more attention of media, and accrue other benefits that actually contribute to success. “Reputation = Sum of Images = (Performance and Behavior) + Communication. ” Based on this description performance, behavior and communication are critical components of reputation.

In other hand, reputations can surely be mismanaged, and in many cases not managed at all. A negative image critically damages organizational reputation, decrease the stakeholder's trust in an organization and it business (Garcia, 2007).

PR practitioners work with a media to promote and build the organization reputation. PR activities can discard light on anything negative about their organizational brand. Effective PR allows their brand to attain a positive image both online and offline, which can benefit the organization in the end. Cultivating organizational reputation is not merely leading your company view to the public, or it is not only promoting your business but also about creating a strong brand awareness of your company as effectively as possible. Moreover, it is the way of putting your organization in the right direction to compete with other companies and to survive on the market. PR professionals expected to develop a brand, create a communication strategy, lead generators etc. in order to build organization`s reputation (Legion, 2002).

2.2.3. Publicity

Publicity many times perceived that as a one-way communication, something done to someone, relying exclusively on mass media etc. Rather, it is mutual understanding, implementing planned activity in the target community, using different media that is suitable for the intended goal of the organization. Publicity is a multi-directional approach to changing the way the public thinks, feels and reacts to a certain organization, person, service, or product, by a third-party affirmation. It is also very different from advertising that company to speak directly to the public about its product because the message has been credible (Books, 2002).

When publicity increases, it maximizes the awareness and constructs a positive image in the mind of the community, and believed that effort of PR more success. It can be defined as a process of promoting organization`s activity designed to gain support or attention from different internal and external stakeholders. In the case of publicity, the PR practitioners frequently target employee, customers, investors, suppliers, and others.

The PR professionals use the traditional media (newspaper, radio, and television) and social media through paid and non-paid ways. Some of these are, press release, preparing news conference, delivering a speech, developing hot social media pages including websites, sponsoring events (sport, workshops, tour and travel etc). These create friendliness of the organization with different stakeholders as well as the various public, and the key to achieve the organizations short and long-term strategic goals (Books, 2002).

2.2.4. Media Relation

Outstanding PR managers possess technical expertise or have it available to them-especially technical knowledge in media relations (Dozier L. A., 2002). Creating good relation with different media industry is vital to increase organization's bond with the public(s). Media relation done by PR is to reach the target audience for next main reasons.

These are efficiency, credibility, targeting, agenda setting, economy and Time shifting. Being accurate, having timely statistics, and prepare material wisely for all media equally expected during media relation. The message should clearly identify the main ideas (Mekee, 2005). Media relation means communicating with journalists, specialists, and editors from local, national, international and trade media, including newspapers, magazines, radio, TV and web-based communication through PR tools (Yeomans, 2006).

In media relation understanding the space and time limitations of the media by presenting positions clearly and concisely. Although briefness is a virtue, the press also looks for interest. Telling the truth to build credibility with the media begins with their perception of you as a source of accurate and truthful information. The media must attract readers and viewers to sell advertising. Such pressure translates into the search for unusual or controversial angles. Unusually, even offensive questions are a common tactic to elicit an emotional reaction of PR that would make a good headline to media professionals (Oliver, 2004). Therefore, PR should be cool under pressure.

Think of the audience or remember the impact and consequence of any communication on the public. PR must consider how audience remarks would appear on the front page of the famous media. When asked a stumps question or data not available at hand, practitioners expected to tell the truth they do not know. It is better following up immediately with plans to get the information, and contacting media, if possible before the deadline, which will increase trust between PR and media persons.

Media relation always found two problems. Firstly, the media can take over organization's agenda which is written by the PR as a news release. Secondly, no longer possible to say one thing to one stakeholder and to a different or channels of communication can really be efficiently segmented. Media relation is too much sense to any business organization (YeoMans, 2006). If we

could not manage, it frustrates and damages our image. In addition, media relation condemned by many persons, because it seen as flackery or spin action intended to get something that we do not have.

2.2.5. Handling Organizational Crisis

A catastrophic situation sometimes can affect an organization that leads to crashing its reputation or perceived image within the public. Some of these are accidents, theft, fires, accidental pollutants and. etc. Organizational crisis mainly has three cyclical stages; crisis development, crisis impact and loss of image and reputation.

PR identifies and addresses the issue before it arrives on the last crisis stage by applying the next three basic ways of managing the organizational crisis. These are, pre-prevention, controlling the crisis, and repairing the damaged image of the organization during on crisis.

On the first stage of crisis avoidance, the practitioners make their research to identify the suspected area and sets strategic plan for implementing. In the second level of the crisis cycle, the PR professionals react to control the crisis. At the last stage, the communicator strives to maintain destroyed image of the organization due to disaster (Peter Frans Anthonissen, 2008).

The best way of crisis management is preparing a company before the problem arrived at a crisis stage. Stakeholders can be the best supporter in preventing the organization from the damage of life, material, and reputation because a crisis can affect them as equal as the organization (Price, 2008).

During an organizational crisis, PR serves as an early warning system to help an organization to anticipate trends; and uses research and ethical communication techniques as its principal tools disseminating precise messages in speedy and volatile situations (YeoMans, 2006).

PR should always get ready in saying “now is the time to plane for the PR crisis yet-to-come. My company`s very survival depends upon it” (Jason Muddy, 2012). Also the next step to consider in preventing organizational crisis by revising twice a year;

- Identify crisis communication team
- Establish communications protocols

- Identify and know your audience
- Anticipate crisis
- Plan to assess the situation
- Identify key messages
- Plan communications methods
- Ride out the storm

2.2.6. Issue Management

PR practitioner monitors and informs issue that affects organization and its client like political, social, economic and technological environment (YeoMans, 2006).

2.2.7. Advising the Management

Even some PR professionals believe that, the function of PR responsibility is only technical communication. Since the fourth models of PR (two way symmetrical approach explained on chapter three) applied responsibility of the profession includes advising role, because PR as a profession is part of the management of organizations, helps the management keep abreast of and efficiently to utilize change (YeoMans, 2006). In addition, the public relation society of America (PRSA) describes providing advice to management concerning policies, relationships, and communications one of key process (Pearson, 2012).

The modern world PR practitioners become their organization management member and participate in decision-making (Kruckeberg, 2013). In one hand, these help the PR to know his organization very well and to communicate with the public in a better approach. In another hand, maximizes the awareness of the management team about strategic communication and its impacts in order to make a wise managerial decision. PR communicates with own organization management to make them fit with internal and external stakeholders (Alison, 2004).

Also, communication practitioners and managers in an organization need to be integrated not only essential to the effective function of an organization but also in itself empowering them to determine which events are outside their control, how an employee can contribute to them and discover new strategies. “PR managers should be involved in decision making by the group of senior managers who control an organization” (Cornelissen J. , 2004) and (Dozer, 2002).

2.2.8. Event Management

Many believe that PR professionals only stand to carry out their organizational event management. In reality, it does not mean event management is the only job of PR, but it was categorized under PR responsibilities. It requires detailed management skills and logistics as well as a creative thinking like “think-out-of-the box” state of mind.

Basic event management activities are internal and external conferences, seminars, panel discussions, fundraising, annual events preparing exhibitions, the open day, press conference, the facility visit etc. It creates an opportunity for direct contact with audiences through a tailored event or experience that can be a highly effective way of transmitting both brand and corporate messages (Jefkins, 2004).

If PR practitioners want to make their event management activity successful, they should have an excellent attention. Event management process combined with a creative style that captures the imagination of each audience. During on event management, PR professionals should take care of both for internal and external stakeholders. If we communicate in a good and excellent way based on truth, we develop credibility in public’s mind. That allows throughout lifetime memories and experiences to thrive for the organization we work.

2.2.9. Stakeholders Approach

Stakeholders are any individual or group who are influenced or affected by our organizational business. Stakeholders of a business organization divided into two; internal and external stakeholders. The internal stakeholders (employee) are enablers or people on the front side of the organization. Such as organization’s financial department, different experts and etc. “Employees are key stakeholders to whom managers must target both morale-enhancing and reputation-building initiatives” (Fembrun, 2007). These parties mainly described and regarded as a public or stakeholders group (YeoMans, 2006). Strategic communication with internal stakeholders creates systematical influence on the attitude, knowledge, and behavior as well as speed-ups the organizational business. There is a variety of communication designed to maximize the awareness of organizational business with these stakeholders, like intranets, newsletters, notice boards, staff discussion, and briefing.

While external stakeholders are, partners or people we need to realize our organizational ambition. They are increasingly influential stakeholders in an organization business and the PR practitioners create a relationship through crafting and delivering effective communication. PR use mass communication strategy to inform and build mutual understanding between the organization and them. Effective public relations did not say one group is important than the other, in general, it's better to have a strategy to approach the whole public.

2.3. PR Strategy

The communication specialists are always expected to develop a new tactic concerning the organization's communication toward the public, in order to catch particularly the attention of target audience. To achieve such result the PR professionals advised following the next scientific strategy in their local and international activity, according to (Oliver, 2004). These are Research, Action plane, Communicating and Evaluating (RACE).

2.3.1. Research

In this stage, practitioners should define the problem they have to analyze, solve the conditions based on the information found. Detail observation and listening are primary methods to defining the cause. In addition, the interpreted information guides to validate the statement of the problem, and the analysis shows the way of the plan.

2.3.2. Action Plan

During this stage, defining the goal and objective, preparing plane of action will make in order to achieve the plan. Identifying target audience, preparing key message and media strategy, including time, budget and other essential resources should incorporate in the action plane.

2.3.3. Communication

Communicating the message in a smart process is fundamental to get a successful outcome. Hence, internalizing the objective, fitting with the need and expectations of our audience, the message plan and being aware of the situation in which the communication takes place. Remember that, the goal is to change the thought and behavior of the target audience.

2.3.4. Evaluation

In this phase, the effectiveness of the effort has been done to achieve the plan will be measured. Main points are awareness of target audience which is expressed by attitude and behavior change. The criterion and evaluation methods must be determined as the program is planned and as it evolves. Interview, questioner etc. with target audience will be methods of data gathering for the evaluation process.

2.4. PR Principle

PR professionals should stress the principle of the profession to evaluate and measure the success of their effort.

Build your brand, increase demand for your product or service, broaden your customer base, create trust for your company and its products, establish a leadership position for your company, shift the perception of your product, develop awareness of a new product or service, strengthen employee morale and attract first-rate talent to your company, enhance the perceived value of your company, and establish your company as socially responsible, be loyal to your organization and customers (Wirthlin, 2009, p. 11).

2.5. PR Tools

2.5.1. Mass Media

The mass media (newspaper, radio and television) are among the most tools used by PR professionals, because they can enjoy many people easily (Jefkins, 2004). PR professionals should always know exactly which mass media use as a tool for what message. In this regard, the electronic media holds a strong impression of both the illiterate and the community that can read and write. However, the budget and focus groups need, the message prepared to communicate determines the selection of channel for PR professionals. Harmonizing the communication plan with the current internal and external situation is a good PR expert firm.

2.5.2. Social Media

Now a day the world is symbolize as a small village because of internet expansion. Globalization and growth of social media played a key role in the fastest socio-economies growing (Quesinberry, 2009). Facebook is one of the main social media having nearly seven million members worldwide. Many people, especially young generation, spend their long time on this social media. They write and discuss what they see and hear in the community.

Developed world PR professionals wisely utilize the social media as a primary tool to smarten up their business. Some ways are, making the news release and article readable through interesting headlines, concise and jargon-free words and active voice with keen proofreading before posting. PR professionals should network themselves with social media friends particularly with mass media persons without waiting request for friendship (Polarde, 2010). This eliminates the budget and cost of spending used by ordinary media. A systematic PR expert follows the cost-effective way of communication, social media is one of the easiest ways to achieve organization`s goal.

2.5.3. Webpage

Because of the expansion of internet worldwide, many organizations and individuals use own web page to communicate with stakeholders. Website potentially enables to distribute information globally within a fraction of seconds, with low cost. This will enable an organization to be more accessible worldwide.

The web page was more favorable due to three ways of delivering information has been simultaneously accessing video, audio and text message. Websites with attractive format tend to be more readable than any newspaper, radio and television station. Quite busy audiences who cannot access the information from the regular mass media announce time can find the information easily anytime (Jefkins, 2004).

PR professionals are also becoming increasingly popular among those who use the web page for strategic communication. Many business enthusiasts also have a web page specialist and reporters who are keenly interested in photography and video clips along with the short and clear text. As a result, websites are widely used by different business organizations and companies particularly in civilized countries.

2.5.4. Speech

Speech is one way of communicating a message to the target audience. PR professionals apply the speech in two ways, delivering it on different occasion on behalf of their organization and preparing it for those who speak out on different events.

Persuading based on truth rather than demagogue and propaganda is one of the basic characteristics of responsible speech. Always considering honesty, accountability, good faith, commitment to the public interest and truthfully with a genuine concern for the well-being of listeners is liable nature of verbal communication. Identifying the need for diverse listeners, understanding the demographic and psychological background and examining own motives and commitment to respectful dialogue are critical for ethical speakers (Esenwein, 2005). Speakers carefully research topics and present their motives accurately before they deliver to the audience. Honoring the rights of the listeners to raise questions, suggest alternatives, or even disagrees based on the past and coming conditions are highly advisable for delivering a successful speech.

2.5.5. Press Release

The news release is fundamental in the day-to-day activity of PR. News release predominantly intended to get non-paid space on newspapers and an airtime on radio and television stations as well as on web page of famous national and international media. News releases are news written by the PR that information about the organization's success, promotion, new product and other events prepared to different media. In fact, media editors reject most news releases, because they are either more exaggerated or self-promoting than having news value (D.Smith, 2002). An energetic PR produces their news release which facts and supported by memorable photograph and video. Irrelevant, overloaded, boring, and wrong addressed news release is always make the PR to lose the non-paid publicity. Relevant and newsworthiness, therefore, seem to the central requirement of the press release (Jefkins, 2004).

A well-prepared news release can catch the editor's attention and has the opportunity to publicize as prior news of the night on a television station. As the result, the organization can communicate with its targeted group of people to achieve its goal and objective. To the contrary, a weak news release cannot be use by any mass media. Rather, it will reject by the news editor and it is

wasting time for the PR professional. It does not add any value to an organization business. Thus, critically understanding each media nature, the news style has been use and the work pressure of journalist is highly expected from the PR professionals to prepare best news release.

2.5.6. Magazine

The magazine is less immediacy and frequency than newspapers. Stories written until when the magazine is distribute to audiences. Magazine producing style varies from posters and brochures. The information to be extract is different from daily quotation and designed to contain a broad range of concepts. In addition, this is one of reasons magazine retention from newspapers (D.Smith, 2002).

Magazine produced within a week and one-year intervals. Mostly PR agents magazines are not prepares in attractive ways because of its artwork, decoration and other relevant information. However, allocating enough budgets, assigning qualified human power and material needed to develop the magazine in eye-catching way. Moreover, it should focus more on imperishable information rather than timely news and news analysis. These will make it supplementary professional weapon to accomplish the PR firm.

2.5.7. Lobbying

Lobbying is monitoring public policy making for the whole people interest; building a case in favor of that interest; and putting it privately with varying degree of pressure to public decision-makers for their acceptance and support through favorable intervention. It is a modern business expression of the right to petition the independent and to seek remedy, and if done ethically and within the law, it is extremely acceptable for organizational communication. If an organization faces problem on practicing the PR advised to try persuading the government to make policy against its core values. PR lobbyists should seriously understand how specialized and extensive their knowledge is in the areas and to persuade where the government to makes strategy adjustment (Oliver, 2004).

2.5.8. Sponsorship

Sponsoring an event on mass media is way of getting publicity to smarten up an organization business. It is a process of paying money to promote product to achieve significant mass media coverage. It is cost effective than direct advertising. PR professionals should make research and evaluation on the effectiveness of sponsorship before the event take place and after the sponsorship message has been on air. Most organizations highly need to sponsor entertainment events like sport, arts, music, social causes etc (Jefkins, 2004). The sponsorship message should be true, not exaggerated. It is not mandatory for sponsors or to the mass media making the message (advertisement) relative with the event, but must not be say the opposite of the event. For instance, in the case of health even sponsoring tobacco may contradict each other. Probably, the message can make the audience to turn off their television set.

2.6. Challenges of PR

Successions are relatively happening situation and it is difficult to be sure that critical challenge will not face an organization through time. There are also some challenges facing that diverts the PR professions to act against the mutual benefit of the organization and the public. Some of these are;

2.6.1. Social Media

Now a day, number of social media users reached to more than 3 billion worldwide. In addition, information posted on social media becomes more complex and controversial than ever (Quesinberry, 2009). Scholars agree that it happened due to the diversity of attitude, knowledge, and demographics of the social media community. It is very complicated to measure the impact of social media on PR professionals.

2.6.2. Time

Time is unquestionably a challenge in public relation`s daily communication activity. PR is an ongoing activity and if the program is give up or dump it hurts the organization`s efficiency (Books, 2002). PR must set safe schedule to dedicate enough time to promote their organization.

2.6.3. Budget

Budget is also mostly challenging setback during implementing PR activities. Adjusting the need for budget ahead of starting implementing the plan and lay down pragmatic expectation based on applied programs. Also looking to external budget sources is an action of wise PR (Books, 2002).

2.6.4. Lack of Credibility

In any part of the world, the PR profession steel seen as a “propagandist” or “spin doctor” Even in our country context both the employer and the professionals themselves takes PR activity stands only to the organization`s side. In reality, public relations communicate based on truth with key audiences who affect business results, such as customers, shareholder, media analysts, policymakers, policy influencers etc. PR professionals should work to change the public`s wrong perception on PR by showing practically they stand equally for their organization and public mutual interest (Johnston, 2017).

2.6.5. Managing Crisis

The world is dynamic, different events happen within a minute interval. It is difficult certainly to predict why, how, and when crisis will happen in an organization. However, PR professionals should never sleep to save their company from disasters by predicting their consequence earlier than the problem happened (Peter Frans Anthonissen, 2008).

2.6.6. Cyber Attack

Now days the spread of malware and computer hacking is a biggest headache for different companies. PR professional`s business also never escapes with such difficulties since they are computer technology users. Probably they can face such problems from competitive organizations and other companies intentionally or unintentionally. Developing basic knowledge and building strong anti-male ware computers software before losing organization data is advisable action (Ferrillo, 2017).

2.6.7. Spinners (As a Nickname)

The term defined overstating, aggressive, exaggerating and uncivil way of producing the communication message. PR is controlling the communication mode, while spin might be suggested distortion and misinformation, but it does not really capture that systematic use of information intended to undermine the morale of our comparatives (Dinan, 2008).

Yet, the word has continued on linguistic life for PR professions as a nickname beyond the former political communication officers. Now a day most of PR professional in many countries named on this pejorative term. On spinning, a question of professional ethics can highly rise, which was a highlight. It's more academic term for a concept of framing. These words are derisive slang term that used like journalist often use press agent it is calling a journalist a "hack" as implies Oliver (2004). However, the term "spin" never represent a PR because as a principle "PR never lies!" (Wirthlin, 2009)

2.7. Government Communication

Governments often do not realize that communication is part of their job and is fundamental to their functioning. In many countries, no budget is providing for continuing communication efforts. Also in some countries, governments do not see the need to raise their own capacity because they already own media outlets, such as state-owned radio and newspapers. Weak government communication has clear negative consequences (Univercity, 2009).

According to Taylor and Francis Group (2012), government communication is a complicated effort; fit together the essential organizational management with the basic public requirements of democracy.

The communication critically includes responsive to the public as customer and client, public outreach, measuring the utilization of PR service and product, public education and public service campaigns, seeking voluntary public service with laws and regulations, using the public as an eye and ear. These can help an agency to implement its goals better, faster, and makes active listening then leads to modified agency behavior. So that it can do a better PR job and be more responsive to the citizens (Practice of Government PR, 2012).

There are three primary functions of government communication: informing, advocating for policies and reforms, and engaging citizens in government activities. The communication represents an important function of government, responsible for improving principle of government: building broad support and legitimacy for programs effectiveness, understanding citizen's needs and responding to them responsibly, and explaining government stewardship and providing mechanisms to hold government accountability (Univercity, 2009).

Scholars suggest that it is important to distinguish the communication work done on behalf of political parties and the communication done on behalf of elected governments and their departments of state or ministries. Government communication is a communication program carried out by government communication specialists (PR) who support a wide variety of government policies as well as stands to the public interest through strategic communication. Government communication involves not only sending out persuasive messages to the public, creating awareness of the rights of citizens, and developing mechanisms that enable two-way communication between citizens and government (Univercity, 2009).

However, there is no clear demarcation between government communication and political communication (YeoMans, 2006). For instance, in England government communication activity carried out by communication staff members of the government communications. Canadian established to conduct national information campaigns, ministerial tours, as well as a website that act as a key access point for government information. In the Netherlands, the Dutch government's information service operates a center for public information campaigns and answers each question through email within two days.

U.S. government public relations alert the public of travel advisories and of country positions on foreign issues and a press secretary for a member of Congress informs constituents of the representative's accomplishments (Pearson, 2012). The approach for government communication program was slightly different from the traditional action orientation of modern life (Practice of Government PR, 2012).

Every government action can affect citizens, companies and organizations, society and the international community. Thus, systematic communication must be part of every government activity from planning to final implementation (Specialist, 2011).

According to university of Georgia Washington (2009), it is a fundamental challenge to make the society to understand that government communication is not propaganda. In addition, lack of professionalism in developing countries presents a serious challenge. Thus, creations of suitable communication mode in which to make communication experts are willing to take risks. Moreover, well-drafted policies that are legally binding and enforceable are crucial factors of an enabling environment.

2.8. Communication Audit

PR professionals should communicate strategically to advance organization`s mission. Examines how an organization presents itself to stakeholders and whole society as a social sector in the creation of an issue of public interest (Kirk Hallahan, 2007). In an organization, the effectiveness of communication is the audit in two ways.

Firstly, by creating strategic alignment within an organization; creating a situation in which all employees understand and act for the organization objective and influenced by organization`s own internal monitoring methods. Evaluating the impact based on team performance, trust on management and avoiding uncertainty among employees and increasing their job satisfaction as well as commitment. Also, measuring the impact of organization`s internal communication tactic instigate the employee more likely to act as an ambassador for the organization reputation.

Secondly, good communication measured through its systematic PR reflections that organization established with its key external stakeholders. When an organization builds a strong relationship and expresses itself transparently to its target audience, trust on the company increase. When a greater the psychological and social differences among the organization and its stakeholder, the less understanding of stakeholders about the organization. The appropriate way to know the communication effectiveness particularly on external stakeholders is the knowledge and responds to the organization goal that they shared directly or indirectly.

Communication is fundamental for the organization. Due to this, PR practitioners highly interested to audit their effectiveness of function. PR audit is generally used to evaluate and improve the way organization`s communication is managed (Fembrun, 2007). If it did with the systematic way there is usually great acceptance, and it can make a change in an organization`s communication as well as reputation.

The judgment of the amount of information to be received; judgment of the amount of information to be sent to others, and judgment of the feedback received on the information sent. Items include: “In respect to the information I send to my immediate supervisor, this is the amount of follow-up I get now”; and the same question, ending with “this is the amount of follow-up that is needed”. Other items elicit judgments about the quantity of information (“the amount of information I receive”), the time-span within which the information is received (“to what extent can you say the information is usually timely?”), the communication climate (“to what extent can you say, I trust my co-workers?”), career satisfaction, and the channels used by the organization (Fembrun, 2007, p. 100).

2.9. Theoretical Framework; Excellence Theory

The basic underlying assumption of the excellence theory implies that effective organizations choose appropriate goals with its environmental and cultural context and then achieve those goals. Organizations also try to mobilize publics that support their goals and thus increase their independence. Unless organization good relationships build with the public cannot be effective because it allows organizations more freedom to achieve its missions. In an excellent public relations department when organization face difficulties in communication with their publics seek strategic counseling from outside (Dozier L. A., 2002).

The effective organization determines which stakeholder groups were strategic for it and then to help develop credible, long-term relationships with those publics. Such high-quality relationships exist only when the organization acknowledges the legitimacy of the public, listens to its concerns and deals with any negative consequences it may be having on that public.

Excellent public relations departments scan the environment and continuously bring the voices of the public, especially activist publics, into decision-making. Then, they develop programs to communicate symmetrically with activists and involve them with managers throughout the organization. Finally, they use both formative and evaluative research to manage their communication programs strategically (Dozer, 2002, p. 18).

An excellence theory mostly, thriving for organic structure, participative culture, and two-way symmetrical communication. Equal opportunities for the organization and to the public particularly for minorities, providing a hospitable mode for its increasingly diverse workforce are natures of excellence theory. Also, top management's perceptions were more increase the hope and confidence about the success of the organization. Employees working in such organization are more satisfied and are more likely to support than to oppose the goals and objectives of the organization.

Organization's executives as well as professionals expected to upgrade their educational background with direct PR field. They are always willing to cooperate with pressure groups and the diverse community at large. These situations give greater support for or at least understanding of the organization from the community, the clients or customers, the media, and even government regulators. Excellence theory unusually takes organization's crisis as an opportunity to PR because it has the potential to enhance the public relations practitioner's career.

Therefore, building relationships managing or interdependence among organization and its public is the fundamental nature of public relations. PR practitioners should equip with better tools especially for monitoring the environment and scenario building. They also need measurable indicators of the quality of long-term relationships to evaluate the success of communication programs and the overall performance of the department.

Public relations must be part of the overall strategic management process of an organization and that public relations itself must be managed strategically. To be strategic, communication programs then should plan and managed by objectives and evaluated.

The Excellence theory emphasizes the empowerment of PR in the dominant coalition, not because that would allow PR to help dictate organizational decisions but because empowerment allows the organization to benefit from the expertise of the public relations profession-something that is most likely to happen when the PR involved in the strategic management of the organization (Dozier L. A., 2002, p. 24).

In some organizations, the head of public relations is empowered or a member of the power elite or has access to it. However, only practitioners who know how to manage the function

strategically have the necessary expertise to participate in the policy process of their organizations (Dozier L. A., 2002).

Such communicators, we establish herein, are empowered to act independently-as true professionals-while still cooperating with their peers who head the other departments of the organization. Managers value organizational roles that demand autonomous decision-making. The greater the autonomy, the more the value that managers should hold for both the function and for public relations practitioners.

An excellence organizational PR structure is supposed to have the next three key strategic forms. The first, PR occupation should be clearly present in the structure of the organization in order to make ready access to the decision maker. So that, it can contribute to organization`s strategic management process (YeoMans, 2006).

The second, PR department executives should fully authorize for integrating and coordinating the communication programs with proper educational background. The senior PR executive or others in the public relations unit must have the knowledge for the communication function.

The third, PR should not be subordinate to any other department like marketing, finance, human resource, etc. The fourth, PR should be structure horizontally. This reflects the strategic publics and enables to reassign human power and resources when new strategic publics emerge.

The next point also indicated what looks like might be the characteristics of excellent public relations program in different levels;

Program level (why, when and how individual communications programs are implemented), departmental level (how the PR department operates and fits in with other departments and the organization as a whole), organizational level (understanding of, and respect given to, communications processes and audience feedback by the organization and its staff), economic level (the tangible value provided by excellent PR to the organization, in terms of happy external and internal audiences) (Dozier L. A., 2002, p. 27).

2.10. Models of PR

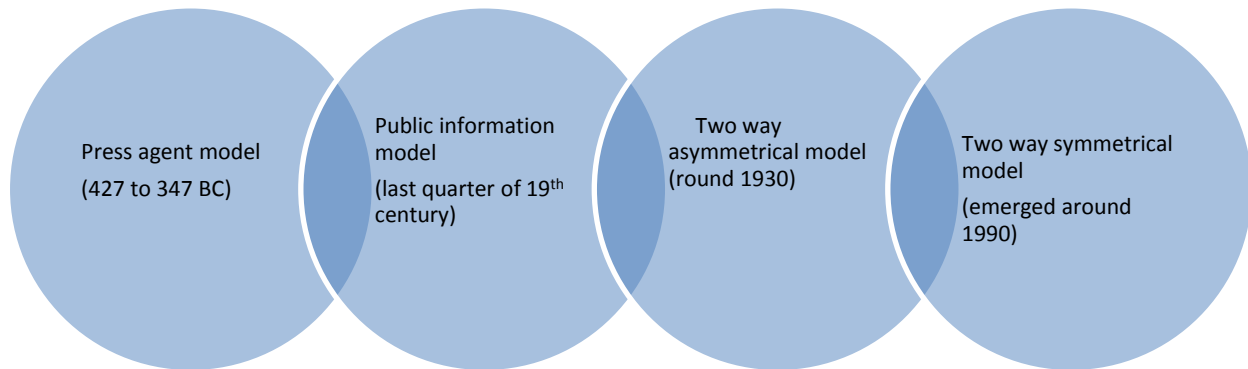


Figure1. Diagram of the four model of PR (Kirk Hallahan, 2007).

2.10.1. The Press Agent (Publicity) Model

The PR professional uses persuasion to convince the thoughts and opinion of their target audience, this model named also rhetoric form, highly accurate is not necessary and propaganda. The organization never listens to the stakeholders respond or comment, and no need of audience feedback analysis and research. Top to down form of communication, and tends to propaganda technique used by media outlets. Mainly persuasive skill has been use to influence the public opinion for hundreds of bear in ancient India, Mesopotamia, Greece, and Roma.

2.10.2. Public Information Model

This model also called journalistic model of PR; it is a little far from manipulative technique and more targeted on dissemination of information. However, the communication strategy is one way and no audience satisfaction examination made to guide the communication strategy.

2.10.3. The Two Way Asymmetrical Model

In this model PR practitioner aimed and follows scientific strategy to persuade target audience of the organization. Conducting research for better understanding to know the audiences attitude

and though, which help to create the message designing strategy. Persuasive communication is used, but more tends to in favor of the organization benefit-oriented, rather than the client.

2.10.4. The Two Way Symmetrical Model

This model is takes as a best, and PR should act as a liaison between an organization and its publics, rather than persuader. It's purpose of communication is creating common understanding. The nature of communication used is balanced effects and mediates the benefit of all parties, not siding with the employer or any other party. Symmetrical term is attempting to create mutual beneficial relation among the organization and the client. (Theaker, 2012), (Dozer, 2002) and (Yeomans, 2006).

Some limitation of such PR model is that it might work to confuse the lines of command in an organization. A lower who is given the chance to give a lot of feedback might come to think that they are as high up in the hierarchy as their top leaders. The direction that they are being consulted and allowed to communicate their opinions may erode their willingness to accept being told what to do by those who are above them in the hierarchy (eNotes, 2012).

In addition to that at certain crisis communication times it can slow down time-sensitive procedures because of an extended two-way conversation.

2.11. Ethical Matters of PR

PR profession is about building and maintaining mutual relationship. It is important for an organization to represent by someone who is ethical and professional. Stakeholders more likely depends on an organization trusted, confidential, integrity and other professional principle matters. Ethics is a formal study and codification of moral principles in to systematic frameworks so that decision can made about what is right and wrong in reasoned and structured way (YeoMans, 2006).

Ethical in PR represents, underlining factual accuracy, appropriate and sincerity equally to the organization and community particularly during communication. These gives insight to run successful organizational business, increases standing of the profession and helps to minimize risks to the personal and organizational. To the contrary, doing the professional in an

irresponsible way leads to business fragility and loss of personal trust as well as organizational image. Hence, PR professionals should understand well what is right or wrong to build good professional status and organizational reputation. In addition, “public relations practitioners operate as moral and ethical agents in society, concerned with public interests” (Theaker A. , 2004).

2.12. PR in Context of Africa

Africa’s cultural diversity and complexity have allowed for variations in public relations in individual countries. A political and economic reform seen in many countries of the continent has transforming their PR institutions, in ways that caution against generalizing about Africa’s PR.

According to Quesinberry (2009), political constancy establishes the necessary conditions for PR to flourish in any society. Stable governments are usually tolerant of dissent and attentive to public opinion, pressure groups, citizen involvement in nation-building campaigns, and greater the opportunities for the dialogic communication that characterizes contemporary PR practice.

On the other hand, many governments use political power purely for their own benefit, and there by create a culture of greed, corruption and self-aggrandizement (conditions that perpetuate a cycle of political unrest and economic stagnation).

Since the mid-1990s, many African countries have opened up to democratic governance and have begun to experience political stability. This is providing one of the necessary conditions for the growth of professional PR in Africa (Quesinberry, 2009). However, lack of access to communication technologies and the state control of the media have affected public relations on the continent. While, social interdependent relations and social responsibility are well respected and serve as guiding principles for individual and corporate activities become an opportunity to exercise the PR in the continent (Jefkins, 2004).

PR practice in Africa is vastly different from that of Western countries. African practitioners are likely to tolerate uncertainty and ambiguity as part of their PR practice. This implies that African practitioners and their publics are likely to give higher priority to communal needs over

individual needs and also likely to think and behave in ways consistent with group norms and thought patterns (a kind of groupthink). It means, too, that PR programs need to take this characteristic into account.

Societies can be distinguished as high or low context cultures. In high-context cultures, such as African societies, much information is left implicit and unstated, group harmony is valued more than individual desires, and relational prestige is more important than logical arguments. African practitioners and the publics` with whom they communicate are likely to mirror these characteristics in their day-to-day actions and activities. In low context cultures, such as the United States and European countries, communication is explicit, and information flows freely (Quesinberry, 2009, p. 182).

Between 1990 and 2006, the number of PR companies rose from zero to more than a hundred in many African countries, giving Africans more avenues through which to participate in state affairs and practitioners more conduits to carry their messages to their publics. Today, practitioners have access to alternative sources of information that range from the internet to cable and satellite communications (Quesinberry, 2009).

There has also been renewed interest from private, government, and mostly multinational corporations in African economies, those that have developed necessary structures and infrastructures for political stability and economic growth. These transformations have created new expectations and opportunities for public relations in some countries.

According to Dozier L. A. (2002), PR Practitioners in the continent play a socially responsible role when they contribute directly to national development. This expectation is even emphasized by the Federation of African Public Relations Associations (FAPRA), the umbrella organization for African practitioners. However PR practice in Africa generally involves on persuasive messages from the government to the people (Press agency or public information model).

Ghana could be an example of early PR introduced country in Africa. However, PR activities were performed exclusively by European expatriate practitioners. PR was primarily served as a communication and information ministry for the colonial administration of the country. The ministry also served the interests of the multinational corporations operating in the country.

After Ghana obtained its independence in 1957 the nature and face of ministry began to change immediately. The responsibility of the ministry is providing information, press and PR services for all government ministries and departments in the country. However, replacing departing expatriate practitioners with Ghanaians was a difficult task because of the lack of qualified Ghanaian PR practitioners.

Since then, the Ghanaian institute for PR has been, and continues to be, one of the major institutions for train public relations officers. The 1970s was a period of significant developments for Ghana's PR. In 1971 the Public Relations Association of Ghana (PRAG) was formed (it has since changed its name to the Institute of Public Relations, Ghana).

The 1970s and 1980s country's political and economic problems hindered the growth of public relations. Public relations activities were either directly or indirectly mandated to promote the government's agenda and to cultivate a positive image for the government.

PR profession in Ghana began to make the impact of the developments since 1992. Ghana parliament to authorize it to enforce its bylaws and to prevent nonqualified individuals from practicing PR. To identify with, and conform to, international PR standards, the IPR instituted membership and accreditation examinations and adopted the international PR association's code of professional. PR in Ghana was gradually gaining respect and recognition, its membership has grown fast. The emerging economic reality has required organizations to find effective strategies to communicate and develop relationships with each other and their publics. This responsibility has fallen on Ghanaian PR practitioners (Dozier L. A., 2002) and (Quesinberry, 2009).

Today in Ghana the primary mission of PR continues to be redefined to focus more on the management of relationships between the organizations and their publics. The private media serve as gatekeepers and control information flow between organizations and their publics. Practitioners now use these media to report information to their publics, to mobilize public support for their activities, and to influence public policy.

Practitioners are becoming more sensitive to public opinion about their organizations and clients. Vocal, critical and discerning publics and advocacy groups have emerged and are using their newly found freedom of speech, via the diverse media platforms, to demand information, transparency and accountability from organizations and the government. Ghana's PR practitioners are gradually embracing this important role in their new democracy, something they had historically ignored.

Despite, PR in Ghana still suffers from lack of adequate recognition from both management and the public. They struggle with a small staff, inadequate budget, and limited freedom and flexibility to plan and implement their programs. Similarly, the Ghanaian public continues to hold a negative view of, and low regard for, the profession. Many perceive PR practitioners as corrupt. Lack of adequate education and professional training opportunities continue to be major obstacles (Quesinberry, 2009).

2.13. PR in Ethiopia

There is no tangible indicative information that modern PR profession when started in Ethiopia. However, it does not mean that all earlier period civilizations of the country's and experiences have been done without the practice of the PR. Not in a modern and developed way, but in contemporary communication and the mass media such as newspapers, radio, and television broadcasts and the information exchange can be a prime example for this.

The PR science is recent happening for Ethiopian and not more than a decade. Now a day there is an attempt to practice the PR, particularly in a ministerial and regional government office. The government communication affairs office (GCAO) (The former Ethiopian minister of information established 1966 latter called government communication affairs office on 2008) history is a typical example to this. The Objectives of the ministry office is to play a leading role

in the government information and communication system of the country (GCAO, 2018). Based on, in all ministry and regional state offices, the PR departments were established (Office, 2017). However, the core tasks of the government communication affairs and regional offices PR practitioners not intended to reflect the weak sides of the government.

They had seen as a protocol keeper of their bosses rather than playing a bridging role among the public and government. Most of the PR practitioners assigned by the ministry to all governmental organization collected from different educational backgrounds like geography, physics, mathematics etc. rather than PR field. This has made possible to shift from different professionals to public relations, regardless of education and relative occupation and has made fertile ground to the profession to leads without fundamental knowing (Gebru, 2017). According to the federal government communication affairs office definition, “ PR means an organized body for collecting information about government organization`s plan and the output, transmitting messages as well as gathering public opinion for government feedback in order to contribute to national consensus and image building (Office, 2017). “A person who wants to engage in a government office as a PR (particularly in minister offices) should take the political training prepared by the ministry and understands the policy and strategy of government (Gebru, 2017).

There are some universities, which are trying to create skilled human power in the PR sector, but this effort is still very early in life. The first batch of Bachelor degree in public relations in Ethiopia history began in 2013 at Mekele University. Addis Ababa University (AAU) opened the first public relation and strategic communication department in master program in 2017. Nongovernmental organization and private businesses have been less successful in practicing PR. The problem with them is that they mix up the public relations work with marketing and promotion firms. The biggest challenge in Ethiopian PR is that the PR is too much politicizes. Due to this, the professional is considering as a politician lobbying for the party rather than working for the mutual benefit of government and the public. The other challenge is disagreement by the professional PR practitioners and the chief executive officer (CEO). Professional has seen as only a spokesperson and stands to protect the organization image by producing colorful messages to mass media. Even most government professionals also accepted and adopted this miss-concept of embracing the PR (Veen, 2017).

To establish ethical principles that contribute to the advance of the line of work in Ethiopia professional association should establish and act powerfully. This can create a foundation for rules and professional values that relate to the dos and don'ts of the profession as well as to the issues of professional ethics standards (Gebbru, 2017).

Since recent years, the government frustrated by communication crisis than the drought happened in the country. Mainly the recent years conflict in the country caused by communication crisis. Some irresponsible PR professional will be accountable to the problem. The poor relationship between the federal and regional PR bodies also creates fertile ground for the communication crisis (Tenagne, 2018).

Recently, by June 2017, PR practitioners (most of them from the federal and regional offices of government and few of them from the nongovernmental organization) have been try to form a professional association in Ethiopia for the first time. The goal of the association is to change the current malpractice with the new practice of the PR and developing the PR framework and principles in the country. The government to support and encouraged to strengthen the professional PR association, for purposes that are beyond getting in touch with political propaganda. Both public and private businesses and civil societies need to understand and react to create fertile ground to exploit the PR. In Ethiopia, journalist association established before a decade, but it was a divide as a public and private. We do not want again such problem to face the newly established PR association in Ethiopia (Teklu, 2018).

People who engaged in the profession with a business as a usual or who are skilled in PR science required to pursue the appropriate course of action. They have to work in a manner that is suited to higher education and professional ethics. Undertaking an over-the-job can lead to dropping of time, power and money rather than success (Page, 2016). Such way of PR is not reasonably price to citizens and to the country.

2.14. PR in Benishangul Gumuze Region

The Benishangul Gumuze regional government is one of the nine autonomous regional states in the federal democratic republic of Ethiopia. The region is organized with three zones and 20 wereda and including Asosa city administration. According to BGRCGB (2013), the region has an area of 50,380 square km with the population of more than one million. Out of the overall

population, more than 90 percent lives in rural and their main economic source is traditional agriculture. People living in the region are highly marginalized in past governments. Gold, marble, incense are some of the available natural resources in the region. Including Abay (Nile) river there are more than 18 big rivers with a suitable land for irrigation. The Great Ethiopian Renaissance Dam (GERD) is another upcoming opportunity for growth of the economy. Since then the region becomes highly known around the world, and politically sensitive.

The region is the source of many cultural traditions. Among them are the traditional musical instruments of Zumbara. In addition, the musical instrument is still used to transmit the message to various communities in the rural area of Berta community. This also happens by the different sounds that the player performs such as to announce cooperative work, wedding, and hospitality. After the voice hears the local community immediately moves to the site to respond for the call of Zumbara. Currently much of the social values of this music tool were diminishing due to today's communication technology (Ahimed, 2015).

Like other regional government and ministerial office, the PR practice was not yet well develops in the region. According to Lisane Hig Gazeta of Benishangul Gumuze Regional State (2000), the regional government communications affairs bureau is the only actor of regional governmental public relation institution.

Bureau's main responsibility is bridging the regional government with the community. The bureau established on 1993 as culture, tourism and information bureau. Later the name of the bureau was change to government communication affairs in 2010. As clearly stated on bureau's foundation proclamation it has eight main objectives.

Some of these are, providing manner of maintenance and utilization of historic relics in the region; keeping a register of antiquities and cultures which are in the process of extinction together with detailed description, and to initiating policy idea concerning antiquities of the region, conducting research and investigations, drafting projects concerning the protection and development of antiquities (State, 2000).

The bureau has a structure from region to kebele. However, it does not have a clear PR work plan, a qualified expert, enough budget, and logistics. There is great lack of awareness about PR from region to lower level leadership public. This led to the lack of implementation of the role

and responsibilities of the bureau. Due to these, the PR activity of the bureau overlapped with politics. In recent years, however, there have been some encouraging PR startups. The public connection is trying to make public voice rather than just only government server (Mamo, 2018).

The bureau established in 1993, even though PR work not exercised based on the professional concept. Rather, it has practiced in a traditional and non-scientific way. This would have been a crucial input for future works, with a clear understanding of past weaknesses in public relations. However, none of these over two-decade experience has been written and documented. Still, there is a great need and effort to change the bureau`s PR work, especially from PR professionals (Amare, 2018).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Qualitative Research Method

There are quite a lot of reasons we have to internalize about the method of qualitative research earlier than going on to define and discuss specifics of how to apply it. Lewis (2003) noted that there are no single accepted means of doing a qualitative research approach. In order to produce qualitative research adequate range of tools and quality assurance, consistency among the philosophical starting point and the method should consider. He also defined qualitative research methods in a next way;

Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that makes the world visible... This means that qualitative researchers study things in their natural settings, attempting to make sense of meanings people bring to them (Lewis, 2003).

According to Yeomans (2006), the investigation made by PR is less concerned with the process of programming; it rather focuses on other major categories of the profession. Mainly, qualitative method with in-depth interviews and focus groups discussions, and quantitative methods through surveys and content analysis are used in most part of public relations research. Qualitative research is subjective to different standards than quantitative research (Dozer, 2002). These standards are no less rigorous; they are simply better suited for PR topic.

The strength of qualitative method study is the rich detail about the situation and the way in which variables and persons interact complex ways and to draw conclusions based on their impact (Beglar, 2009). Qualitative research helps to gain insights and impressions into a problem and it tries to understand the reasons why something is the way it is. The research method is concerned with the subjective assessment of attitudes, opinions, and behavior. Qualitative research is a measure of relative value but based on an evaluation of the general character as well as fundamental nature of what we are investigating. Qualitative methods in research is often used to measure of relatively worthy full finding as for when referring to quantitative methods (Kothari, 2004).

Quantitative research is highly expressed by a number, but qualitative data deals with meanings. Meanings mediate mainly through language and action. Language is not a matter of subjective opinion. Concepts are constructs in terms of an inter-subjective language, which allows us to communicate intelligibly and interact effectively (Dey, 2005).

In addition, Yeomans (2006) put both the advantages and disadvantages of qualitative research approach. On the one hand, he agrees to the fact that it provides deeper looking ability of the researchers about the causes and motivations, explore information, which is completely unknown and unpredicted. On the another hand he argues that qualitative research technique highly consume time, financial demand, and needs qualified and devoted researchers. The research outputs of this method influenced by the researcher and limited generalization.

He adds in qualitative research, the researcher is an active sense maker, seeing the research process as a way of learning and generating knowledge in conjunction with research participants. This contrasts with quantitative research, where the researcher is a detached investigator standing at a distance from their research (Holloway, 2011).

3.2. Sampling Technique

In this study, purposive sampling technique is applied. Since most research cannot reach all members of a population, it is mandatory for the researcher to draw a representative sample. In qualitative research, the samples are likely chose in a deliberate manner, which is defined as purposive sampling. We might sample for specific groups or types of people as a modal in particular case, expert. Purposive sampling can be very useful for situations where we need to reach a targeted sample quickly and where sampling for proportionality is not the primary concern. The goal or purpose for selecting such sampling method is to have informants that will yield the most relevant and adequate data for the study. In qualitative research most probably sample size is not this much relevant. Selecting purposive sampling helps to obtain multiple ranges of information and different views on the subject. When selecting the interview and group discussion participants, researchers should deliberately interview some people, whom you suspect might hold different views related to their PR topic of study. Most of all, purposive sampling method of data collection helps to minimize researcher`s biases or injecting opinion in

the study (Yin, 2011). Participant deliberately selected for this investigation targeted to obtain relevant information about the research topic.

3.3. Sample Size

In-depth interview was conducted with 15 people who are very close to the research topic. These are bureau's head, directors and managers, group coordinators and PR professionals. Each interview with participant took from 40 minute to an hour. One focus group discussion was held with researcher constructed focus group member of six people who are on position of director and PR practitioners in the bureau for more than an hour. In terms of document examination organization's five-year strategic plan, implementation report, working manual, citizen's charter, proclamations and training minute of the bureau assessed in document examination.

3.4. Technique of Data Collection

Qualitative technique of data gathering method mainly includes an in-depth interviews, focus groups discussions and observations with a participant close to the research topic. In addition to these, biographical methods such as life histories, narratives and analysis of documents and texts included in this method of research. Let see the first three basic methods of data gathering techniques in detail (Lewis, 2003).

3.4.1. In-Depth Interview

Holloway (2011) suggest that an in-depth interview guides the researcher to move uncover patterns and themes, and the important and unique experience of each individual participants of the research. In a given research of three interview types, exist ranging from the structured, semi-structured and unstructured interview. Investigators who follow qualitative method generally make use of the unstructured or semi-structured interview types. Because structured interviews in their nature tend to prevent the flexibility of the interviewee that is so valued in qualitative research. Unstructured interview questions were never predetermined except at the very beginning, when the investigator starts with a general question in the broad area of study. It allows the researcher to follow the interest of the participants.

Researchers highly need to be very clear about the purpose and procedure of their investigation before conducting the interview and they should inform it to the participant. If they are clear about the goal and the motives of the research, they more likely feel free to interact with the researcher. When trust increased between the researcher and the participant possibly interest and involvement of interviewee`s also rises (Kothari, 2004).

He also explained the chief merits of research interview below.

- Researchers can obtain detail and greater depth information.
- Researchers can control their own effort when something resists the interview process.
- There is a high chance of freedom to restructure investigative question, particularly unstructured interview approach.
- As the number of respondents is very few, researchers sample controlling capacity increases.
- The researcher can control participants answer to the question, which is impossible in the case of using questionnaires.

3.4.2. Document Review

Document review is either published or unpublished data. Hence, they are both primary and secondary source of data. Usually published data are various publications such as books, magazines, newspapers, reports this parts secondary sources. The sources of primary data are many; they may be found in personal diaries, letters, unpublished biographies and autobiographies and other public private individuals and organizations.

On the one hand, if secondary data found from reliable sources and are adequate for in that case it will not be economical to spend time and energy in the field for collecting information. On the other hand, in using secondary data, the researcher must be very careful because it is just possible that the secondary data may be unsuitable or may be inadequate with the research topic. Thus, the researcher should critically examine their meaning, reliability, suitability, and adequacy before using (Kothari, 2004).

3.4.3. Focus Group Discussion

Focus group discussion involves a group of people who have relative knowledge and character interviewed by the researcher for drawing out ideas and perceptions on a topic connected with a special need. Focus group discussion is practiced since 1920 applied to face-to-face (traditional) and online (effective only if participant access computer-mediated communications) methods between six to ten people. It can be used alone or combined with other data gathering methods. In focus group discussion, question and answer is conducted on one or multiple research topics between the researcher and participant and within the participant aimed to discuss in-depth rather than investigation (Lewis, 2003). It helps the public relations researchers to obtain significant insight variety of issue and tactics. Providing different voices as evidence, energetic and interactive, it gives right for the participant to develop their view that helps to bring attitude change, enables the researcher to collect quality huge data likely soon mentioned as a fundamental feature of focus group discussion. In the case of composing participant researchers, following ways; per constructed (professional group) and researchers constructed group. Selecting suitable environment, preparing structured procedure and rising question from general to specific also made a great impact to get reliable information from the group discussion (Holloway, 2011).

In the interaction of focus group, dissuasion between 6 to 10 members should participate and note more than an hour. The main role of the researcher is leading the discussion relatively on a stress, to make the respondent motivated for more elaboration on the topic. Self-appointed group leaders domination during the discussion is main disadvantage of group discussion. “ Focus groups depend heavily on the skills of the moderator who must know when to intervene to stop respondents from discussing irrelevant topics, probe for further information and ensure all respondents are involved in the discussion” (YeoMans, 2006).

3.5. Data Analysis Methods

Since the research follows qualitative method, analyzing the data through careful and accurate way is mandatory. To this end, categorizing and blending relative facts, narrative and explicating ways of content analysis are mainly applied in the data analysis methods (David E, 2004). Connected with this, qualitative data analysis deals with meanings and meaning is expressed

through actions as well as text. The analysis is not just to express data, rather describe the objects or events to which our data refers. Such description forms are the foundation of qualitative research science (Dey, 2005).

More than describing; we have to interpret, explain, understand and perhaps even to predict. We have to know how and why, as well as what. Breaking down the data in order to classify it, and the concepts that create or employ in classifying the data, and the connections make between these concepts, provide the basis the core of a fresh description. In qualitative analysis, the core of method lies on processes of describing phenomena, classifying it, and seeing how our concepts interconnect. In addition, Kothari and C.R. (2004) noted that data analysis is mainly based on evidence and reference analysis helps scientific way of interpretation.

Content analysis is potentially a very important weapon in the researcher's armory because it can be highly cost-effective. There may be no need to design and issue costly questionnaires – existing documentation such as company reports, memoranda or e-mails may provide the basis for the data (David E, 2004).

Researchers sometimes face difficulty in qualitative data analysis process. They rely more on imagination, insight, and intuition, they can select out data that does not suit, and can quickly leap to the wrong conclusions. Main reasons for such mistakes are the enormous and complexity of the data. Rather, researchers should have to be care full and selective during data analysis. David E. (2004) also argues quantitative data analysis is less relevant than qualitative one; quantitative data analysis is playing a game with numbers, but it would be foolish to discount such evidence as relevant simply because it is not properly 'qualitative'. Numbers can be useful in interpreting the data; the point is not to discount them but to recognize that they may not tell the whole story like qualitative data analysis. Data gathered through interview and focus group discussion analyzed into two ways; thematic generation (identifying and drawing upon common themes across the interview, citation (direct quoting parts of the interview in the main body of the report) (Dey, 2005).

3.6.Ethical Consideration

Researchers ethically responsible to ensure that participants are not exposed to potentially harmful research practices. In addition, frivolous research is unethical. Particularly, in research be voluntary and that the participant has the right to know about nature, purposes, and duration of the research (Abbott, 2011).

The researcher followed the basic ethical considerations in qualitative research. Accordingly, fieldwork data cross check documents. The research data reliability and validity test have been made.

The researcher obtained a formal letter from the AAU school of journalism and communication faculty to facilitate the fieldwork before the study began. The letter delivered to the key informants of the study and the regional government communication affairs bureau and different levels of offices.

The researcher explained the goal of the study for key informants verbally before the research started, and explained for participants that if they were not comfortable with the research questions they could quit or refuse at any point. The investigator recorded the sound based on the interest of the key informant. The study data analyzed as the interviewees and focus group discussants did not want to attribute their names.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF FINDINGS

4.1. Introduction

This chapter focuses on presentation and analysis of research findings of the Benishangul Gumuz regional government communication affairs bureau PR activities. The presentation and analysis included the practice, role and responsibility, models, the level of professionalism, the way stakeholders managed, PR inspection and the tools as well as factors affecting the PR. The research tries to relate the analysis with the related literature review and theoretical framework, which is explain on chapter two of this study.

4.2. PR Practice

As elaborated in detail in chapter two PR practice is a distinctive managerial function which helps establishes and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organization and its public (YeoMans, 2006).

Based on this literature argument the PR practice is one of the main points that was discussed during the in-depth interview. According to data obtained from the interview, most PR professionals practice the PR mainly as a voice of government organization. They imply that there is fewer PR activity in connecting the public and government. Among the interviewees, number 01 and 03, have said the following:

Our organization mainly acts as a voice of government. Current government profile resolution, media monitoring (particularly used for correcting false news), providing information for media on current government events, facilitating discussion forums based on public complaints. We also provide an expert opinion survey that will help to organize a discussion forum based on public complaints. No results obtained when compared to public relations practice. We are working to compensate for the desired results (Key informant 01, April 13, 2018).

We introduce the development, peace and democracy directions that come from federal and regions to zonal, wereda and towns. Based on this we will implement our

annual plan. Through consultative forums, panel discussions, polls etc. the daily, weekly and monthly government information is provide. It is a way of communicating about government policy and strategies (Key informant 03, April 23, 2018).

According to interviewee number 12 and focus group discussion participant A and B, the bureau has a structure to be redeployed to the kebele, and it has a connection with the minister of federal government communication affairs office. PR experts working in all these structures have some responsibility to connect government with people by collecting and analyzing data on some government issues they said. The comment is as follows;

The organization has organizational structure in every weredas and government information collected on different issues. The data will sent to the ministerial office of Federal government communications affairs office. Our most jobs directions were came from the office. We had undertaken these activities to link people and the government. (Key informant 12, April 14, 2018)

The Bureau carries out and promotes the image of the region. The purpose is to work as a spokesperson for the government. The spokesperson activity made by introducing government`s strategies and policies to the public. This means to serve as a bridge between the public and government. (Participant A, April 26, 2018)

We are serving as a bridge between public and government. This means sharing any information from the people to the government and from the government to the people. However, I do not believe that the public opinion is thoroughly analyzed (Participant B, April 26, 2018).

Amongst those interviewed, number 13 commented differently than the above explanation. According to him, the PR activities in the bureau are highly politicized. His ideas are set out as follows:

PR practiced solely for the sake of political gain and the way they (regional higher officials) understand it. This can cause stigma and pressure on professionals. In our bureau, activity of government and political party is overlapped. In fact, politics is practiced by own members, structure, budget, and equipment, also government

activity will be headed by its own way. However, we (bureau's PR practitioners) have been working political activity knowingly or unknowingly and this has caused a moral collapse on PR practitioners (Key informant 13, April 16, 2018).

Lisane Hig Gazeta of Benishangul Gumuze Regional State (2000) indicates the office role and responsibility clearly with eight points. Some of these are, promoting the nations as well as socio-economic activities being carried out, organize, expand and give protection to the region's resources of tourist attractions, to cause the establishment and expansion of public museums, to cause the development and expansion of literature and study the languages of nations in order to register the history and culture etc.

PR practice is a deliberate (intended to influence someone in order to gain acceptance), planned (having the short, medium and long-term plan) action, sustain effort (not add and hock) and stands for mutual benefit (both for the organization and public interest) (Haynes, 2011).

Among the interviewees, number 03 and 04 noted the bureau's PR practice on the following way:

I do not think PR is practicing in the right way in the bureau. Because most PR work is not being separated with politics. The sector (the regional PR) was engaged in unplanned PR activity rather than planned. PR practice is seen as a political activity when only leaders need solely. This has been repeatedly discuss and has nothing to do with PR. The problem has been increasing, especially in the zone and below of the bureau's structure. Were as most PR activities is at the grass root level (Key informant 03, April 16, 2018).

"Most PR jobs were implemented with the community, at the bottom structure of the bureau. However, there is no clear working plan on zonal, wereda and towns of government communication affairs. We often do unscheduled tasks. This seems to be more political than PR (Interviewee 04, April 19, 2018)."

In reality, it does not mean event management is the only activity of PR professionals, but it was categorize under different PR responsibilities (Jefkins, 2004). PR practitioners have a responsibility in making the world a better living place for people (Quesinberry, 2009).

Some interviewees believed that PR is responsible for linking the people and government, but not implement practically. Interviewees number 13 and 08 points out that there are problems reflected in every level of the bureau.

"The PR work, especially at the bottom of the bureau structure (Zonal, wereda, city, and Kebele), has been altered. The PR does not have a working plan. The professions assumed as minute taker and facilitator of meetings. Sometimes this problem can be seen on the bureau level (Key informant 13, April 23, 2018)."

As a rule, the purpose of the bureau's PR is to focus on delivering information from government to the public. However, there is a problem to be able to balance the needs of the people. The region has many natural and historical resources. For instance gold, incense marble etc. The construction of the Great Ethiopian Renaissance Dam (GERD) is another potential resource of economic development. However, the PR did not mobilize the government and the public to exploit these resources (Key informant 08, April 18, 2018).

PR practice should work on alignment of the organization's and public's concerns and interest. The profession is not just destination information, rather listening engaging understanding the conversation with clients and diverse public (Haynes, 2011). In government communication programs PR are not only advocates of government strategies and policies but also they raise the issue of public interest through strategic communication (Yeomans, 2006), (Univercity, 2009) and (Practice of Government PR, 2012).

In this regard interviewee number 02, 03, 04, 05, and 10 believe that it is our ultimate goal to reach the people, regardless of policy and strategy and uncertain of government work. This based on achieving the government plan in order to benefit the public they said.

To the contrary, interviewee number 11 and 15 critically believe that the purpose of the bureau PR is to connect people and the government.

Citizen's Charter (2016) of the bureau suggests that to reinforce the quality of the PR practice transparency, responsiveness, involvement of the customer, assurance, user-oriented and continuous improvement is a need. However, the information on the half-year performance of

the second Growth and Transformation Plan (GTP) of the bureau is not certain that it is in line with the plan (BGRGCB, Second GTP Report, 2018).

4.3. PR Guidelines

4.3.1. Models of PR

As explained in detail in chapter two, PR profession passed four model of communication stages since it was practiced (Cornelissen J. , 2004). These model are; the press agent (publicity) model; the public information (journalistic information) model; the two-way asymmetric models and the two-way symmetric models.

Identifying the type of PR model used in the bureau is one of the main questions of the study. Among the six participants in the focus group discussion, participants B, A, and C suggested that there is no PR model to follow in the bureau.

"We have no model. The PR has rules and guidelines on how they relate to the sector PR and they work. It is one way of modifying the experience, correcting flaws and easing the weaknesses. (Participant B, April 26, 2018)" "We do not know which model of the PR we will follow, but we still have a model to follow." (Participant A, April 26, 2018) "We do not have a PR model to follow. (Participant C, April 26, 2018) "

Other team members of the focus group discussants (E, D, and F) did not claim the opinion gave by B, A, and C about the lack of PR model in the bureau. In addition to the focus group discussion, most of that key informants in-depth interview was not sure which type of PR model their bureau would follow. The following is an opinion gave by number 13, 01 and 06 of the interviewees.

"Since I came to the government communication affairs bureau, I have not seen a PR model. However, we have a detailed work schedule based on a balanced scored card (BSC) system. We are guided by it (Key informant 13, April 23, 2018)." "There is no such thing as a PR guideline, or operation model in our institution because I do not know. But there is a PR daily detail working outline (Key informant 01, April 13, 2018)."

I have been in the government communication bureau for more than four years. What I suppose is the bureau does not have a model or guideline to direct PR activity. I have tried to contact my co-workers and supervisors. PR works job lists are kept. I do not think this will be as good as it may seem (Key informant 06, April 17, 2018).

Some of the interview participants said that the duties and responsibilities of the bureau establishment proclamation are the foundation of PR. Others have explained that the bureau's PR work will not lead by model, but we will be guide by balanced scored card (BSC) system. Interviewees number 2 and 10 explain that:

"Our institution was established by proclamation. A PR expert has detailed job description and activities are measure by quality, size, and duration. Particularly, the quality of PR activity is measure by delivery of government policy and strategies to the people. We do not have a PR model (Key Informant 02, April 14, 2018)."

We do not have the function of the PR model. Each professional will perform with a detailed work schedule based on balanced scored card (BSC) system. We also work based on directions from the federal and regional governments. Especially current affairs are our focus. The detail tasks and responsibility of the bureau PR activity are listed in the proclamation. In addition, of course, we are accountable only have to work under or beyond we have been given power (Key informant 10, April 18, 2018).

It is better to mention here about the bureau's PR, media and art guideline (2016). During my secondary data collection, someone (bureau's employee) told me that the office used the guideline as a model for PR. The guideline was approve in 2016 and has labeled common forum guideline of government public relations, media, amateur journalists, community and personal media and the arts sector.

The objective of the guideline is to ensure social responsibility, accountability and healthy working relationships with the professionals mentioned on above. There are 11 points outlined of bureau's responsibility including facilitating situations for media in the guideline. However, there is no article on the guideline how the bureau should conduct its public relations activity.

4.3.2. Role and Responsibility of PR

The role and responsibilities of the PR profession are extensive. In chapter two of the literature review, the key features discussed in detail. As Yeomans (2006) explained, the role and responsibilities of the PR are important at this point in achieving the goals of the institution. If the institute has, a good view of the community can record long-term consequences.

The PR role and responsibility in regional government communication affairs bureau is among the questions raised during the interview. They responded differently in their own opinion perspectives. The answer is as follows:

Bureau will collect, analyze and organize information on the current situation of the region. The central role and responsibility of the PR are bridging between the public and the government. Maintaining and building good traditions and cultures, correcting the wrong information, preparing a news release, working as a voice of the regional government, facilitating public discussion forums, showing government weaknesses based on information gathered from the public (Key informant 01, April 13, 2018).

"Every PR profession has own yearly, quarterly, and weekly plan. Prepares a government statement and identifies information about socioeconomic and political issues were properly transmitted to the public through discussion forum as well as the checklist (Key informant 10, April 18, 2018)."

"Collecting and analyzing public opinion, creating awareness on government policy and strategies, facilitate and implement a government higher officials field visit programs on development activity area in the region (Key informant 08, April 23, 2018)."

The second GTP (BGRGCB, Second GTP Report, 2018) of the Bureau indicates that the responsibilities of bureau's PR are to promote government policies and strategies, suggest the outputs of the policies and creating awareness to the public that change will come through the community participation.

However, the plan did not change into action because most of the bureau's PR activities do not represent both the organization and public interests. Rather, activities are highly focused on being voice for government. The following is opinion of interviewee number 02;

The primary responsibility of our bureau PR officer is to work as a spokesperson for the regional government. The role of the spokesperson will depend on government strategy and policies, which will be advocated to implementing regional institutions and the community. The PR should serve equally the government and the public. However, it depends on the performance of the professional level varies accordingly. As I have said, the early responsibility of the PR expert is to work as a spokesperson for the government, the government needs the PR to work just as it wants. PR did not work as the people want. This creates a gap between public interest and government work. PR's work is under question. However, this does not have a direct connection with lack of capacity of PR. This will inevitably cause the government to lose credibility (Key informant 02, April 14, 2018).

As a PR creating smooth relationship with the mass media is crucial, but this not necessarily means that mass media is the only way to communicate with public. According to group discussions and the personal interview, bureau's leaders consider that PR activity is only preparing news release. Even in the PR section, people who prepare news release, productions, and documentaries considered themselves as journalists instead of PR. In addition, they believe that other PR work does not concern them. Concerning this focus group discussion participants B and interviewee number 04 gave the next opinion;

The leaders in the bureau measure the success of PR only with televised news release on broadcast media. If a communicator in the PR sector has media coverage, there seems to be great satisfaction on PR work. Material and other essential items will only be provided for the news and related activities. Most of the PR staff even does not have enough seats. Moreover, the awareness of the PR staff in general does not grow up (Participant B, April 26, 2018).

"I think the activity of PR department seems to prepare public forums and gather information for the government. The information will be used for a government decision. I do not know much

about PR in the bureau because my only works are sending news to media (Key informant 04, April 16, 2018)."

Yeomans (2006) indicate that if PR professionals focused only on providing information to the media, likely they face two problems. The first may be the mass media able to hijack the PR agenda and explaining it by their own desires. The second is the conclusion that media is accessible to all sections of society is in itself unnecessary. It also has own limitation because some community believes that if PR made an extensive relationship with the mass media the organization is striving to maintain its negative image.

4.4. Professionalism and Stakeholder Management

4.4.1. Practitioners Professional Standard

The excellence PR theory suggests that if leaders properly understand the PR institution that enables them to work in challenging environments. It helps to alleviate crises too good opportunities. This will allow both the organization leader and the PR expert to work closely with the community, clients, media, especially the government (YeoMans, 2006).

The following response was given by the bureau`s head and PR experts for the question raised on professionalism during the interview. Number 13, 10, 01, of interviewees and group discussion participant D and A said the next:

Depending on the level of skill and professionalism, the level of the expertise differs. There are who have no capacity and skillful professional. In terms of educational background, most of them were studied language and literate, and the rest are not relative to PR field. The bureau, however, wants to have an educated that has the director related field of PR (Key informant 13, April 23, 2018).

We cannot see PR`s output within a short period of time like any other development activity. Rather, it is more focusing on psychological and mental transformation. Some of the staff at the bureau is trained journalists, many of whom are in the field of language, literature, management, civics, and others field of education. This is becoming harder for the bureau when getting into practical work. PR skill is different in concept and practice. Lack of good working environment is declining

practitioner's motivation. Our knowledge cannot be update with the speed of globalization. We believe that we have to do much to change the community's attitudes to exploit the region's enormous natural resources. However, many situations determine these procedures. There are many problems on both the professionals and organization side (Key informant 10, April 13, 2018).

The PR professionals at the bureau have a bachelor's degree in journalism, language, management, and related fields. They got short and long-term capacity building training. However, there are problems with recruiting new employees by carefully examining the passion to serve by prioritizing the public interest. There must be strong steps to correct this. In addition, there are situations where the salaried employee only for benefits. These professionals stumble while entering to PR work. There are comments and appraisals sometimes given by the manager that has a negative point of view without evidence which affecting the motivation of the PR. Organization leaders are less aware of PR, usually took six months and more in order to create a merger with the professional model. However, when changes begin to appear, the leader took to another organization and the new leader comes. This is another headache of PR in the bureau (Key informant 01, April 13, 2018).

"The employees not yet fully understood the PR profession and act responsibly. I do not think the department leaders and bureau head knew about PR. As a result, they will try to force the professionals to engage in non-PR affairs. This was to stifle PR by creating a complication (Participant D, April 26, 2018)."

Bureau's officials are, of course, less aware of communication and PR. When they come to the bureau, they have little understanding of the concept of PR, but they become aware of the profession they leave to somewhere. This poses a major obstacle to PR. This seems like a political decision. However, information about development, good governance, peace, and democracy is highly needed to promote by PR (Participant A, April 26, 2018).

According to excellence PR theory, building organization's PR expert capacity will not only the organization's capacity but also it will also benefit the institution. This means that organization is capable of accomplishing its short, medium and long-term goal and vision (Dozier L. A., 2002).

To strengthen the awareness of the PR sector leaders' and institutional commitment in capacity building training given to 314 bureau leaders from the low to highest levels in 2016/2017. The training was provide with the nature of information communication and strategy as well as information management (BGRGCB, Capacity Bulding, 2016).

According to interviewee number 03, he has worked for many years in the bureau, and several capacity building training have been undertaken. An experience shared from various regions to make better the PR. However, no efforts made to transform the training and experience into action.

There is no PR expert in the bureau who try to understand the profession well. They just merely knew serving both people and government is a PR value, but did not apply practically. They do not know their rights and obligations. I do not believe the sector is organized in a study-based way, the emphasis on the profession and the degree to which PR work is honored. When the PR called, they come; when they told to go they get back. This limits their efforts for the development of the PR industry. PR professionals took continuous training of capacity building. We have brought a lot of experience sharing from other regions. The number of skilled PR managers and professionals in the bureau steel very small. I think that is happened because of lack PR check and balance mechanism (Key informant 03, April 16, 2018).

However, Second GTP report (BGRGCB, Second GTP Report, 2018) indicates that during the second GTP of 2.5 years for PR capacity buildings activity huge amount budget allocated. Out of this budget one million Birr in 2016, three million Birr in 2017 and two million birr in the half year of 2018 utilized. The report shows that almost 100% of the total budget is used.

Another interview participant number 06 shows that the bureau's PR experts have two types of professional perceptions. On one hand, he identified the level of skilled workers who were trying to upgrade their PR talent. On the another hand, there is a PR counted their time by accepting the

salary. Most PR have educated in different incompatible fields, rather than directly related to their activities. The bureau has not organized based on scientific research he said.

Every government action affects each citizen's life and the whole society. Due to these, government activity from planning to final implementation must communicate strategically. Because, changing public's life is equal to promoting government policies and strategies (Specialist, 2011).

In addition, PR practitioners should strive in order to make the world a better living place for a human being (Quesinberry, 2009). Censuses made in 2012 indicate more than 982,000 people live in Benishangul Gumuze region state. Out of these, the majority is rural dwellers, which is predominantly dependent on backward agriculture and live in poverty. In another hand, the region had an extensive natural resource such as gold, marble, incense, more than 10 big rivers (including the Nile) which can be potential for high irrigation etc (BGRGCB, Mineral esource, 2013).

The office of government communication Affairs bureau is concerned about the PR work by enabling and coaching its people to change their lives. However, this should see in deed rather than in word and colorful reports (BGRGCB, minuet, 2018).

4.4.2. Stakeholders Management

An excellence theory of PR implies that unless organization builds good relationships with the public cannot be successful because it allows organizations more freedom to achieve its missions. The effective organization determines which stakeholder groups were strategic for it and then to help develop credible, long-term relationships with those publics.

Choosing appropriate goals with its environmental and cultural context and then achieve those goals. An excellent PR department mobilizes publics that support their goals. Even organization faces difficulties in communication with their publics seek strategic counseling from outside public (Dozier L. A., 2002). Group discussion participant A and interviewees number 10, 01 and 08 said the next about bureau's relationship with the internal and external stakeholders.

I feel that internal stakeholders are less aware of PR. In particular, there was a problem with the Department of Finance. We have told no budget. Finally, the

budget will be reverse eventually. As a result, I remember that we did not spend our money and returned at the end of the year. This is a sign that our finance department had a misunderstanding about PR. Bureau officials have an important role to play in reinforcing internal stakeholders. Cluster structures are also involved in enhancing our relationship with external stakeholders (Participant A, April 26, 2018).

The bureau has organized regional offices outside of the government communication bureau in three clusters. These are economic, social, political, and good governance. We will meet in the monthly forum, discuss the solution in the implementation of the problem, and put the solution in place. We have close proximity to internal stakeholders. They are supportive of the PR than the external stakeholders (Key informant 01, April 18, 2018).

The relationship between internal stakeholders and us depends on the perspective of the PR expert. We try to strengthen our relationship through face-to-face discussion but the problems are still there. Despite we do not have exceptional relationships with external stakeholders, our proximity to media is far more important than others. This is because media is an effective way to reach the target audience (Key informant 08, April 13, 2018).

The second GTP report (BGRGCB, Second GTP Report, 2018) points that bureau's second Growth and Transformation Plan (GTP) of PR set a targeted plan to increase the reliability of its customers (stakeholder groups) to reach 95 percent within five years (2007-2012). The GTP half year implementation report indicated that bureau reached 54 percent.

According to bureau's citizen's charter (2016), people of the region, the regional state government, media, civil societies and political parties have identified as an external stakeholder for the PR work. The citizens' charter did not clearly set the internal stakeholders. The purpose of the citizens' charter is to promote transparency and accountability in the PR work.

However, both internal and external stakeholders are the backbone of PR. This includes from individual to entire community. Strategic communication with internal and external stakeholders will allow to attainment goal and vision of organization (Fembrun, 2007) and (YeoMans, 2006).

4.5. Utilizing Effective PR Tools and Measuring the Impact

4.5.1. PR Tools

PR use different tools to realize organizational communication plan. Some of these are the traditional media (the mass media) which includes the newspaper, radio, and television. Particularly, the broadcast media (radio and television) is powerful in getting in touch with the majority of the public and influencing their attitude (Jefkins, 2004). In addition, there are different booming tools of PR connected with the expansion of internet technology. Some of this is the social media (Facebook, Twitter, Instagram etc.), web page, press release (news release), press conference, speech, magazine, lobbying, and sponsorship.

However, the budget capacity of the institution, the target audience, and related issues determine the type of tools that the PR uses. The PR planning process must tailor to the current internal and external conditions. According to the response of the interviewee, number 10, 02 and 01, PR tools used by the bureau are as follows.

"We use news release, newspapers, magazine, and public opinion as a PR tool (Key informant 10, April 18/2018)." "Our branches were organized in each wereda and town. There are PR experts whose work is collecting a public opinion (Key informant 02, April 14, 2018)."

"Our tools are press releases, gathering public inputs on problems and solutions, organizing media forums, providing information for big billboards, and social media etc. (Key informant 01, April 13, 2018)."

Among the interviewees, number 03 gave a different idea regarding the use of bureau's PR tool. "I do not argue that we are using modern tools for PR activity. PR carried out traditionally. Leaders in the bureau did not understand the practice well. When expert tries to show the right way to the practice, tool etc. they did not get acceptance from leaders (Key informant 03, April 16, 2018)."

Including news release, magazine, and broacher 24 types of PR tools were listed on bureau's citizen's charter (2016). However, "Bureau had limitations on professionally using tools which are at hand. Even the bureau did not utilize efficiently the social media particularly the facebook.

In addition, the website is the best tool for PR, however, the bureau not yet has a website (BGRGCB, minuet, 2018).’’

4.5.2. Communication Audit

It is necessary to measure the effectiveness of the PR work over time. As discussed in chapter two of the literature review section PR auditing activity has done in three basic ways. These are the information we receive, the information we transfer, and the feedback we received based on what we transmitted during the PR process. PR auditing carried out in which result in overall effectiveness and improvement of the work. If PR auditing properly implemented it can also enhance organization`s reputation and indicates productivity (Kirk Hallahan, 2007). The interview participants were asked to explain bureau`s PR audition. Focus group discussion participant E and interviewees number 10, 12, and 01 response as follows:

"I think bureau`s public relations work output is measured through what we do. If the public is happy with the PR activity, we did, and then we think that we are successful. However, did we do this? It is a very big question (Participant E, April 26, 2018)."

The bureau has a way to measure its work; that is receiving public feedback based on our PR job. We believe that PR should create mutual understanding between government and society. If this did not happen, it is a sign PR is not effective and efficient. Accordingly, we will redirect our next public relations work (Key informant 10, April 18, 2018).

The bureau act based on its plan. PR effectiveness evaluation of the bureau divided into four sections. The first, bureau`s main department measures the output through one to five work team. The second, sector offices grouped into clusters. The third, overall PR activity is evaluated by the quarter a year. The fourth, we prepare a checklist and go down lower level offices to evaluate the results of our work (Key informant 12, April 23, 2018).

"Bureau has a five-year strategic plan. By evaluating our annual plans and performance, we measure the public satisfaction levels. We are working to strengthen our PR by correcting problems (Key informant 01, April 13, 2018)."

Interviewee 04 and 07 also claim that as far as they knew inspection did not make on bureau's public relation activity. Their response as follows;

"I do not think there is a mechanism to measure the intensified public relations work of the bureau (Key informant 04, April 16, 2018)."

As far as I knew, PR work of the bureau is not evaluated based on the PR practice standard, but we just count what we implement or not. I think it is necessary for an institution to perform before measuring its productivity. Making the necessary input for the work is the most important thing, and the right setting is appropriate Even though, the PR professions play a major role (Key informant 07, April 3, 2018).

4.6. Challenges Affecting the PR Practice in the Bureau

Currently, there are many challenges that divert the PR profession to act against the mutual benefit of the organization and its public. Some of these are an organizational crisis, the nickname of the professionals (like spin-doctors), lack of credibility, cyber attack, shortage of time and budget. Particularly, now a day measuring the social media impact on PR firm is too much difficult because of huge number users (most of them were young and who likely divert their attitude with pseudo-news) and the complexity of the information (Quesinberry, 2009).

Including the bureau's second GTP half-year report and focus group discussions participant E, interviewees number 02, 10, and 09 points mentioned below are challenges of PR in the bureau.

"Due to lack of awareness, there is a great deal of information mismanagement. Also, lack of incentive for employees with a good efficiency and this indicates that the region not yet improved in terms of information handling, utilization, and flow (Participant E, April 26, 2018)."

The management of our organization is politically assignee. I feel that leaders are assigned to the bureau just for a symbol or not to leave the bureaus simply empty. This caused professional migration and instability. Rather than looking for additional sources of income, bureau relies on government subsidy (Key informant 02, April 14, 2018).

To the best of my knowledge, I have never seen bureau is led by having a PR educational background. When they want, they will appoint a teacher, where they will seek they assign a leader with geography background, when they need agriculture... Such a leadership does not support us. It is one of our main problems (Key informant 10, April 18, 2018).

There is the difference in salary and additional benefits between the bureau and another institution among the same level of educational qualifications and experience. Really, I always shock when I heard it. The government did not well recognize that information delivery was more than money. Sometimes, low-level officials were assigne to the bureau, as it seems likely to punish the bureau (Key informant 09, April 19, 2018).

According to second GTP report (BGRGCB, Second GTP Report, 2018), the next points are main problems facing during PR activity. Instead of executing the bureau`s plans, the director is focused on hefty jobs, the organization`s vision, mission, and value have not been properly understanding with the workforce. Lack of adequate equipment and budget, dangerous computer viruses and frequent leader change at all levels of the bureau.

In addition, efforts have been done to enhance the effectiveness of bureau`s budget utilization on the second Growth and Transformation Plan (GTP). An action of replacing government subsidies with another source can be mention as an example. However, the report did not properly explain the amount of additional utilized budget (BGRGCB, Second GTP Report, 2018).

CHAPTER FIVE

SUMMARY AND RECOMMENDATIONS

5.1. Summary

This chapter will draw inferential conclusion based on data found from the investigation. The study focuses on the role of Benishangul Gumuz regional government communication affairs bureau PR to strengthening the relationship between the government and the public. The researcher followed qualitative method to collect information for the study.

According to the study, on the one hand, the Benishangul Gumuze regional government communication affairs bureau public relations practitioners are working more as spokesperson for the government policy and strategy. On the another hand, the research data show that the bureau focus on links between the regional public and government.

However, the study data show that the public relations practice of the bureau is generally limited reflecting the public opinion to the government. Even ideas so fare revealed from the public to the government are solely on the need of the government direction. There was no PR activity done purely based on the public interest.

According to the study, bureau`s PR practice has been overlapped to political activity. Particularly PR activity carried out by the lower level staff of the bureau become minutes taker and conference facilitators. They are doing nonpublic relations activities. The study data points out that, the bureau's PR experts are less likely to provide information to guide the people and government of the region that enables to exploit their natural resources.

In terms of PR model, the study indicated that the bureau did not follow any model of PR. Instead, duties and responsibilities which are outlined on bureau`s foundation of the proclamation used as a guideline. However, according to the study, even the bureau did not fully implement its duty and responsibility.

In addition, the bureau did not pay attention to what way the PR work should conduct. According to the study data, the bureau is not working based on the status of the current PR model.

The study data show that the role and responsibility of the PR are mainly publicizing the needs of the government. It has not scoped to accept public interest with government approach. Efforts to accomplish the PR role and responsibilities of the bureau are limited. The study found that the overall effect of the bureau's role in PR and its responsibility has not been much.

Data from the study suggest that most PR professionals practicing without basic knowledge. These have made bureau's leaders unable to understand the difference between the PR and political affairs. As a result, the study findings confirm that the PR work done by instinct rather than based on knowledge. The PR activity led in such way cannot succeed the PR role and responsibility. Due to this bureau's PR practice could not be changed from business as a usual. According to the study data, not only the bureau head and PR professionals, but also higher officials of the region should reconsider their decisions on PR.

The study indicates that bureau's relationship with internal and external stakeholders was not yet advanced. Even external stakeholders, which organized in a cluster, did not potentially utilized by communication bureau. The investigation data suggests that both internal and external stakeholder's awareness about PR is very less, the bureau has expected to upgrade their understanding.

As the study data points that bureau has identified more than 20 different relations purposes tools. However, most of them were not wisely and effectively use. According to the survey data, the bureau often uses mass media as a primary tool for public relations. This has led to high costs and limited access to PR. The bureau currently uses the public relations tools without basic research and this becomes a reason for poor performance of PR activity.

Based on the findings of this study, the bureau has attempted to audit the effectiveness of the PR. However, the bureau made the communication audit in its own way, rather than to follow PR auditing technique. Due to this PR audit result could not show the true impact of the bureau's public relations.

According to the study data, it is difficult to ascertain where the bureau is going from the PR point. This led bureau's PR practice random than the professional standard.

In conclusion, concerning the challenges of PR, data from the study revealed that, bureau not led by a person having PR educational background since established. So far, the criterion for the management of the bureau were based on political eligibility. In general, institutional placement not based on a refinement of PR, rather than a quota, and those results a silent process on the entire PR work of the region.

There is no mechanism acknowledging employee who working hard and coaching and punishing of a poor performer. The bureau has extensive information handling issues but there is no even unpublished organized information that describes how the bureau has traveled since then. According to the study, there is a lack of suitable working environment, adequate work force, logistics and budget for PR.

5.2. Conclusion

In this section, the researcher reached on the following inferential based on the study data discussed on the summary.

The bureau's PR activity more focuses on government strategies and policies. This indicates that the bureau's leaders does not know the PR practice well. As a result, the bureau's PR activity will fall into the question of efficiency. This is to say that the PR work is not as effective as the cost of time and money in the bureau.

In addition, the PR has overlapped with the politics. This means that the officials of the bureau are not aware that the politics and the PR are different. For this reasons the bureau's PR did not make the government and the public more beneficial.

Model of the PR of the bureau is not clearly stated. The duties and responsibilities of the bureau are not being implemented properly. As discussed in chapter two of this thesis, if a PR institution does not use the fourth models of PR, the role of connecting the organization to the public will be decrease. That is what happened to the bureau. It seems that the bureau's PR activity is usually based on propaganda, rather than PR practice. As a result, the regional government and the people have not been able to collaborate significantly to the benefit of social and economic development.

In relation to audition and inspection of PR work, the bureau is not following a professional approach. Rather, the bureau used way of measuring the effectiveness of the work done in other occupational areas that not related to PR profession. This cannot well signal the success of the bureau PR work. The office cannot reach its vision and mission in this way.

Besides, the institutional leaders and most of the PR professionals do not carried out their work with the help of basic PR knowledge. In addition, a relationship with stakeholders did not reach the desired level. This implies that PR activity in the bureau practiced by guessing, the goal and objectives of the bureau are not functioning as required. In such way, the bureau cannot compete in public relations.

In summary, there are a number of challenges of PR seen for more than a decade in the bureau. This indicates that the officials of the bureau have not been determined to bring about the change of the bureau.

5.3.Recommendations

Based on the study findings the following recommendations provided to make the bureau's public relations activity more efficient.

- In fact, PR practice is serving equally the organization and its public. The regional government communication affairs bureau should properly carry out its PR practice for the mutually beneficial relationship between regional government and the people, rather than acting as a voice of government. This means that the bureau must develop a PR work plan based on PR practice and measure the effectiveness periodically through PR strategy.
- The regional government communication affairs bureau should properly identify, understand and practice PR role and responsibility and act in accordance with.
- In order to accomplish the goal of the bureau, the public relation must follow the current excellence model of PR and the two-way symmetrical model of PR.
- As the study data has shown, instead of using excessive PR tools which are not properly functional, the bureau should identify tools that allow its actual capacity (budget, work plan, customer's interest, etc.) and suitable to reach its target audience. This should periodically scan as it is tossed and shredded as needed.

- The regional government communication affairs bureau should replace its current method of non-professional PR audit with professional public relations auditing or controlling system to hold accountable for the effectiveness of PR practice.
- Since stakeholders are key partners for PR, the bureau is supposed to identify and prioritize stakeholder groups in order to get their potential contribution to suicide its goal and objectives.
- Finally, factors, which have been hindering the PR such as trained human power (particularly the bureau head), lack of incentive, suitable working atmosphere, budget etc., required to solve through a short, medium and long-term action plan. Particularly, the regional government is required to reinforce PR work. These will be achieving by means of a skilled workforce, modernization and technological capacity.

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Appendix

Research Questions

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?
2. Which model of PR does the Bureau use?
3. What kinds of PR tools were used in the Bureau of communication?
4. How is communication audit in the organization?
5. What are the PR role and responsibilities of your organization?
6. How is your relationship with internal and external stakeholders?
7. How do you explain your organization`s PR practitioners awareness about the practice?
8. What are the challenges facing the communication bureau?

የጥናቱ ጥያቄዎች

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ?
2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል ነው የሚከተለው ?
3. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?
4. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ወይም ቁጥጥር የሚከናወነው እንዴት ነው?
5. በተቋሙ የአንድ የህዝብ ግንኙነት ሚና እና ሃላፊነት ምንድን ናቸው ?
6. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላቸው ግንኙነት እንዴት ይገለፃል?
7. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?
8. በተቋሙ የህዝብ ግንኙነት ሥራ ወቅት የሚያጋጥሙ ተግዳሮቶች (ችግሮች) ምንድን ናቸው?

Research Interview Questions and Answers

Key informant 01

1. What looks like PR practice in the organization?

Our organization mainly acts as a voice of government. Current government profile resolution, media monitoring (particularly used for correcting false news), providing information for media on current government events, facilitating discussion forums based on public complaints. We also provide an expert opinion survey that will help to organize a discussion forum based on public complaints. No results obtained when compared to public relations practice. We are working to compensate for the desired results.

2. Which model of PR does the Bureau use?

There is no such thing as a PR guideline, or operation model in our institution because I do not know. But there is a PR daily detail working outline. I believe we need to make some concrete work on the realities of our region. We have no problem with bringing in experiences. It is our major problem that it does not change into a practical. This is reflected not only in the regional government bureau of communication but also to the city administration branches of the bureau.

3. What are the PR role and responsibilities of your organization?

Bureau will collect, analyze and organize information on the current situation of the region. The central role and responsibility of the PR are bridging between the public and the government. Maintaining and building good traditions and cultures, correcting the wrong information, preparing a news release, working as a voice of the regional government, facilitating public discussion forums, showing government weaknesses based on information gathered from the public.

4. How is your relationship with internal and external stakeholders?

The bureau has organized regional offices outside of the government communication bureau in three clusters. These are economic, social, political, and good governance. We will meet in the monthly forum, discuss the solution in the implementation of the problem, and put the solution in place. We have close proximity to internal stakeholders. They are supportive of the PR than the external stakeholders.

5. How do you explain your organization's PR practitioners awareness about the practice?

The PR professionals at the bureau have a bachelor's degree in journalism, language, management, and related fields. They got short and long-term capacity building training. However, there are problems with recruiting new employees by carefully examining the passion to serve by prioritizing the public interest. There must be strong steps to correct this. In addition, there are situations where the salaried employee only for benefits. These professionals stumble while entering to PR work. There are comments and appraisals sometimes given by the manager that has a negative point of view without evidence which affecting the motivation of the PR. Organization leaders are less aware of PR, usually took six months and more in order to create a merger with the professional model. However, when changes begin to appear, the leader took to another organization and the new leader comes. This is another headache of PR in the bureau.

6. What kinds of PR tools were used in the Bureau of communication?

Our tools are press releases, gathering public inputs on problems and solutions, organizing media forums, providing information for big billboards, and social media etc.

7. How is communication audited in the organization?

Bureau has a five-year strategic plan. By evaluating our annual plans and performance, we measure the public satisfaction levels. We are working to strengthen our PR by correcting problems.

8. What are the challenges facing the communication bureau?

To the best of my knowledge, I have never seen bureau is led by having a PR educational background. When they want, they will appoint a teacher, where they will seek they assign a leader with geography background, when they need agriculture... Such a leadership does not support us. It is one of our main problems.

Key informant 02

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

Connecting the people and the government is the main role of communication. We have a division of work. Collecting the current information is to distribute mass print and electronic media. It is our ultimate goal to make public policy and strategy relevant to the public.

2. Which model of PR does the Bureau use?

Our institution was established by proclamation. A PR expert has detailed job description and activities are measure by quality, size, and duration. Particularly, the quality of PR activity is measure by delivery of government policy and strategies to the people. We do not have a PR model.

3. What are the PR role and responsibilities of your organization?

The primary responsibility of our bureau PR officer is to work as a spokesperson for the regional government. The role of the spokesperson will depend on government strategy and policies, which will advocated to implementing regional institutions and the community. The PR should serve equally the government and the public. However, it depends on the performance of the professional level varies accordingly. As I have said, the early responsibility of the PR expert is to work as a spokesperson for the government, the government needs the PR to work just as it wants. PR did not work as the people want. This creates a gap between public interest and government work. PR`s work is under question. However, this does not have a direct connection with lack of capacity of PR. This will inevitably cause the government to lose credibility

4. How is your relationship with internal and external stakeholders?

Citizens' Charters have been prepared to strengthen the relationship with external stakeholders. It charts the stakeholder group, which will be able to adequately address various stakeholders, including the public. We have attempted to enter into action.

While there are attempts to communicate with internal stakeholders, there is no gap. For example, the most important department of finance is the pressure of our work. Because we did not understand our work very well. This is also due to the fact that the required financial flows for work are not in the right pace.

5. How do you explain your organization`s PR practitioners awareness about the practice?

The level of awareness of the Bureau's public relations experts differs from the expertise of professionals. When we look at their education levels, they are learning journalism, language and political science. It has had its own impact on the performance of the public relations. Although there are trainings to adjust this awareness gap, the short-term and long-term ones are limited. A public relations expert also makes efforts to keep himself in line with current public relations standards. On the other hand, there is a very ineffective expertise who accepts only a monthly salary to improve himself and his work. Our institution is at low level.

6. What kinds of PR tools were used in the Bureau of communication?

Our branches were organized in each wereda and town. There are PR experts whose work is collecting a public opinion.

7. How is communication audit in the organization?

Inspecting PR work is carried out in our office. This will be done based on the performance evaluation. The entire institution has a five-year plan. All the bureau director, Public Relations team leader and professional trainer will formulate their own plans and implement it every week. The implementation will be monitored weekly. It will also take a daily review of the forum for a five to one discussion.

8. What are the challenges facing the communication bureau?

The management of our organization is politically assignee. I feel that leaders are assigned to the bureau just for a symbol or not to leave the bureaus simply empty. This caused professional migration and instability. Rather than looking for additional sources of income, bureau relies on government subsidy.

Key informant 04

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

The bureau had an organized stricture. Most PR jobs were implemented with the community, at the bottom structure of the bureau. However, there is no clear working plan on zonal, wereda and towns of government communication affairs. We often do unscheduled tasks. This seems to be more political than PR.

2. Which model of PR does the Bureau use?

I am not sure which type of public relation we are operating or that we follow. We made efforts to make planned public relations. Since the reviewing process is limited, I do not think that the amount of each expertise is the desired result.

3. What are the PR role and responsibilities of your organization?

I think the activity of PR department seems to prepare public forums and gather information for the government. The information will be used for a government decision. I do not know much about PR in the bureau because my only works are sending news to media.

4. How is your relationship with internal and external stakeholders?

We have a relationship with internal and external, it is not well strong. But it is based on current issues.

5. How do you explain your organization's PR practitioners awareness about the practice?

The expert has a low level of awareness about public relations. This has a great effect. Because of how can misinformed public relations work for the benefit of the public and the government?

6. How is communication audit in the organization?

I do not believe that the bureau had a system to measures the intensified public relation work.

7. What kinds of PR tools were used in the Bureau of communication?

Documentary, news release, social media, newspapers, magazines, brochures, experiences, etc.

8. What are the challenges facing the communication bureau?

The bureau has never conducted a leader with PR background. The bureau PR expertise paid a salary less than the same educational setting and work experience. Adequate budget and vehicle shortages in the bureau.

Key informant 05

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

Discussing the community in different agenda is among our PR practice. Most of the PR work with the community. But we often do unscheduled and concise tasks. This seems to be more political than public relations. Our goal is to inspire people to achieve the goals of the government.

2. Which model of PR does the Bureau use?

PR function is done through a work schedule, not with model. We do not have a public relations model. Or it may be that I do not have an understanding of public relations model.

3. What are the PR role and responsibilities of your organization?

Prepare news release for media, produce and distribute printed materials, prepare speech for bureau head for different occasions etc.

4. How is your relationship with internal and external stakeholders?

We does not have a strong relationship with stakeholders. There is a lack of understanding of communication responsibility with internal stakeholders. We did not make any effort to improve the relationship by creating close contact with them. Concerning the external stakeholders We will make every effort to make contact with the best possible connection. However, there are no external stakeholders working together to focus specifically on the public relation work. Whether we need work for public relations or they are casual as they are looking for us.

5. How do you explain your organization`s PR practitioners awareness about the practice?

I believe there is some degree of awareness. When it comes to planning and working well, it is up to us to become more and more mature. From the point of responsibility, there is still a misunderstanding about the public relations.

6. How is communication audit in the organization?

PR auditing is implemented through the system balanced scored system.

7. What kinds of PR tools were used in the Bureau of communication?

Producing news for different media, pamphlets, brochures etc.

8. What are the challenges facing the communication bureau?

PR activity is always taken as stage facilitator. Inadequate monitoring and evaluation the PR practice. Lack of continuation of the ongoing capacity building of the PR work. The total of these problems has created a gap in the public relations work.

Key informant 06

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

Public relation work is done by creating a public forum to address the mal administration problems that the government is facing. Awareness rising will be carried out on government policies and strategies as well as on developmental issues. This does not mean that we have done

well in the public relation work. The aim of our PR practice is to serve as a spokesperson for the government.

2. Which model of PR does the Bureau use?

I have been in the government communication bureau for more than four years. What I suppose is the bureau does not have a model or guideline to direct PR activity. I have tried to contact my co-workers and supervisors. PR works job lists are kept. I do not think this will be as good as it may seem.

3. What are the PR role and responsibilities of your organization?

PR in the bureau is the chief spokesman or the speaker of the state. This means building a government image. These also done through distributing variety of publications such as providing press releases and opening Speech. The department promotes good experiences.

4. How is your relationship with internal and external stakeholders?

Our relationship to stakeholders are also improving. For example, when we ask budget for public relation, they replied that there was no budget. Also similar problems seen on logistics and human resource. This is likely to be the result of a misunderstanding of the public relation work. However, we have a good relationship with both internal and external stakeholders. This has accelerated the exchange of information. But much remains to be done.

5. How do you explain your organization`s PR practitioners awareness about the practice?

It does not mean that PR experts had full understanding about the profession, but there are also problems. Some experts are unknowingly aware of their own responsibilities. There is a public relations specialist who feels that he has a successful salary only without having to work any month. On the other hand, there is one who strives to strengthen himself. In general, this has a negative impact on the community, the organization, and sometimes on the country.

6. How is communication audit in the organization?

At the bureau, the measure of public relation performance is determined by the service we give to the community. If the community becomes satisfied in our public relations work we believe that we are success. I cannot believe that we have made this entirely. For example, we are in the middle of the second Growth and Transformation plan (GTP) implementation year. However, there is community who did not knew what the GTP mean. This does not mean that we have not done our share of PR work as much as we want.

7. What kinds of PR tools were used in the Bureau of communication?

We mainly use the mass media to accomplish our public relations plan.

8. What are the challenges facing the communication bureau?

The leadership of the bureau guided not professionally, but political. As a result, ideas generated to make the PR from the expert became valueless.. Not planning and engaging in servicing. Failure to work with planned. Lack of effort from the PR expert to establish PR cooperation, and work in collaboration, and shortage of logistics in the bureau etc.

Key informant 07

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

The public relations concept is vast. I have limited knowledge but also little little experience. I think connecting the government and the public is the goal of the bureau.

2. Which model of PR does the Bureau use?

I'm not sure we're leading with the PR model. I feel that we should work with a better-informed public relations model next door.

3. What are the PR role and responsibilities of your organization?

Public Relations is to create communication between the public and the government. We are also expected to work in close collaboration with the public, where we have to make to show ways solving problems.

4. How is your relationship with internal and external stakeholders?

It is best to have an in-depth relationship with any person for those who are working on PR profession. I do not think we have a stronger connection with internal workers. We're simply systematically trying to manipulate our work. There is no effort in our office to separate the checks. Our relation with external stakeholders also not strong enough. In fact, this relationship does not matter as a result of a lack of awareness.

5. How do you explain your organization`s PR practitioners awareness about the practice?

I am convinced that their professional standard is better. However, it does not have to be that all the public relations professionals are educated the practice.

6. How is communication audited in the organization?

As far as I knew, PR work of the bureau is not evaluated based on the PR practice standard, but we just count what we implement or not. I think it is necessary for an institution to perform before measuring its productivity. Making the necessary input for the work is the most important thing, and the right setting is appropriate. Even though, the PR professions play a major role.

7. What kinds of PR tools were used in the Bureau of communication?

Much of our work is the role of speaker. However, the leader is not giving opportunity to access information on all matters for the public relations expert. As a result, the PR did not fully accomplish his public relations work. This indicates that the leadership does not know the public relation function.

8. What are the challenges facing the communication bureau?

Uncertain job conditions are the biggest challenge. Leaders of the bureau did not discuss with the workforce. The bureau did not guided by experts in the field of PR in its history.

Key informant 08

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

As a rule, the purpose of the bureau's PR is to focus on delivering information from government to the public. However, there is a problem to be able to balance the needs of the people. The region has many natural and historical resources. For instance gold, incense marble etc. The construction of the Great Ethiopian Renaissance Dam (GERD) is another potential resource of economic development. However, the PR did not mobilize the government and the public to exploit these resources.

2. Which model of PR does the Bureau use?

There are no public relations models in our bureau. But public works job lists are kept.

3. What are the PR role and responsibilities of your organization?

Bridge between the public and the government, is our main responsibility. Also, facilitating discussion forums to resolve public`s problem in order to get input for government decision.

4. How is your relationship with internal and external stakeholders?

The relationship between internal stakeholders and us depends on the perspective of the PR expert. We try to strengthen our relationship through face-to-face discussion but the problems are still there. Despite we do not have exceptional relationships with external stakeholders, our proximity to media is far more important than others. This is because media is an effective way to reach the target audience

5. How do you explain your organization's PR practitioners awareness about the practice?

I have already explained to you that the public relations is a challenge. Experts at our institution are tiring to practice well. However, I do not believe that we are doing the same thing as the size of the profession.

6. How is communication audit in the organization?

There is a situation where the PR work is evaluated to the responsibility of connecting the public and the government.

7. What kinds of PR tools were used in the Bureau of communication?

Collecting and analyzing public opinion, creating awareness on government policy and strategies, facilitate and implement a government higher officials field visit programs on development activity area in the region.

8. What are the challenges facing the communication bureau?

There are not enough experts, no experience sharing forum, lack of motivation etc. As a result, there is no readiness to pay for the sacrifice required by the profession.

Key informant 09

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

Based on a government plan, we will do our public relations work. They will be the focus areas of the region and the interests of the country. This is primarily based on links between the government and the government.

2. Which model of PR does the Bureau use?

There is no model of public relations that we have identified or the one that we have identified.

3. What are the PR role and responsibilities of your organization?

As I previous attempts to describe our main task is connecting the public and the government. But there are remaining PR responsibilities which are not done well. In particular, as an information center we should have information about the region past 20 up to 30 years. However, it is unavailable. Information is stored on a computer desk and in a hardware disk. We did not escape from the analog data storing methods. The major cause of the problem is a lack of awareness.

4. How is your relationship with internal and external stakeholders?

Our relation with different stakeholders is evolving, but it is not enough and steady. For example, there are times when it is difficult to find the information you need as we go through a survey of the economics of the people. I think the public relations works are politically motivated. This shows that we have followed the wrong procedure. This work of repair is expected from our public relations experts.

5. How do you explain your organization's PR practitioners awareness about the practice?

I do not have detailed information about each public relations expert in the bureau. However, according to my experience at the bureau, it is safe to say that there are good practitioners who are well-trained.

6. How is communication audit in the organization?

(The interviewee did not want to respond this question)

7. What kinds of PR tools were used in the Bureau of communication?

Social media is one of our major public relations tools. However, I do not believe that we have not used further the region's daily, weekly, and monthly information.

8. What are the challenges facing the communication bureau?

There is the difference in salary and additional benefits between the bureau and another institution among the same level of educational qualifications and experience. Really, I always shock when I heard it. The government did not well recognize that information delivery was more than money. Sometimes, low-level officials were assigned to the bureau, as it seems likely to punish the bureau.

Key informant 10

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

The public relation work of the Bureau is carried out on the basis of the long and short-term plans and current issues of the state and region. The purpose of the PR is to make the public aware of no confidentiality about government works. We work as bridges, delivering information from the people to the government and from the public to the people. We have a responsibility to make sure that government policies and strategies are properly understood by the community.

2. Which model of PR does the Bureau use?

We do not have the function of the PR model. Each professional will perform with a detailed work schedule based on balanced scorecard (BSC) system. We also work based on directions from the federal and regional governments. Especially current affairs are our focus. The detail tasks and responsibility of the bureau PR activity are listed in the proclamation. In addition, of course, we are accountable only have to work under or beyond we have been given power.

3. What are the PR role and responsibilities of your organization?

Every PR profession has own yearly, quarterly, and weekly plan. Prepares a government statement and identifies information about socioeconomic and political issues were properly transmitted to the public through discussion forum as well as the checklist.

4. How is your relationship with internal and external stakeholders?

We will liaised with regional government sector offices outside with government communication affairs bureau. We discuss the problem during work performance. We have close connection with external stake holders as much as possible.

5. How do you explain your organization's PR practitioners awareness about the practice?

We cannot see PR's output within a short period of time like any other development activity. Rather, it is more focusing on psychological and mental transformation. Some of the staff at the bureau is trained journalists, many of whom are in the field of language, literature, management, civics, and others field of education. This is becoming harder for the bureau when getting into practical work. PR skill is different in concept and practice. Lack of good working environment is declining practitioner's motivation. Our knowledge cannot be update with the speed of globalization. We believe that we have to do much to change the community's attitudes to exploit the region's enormous natural resources. However, many situations determine these procedures. There are many problems on both the professionals and organization side.

6. How is communication audited in the organization?

The bureau has a way to measure its work; that is receiving public feedback based on our PR job. We believe that PR should create mutual understanding between government and society. If this did not happen, it is a sign PR is not effective and efficient. Accordingly, we will redirect our next public relations work.

7. What kinds of PR tools were used in the Bureau of communication?

We had good media relations. We use news release, newspapers, magazine, and public opinion as a PR tool.

8. What are the challenges facing the communication bureau?

To the best of my knowledge, I have never seen bureau is led by having a PR educational background. When they want, they will appoint a teacher, where they will seek they assign a leader with geography background, when they need agriculture... Such a leadership does not support us. It is one of our main problems.

Key informant 11

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

The main goal of the bureau is to connect people and the government. Accordingly, we give necessary analysis on problems raised by the society. we works with the introduction of new ideas from the government to the people.

2. Which model of PR does the Bureau use?

There is no model of public relations that is classified as a clear direction. However, it is assumed that the work is done from the function and responsibility set aside by the proclamation.

3. What are the PR role and responsibilities of your organization?

Public mobility is the key to success for the regional government development plan.

4. How is your relationship with internal and external stakeholders?

We have a working relationship with all stakeholders. We interact with local stakeholders each day. We also meet with external stakeholders, especially in the media forum.

5. How do you explain your organization`s PR practitioners awareness about the practice?

Institutional experts are assessed on the basis of their understanding, skill and knowledge, and are not in the position to take the PR task seriously. Because a team of professionals has not been enrolled in a PR education program, but have come from the related field of work. Filling this

gap with the effort to get into a better situation is not what it takes. However, it is possible to carry out their work according to their own experience.

6. How is communication audit in the organization?

The success of PR in the bureau measured in two ways. One is performance-based reporting. Our work is known to bring about a change of thinking. Thus, in our region, we have our second measurement is efficiency.

7. What kinds of PR tools were used in the Bureau of communication?

Radio, television, and the social media etc.

8. What are the challenges facing the communication bureau?

Lack of professional capacity, human resource, materials, budget, limited of access to media in the region.

Key informant 12

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

The organization has organizational structure in every weredas and government information collected on different issues. The data will sent to the ministerial office of Federal government communications affairs office. Our most jobs directions were came from the office. We had undertaken these activities to link people and the government.

2. Which model of PR does the Bureau use?

The bureau was established by proclamation. We work on the basis of the proclamation but we have not yet got a different model. It is better to have a model of the PR to follows.

3. What are the PR role and responsibilities of your organization?

Expertise in the bureau serves as a bridge between the people and the government. Make government statements, organize and organize public conferences. Coordinating different national and regional events. Connect the people with their representatives. They keep up-to-date current government messages.

4. How is your relationship with internal and external stakeholders?

Through discussion forum, we will meet with internal stakeholders. It may be possible to collect feedback from external stakeholders. We also work with the high-ranking leaders and the security forces, but no special emphasis.

5. How do you explain your organization's PR practitioners awareness about the practice?

The understanding of the bureau's public relations experts is relative. There are people on the opposite side as much as they have an experienced staff. This is visible in any other bureau of the region. We are working to identify and fix these issues. An annual short-term training is undertaking. There are some who have improved after the training their professional level.

6. How is communication audited in the organization?

The bureau act based on its plan. PR effectiveness evaluation of the bureau divided into four sections. The first, bureau's main department measures the output through one to five work team. The second, sector offices grouped into clusters. The third, overall PR activity is evaluated by the quarter a year. The fourth, we prepare a checklist and go down lower level offices to evaluate the results of our work.

7. What kinds of PR tools were used in the Bureau of communication?

We have begun to implement a performance-based PR review. However, not all employees evaluated their achievements. There are encouraging startups.

8. What are the challenges facing the communication bureau?

Bureau officials fail to give attention to all department because of lack of attention. Whether, they are aware even if they are not interested. Nominating leaders with low performance to the institution, lack of adequate budgeting and manpower.

Key informant 13

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

PR practiced solely for the sake of political gain and the way they (regional higher officials) understand it. This can cause stigma and pressure on professionals. In our bureau, activity of government and political party is overlapped. In fact, politics is practiced by own members, structure, budget, and equipment, also government activity will be headed by its own way. However, we (bureau's PR practitioners) have been working political activity knowingly or unknowingly and this has caused a moral collapse on PR practitioners.

The PR work, especially at the bottom of the bureau structure (Zonal, wereda, city, and Kebele), has been altered. The PR does not have a working plan. The professions assumed as minute taker and facilitator of meetings. Sometimes this problem can be seen on the bureau level.

2. Which model of PR does the Bureau use?

Since I came to the government communication affairs bureau, I have not seen a PR model. However, we have a detailed work schedule based on a balanced scored card (BSC) system. We are guided by it.

3. What are the PR role and responsibilities of your organization?

Analyzing public opinion, creating awareness on government policy and strategy. Field visit program on the performance of government officials.

4. How is your relationship with internal and external stakeholders?

Communication is interconnected with different bussiness. Particularly zonal, woreda and urban branches are organized with a culture, sport and tourism sector. But I do not think we are working together. There are some people who consider the public relations section as a defector or a secret to the government. With external stakeholders, we try to strengthen the relationship as we interact with different public forums.

5. How do you explain your organization`s PR practitioners awareness about the practice?

Depending on the level of skill and professionalism, the level of the expertise differs. There are who have no capacity and skillful professional. In terms of educational background, most of them were studied language and literate, and the rest are not relative to PR field. The bureau, however, wants to have an educated that has the director related field of PR.

6. How is communication audit in the organization?

We do not have the means to measure the effectiveness of our public relations work. However, we have a way of identifying the issue of public awareness on issues of national importance. Also we use questioner to make a public pool.

7. What kinds of PR tools were used in the Bureau of communication?

There are magazines, brochures, newsletters etc. In the current events, the mobilization of the community will be carried out.

8. What are the challenges facing the communication bureau?

Bureau's head does not know anything about public relations and the importance of public relations. There is no complete public relations working device in the bureau. There is caused a problem with the motivation.

Key informant 14

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

We have public relations structures at various levels. There are organized PR directors in the bureau, and PR work process owners in the regional sector bureaus. It is our primary job to make the public's interest and the current national and regional information accessible. Its aim is to link public and government with both positive and negative issues.

2. Which model of PR does the Bureau use?

Our bureau is established by proclamation. Accordingly, the Proclamation is a major component of our work. We have guidelines that we share together as a PR sectors in the region. This policy will govern the institution's public relations and other media entities.

3. What are the PR role and responsibilities of your organization?

It is the primary responsibility of the public relations to connect people with the government. Based on this guideline information on different issue will be provided for appropriate response to the public's request.

4. How is your relationship with internal and external stakeholders?

We meet weekly in an administrative meeting with internal staff. Every month we meet with an employee. No matter what problems we have, our relationship is good. It is also important for external stakeholders to make more aware of the relationship to the bureau.

5. How do you explain your organization's PR practitioners awareness about the practice?

I do not believe that the level of professionals is directly related to the basics of public relations in our bureau. I think this is a future homework for the professionals and the bureau.

6. How is communication audit in the organization?

Based on our annual plan, we will measure the effectiveness of the performance of professional staff and their PR activity. Report is being made on this.

7. What kinds of PR tools were used in the Bureau of communication?

(interviewee jumped this question)

8. What are the challenges facing the communication bureau?

The budget, and other resources allocated to the bureau PR are small. The human resource is incomplete and that the public relations staff is not properly engaged.

Key informant 15

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

It is the practice of bureau's public relations to be front-line with the community, the press briefing, and the government's position in current affairs.

2. Which model of PR does the Bureau use?

I do not believe we have a PR model so far. Except the public relations directions which we follow through we found from different training sessions.

3. What are the PR role and responsibilities of your organization?

PR acts as a link between the public and the government. It will be possible to convey the ideas of the community to the government. A governmental spokesperson will be conducted with the latest information. We have gaps in delivering from the people to the government.

4. How is your relationship with internal and external stakeholders?

We have relationships with both formal and non-formal stakeholders. We work hard with the media, especially on research.

5. How do you explain your organization's PR practitioners awareness about the practice?

There is a progressing of professionalism in the bureau. The expert are educating themselves. This does not mean that there is no problem with ethics and other issues in the bureau.

6. How is communication audit in the organization?

Our public relations work becomes effective when the community is satisfied. However, I do not believe that we reached this point. For this, the capacity of the public relations officer and the suitable working environment will determine the output of PR activity.

7. What kinds of PR tools were used in the Bureau of communication?

The print media and electronic media are mainly mentioned. Also sharing experience of various fields taken as a PR tool.

8. What are the challenges facing the communication bureau?

We are weak in our information management systems, poor use of social media, inefficient budget and manpower.

የጥናቱ ጥያቄዎች እና ምላሾች **ቃለመጠይቅ ሰጪ 01**

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ቢሮአችን መረጃን ከህብረተሰቡ ወደ መንግስት እንዲሁም ከመንግስት ወደ ህዝብ ማድረስ ዋነኛ ዓላማው ነው። ይህን መሠረት በማድረግ ወቅታዊ የመንግስት የአቋም መግለጫ፣ ሚዲያ ሞኔተሪንግ (በተለይ የተሳሳተ ዜና ከተሰራጨ የማስተካከል ስራን መሠረት ያደረገ)፣ መገናኛ ብዙሃን በወቅታዊ ጉዳዮች ላይ መረጃ እንዲያገኙ ማድረግ ወዘተ... እንዲሁም ከህዝብ የሚነሱ ቅሬታዎችን መሠረት በማድረግ የውይይት መድረክ በማመቻቸት ውጤታማታቸውን በዳሰሳ ጥናት ለይቶ ግብረ መልስ መስጠትም ይገኝበታል።

የህዝብ ግንኙነት ሙያ መሠረት አድርገን ህዝቡ በሚፈልገው መጠን ውጤት ተገኝቶአል ባይባልም ደረጃ በደረጃ ውጤት ለማካጣት እየሠራን ነው።

2. ተቋሙ በየትኛው የህዝብ ግንኙነት ሞዴል መሠረት ነው ስራውን የሚያከናውነው ?

በተቋማችን የህዝብ ግንኙነት መመሪያ ወይም አሠራር እኔ እስከማውቀው ድረስ የለም። ምክንያቱም በውል አላውቅም። ግን የህዝብ ግንኙነት ባለሙያው ዕለታዊ ሥራ እቅድ አለው። ከእኛ ክልል አንጻር ተጨባጭ ተሞክሮ ከሌሎች ቀስመን መስራት እንዳለብን አምናለሁ። በህዝብ ግንኙነት ዘርፍ የተሻለ አሰራር ላይ ከደረሱት በዝቅተኛ ላይ ላይ ያሉት መቅሰማቸው የተለመደ ነው። እኛም ተሞክሮ ማምጣት ችግር የለብንም። ዋናው ችግር የሰበሰብነውን ተሞክሮ ወደ ተግባር ያለመቀየር ዋነኛ ችግራችን ነው። ይህም በክልል መንግስት ኮሚቴኬሽን ቢሮ ብቻ ሳይሆን እስከ ከተማ አስተዳደር ባለው መዋቅራችን የሚታይ ነው።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

በወቅታዊ የክልሉ ሁኔታ ላይ መረጃን የሰበሰባል፣ ይተነትናል፣ ያደራጃል፣ ለሚፈለገው ዓላማም ያውላል። ይህም የህብረተሰቡን ተጠቃሚነት በማጥላት በህዝብና መንግስት መካከል አገናኝ ድልድይ ሆኖ መስራትን ማእከል ያደረገ ነው። የገጽታ ግንባታ፣ ጥሩ ወግና ባህል ማስፋት፣ የተሳሳቱ ዘገባዎችን በትክክለኛው ማረም፣ ለሚዲያ መረጃ መስጠት፣ የክልሉ መንግስት ቃለ አቀባይ ሆኖ መስራት፣ ህዝባዊ የውይይት መድረኮችን ማመቻቸት፣ መንግስት ያላየውን ደካማ ጎኖቹን ከህዝብ በሚገኝ መረጃ መሠረት ማሳየት ነው። በነጻነት የመስራትን ጉዳይ በተመለከተ አንዳንዴ ባለሙያው ከህዝብ የሚያገኛቸው መረጃዎች የባለሙያው የግል ስሜት ተደረገው በተቋሙ አመራሮች ዘንድ ይታያሉ። እንዲህ አይነት ችግሮችን

በውይይት ለመፍታት ጥረት እናደርጋለን። በግልጽ ለመናገር የአመለካከት ወይም የአስተሳሰብ ችግር አለበት ተብለን የምንጠረጠርበት ሁኔታ ነበር። በዚህ ሁኔታ የህዝብ ግንኙነት ባለሙያው ስራውን በሚገባ ማከናወን እንደማይችል ችግሩ መፈታት እንዳለበት በአንጻራዊ መልኩ መግባባት ላይ የተደረሰበት ጊዜ አለ። በአተገባበር ረገድ አሁንም ችግሮች በኖሩም።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለፃል ?

ቢሮው በውጪ ያሉ ባለድርሻ አካላትን በተለያዩ ክላስተሮች አደራጅቶአል። እነርሱም የኢኮኖሚ ማህበራዊ፣ ፖለቲካዊ እና መልካ አስተዳደር ናቸው። በወራዊ የግንኙነት ፎረማችን ላይ በሚያጋጥሙ ችግሮች ዙሪያ ተመካረን የመፍትሄአ ቅጣጫዎችን እናስቀምጣለን።

ከውስጥ ባለድርሻ አካላት ጋር ያለን ግንኙነት የጠበቀ ነው። ከውጪ ባለድርሻ አካላት በተሻለ ለለህዝብ ግንኙነት ሥራችን የሚያግዙት የወስጥ ባለድርሻ አካላት ናቸው።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

በቢሮው የሚገኙት የህዝብ ግንኙነት ባለሙያዎች ከህዝብ ግንኙነት ሙያ ጋር ተዛማጅነት ያላቸው በጋዜጠኝነት፣ ቋንቋ፣ በማኔጅመንት እና መሰል የትምህርት ዘርፎች የመጀመሪያ ዲግሪ እና ከዚያ በላይ ያላቸው ናቸው። በየጊዜው የአጭር እና የረጅም ጊዜ የሙያ ማሻሻያ ስልጠና ያገኛሉ። ተቋሙ ያስቀመጠውን የቅጥር መስፈርት አሟልተው የተቀጠሩ ናቸው። ይሁንና አዲስ ተቀጣሪዎች ለሙያው ያላቸውን ፍቅር እና ፍላጎት በሚገባ በመመርመር ሙያዊ ሃላፊነትን በማስቀደም የህዝብ ጥቅምን የሚያስቀድምን ባለሙያ በመቅጠር ረገድ ችግሮች አሉ። ይህን በማረም ረገድ ጠንካራ እርምጃ ሊወሰድ ይገባ ነበር። ተቀጣሪው ደመወዝና ጥቅማ ጥቅምን መሠረት ብቻ አድርጎ የሚመጣባቸው ሁኔታዎች አሉ። ይህም ባለሙያዎች ወደ ስራ በሚገቡበት ወቅት እንቅፋት ይፈራል። አልፎ አልፎ የባለሙያውን ተነሳሽነት የሚጎዱ ከአመራሩ ዘንድ የሚነሱ ሞራል የሚነኩ በተጨማሪ መረጃዎች ላይ ያልተሞረኩ “ ደካማ ነው ወይም አፍራሽ አመከካከት አለው” የሚሉ አስተያየቶች እና ፍረጃዎች አሉ። ይሁን እንጂ የህዝብ ግንኙነት ባለሙያው ለስራው ያለው ተነሳሽነት እና የእርስ በርስ ግንኙነት ግን በጥሩ ሁኔታ ላይ ነው ያለው። በተቋሙ የሚመደቡ አመራሮች ለህዝብ ግንኙነት ያላቸው ግንዛቤ አነስተኛ ነው። በተቋሙ የሚመደብ አመራር ስራ እየለመደ እና ከባለሙያው ጋር ውህደት ለመፍጠር ስድስት ወራት እና ከዚያ በላይ ይፈጃል። ይሁንና ለውጦች መታየት ሲጀምሩ አመራሩ ወደ ሌላ ተቋም የወሰድና አዲስ አመራር ይመጣል። ይህ ሁኔታ ሌላው እንቅፋት ነው።

6. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

ጋዜጣዊ መግለጫ ፣ዜና አዘጋጅቶ ማቅረብ ፣ጋዜጦችና በመጽሔቶች፣ የህዝብ አስተያየት በመስብሰብ ችግሮችን እና መፍትሄዎችን መለየት ፣የሚዲያ ፎረም ማዘጋጀት ፣በዓላትን መሠረት በማድረግ መልእክት ማስተላለፍ ፣የማስታወቂያ ሠሌዳ አዘገጃጀት ቁጥጥር ፣ማህበራዊ መገናኛ ዘዴዎችን እና መገናኛ ብዙሃን በመጠቀም በማህበራዊ እና ኢኮኖሚያዊ እንዲሁም ፖለቲካዊ ጉዳዮች መረጃ መስጠት፣ ዜና ሰርቶ በተለያዩ መገናኛ ብዙሃን ማቅረብ ወዘተ... ይገኙበታል።

7. በተቋሙ የኮሚቴዎች ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

የአምስት ዓመት ስልታዊ እቅድ አለን። ዓመታዊ እቅዶችን እና አፈጻጸሞችን በመገምገም የህብረተሰቡን የእርካታ ደረጃ እንለካለን። ማስተካከል ያለብን ሂደት በማስተካከል የህዝብ አገልጋይነታችንን ለማጠናከር ጥረት እያደረግን ነው። ከሞላ ጎደል ጥሩ ውጤት አለን የሚል ሀሳብ አለኝ።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

እኔ እስከማውቀው ድረስ ተቋሙን ተገቢ የትምህርት ዝግጅት ያለው አመራር መርቶት አያውቅም። ሲፈልጉ መምህር ሲያሰኙባቸው በጂኦግራፊ እንዲሁም በግብርና ዘርፍ የተማረ እና ሌላ ይመድባሉ። ይህ አሰራር ደግሞ በህዝብ ግንኙነት ሥራው ምንም አልረዳንም። በህዝብ ግንኙነት ሥራችን የሚያጋጥመን አንዱ እና ዋነኛው ችግራችን ነው።

ቃለመጠይቅ ሰጪ 02

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ህዝብ እና መንግስትን ማገናኘት የተቁዋማ ዋነኛ ተግባር ነው። የስራ ክፍፍል አለን። ወቅታዊ መረጃን በመሰብሰብ በህትመት እና ኤሌክትሮኒክስ መገናኛ ብዙሃን ማድረስ ነው። የመንግስትን ፖሊሲ እና ስትራቴጂ በተመለከተ ወደ ህዝብ ማድረስ ዋነኛ ዓላማችን ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚከናወነው ?

ተቋማችን በአዋጅ ነው የተቋቋመው። የህዝብ ግንኙነት ባለሙያው የስራ ዝርዝር ይሰጠዋል። ባለው አደረጃጀትና አሰራር መሠረት ይለካል። እነዚህም ጥራት፣ መጠን እና ጊዜ ናቸው። በተለይም የመንግስት ፖሊሲ እና ስትራቴጂ አስመለከቶ ለህዝብ የምንሠጠው መረጃ የህዝብ ግንኙነት ሥራችን ጥራት የሚለካበት ነው። ከዚህ ውጪ የህዝብ ግንኙነት ሞዴል የሚባል አሰራር አንከተልም።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

የቢሮአችን የህዝብ ግንኙነት ባለሙያ ዋነኛ ሃላፊነት የመንግስት ቃል አቀባይ ሆኖ መስራት ነው። የቃል አቀባይነቱን ሚና የሚወጣው ደግሞ በመንግስት ስትራቴጂ እና ፖሊሲዎች ላይ ሲሆን ወደ ፈጻሚ ተቋማት እና ወደ ህብረተሰቡ በማውረድ ይሆናል። የህዝብ ግንኙነት ስራ መመሪያ ባለሙያው እኩል መንግስትንም ህዝብንም ማገልገል እንዳለበት ያሳያል። ሆኖም አፈጻጸሙ እንደየ ባለሙያው ይለያያል። ቀደም ሲል እንዳልኩት የህዝብ ግንኙነት ባለሙያ ዋነኛ ሃላፊነት የመንግስት ቃል አቀባይ ሆኖ መስራት ነው። በመሆኑም መንግስት የሚፈልገው የህዝብ ግንኙነቱ ስራ እርሱ በሚፈልገው መንገድ እንዲከናወን ነው። የተገደበ ነው። ህዝቡ በሚፈልገው መንገድ ብዙም አይሰራም። ይህም በህዝብ ፍላጎት እና በመንግስት ስራ መካከል ክፍተት ይፈጥራል። የህዝብ ግንኙነት ስራውም ጥያቄ ውስጥ ይገባል። ይህ ግን ህዝብ ግንኙነት ባለሙያው የስራ ተነሳሽነት ጋር ቀጥታ ግንኙነት የለውም። ይህ በራሱ ህዝብ በመንግስት ላይ ተአማኒነት እንዲያጣ ያደርጋል።

4. ከውስጥ ስራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከውጪ ባለድርሻ አካላት ጋር ያለንን ግንኙነት ለማጠናከር የዜጎች ቻርተር ተዘጋጅቶአል። ቻርተሩ ህዝቡን ጨምሮ የተለያዩ ባለድርሻ አካላትን በሚገባ ለማስተናገድ የሚያስችል ባለድርሻ አካላትን በደረጃ ከፋፍሎ ያስቀምጣል። ወደ ተግባር ለመግባት ጥረት ጀምረናል።

የውስጥ ባለድርሻ አካላትን በተመለከተ ግንኙነታችን ለማናበብ ጥረት ቢኖርም ከፍተኞች የሉም ማለት አይቻልም። ለምሳሌ ዋነኛ የሆነው የፋይናንስ ዲፓርትመንት ስራችንን የሚረዳን በግፊት ነው። ምክንያቱም ስራችንን በሚገባ አልተረዳውም። ይህ የሚገለጸው ደግሞ ለስራ የሚያስፈልጉ የፋይናንስ ፍላጎቶች በተገቢው ፍጥነት አለመጓዛቸው ነው።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የቢሮው የህዝብ ግንኙነት ባለሙያዎች ግንዛቤ ደረጃ እንደየባለሙያዎች ክህሎት ይለያያል። የትምህርት ደረጃቸውን ስንመለከት በጋዜጠኝነት፣ በቋንቋ እና በፖለቲካል ሳይንስ ተማሩ አሉ። ከህዝብ ግንኙነት ስራ አፈጻጸም ላይ የራሱ የሆነ ጫና ፈጥሮአል። ይህን የግንዛቤ ልዩነት ለማስተካከል የሚሰጡ ስልጠናዎች ቢኖሩም በጣም የአጭር ጊዜ እና በረጅም ጊዜ የሚሰጡት ደግሞ ውስን ናቸው። የህዝብ ግንኙነት ባለሙያውም ራሱን ከወቅታዊ የህዝብ ግንኙነት ደረጃ ጋር ለማስኬድ ጥረት የሚያደርግ አለ። በአንጻሩ ራሱንም ሆነ ስራውንም ለማሻሻል የማይጥር የወር ደመወዙን ብቻ ከተቀበለ ውጤታማ የሆነ የሚመስለውም ባለሙያ አለ። የእኛ ተቋም በዝቅተኛ ደረጃ ይገኛል።

6. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

ቢሮችን እስከ ቀበሌ አደረጃጀት አለው። የህዝብ ግንኙነት ባለሙያዎችም አሉ። በህዝብ ችግሮች ዙሪያ አስተያየት መሰብሰብ እና መፍትሄ እንዲያገኝ ማድረግ ይከናወናል። ቃለ መጠይቅ በማድረግ እና መጠይቅ በማስሞላት የህዝብ ግንኙነት ባለሙያዎች መረጃዎቹን የሚሰበስቡበት መንገድ ነው።

7. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

በቢሮአችን የህዝብ ግንኙነት ስራ ይለካል። ይህ የሚከናወነው የስራ አፈጻጸም ምዘናን መሰረት በማድረግ ነው። አጠቃላይ የተቋሙ የአምስት ዓመት እቅድ አለው። ሁሉም የቢሮው ዳይሬክቶሬት፣ የህዝብ ግንኙነት ቡድን መሪ እና ባለሙያ ከተቋሙ እቅድ በመነሳት የራሱን እቅድ አዘጋጅቶ በየሳምንቱ ይተገብራል። አፈጻጸሙም በየሳምንቱ ቁጥጥር ይደረግበታል። እንዲሁም አንድ ለ አምስት በሚባል ውይይት እለታዊ መድረክ የስራ ግምገማ ይካሄዳል።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

በእኛ ተቋም አመራር የሚመደበው በፖለቲካ ብቃት ብቻ ነው የሚመደቡት። ወይም ተቋሙ ባዶ እንዳይሆን በማሰብ ብቻ እንደሚመደቡ ይሰማኛል። ይህም የባለሙያ ፍልሰት እያመጣ ሲሆን ያለውም ባለሙያ ቢሆን ተረጋግቶ እንንዳይሠራ እያደረገ ይገኛል። ተቋሙ ተጨማሪ የገቢ ምንጮችን ከማፈለግ ይልቅ በመንግስት ድጎማ ላይ ብቻ መንጠልጠሉ በአፈጻጸም ላይ ችግር ፈጥሮአል።

ቃለመጠይቅ ሰጪ 03

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ከፌዴራል መንግስት የሚመጡ የልማት፣ መልካም አስተዳደር እና ዴሞክራሲ አቅጣጫዎችን በክልሉ በዞን ወረዳ እና ቀበሌዎች ለሚገኘው ህዝብ እናስተላልፋለን። ይህን አቅጣጫ መሠረት በማድረግ ዓመታዊ እቅዳችን አዘጋጅተን እንተገብራለን። ህዝባዊ የምክክር መድረኮችን እና የፓናል ውይይቶችን መሠረት በማድረግ ዕለታዊ ሳምንታዊ እና ወርሃዊ የመንግስት መረጃ እናዘጋጃለን። ዋናው ትኩረት የመንግስት ፖሊሲ እና ስትራቴጂዎችን መሠረት ያደረገ ነው።

የህዝብ ግንኙነቱ ስራ በአግባቡ እና በተገቢው መንገድ እየተመራ ነው ብዬ አላስብም። ምክንያቱም አብዛኛው የህዝብ ግንኙነት ስራ ከፖለቲካው ጋር ተደባልቆ ነው እየተሠራ ያለው። ዘርፉ በእቅድ ከመመራት ይልቅ በደራሽ ስራዎች የተጠመደ ነው። የህዝብ ግንኙነት በሆነ ወቅት አመራሩ ሲፈልገው ብቻ የሚከናወን እና ፖለቲካን መሠረት ያደረገ ሥራ ነው። ይህን ችግር ለመፍት በየጊዜው ይይዙ የተደረገ ቢሆን የተገኘ ውጤት የለም። ችግሩ በተለይም በዞን እና በተዋረድ በሚገኙ የቢሮው አደረጃጀቶች እየጨመረ ይገኛል። አብዛኞቹ የህዝብ ግንኙነት ሥራዎች ደግሞ የሚከናወኑት በታችኛው የቢሮው መዋቅር ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ተቋሙ ምንም ዓይነት የህዝብ ግንኙነት ሞዴል አይከተልም። በተለይም በዞን፣ በወረዳ እና በከተሞች ያለው መዋቅር ከሌሎች ባህል፣ ቱሪዝም እና ስፖርት ፣ የስራ ዘርፎች ተዳብሎ ነው ያለው። አመራሮችም የራሱ እቅድ እና ስራ እንዳለው አይገነዘቡትም። ግልጽ የስራ መመዘኛ አውጥቶ መንግስት እና ህዝብን በማገልገል ረገድ በርካታ ክፍተቶች አሉበት።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

መረጃዎችን መሰብሰብ፣ መተንተን እና ለመንግስት ውሳኔ ሰጪነት ግብዓት በማዋል የቃል አቀባይነት ስራ እንሠራለን። ከህዝብም እንደዚሁ ሃሳብን በመቀበል እና ወደ መንግስት ለማድረስ እንሞክራለን። በህዝብ እና በመንግስት መካከል መናበብ ተፈጥሮ እንዲገባቸው ማድረግ ነው። ይሁንና የዝህዝ ግንኙነቱ ስራ በመንግስት እና በህዝብ መካከል ሚዛናዊቱን በጠበቀ መልኩ እየሄደ ነው የሚል እምነት የለኝም። ምክንያቱም ዘርፉ ሀገሪቱን በሚገባ መቀየር የሚያችል እንደሆነ በተለይ በአመራሩ ዘንድ ግንዛቤው አልተፈጠረም። አንዳንድ ጊዜ አመራሩ የፖለቲካ ስራውን ካከናወነ በሁዋላ የህዝብ ግንኙነት ስራ አከናወንኩ ይላል። ይህም ስራው የተዳከመ እንዲሆን አድርጎታል። የህዝብ ግንኙነት ባለሙያውም አቅም በፈቀደ እየሠራሁ ማለት አይቻልም። በራሱ እቅድ ከመሄድ ይልቅ የጠባቂነት መንፈስ ይታይበታል።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለፃል ?

ከውጪም ሆነ ከውስጥ በላድርሻ አካላት ጋር ያለን ግንኙነት ግንኙነት አይከፋም።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የህዝብ ግንኙነት ባለሙያው ሙያውን በሚገባ ተረድቶ ለመስራት ጥረት ሲያደርግ ብዙም አይታይም። እንዲሁ ዝም ብለው ህዝብን እና ማንግስትን እኩል መገልገል ነው ከሚል ብቻ እንጂ በጥልቀት አያውቁትም። ሙብት እና ግዴታቸውን እንደዚሁ። ዘርፉም የተደራጀው በጥናት ላይ በተሞረከ መንገድ ነው ብዬ አላምንም። ይሁንና ዓም አሁን ከደረሰችበት አንጻር ብዙም የሚያበረታታ አይደለም። ለሙያው ያለው ትኩረት ማነስ እንዲሁም የስራ መደቦች የሚሰጠው ከብር አነስተኛ መሆን እንዲሁም ሲጠራ የሚመጣ እና ሂድ ሲባል የሚሄድ አድርገውታል። ይህ ደግሞ ለሙያው እድገት የሚያደርጉት ጥረት ውስን አድርጎታል። አጠቃላይ ተከታታይ የአቅም ግንባታ ስራ አለመከናወኑ ሌላ ምክያት ነው።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

በቢሮው ተጨባጭ የስራ መዘና የለም እኔ እስከማውቀው ድረስ። ለህዝብ ግንኙነት ባለሙያው የሥራ ክፍፍል፣ ድጋፍና ቁጥጥር በማድረግ ጥራት ያለው ስራ እንዲከናወን እየተደረገ አይደለም። በእነዚህ ችግሮች ምክንያት እንኩዋን በህዝብ ግንኙነት ዘርፍ ለውጥ ማምጣት ይቅርና ዘርፉ በራሱ አደጋ ውስጥ ነው ያለው።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

የተሻለ የህዝብ ግንኙነት መሣሪያዎችን እየተጠቀምን ነው ብዬ አላስብም። የህዝብ ግንኙነት ሥራ የሚከናወነው በባህላዊ መንገድ ነው። የቢሮው አመራሮች የህዝብ ግንኙነት ሥራውን በሚገባ አልተረዱም። አንዳንድ ባለሙያዎች ትክክለኛውን የሙያውን አሠራር መሣሪያዎች እና ሌሎችንም ለማስረዳት በሚሞክሩበት ወቅት ተቀባይነት አያገኙም።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

ችግሮች በአመራሩ፣ በባለሙያው እና በአጠቃላይ አሠራሩ ላይ ሊነሱ ይችላሉ። ይህ ማለት ቢሮውን የሚመራው አመራር በዘርፉ የተማረ አለመሆኑ። ባለሙያውም ራሱን በሚገባ ለማብቃት ምንም ዓይነት ጥረት አለማድረግ። እንዲሁም ተቋሙን በበጀት፣ በቁሳቁስና እና ሌሎች መሠረታዊ ጉዳዮች አለማድራጀት ይታያል።

ቃለመጠይቅ ሰጪ 04

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

በየወረዳው አደረጃጀት አለን። አብዛኞቹ የህዝብ ግንኙነት ሥራዎች ህብረተሰቡ ጋር በሚገኘው አደረጃጀታችን ነው። ይሁንና ግልጽ ሆነ የሥራ እቅድ በየደረጃው በሚገኙ አደረጃጃቸውን የሉም። በአብዛኛው ድንገተኛ ሥራዎችን ነው የምናከናውን ነው። ይህም በአብዛኛው ከህዝብ ግንኙነት ሥራ ይልቅ የፖለቲካ ሥራ ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

የትኛውን የህዝብ ግንኙነት ሞዴል እየተገበርን እንደሆነ ወይም እንደምንከተል እርግጠኛ አይደለሁም፡፡ እንደህዝብ ግንኙነት ከህዝብ በሚመጡ ጥቆማዎች ላይ አቅደን ለመስራት ጥረት ይደረጋል፡፡ ከትትል ግምገማ አሰራር ውስንነት ስላለው የእያንዳንዱ የህዝብ ግንኙነት ስራ ውጤት በተፈለገው መጠን ነው የሚል ግምት የለኝም፡፡

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

በህዝብ ግንኙነቱ ክፍል ህዝባዊ የውይይት መድረኮችን በማመቻት የሚሰበሰቡ መረጃዎችን ወደ መንግስት የማድረስ ስራ የሚከናወን ይመስለኛል፡፡ ይህ መረጃ ደግሞ ለመንግስት ውሳኔ የሚያግዝ ይመስለኛል፡፡ እኔ የምሠራው ለሚዲያ ዜና ወይም መረጃ አዘጋጅቶ በመላክ ብቻ በመሆኑ ከህዝብ ግንኙነት ስራው ብዙም እውቀት የለኝም፡፡

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለፃል ?

ያን የህል አመርቂ ነው ባይባልም ግንኙነት አለን፡፡ ግን ወቅታዊ ጉዳዮችን መሠረት ያደረገ ነው፡፡

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

ባለሙያው ለህዝብ ግንኙነት ሙያው ያለው ግንዛቤ ዝቅተኛ ነው፡፡ ይህም ከፍተኛ ጉዳት አለው፡፡ ምክንያቱም የህዝብ ግንኙነት ስራን በአግባቡ ያልተረዳ እንዴት ህዝብን እና መንግስትን የሚጠቅም የህዝብ ግንኙነት ስራ ሊያከናውን ይችላል?

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናውነው እንዴት ነው?

ተቋሙ የተጠናከረ የህዝብ ግንኙነት ስራውን የሚለካበት አሠራር አለ ብዬ አላምንም፡፡

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?

ዶክመንተሪ ፊልሞች፣ ዜና አዘጋጅቶ ለመገናኛ ብዙሃን መላክ፣ ማህበራዊ መገናኛ ብዙሃንን መጠቀም፣ ጋዜጣ ፣ መጽሔት፣ በራ ወረቀት፣ ተሞክሮ ማለዋወጥ ወዘተ ይጠቀሳሉ፡፡

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

በህዝብ ግንኙነት ዘርፍ የትምህርት ዝግጅት ያለው አመራር እስከ አሁን ቢሮውን መርቶት አያውቅም፡፡ ቢሮው ተመሳሳይ የትምህርት ዝግጅት እና የስራ ልምድ ካለው ተቋም ያነሰ ደመወዝ ማግኘቱ፡፡ በቂ በጀት እና የተሸከርካሪ እጥረት ይጠቀሳሉ፡፡

ቃለመጠይቅ ሰጪ 05

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

መድረክ አዘጋጅቶ ህብረተሰቡን በተለያዩ አገልግሎቶች ማወያየት ከህዝብ ግንኙነት ስራችን መካከል ይገኝበታል። አብዛኛዎቹ ስራዎች ከህብረተሰቡ ጋር የሚሠሩ ናቸው። ብዙውን ጊዜ ያልታወቁ እና ደራሽ ስራዎችን ነው የምናከናውነው። ይህ ደግሞ ከህዝብ ግንኙነት ይልቅ የፖለቲካ ስራ ነው የሚመስለኝ። ዓላማችን የምንግስት እቅዶች እንዲሳኩ ህዝብን ማነሳሳት ነው ብዬ አስባለው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

በበሮው የህዝብ ግንኙነት ስራ የሚሠራው በስራ መዘርዘር እንጂ በህዝብ ግንኙነት ሞዴል አይደለም። የህዝብ ግንኙነት ሞዴል የለንም። ወይም እኔ ስለ ህዝብ ግንኙነት ሞዴል ግንዛቤው ስለሌለኝ ሊሆን ይችላል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

የሚዲያ ሽፋን መስጠት፣ በህትመት ስራ ማከናወን፣ ለአመራሮች በተለያዩ መድረኮች ላይ የሚደረጉ ንግግሮችን ማዘጋጀት፣

4. ከውስጥ ስራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ግንኙነታችን የተጠናከረ ነው ማለት አያስደፍርም። የኮሚዩኒኬሽን ሃላፊነት እና ተግባርን በሚገባ ያለመረዳት ችግር ይታያሉ። እኛም እነርሱ አንደ ወላኝ ባለድርሻ አካላት ቅርበት በመፍጠር ግንኙነታችንን ለማሻሻል ያደረግነው ጥረት እምብዛም አይደለም። የውጪ ባለድርሻ አካላትን በተመለከተ ከአብዛኛው ህብረተሰብ ጋር በተቻለ ጥሩ ግንኙነት እንዲኖረን ጥረት አናደርጋለን። ይሁንና ለህዝብ ግንኙነቱ ስራ በተለየ መልኩ ትኩረት ሰጥተን አብረን የምንሰራቸው የውጪ ባለድርሻ አካላት የሉም። ለህዝብ ግንኙነቱ ስራ ስንፈልጋቸው ወይም በአጋጣሚ እነርሱ በሚፈልጉን ወቅት ነው በስራችን የምናሳትፋቸው ።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

በተወሰነ ደረጃ ግንዛቤው አለ የሚል እምነት አለኝ። ስራውን በሚገባ አቅድን መስራት በጀመርን ልክ እያሻሻልን እንደሚንሄድ ይሠማኛል። ከሃላፊነት ደረጃ ካሉት ጀምሮ የህዝብ ግንኙነትን በሚገባ አለመረዳት አለ።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

ውጤት ተኮር የሥራ አፈጻጸም ምዘና የህዝብ ግንኙነት ሥራችንን የምንለካበት መንገድ ነው።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?

ዜና አዘጋጅቶ ለመገናኛ ብዙሃን መላክ፣ ጋዜጦችን እና መጽሔቶችን ማዘጋጀት፣ በራሪ ጽሁፎች አትሞ ማሰራጨት።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

የህዝብ ግንኙነት በየመድረኩ ድምጽ ማጉያ ማቀበል ወይም ቃለ ጉባኤ ያሻገ ብቻ አድርገው መመልከት፡፡ አመራሩ ፖለቲካውን የህዝብ ግንኙነት ሥራ አድርጎ መመልከት፡፡ የተጠናከረ ክትትል እና ግምገማ አለመኖር፡፡ በህዝብ ግንኙነት ስራው ተከታታይ የቅም ግንባታ ስራዎች አለመከናወናቸው፡፡ የእነዚህ ችግሮች ድምር በህዝብ ግንኙነት ስራ ውጤት ላይ ክፍተት ፈጥሮአል፡፡

ቃለመጠይ ሰጪ 06

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

የህዝብ ግንኙነት ስራ የሚከናወነው መንግስት የሚነሳበትን የመልካም አስተዳደር ችግሮች እንዲፈታ ህዝባዊ የውይይት መድረክ በመፍጠር ነው፡፡ በመንግስት ፖሊሲዎች እና ስትራቴጂዎች እንዲሁም በሚከናወኑ የልማት ስራዎች ላይ ግንዛቤ የማሳደግ ስራ ይከናወናል፡፡ ይህ ማለት የህዝብ ግንኙነት ስራውን በሚገባ ሠርተናል ማለት አይደለም፡፡ ዓላማው የመንግስትን አቋም ለህብረተሰቡ በማሳወቅ ቃል አቀባይ ሆኖ ማገልገል ነው፡፡

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ወደ መንግስት ኮሚቴኬሽን ቢሮ ከመጣው ከአራት ዓመታት በላይ ሆኖኛል፡፡ የማልዋሽህ ነገር ቢኖር ቢሮው የህዝብ ግንኙነትን ሥራ የሚመራበት ሞዴልም ሆነ መመሪያ የለውም፡፡ አብረውኝ የሚሠሩ ባልደረቦቼንና የስራ ሃላፊዎችን ለመጠየቅ ሞክሬአለሁ፡፡ አዲስ በጀመርነው የስራ አፈጻጸም የስራ ዝርዝር ግን ተቀምጦአል፡፡ ይህም ቢሆን እንደሞዴል ይሆናል ብዬ አላምንም፡፡ በግልጽ የተቀመጠ ወይም የምንከተለው የህዝብ ግንኙነት ሞዴል አለመኖር የስራ አፈጻጸምን ያሳንሳል፡፡

3. በተቋሙ የአንድ ህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

የመንግስት ዋነኛ ቃል አቀባይ ወይም አንደበት ማለት ነው፡፡ ይህ ማለት የመንግስት ገጽታ ግንባታ ማለት ነው፡፡ ለዚህ ደግሞ መረጃን በተለያዩ የህትመት ውጤቶች እንዲወጡ ያደርጋል፡፡ ጋዜጣዊ መግለጫዎችን ይሰጣል፡፡ ለአመራ የመክፈቻ ንግግር ያዘጋጃል፡፡ መልካም ተሞክሮዎችን ቀምሮ ያስፋፋል፡፡

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከባድርሻ አካላት ጋር ባለን ግንኙነት ችግሮች ቢኖሩም መሻሻሎች ይታያሉ፡፡ ለአብነትም ለህዝብ ግንኙነት ስራ በጀት በሚጠየቅበት ወቅት በጀት እያለ የለም የሚባበት ወቅት ነበር፡፡ በንብረት እና በሰው ሃይል በኩልም እንደዚሁ፡፡ ይህም የህዝብ ግንኙነት ስራን ጽንሰ ሀሳብ በሚገባ ባለመረዳት የመነጨ ሊሆን እንደሚችል ይሠማኛል፡፡ የውጪ ባለድርሻ አካላትን በተመለከተ ከዘርፍ መስሪያ ቤቶች መልካም ግንኙነት አለን፡፡ ይህም የህዝብ ግንኙነት ስራው የምናከናውነው የመረጃ ልውውጥ አፋጥኖታል፡፡ ሆኖም ገና ብዙ ይቀረዋል፡፡

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

ሙሉ በሙሉ ገንዘቤው የለም ማለት ባይቻልም ችግሮችም አሉ። አንዳንዱ ባለሙያ የራሱን የስራ ሃላፊነት ለይቶ ያለማወቅ አለ። ምንም ሳይሆን ወርሃዊ ደመወዝን ስላገኘ ብቻ ውጤታማ የሆነ መስሎት የሚኖር የህዝብ ግንኙነት ባለሙያ አለ። በአንጻሩ ራሱን ለማብቃት ጥረት የሚያደርግም አለ። በአጠቃላይ ይህ ሁኔታ የህዝብ ግንኙነት ስራውን በማጓተት ህብረተሰብን፣ ተቋሙን፣ አልፎም እንደሀገር ጉዳት አለው።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

በተቋሙ የህዝብ ግንኙነት ውጤታማነት የሚለካው ለህብረተሰቡ በምንሠጠው አገልግሎት ነው። ህብረተሰቡ በህዝብ ግንኙነት ስራችን ሲረካ ውጤታማ ሆነናል ብለን እናምናለን። ሙሉ ለሙሉ ይህንን መሠረት ሠርተናል ብዬ አላምንም። ለምሳሌ በሁለተኛው ጂ.ቲ.ፒ. እቅድ አፈጻጸም አጋማሽ ዘመን ላይ ነው ያለነው። ይሁንና የእድገትና ትራንስፎርሜሽን እቅድ ምንድን ነው የሚለውን በውል ያልተገነዘበ የህብረተሰብ ክፍል አለ። ይህ ማለት የህዝብ ግንኙነት ስራችን በሚፈለገው መጠን እንዳልሠራን ያሳያል።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?

በዋናነት መገናኛ ብዙሃንን ለህዝብ ግንኙነት ሣራችን እንጠቀማለን።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

አመራሩ ስራውን የሚመራው በመሰረታዊ እውቀት ሳይሆን ፖለቲካን መሠረት አድርጎ መመልከት። በዚህም ምክንያት ከህዝብ ግንኙነት የሚያመነጨው መልካም ሀሳብ ተቀባይነት ማጣት። በእቅድ አለመመራ እና በደራሽ ስራዎች መጠመድ። እቅድ ቢዘጋጅም በተሙዋላ መልኩ አለመፈጸም። የህዝብ ግንኙነቶች በማህበር ተደራጅተው እውቀት በመለዋወጥ ዘርፉን ለማሻሻል የሚያደርጉት ጥረት አነስተኛ መሆን። ቁሳቁስ አለመሙዋላት።

ቃለ መጠይቅ ሰጪ 07

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

የህዝብ ግንኙነት ስራ ጽንሰ ሃሳብ በጣም ሰፊ ነው። ባለኝ አነስተኛ እውቀት እንጂ መሠረታዊ እውቀት የለኝም። መንግስት እና ህዝብን ማገናኘት የመንግስት ኮሚዩኒኬሽን ጉዳዮች ቢሮ ዓላማ ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

የህዝብ ግንኙነት ሞዴል ተከትለን ስለመመራታችን እርግጠኛ አይደለሁም። በቀጣይ በተሻለ ሁኔታ የህዝብ ግንኙነት ሞዴል በመረዳት መስራት እንዳለብን ይሰማኛል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

የህዝብ ግንኙነት በህዝብ እና በመንግስት መካከል ተግባቦትን መፍጠር ነው። እኛም ከህዝብ ጋር ቅርበት በመፍጠር ችግሮች በሚፈቱበት ሁኔታ ላይ በጋራ መስራት ይጠበቅበታል።

4. ከውስጥ ስራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

የህዝብ ግንኙነት ከየትኛውም አካል ጋር የጠለቀ ግንኙነት ቢኖረው ይመረጣል። ከውስጥ ሠራተኞች ጋር የተጠናከረ ግንኙነት አለን ብዬ አላስብም። ዝም ብሎ ስልታዊ ባሆነ መንገድ ነው ስራችንን ለማናወን እየሞከርን የምንገኘው። ችሮችን በመለየት እንድንሄደው ቢሮአችን ያደረገው ጥረት የለም።

የውጪ ባለድርሻ አካላት ጋር በተለየ ሁኔታ የምንሰራው ሥራ የለም። ይመስለኛ ይህኛው ግንኙነት የሚፈለገውን ያህል ሊሆን ይልቻለው በግንዛቤ ማነስ ምክንያት ነው።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

ለህዝብ ግንኙነት ሙያ ያላቸው ግንዛቤ የተሻለ እንደሆነ ይሠማኛል። ይሁንና ሁሉም የቢሮው የህዝብ ግንኙነት ባለሙያዎች በሙያው ተምረው የሚሠሩ ናቸው ለማለት አያስደፍርም።

6. በተቋሙ የኮሚቴዜኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

እኔ እስከማውቀው ድረስ የቢሮው የህዝብ ግንኙነት ሥራ የህዝብ ግንኙነትን መርህ ተከትሎ ቁጥጥር አድርጓል ብዬ አላንም። አንድ ተቋም የሠራተኞቹን የስራ ውጤታማነት ለመለካት ከመነሳቱ በፊት ማከናወን ያለበት ጉዳይ አለበት ብዬ አስባለሁ። ለስራ አስፈላጊ የሆኑ ነገሮችን ማሙዋላት ዋነኛው ሲሆን ምቹ ሁኔታዎችን መፍጠር ተገቢ ነው። ምንም እንኳን የህዝብ ግንኙነት ከፍተኛ ሚና የሚጫወት ቢሆንም።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

አብዛኛው ስራችን የቃለ አቀባይነት ሚና ነው። ይሁንና አመራሩ በሚያካሂዳቸው ሁሉ ጉዳዮች የህዝብ ግንኙነት ባለሙያውን እያሳተፈ አይደለም። በዚህም ምክንያት የህዝብ ግንኙነት ስራውን በሚገባ ለመወጣት አልቻለም። ይህ አመራሩ የህዝብ ግንኙነት ስራውን በሚገባ አለማወቁን ያሳያል።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

ምቹ የስራ ሁኔታ አለመኖር ትልቁ ፈተና ነው። ሠራኛውን በየጊዜው በስራ እንቅስቃሴ ላይ ቀርቦ አለማወያየት። ቢሮው ከተቋሙ ጀምሮ በዘርፉ በሰለጠኑ አመራሮች ተመርቶ አያውቅም።

ቃለመጠይቅ ሰጪ 08

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

እንደ ዋነኛ የስራ አካሄድ የምንከተለው መረጃ ከመንግስት ወደ ህዝብ ማድረስ ነው። ከህዝብ ወደ መንግስት በማቅረብ ረገድ ግን ችግሮች አሉ። ክልሉ በርካታ ተፈጥሮአዊ ባህላዊ ቅርሶች አሉት። ለምሳሌ ወርቅ፣ እጣን እምነበረድ፣ ወዘተ እንዲሁም ታላቁ የኢትዮጵያ ህዳሴ ግድብ ሌላው የኢኮኖሚ ምንጭ ይሆናል። ይሁንና የቢሮው የህዝብ ግንኙነት ሥራ ህዝቡን እና መንግስት በማማከላት እነኚህ ሃብቶች በሚገባ እንዲለሙ አላዳረገም።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

በተቋማችን ምንም ዓይነት የህዝብ ግንኙነት ሞዴል የለም። የህዝብ ግንኙነት የስራ ዝርዝር ግን ተቀምጦአል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

በህዝብና በመንግስት መካከል ድልድይ ሆኖ መስራት። በችግሮች ላይ ጥናት በማድረግ ለመንግስት ውሳኔ ማመቻት።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለፃል ?

ከውስጥ እና ከውጪ ባለድርሻ አካላት ጋር ያለን ግንኙነት በባለሙያዎች ጥረት ላይ ይወሰናል። ከውስጥ ባለድርሻ አካላት ጋር በቀጥታ ውይይት በማድረግ ለማሻሻል ጥረት እያደረግን እንገኛለን። ሆኖም አሁንም ችግሮች አሉ። የውጪ ግንኙነትን በተመለከተ በተለየ ሁኔታ የያቀረብነው ባለድርሻ የለም። መገናኛ ብዙሃን ግን ከሌሎች በተለየ ቅርበት አለን። እቅዳችን ለማሳካት ትኩረት የምናደርግባቸውን የህብረተሰብ ክፍሎች በቀላሉ ማግኘት ስለሚያስችሉን።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የህዝብ ግንኙነት ስራ ፈታኝ እንደሆነ ቀደም ሲል ገልጫልሀለሁ። በእኛ ተቋም ያሉ ባለሙያዎች ለሙያው ያላቸው ደረጃ ጥሩ ነው። ይሁንና የሙያውን ስፋት ያህል ባለሙያው እየሠራነው ብየ አላምንም።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

ህዝብና መንግስትን ከማገናኘት ሃላፊነት አንጻር ስራው የሚለካበት ሁኔታ አለ።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚቀማቸው ዘዴዎች ምንድን ናቸው?

የመንግስት ስትራቴጂ እና ፖሊሲዎችን መሠረት በማድረግ የህዝብ አስተያየት በመሰብሰብ ግንዛቤ መፍጠር ለመንግስት ከፍተኛ አካላት በተከናወኑ የልማት ሥራዎች ላይ የመስክ ጉብኝት ማዘጋጀት ይገኙበታል።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

በቂ ባለሙያ አለመኖር፣ የልምድ ልውውጥ መድረክ አለመፈጠር፣ የተነሳሽነት ማነስ እና መሰል ችግሮች አሉ። የሰራተኛነት አነስተኛ ነው። በዚህም ሳቢያ ሙያው የሚጠይቀውን መስዋእትነት ለመክፈል ዝግጁነት አለመኖር።

ቃለመጠይቅ ሰጪ 09

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

የመንግስት እቅድን መሠረት በማድረግ የህዝብ ግንኙነት ሥራችንን እናከናውናለን። የክልሉን ብሎም የሀገሪቱን ጥቅም የሚያስጠብቁ የትኩረት አቅጣጫችን ይሆናሉ። ይህም በዋናነት በህብና በመንግስት መካከል የአገናኝነት ሚናን መሠረት ያደረገ ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

በዚህ ወይም በዚያኛው ብለን ለይተን ያስቀመጥነው የህዝብ ግንኙነት ሞዴል የለም።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

ቀደም ሲል ለመግለጽ እንደሞከርኩት ህዝብ እና መንግስትን ማቀራብ ይሆናል ዋናው ተግባራችን። እነዚህ ሃላፊነቶች በሚገባ በማከናወን ረገድ ይቀራል። በተለይም እንደ መረጃ ማእከል የክልሉን መረጃ በተመለከተ 20 እና 30 ዓመት ወደ ሁዋላ ተኪዶ መረጃ ሊኖር ይገባ ነበር። ይሁንና በአሁኑ ወቅት የመረጃ አያያዙ መኖሩ አይደለም። መረጃዎች በኮሙኒኬሽን ደረጃ እና በተጨማሪ ሃረድ ዲስክ ነው የምናስቀምጠው። ከአገልግሎት አሰጣጥ አሰራር አልተላቀቅንም። የችግሩ ዋነኛ ክስተት የግንዛቤ ማነስ ነው።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከባለድርሻ አካላት ጋር ያለን ቅርበትና ቅንጅታዊ አሰራር ቤጌዜው መሻሻል እየታየት ነው። ይሁንና በቂና በየጊዜው እየተለወጠ የሚሄድ አይደለም። ለምሳሌ በወቅታው የህዝቡ ኢኮኖሚያው ችግሮች ላይ ጥናት ለማከናወን ስንሄድ መረጃ በሚፈልገው መጠን ለማግኘት የመቸገር ሁኔታ አለ። የህዝብ ግንኙነት ስራዎች ከፖለቲካ ጋር ቆራኝተው ስለሚታዩ ይመስለኛል። ይህ ከዚህ ቀደም የተከተለው የተሳሳተ አሰራር እንዳለ ያሳያል። ይህንን ማስተካከል ስራ ከእኛ ከህዝብ ግንኙነት ባለሙያዎች ይጠበቃል።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

በጥልቀት ስለእያንዳንዱ የህዝብ ግንኙነት ባለሙያ ዝርዝር መረጃ ለመስጠት እቸገራለሁ። ይሁንና በቢሮው ካለኝ ቆይታ አንጻር ጥሩ የሚባሉ ባለሙያዎች የመኖራቸውን ያህል ሙያውን በሚገባ ያተረፉም እንዳሉ ይሠማኛል።

6. በተቋሙ የኮሚቴዎች ስራ ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይይት ወይም ቁጥጥር የሚከናወነው እንዴት ነው?

(ቃለ መጠይቅ ተደራጊው ይህን ጥያቄ መመለስ አልፈለጉም)

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?

ማህበራዊ መገናኛ ብዙሃን አንዱ እና ዋነኛው የህዝብ ግንኙነት ሥራችን መሣሪያ ነው። ይሁንና የክልሉን አለታዊ፣ ወቅታዊ እና ወራዊ መረጃዎችን ከማቅረብ ባለፈ በሚገባ ተጠቅመናል ብዬ አላምንም።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

ተመሳሳይ የሥራ ልምድ እና የትምህርት ደረጃ ካቸው ተቁዋማት ባነስ የደመወዝና ጥቅማ ጥቅም ክፍያ እናገኛለን። ሁል ጊዜ ይህንን ሳስታውስ ያመኛል። መንግስት መረጃን ማቅረብ ከገንዘብ በላይ መሆኑን በሚገባ አልተረዳም። አንዳንዴ ተቋሙን ለመቅጣት የታሰበ እስኪመስል በሌሎች ተቋማት አነስተኛ አፈጻጸም ያላቸው አመራሮች ወደ ቢሮው በሃላፊነት ይመደባሉ።

ቃለመጠይቅ ሰጪ 10

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

በቢሮው የህዝብ ግንኙነት ስራ የሚከናወነው ሀገራዊ እና ክልላዊ የረጅም እና አጭር ጊዜ እቅዶችንና ወቅታዊ ጉዳዮችን መሠረት አድርጎ ነው። ህብረተሰቡ የመንግስትን ስራ ሚስጢራዊነት ሳይኖረው በግልጽነት እንዲገነዘብ ማድረግ የህዝብ ግንኙነት ስራው ዓላማ ነው። ከህዝብ ወደ መንግስት እንዲሁም ከመንግስት ወደ ህዝብ መረጃዎችን በማቀበል ድልድይ ሆነን እንሠራለን። በመንግስት የሚወጡ ፖሊሲዎች እና ስትራቴጂዎች ህብረተሰቡን በትክክል ተጠቃሚ ስለማድረጋቸው ጥናት በማድረግ መፍትሄ እንዲያገኙ የማድረግ ሃላፊነት አለብን።

2. ተቋሙ በትኛው የህዝብ ግንኙነት ሞዴል መሠረት ነው ስራውን የሚያከናውነው ?

የህዝብ ግንኙነት ሞዴል ብለን የምንከተለው አሠራር የለንም። እያንዳንዱ ባለሙያ ስራውን በምን መንገድ እንደሚያከናውን በመሠረታዊ የአሠራር ለውጥ መሠረት ጊዜ እና ጥራት ያማከለ የስራ ዝርዝር አለን። እንዲሁም ከፌዴራል እና ከክልል መንግስት የሚሰጡ አቅጣጫዎችን መሠረት በማድረግ ነው የምንሠራው። የህዝብ ግንኙነት የስነ-ምግባር መሠረት አድርጎን እንሠራለን። በተለይ ወቅታዊ ጉዳዮች ዋነኛ የትኩረት አቅጣጫችን ናቸው። በቢሮው የህዝብ ግንኙነት ስራ ምን ማከናወን እንዳለበት በአዋጅ በዝርዝር ተግባርና ሃላፊነት ተቀምጦአል። የሚያስጠይቀንም ነገር ቢኖር በአዋጅ ከተሰጠን ስልጣን በታች ወይም ውጪ ስንሠራ ብቻ ይሆናል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

እያንዳንዱ የህዝብ ግንኙነት ክፍል ያራሱ የሆነ ዓመታዊ የሶስት ወር የወር እና የሳምንት ተከፋሎታል። የመንግስት አቁም መግለጫ ማዘጋጀት እና ህዝባዊ የውይይት መድረክ ማዘጋጀት። በማህበራዊ ኢኮኖሚያዊ እና ፖለቲካዊ ጉዳዮች ላይ ከዚህ ቀደም የወረዱ እቅዶች ተግባራዊ መሆን አለመሆናቸውን በጥናት በመለየት መረጃ ለመንግስት ማድረስ ይሆናል።

4. ከውስጥ ስራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከመንግስት ኮሚዩኒኬሽን ቢሮ ውጪ ያሉ የክልል ዘርፍ መስሪያ ቤቶችን ወርሃዊ የስራ ግንኙነት እናደርጋለን። በስራ አፈጻጸም ወቅት በሚያጋጥሙ ችግሮቻቸው ላይ እንወያያለን። ውስጥ ባለድርሻ አካላት ጋርም በተቻለ መጠን ቅርበት አለን።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የህዝብ ግንኙነት ስራ እንደማንኛውም መሠረተ ልማት በተወሰነ ጊዜ እንደ ህንጻ ተገንብቶ የሚታይ ውጤት ያለው የሙያ ዘርፍ አይደለም። ይልቁንም የስነ-ልቦና እና የአእምሮ ለውጥ ላይ የሚያተኩር በመሆኑ በበለጠ ትኩረት የሚያስፈልገው ነው። በቢሮው የህዝብ ግንኙነት ባለሙያዎች ጥቂቶቹ በጋዜጠኝነት የተማሩ ሲሆኑ አብዛኞቹ በቋንቋ ፣ማኔጅመንት ፣ስነ-ዜጋ እና ሌሎችም ዘርፎች የሰለጠኑ ናቸው። ይህም ወደ ስራ በሚገቡበት ወቅት አዳጋች እየሆነ ነው። የህዝብ ግንኙነት ሙያ በንድፈ ሀሳብ እና በተግባር የተለያዩ ነገሮች ናቸው። ለተቋሙ ባለሙያዎች ምቹ የስራ ሁኔታ አለመፈጠሩ ተነሳሽነት እያሳጣ ይገኛል። እውቀታችንም ሆነ ስራችን ከግሎባላይዜሽን ፍጥነት ጋር አብሮ ካልዘመነ የህዝብ ግንኙነት ስራችን ሊቀላጠፍ አይችልም። በዚህ ረገድ የባለሙያውን እቅም ከህዝብ ግንኙነት ዘርፉ ጋር ለማጣጣም የእቅም ግንባታ ድጋፍ ማድረግ ያስፈልጋል። የክልሉን እምቅ የተፈጥሮ ሃብት ማልማት የሚችሉ አካላትን በመጋበዝ የህብረተሰቡን አመለካከት በመለወጥ ረገድ ገና ብዙ መስራት እንዳለብን እናምናለን። ሆኖም በርካታ ሁኔታዎች እነኚህን አካሄዶች ይወስናሉ። በህዝብ ግንኙነቱም በተቋሙም በኩል የሚታዩ ችግሮች አሉ። የተነሳሽነት ማነስና የማራር እንዲሁም የሎጂስቲክስ እጥረቶች።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

አዎ የህዝብ ግንኙነት ስራችንን ውጤት የምንለካበት መንገድ አለን። እርሱም በሰራው ስራ ላይ ተሞርኩዘን የህብረተሰቡን ግብረ መልስ በመቀበል ይሆናል። በዚህ ወቅት በህዝብ እና መንግስት መግባባት ካልተፈጠረ ምልክቶችን እንለያለን። በዚህ መሠረት ቀጣይ የህዝብ ግንኙነት ስራችንን አቅጣጫ እናስተካክላለን።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው ዘዴዎች ምንድን ናቸው?

ሚዲያ ሪሴሽን ፣ዜና አዘጋጅቶ ለመገናኛ ብዙሃን መላክ፣ የራሳችን ጋዜጦች ተጠቅመን የህዝብ ግንኙነት ስራውን ማከናወን እና የህዝብ አስተያየት ጥናት ይገኙባቸዋል።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

እኔ እስከማውቀው ድረስ በዘርፉ ሙያ የተቃኘ ሃላፊ የክልሉን መንግስት ኮሚቴኬሽን ጉዳዮች ቢሮ መርቶት አያውቅም፡፡ ሲፈልጉ ህክምና ሲፈልጉ ግብርና ፣ ሲፈልጉ መምህርነት ያጠና አመራር ይሾምብናል፡፡ እንዲህ አይነት አመራር ደግሞ ደግፎ ሊያሠራን አይችልም፡፡ አንዱ እና ዋነኛው ችግራችን ይህ ነው፡፡

ቃለ መጠይቅ ሰጪ II

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

የተቋሙ ዋነኛ ዓላማ ህዝብ እና መንግስትን ማገናኘት ነው፡፡ በዚህ መሠረት ህረተሰቡ የሚያነሳቸውን ችግሮች ላይ አስተያየት በመስብሰብ በመተንተን ለመንግስት በማቅረብ ችግሮች መፍትሄ እንዲያገኙ ማድረግ ነው፡፡ ከመንግስት የሚመጡ አዳዲስ ሃሳቦችን እንዲሁ ወደ መንግስት በማስረጽ ረገድ ይሠራል፡፡

2. ተቋሙ በትኛው የህዝብ ግንኙነት ሞዴል መሠረት ነው ስራውን የሚያከናውነው ?

ጠለቅ ባለ ሁኔታ ይህ ነው ተብሎ የተቀመጠ የህዝብ ግንኙነት ሞዴል የለም፡፡ ግን በአዋጅ ተለይተው ከተቀመጡ ተግባርና ሃላፊነት በመነሳት ነው ስራዎች የሚከናወኑት፡፡

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

የክልሉ መንግስት የያዛቸውን እቅዶች እንዲሳኩ የህዝብ ሞቢላይዜሽን ማድረግ ዋነኛው ነው፡፡

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከሁሉም ባለድርሻ አካላት ጋር የአሠራር ግንኙነት አለን፡፡ ከውስጥ ባለድርሻ አካላት ጋር በየአለቱ በምናከናውነው ስራ ምክንያት እንገናኛለን፡፡ ከውጪ ባለድርሻ አካላት ጋርም እንዲሁ በተለይ የሚዲያ ፎረም ሲኖር እንገናኛለን፡፡

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የተቋሙ ባለሙያዎች ከግንዛቤ፣ ከክህሎት እና ከእውቀት አንጻር ሲመዘኑ እና ተቋሙ ከተሰጠው ከበድ ያለ ሃላፊነት ተቀብለው በተቀላጠፈ ሁኔታ እየሠሩ ናቸው ለማለት አያስደፍርም፡፡ ምክንያቱም ባለሙያዎች ስብስብ ለዘርፉ በሚመጥን የትምህርት ዝግጅት ተመዝኖ የተሠበሰበ ሳይሆን ከተዛማጅ የስራ መስክ የመጡ ናቸው፡፡ ይህንን ክፍተት በመሙላት ወደ ተሻለ እንቅስቃሴ ለመግባት የሚደረገው ጥረትም የሚፈለገውን ያህል አይደለም፡፡ ይሁን እንጂ ባለሙያዎቹ ያላቸውን ልምድ መሠረት በማድረግ የሚያከናውኑት ሥራ የሚበረታታ ነው ብሎ መውሰድ ይቻላል፡፡

6. በተቋሙ የኮሚቴኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

በተቋሙ የህዝብ ግንኙነት ውጤታማነት የሚለካው በሁለት መንገዶች ነው። አንደኛው የስራ አፈጻጸምን መሠረት ባደረገ ሪፖርት ነው። ስራችን የአስተሳሰብ ለውጥ ማምጣት ላይ መሆኑ ይታወቃል። በመሆኑም በክልሉ ባለው ሁለንተናዊ ለውጥ የእኛም ድርሻ ስላለበት ሁለተኛው የውጤታማነትን መለኪያ ይሆናል ማለት ነው።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

ጋዜጣ፣ ሬዲዮ፣ ቴሌቪዥን ማህበራዊ መገናኛ ብዙሃን ናቸው።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

የባለሙያ አቅም ማነስ፣ የሰው ሃይል፣ ቁሳቁስ፣ በጀት፣ በክልሉ የሚዲያ ተደራሽነት አናሳ መሆን።

ቃለመጠይቅ ሰጪ 12

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ቢሮው የተለያዩ የመንግስት መረጃዎችን የሚያስባስቡ በየወረዳው ቅርንጫፎች አሉት። የተሠበሰበው መረጃ ተጠናቅሮ ለፌዴራል መንግስት ኮሚቴዎች ጉዳዮች ሚኒስቴር ይላካል። አብዛኞቹ የህዝ አስተያየት ሥራዎች የሚወርዱት ከሚኒስቴር መስሪያ ቤቱ ነው። እንኚህ ተግባራት የሚከናወኑት ደግሞ ህዝብ እና መንግስትን ለማገናኘት ለማገናኘት በማሠብ ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ቢሮው በአዋጅ ነው የተቋቋመው። አዋጁን መሠረት አድርገን እንሠራለን እስካሁን ድረስ ግን ሞዴል በተመለከተ በተለየ ሁኔታ ተቀምጦልን የምሠራው የለም። የምከተለው የህዝብ ግንኙነቱ ሞዴል ሊኖረን እንደሚገባ ግን ይሠማናል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

ህዝብ እና መንግስት መካከል ድልድይ ሆኖ ማገልገል ነው። የመንግስትን አቋም መግለጽ፣ ህዝባዊ ኮንፍራንሶችን ማዘጋጀት እና መምራት። ሀገራዊ እና ክልላዊ ሁኔታዎችን ማስተባበር። የህዝብ ተወካዮችን ከመረጣቸው ህዝብ ጋር የማገናኘት ሥራ ይሠራል። ወቅታዊ የመንግስት መልእክቶች ጊዜአቸውን ጠብቀው ለህብረተሰቡ እንዲደርሱ ያደርጋል።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከውስጥ ባለድርሻ አካላት (ሠራተኞች) ጋር በፊርማ በፎረም እና በቼክ ሊስት እንገናኛለን። ከውጪ ህዝባዊ የውይይት መድረክ፣ አስተያየት በመሰብሰብ ይሆናል። በልዩ ትኩረት የምንሠራቸው ባይኖሩም በየአለቱ ከምንገናኛቸው ከከፍኛ አመራሮች እና ከጸጥታው ሃይሎች ጋር በጋራ እንሠራለን።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ግንዛቤ አንጻራዊ ነው። በአንድ ተቋም እውቀት ያላቸው ሠራተኞች የመኖራቸውን ያህል በተቃራኒው በኩል የሚገኙ አሉ። ይህ ቤየኛውም ተቋም የሚታይ ነው። እንኚህን ችግሮች በመለየት ለማስተካከል

እየሠራን ነው። በየዓመቱ አጫጭር ስልጠና በመስጠት ጥረት እየተደረገ ይገኛል። በስልጠና ራሳቸውን አሻሽለው ወደ ተሻለ ደረጃ የደረሱ አሉ።

6. በተቋሙ የኮሚቴዎችን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

እቅድ መሠረት አድርገን እንሠራለን። ውጤታማነታው ደግሞ በአራት ክፍሎች ለይቶ ማየት ይቻላል። አንደኛው በቢሮ ደረጃ ሁሉም የስራ ሂደቶች አንድ ለአምስት በተባለ አደረጃጀት ውጤታቸው ይለካል። ሁለተኛው ሴክተሮች ደግሞ በክላስተር ተዋቅረው ይመዘናሉ። ሶስተኛው አጠቃላይ መዋቅሩ በየሶስት ወሩ ይገመገማል። አራተኛውና የመጨረሻው ቴክኒኮች በማዘጋጀት እስከታችኛው መዋቅራችን በመውረድ የህዝብ ግንኙነት ሥራችንን ውጤታማነትን መገምገም ነው።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

ውጤት ተኮር የስራ አፈጻጸም ግምገማ ተግባራዊ ማድረግ ጀምረናል። ይሁንና ሁሉም ሠራዊቶች ደፍረው ወደ ተግባር በመግባት ውጤት አስመዝግበዋል ማለት አይቻልም። የሚበረታቱ ጅምሮች አሉ።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

የቢሮው ሃላፊዎች እስከታችኛው መዋቅር በግንዛቤ እጥረት ለዘርፉ ትኩረት አለመስጠት። ግንዛቤ ያላቸውም ቢሆኑ ጉዳዩ በትኩረት አለመመልከት። ደካማ አመራሮችን ወደ ተቋሙ የመመደብ። በጀትን ከሌሎች ተቋማት እኩል ተመልክቶ ተግባራዊ ከማድረግ፣ የተጠናከረ መዋቅር በማዘጋጀት በቂ የሰው ሃይል አለመኖር።

ቃለመጠይቅ ሰጪ 13

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

የህዝብ ግንኙነት ሥራ የሚካሄደው አመራሩ በሚፈልግበት አቅጣጫ እና ለፖለቲካ ግብዓት በሚውልበት መንገድ ብቻ ነው። ይህ በባለሙያው ላይ ተነሳሽነት ጉዳት አስከትሎአል። በቢሮዎችን የህዝብ ግንኙነት ሥራ እና የፖለቲካ ሥራ ተቀላቅሎአል። በርግጥ ፖለቲካ ተግባራዊ የሚደረገው በራሱ ፓርቲ አባላት አደረጃጀት፣ በጀት እና ቁሳቁስ ሲሆን የመንግስት ሥራም በራሱ አቅጫጫ ይከናወናል። ይሁንና በማወቅም ሆነ ባለማወቅ የፖለቲካ ሥራን እናከናውናለን። ይህም የሞራል ውድቀት አስከትሎአል።

የቢሮው የህዝብ ግንኙነት ሥራ በተለይም በታችኛው የቢሮ መዋቅር ከሌሎች ተግባራት ተቀላቅሎአል። የህዝብ ግንኙነት ሥራው ግልጽ እቅድ የለውም። ባለሙያዎች የስብሰባ ቃል አቀባይ እና መድረክ አመቻች ተደርገው ይታያሉ። አንዳንድ ጊዜ ይህ ችግር በቢሮው መዋቅርም ይስተዋላል።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ወደ መንግስት ኮሚቴዎችን ከመጣሁ ጀምሮ ሞዴል አላየሁም። ሆኖም የውጤት ተኮር ስርአት መሠረት በማድረግ የስራ ዝርዝር አለን። በእርሱ እንመራለን።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊዎች ምንድን ናቸው ?

የህዝብ አስተያየት መሰበሰብና መተንተን፡፡ በመንግስት ፖሊሲ እና ስትራቴጂ ላይ ግንዛቤ መፍጠር፡፡ በመንግስት ከፍተኛ አመራሮች በተከናወኑ ስራዎች ላይ የመስክ ጉብኝት ፕሮግራም በማዘጋጀት ተግባራዊ ማድረግ፡፡

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላቸው ግንኙነት እንዴት ይገለጻል ?

ኮሚዩኒኬሽን ሥራ የማይገናኝበት ዘርፍ የለም፡፡ በተለይም በዘን፣ በወረዳ እና በከተማ ከኮሚዩኒኬሽን በተጨማሪ በባህል ተሪዝም እና በስፖርት ዘርፍ በአንድ ተደራጅተናል፡፡ ይሁንና አብረን የመንቀሳቀሳችን ያህል ተግባብተን እየሠራን ነው ብዬ አልገምትም፡፡ ምክንያቱም የህዝብ ግንኙነት ከፍሉን እንደ ስህተት ፋላጊ ወይም ሚስጥር አውጥቶ ለህዝብ የሚያሳዩ አድርገው የሚመለከቱ አሉ፡፡ ከውጪ ባለድርሻ አካላት ጋር ግን በተለያዩ ህዝባዊ መድረኮች በምንገናኝበት ወቅት ግንኙነታችንን ለማጠናከር ጥረት እናደርጋለን፡፡

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የህዝብ ግንኙነት ባለሙያዎች የእውቀት ደረጃ እደየ ባለሙያዎቹ ይለያያል፡፡ በሚያው የተሻለ እንቅስቃሴ የሚደርጉ የመኖራቸውን ያህል በአነስተኛ ደረጃ የሚሠሩ ባለሙያዎችም አሉ፡፡ አብዛኞቹ ቁዋንቁዋ ስነጽሁፍ ቀሪዎቹ ደግሞ በጋዜጠኝነት እና በህዝብ ግንኙነት ነው፡፡ ቢሮው አሁንም ቢሆን የህዝብ ግንኙነቱ ሥራ የሚያከናውኑት በህዝብ ግንኙነት ሙያው የሠለጠኑት እንዲሆኑ ይፈልጋል፡፡

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

የህዝብ ግንኙነት ስራችንን ውጤታችን በተለየ ሁኔታ የምንለካበት መንገድ የለንም፡፡ ይሁንና ህብረተሰቡ በሃገራዊ ጉዳዮች ላይ ያለውን ግንዛቤ በመለየት የምናደርገው ዘዴ አለን፡፡ እነዚህም ጥያቄ እና መልስ ዝግጅት በማካሄድ እንዲሁም በህዝብ አስታያሮት ጥናት ማድረግ ነው፡፡

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

መጽሄት፣ ብሮቸር፣ በራሪ ጽሁፎች አሉ፡፡ በወቅታዊ ጉዳዮች ህብረተሰቡን መቀስቀስ ስራ ይከናወናል፡፡

8. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚከተለው ስልት (strategy) እንዴት ይገለጻል?

በተለየ መንገድ የህዝብ ግንኙነት ስራ እቅዳችንን ለማስፈጸም የምንተገብረው ስልት የለንም፡፡

9. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

አመራሩ ስለህዝብ ግንኙነት ሥራ እና ጠቀሜታ ምንም የሚያውቀው ነገር የለም፡፡ በተቋሙ የተሟላ የሥራ መሳሪያ የለም፡፡ በባለሙያው በኩል ደግሞ የተነሳሽነት ችግር አለ፡፡

ቃለ መጠይቅ ሰጪ 14

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

በየደረጃው የህዝብ ግንኙነት አደረጃጀቶች አሉን። በቢሮው የተደራጁ ዳይሬክቶራት እና በሴክተር መስሪያ ቤቶች የሚገኙ የህዝብ ግንኙነት የስራ ሂደቶች አሉ። የህዝብን ፍላጎት እና ወቅታዊ ሀገራዊም ሆነ ከልላዊ መረጃ ተደራሽ ማድረግ ሥራችን ነው። ዓላማው ህዝብን እና መንግስትን በአዎንታዊም ሆነ በሉታዊ ጉዳዮች ማገናኘት ይሆናል።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ቢሮዎችን በአዋጅ ነው የተቋቋመው። በዚህ መሠረት አዋጁ ዋነኛ የስራ አካሄድ መንገዳችንን የሚያመለክት ይሆናል። እንደሴክተር በጋራ የምንሠራቸው መመሪያዎች አሉን። ይህ መመሪያ በጠቅላላ የተቋሙን የህዝብ ግንኙነት ስራ እና ሌሎችም የሚዲያ አካላትን የሚመራ ይሆናል።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

ህዝብን ከመንግስት ማገናኘት ዋነኛ ሃላፊነት ነው። በዚህ ሂደት የህዝብን ጥያቄ አስመልክቶ ተገቢው ምልሽ እንዲሰጥ መረጃ አሰባስቦ ለሚመለከተው ማቅረብ ይሆናል።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ከውስጥ ሰራተኞች ጋር በአስተዳደራዊ ጉዳይ ስብሰባ በየሳምንቱ እንገናኛለን። በየወሩ ደግሞ ከአጠቃላይ ሠራተኛ ጋር እንገናኛለን። ችግሮች የሉም ባይባልም ግንኙነታችን ጥሩ ነው። ከውጪ ባለድርሻ አካላት ለህዝብ ግንኙነት ስራ ያላቸው ግንዛቤም አነስተኛ ነው ባይባልም ለግንኙነታችን መጠናከር መስራት እንዳለብን ይሠማኛል።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የባለሙያዎች ደረጃ በቀጥታ ከህዝብ ግንኙነት መሠረታዊ እውቀት ጋር በቀጥታ የተገናኘ ነው የሚል እምነት የለኝም። ይመስለኛል ይህ ወደፊት የባለሙያዎቹ እንዲሁም የቢሮው የቤት ሥራ ነው።

6. በተቋሙ የኮሚቴዎችን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

ዓመታዊ እቅዳችን መሠረት በማድረግ የባለሙያ ድጋፍ እና ክትትል በማድረግ የስራ አፈጻጸም ውጤታማነት እንለካለን። ይህ ሪፖርት ይደረጋል።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

(ቃለ መጠይቅ ተደራጊው ይህ ጥያቄ አልፈውታል)

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

ለተቋሙ የሚመደበው በጀት፣ ቁዋቁስ እና ሌሎችም ግብዓቶች አነስተኛ ናቸው። የሰው ሃይሉ በሚገባ አለመሟላት እና ያለውንም የህዝብ ግንኙነት ሠራተኛ በአግባቡ ወደ ስራ አለማስገባት ይታያል።

ቃለ መጠይቅ ሰጪ 15

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ከህብረተሰቡ ጋር የፊት ለፊት ውይይት፣ ጋዜጣዊ መግለጫ መስጠት እንዲሁም በወቅታዊ ጉዳዮች የመንግስት አቋምን ማሳወቅ ዋና የህዝብ ግንኙነት ተግባራት ናቸው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

እስከአሁን የህዝብ ግንኙነት ሞዴል አለን ብዬ አላምንም። በተለያዩ ስልጠናዎች በማግኘት ከምንከተላቸው የህዝብ ግንኙነት አቅጣጫዎች ውጪ።

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሃላፊነቶች ምንድን ናቸው ?

በህዝብ እና በመንግስት መካከል አገናኝ ሆኖ መስራት ይጠቀሳል። ህብረተሰቡ የሚያነሳቸውን ሃሳቦች ወደ መንግስት ማድረስ ይከናወናል። ወቅታዊ መረጃዎችን በማቅረብ የመንግስት ቃል አቀባይነት ሥራ ይከናወናል። ከህዝብ ወደ መንግስት በማድረስ ረገድ ክፍተቶች አሉብን።

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለፃል ?

ከውሥጥም ሆነ ከውጪ ባለድርሻ አካላት ጋር መደበኛ እና በደበኛ ባልሆነ ዘዴ ግንኙነት አለን። ጥናትና ምርምር በመስራት በተለይ ከመገናኛ ብዙሃን ጋር ጠንካራ ስራ እንሠራለን።

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

የባለሙያዎች አቅምን በተመለከተ በየጊዜው መሻሻል እየታየበት ነው። ባለሙያው እየተማረ ነው የሚሠራው። ይህ ማለት ግን በስነ-ምግባርም ሆነ በሌሎች ጉዳዮች ችግር የለም ማለት አይደለም።

6. በተቋሙ የኮሚዩኒኬሽን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

የህዝብ ግንኙነት ሥራችን ውጤታማ ሆነ የምንለው ህብረተሰቡ እርካታ ሲያገኝ ነው። ይሁንና እዚህ ደረጃ ላይ ደርሰናል የሚል እምነት የለኝም። ለዚህ ደግሞ የህዝብ ግንኙነት ባለሙያው አቅም እና ቢሮው ለሥራ ያለው ምቹነት ይወስናሉ።

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

የህትመት እና የኤሌክትሮኒክስ መገናኛ ብዙሃን በዋናነት ይጠቀሳሉ። በተለያዩ ዘርፎች የተገኙ ተሞክሮዎችን ማዋወጥ ይጠቀሳል።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

የመረጃ አያያዝ ስርዓታችን ደካማ መሆኑ፣ ማህበራዊ መገናኛ ብዙሃንን በሚገባ አለመጠቀም፣ የተሟላ በጀት እና የሠው ሃይል አለመኖር።

Focus Group Discussion

1. What is the goal of the PR practice of the communication bureau of the Benishangul Gumuz state?

Participant A, The Bureau carries out and promotes the image of the region. The purpose is to work as a spokesperson for the government. The spokesperson activity made by introducing government's strategies and policies to the public. This means to serve as a bridge between the public and government.

Participant B, We are serving as a bridge between public and government. This means sharing any information from the people to the government and from the government to the people. However, I do not believe that the public opinion is thoroughly analyzed.

Participant C

Participant D, Public relations deal connect people with government, as well as individuals. Provides information through a variety of publications.

Participant E,

Participant F, Our PR practice basically focus on connecting the people and the government

2. Which model of PR does the Bureau use?

Participant A, We do not know which model of the PR we will follow, but we still have a model to follow.

Participant B, We have no model. The PR has rules and guidelines on how they relate to the sector PR and they work. It is one way of modifying the experience, correcting flaws and easing the weaknesses.

Participant C, We do not have a PR model to follow.

Participant D,

Participant E,

Participant F, We do not have a public relations model.

3. What are the PR role and responsibilities of your organization?

Participant A,

Participant B, The leaders in the bureau measure the success of PR only with televised news release on broadcast media. If a communicator in the PR sector has media coverage, there seems to be great satisfaction on PR work. Material and other essential items will only be provided for the news and related activities. Most of the PR staff even does not have enough seats. Moreover, the awareness of the PR staff in general does not grow up

Participant C,

Participant D,

Participant E, We collect and disseminate public opinion from the public and explain it to the government. This is a center of communication. Performs theme build. It attempts to distort the facts of the region in an erroneous manner. It provides a current state of affairs. It facilitates public discussion forums. It creates a conducive environment for members of the public to connect them with their constituents.

Participant F,

4. How is your relationship with internal and external stakeholders?

Participant A, I feel that internal stakeholders are less aware of PR. In particular, there was a problem with the department of finance. We have told no budget. Finally, the budget will be reverse eventually. As a result, I remember that we did not spend our money and returned at the end of the year. This is a sign that our finance department had a misunderstanding about PR. Bureau officials have an important role to play in reinforcing internal stakeholders. Cluster structures are also involved in enhancing our relationship with external stakeholders.

Participant B, There was a problem with the department of finance that it was going to be a waste of money. As a result, I remember that when we did not spend our money back at the end

of the year. Cluster Structures are also involved in strengthening our relationship with external stakeholders.

Participant C, We have been working with all the people in the community, both internally and externally. In particular, we are trying to create a closer connection to expanding the relationship of external stakeholders,

Participant D, The office has a citizen charter set up. In this charter, public relations professionals are described in detail on how to communicate with stakeholder groups. In particular, we are particularly interested in external partners. It lists in detail all the work and other relationships. Also we had a smooth relationship with external stakeholders.

Participant E, I think that our relationship is in conflict with the inside and outside of the company.

Participant F,

5. How do you explain your organization's PR practitioners awareness about the practice?

Participant A, Bureau's officials are, of course, less aware of communication and PR. When they come to the bureau, they have little understanding of the concept of PR, but they become aware of the profession they leave to somewhere. This poses a major obstacle to PR. This seems like a political decision. However, information about development, good governance, peace, and democracy is highly needed to promote by PR

Participant B, It depends on the organization. Every year we try to differentiate the gap of professional capacity and to improve through training. It is also expected professionals should upgrade their knowledge with the dynamic world.

Participant C,

Participant D, The employees not yet fully understood the PR profession and act responsibly. I do not think the department leaders and bureau head knew about PR. As a result, they will try to force the professionals to engage in non-PR affairs. This was to stifle PR by creating a complication.

Participant E, We collect and disseminate public opinion from the public and explain it to the government. Based on the information the government gives response. This is a center activity of communication. PR attempts to correct the facts of about the region which disseminated in an

erroneous manner. Also PR practitioners provide a current government announce, public discussion forums.

Participant F,

6. How is communication audited in the organization?

Participant A, The impact of bureau public relations work was judged based on the result scored by expertise. If they (the society) are happy with the public relations work we do, then we think that we are on success. But it is also another big question that will be raised on the bureau PR.

Participant B,

Participant C, In view of the vast assumption we have received, we are expected to be successful in our work and to meet the demands of the public. It is a way of measuring our effectiveness in terms of linking the people to the government, in principle. For this, the public relations specialist was highly responsible in the bureau.

Participant D, Community satisfaction is a benchmark of our work performance. Each Directorate and PR group leader of the bureau has its own plan. On this basis, what we done are measure weekly. Each employee is rated on this basis.

Participant E, I think bureau`s public relations work output is measured through what we do. If the public is happy with the PR activity, we did, and then we think that we are successful. However, did we do this? It is a very big question.

Participant F,

7. What kinds of PR tools were used in the Bureau of communication?

Participant A,

Participant B,

Participant C,

Participant D, Newspaper, magazine, radio, television, social media, brochures and more.

Participant E,

Participant F, But we did not use any different communication tools, although we did not utilize it very well.

8. What are the challenges facing the communication bureau?

Participant A,

Participant B, Lack of overall knowledge of the region's leadership for communication. We have looked that bureau's leaders work without certificate. They (Bureau leaders) believe that Public relations work is only taking photos and videos for publicity. If a reporter in the communications bureau has media coverage, then they think that the public relations work get great success. Logistics and other supports more given to the media and news team of the bureau.

Participant C,

Participant D, Not having a comfortable place of work. The lack of awareness of the bureaucracy's sense of communication. Differentiation of professional understanding. Low level awareness about PR including the regional higher officials.

Participant E, Due to lack of awareness, there is a great deal of information mismanagement. Also, lack of incentive for employees with a good efficiency and this indicates that the region not yet improved in terms of information handling, utilization, and flow.

Participant F,

የቡድን ውይይት

1. በተቋሙ የህዝብ ግንኙነት ሥራ እንዴት ነው የሚከናወነው ? ዓላማውስ ?

ተሳታፊ ሀ, የክልሉን ገጽታ መገንባት እና የማስዋወቅ ተግባራትን ያከናውናል። ዓላማው የመንግስት ቃል አቀባይ ሆኖ መስራት ማለት ነው። ቃል አቀባይነቱ ደግሞ በመንግስት ስትራቴጂክ እና ፖሊሲዎችን ወደ ህዝብ ማድረስ። ዓላማው በህዝብ እና በመንግስት መካከል ድልድይ ሆኖ ማገልገል።

ተሳታፊ ለ, ዓላማው በህዝብ እና በመንግስት መካከል ድልድይ ሆኖ ማገልግል። ይህ ማለት አሉታዊም ሆነ አዎንታዊ መረጃዎችን ከህዝብ ወደ መንግስት ከመንግስት ወደ ህዝብ ማድረስ ተግባር በማከናወን ነው።

ተሳታፊ ሐ,

ተሳታፊ መ, የህዝብ ግንኙነት ዋነኛ ስራ ህዝብ እና መንግስትን ድርጅቶችን እንዲሁም ግለሰቦችንም ጭምር ያገናኛል። በተለያዩ ህትመት ውጤቶች መረጃዎችን ያደርሳል።

ተሳታፊ ሠ,

ተሳታፊ ረ, በህዝብ ግንኙነት ሥራችን ዋነኛ ትኩረት ያገኘው ህዝብና መንግስትን ማገናኘት ነው።

2. ተቋሙ የትኛውን የህዝብ ግንኙነት ሞዴል መሠረት አድርጎ ነው ስራውን የሚያከናውነው ?

ተሳታፊ ሀ. የትኛውን ሞዴል እንደምንከተል እርግጠኛ ባልሆንም የምንከተለው ሞዴል ግን ይኖራል ብዬ አስባለሁ፡፡

ተሳታፊ ለ. ምንም ዓይነት ሞዴል የለንም፡፡ የህዝብ ግንኙነቱ ከሴክተር መስሪያ ቤቶች ጋር እንዴት ተቀናጅተው መስራት እንዳለባቸው መመሪያ እና ደንብ አለ፡፡

ተሳታፊ ሐ. ለህዝብ ግንኙነት ስራው በተለየ ሁኔታ የምንከተለው ሞዴል የለንም፡፡

ተሳታፊ መ.

ተሳታፊ ሠ.

ተሳታፊ ረ. የህዝብ ግንኙነት ሞዴል የለንም፡፡

3. በተቋሙ የአንድ የህዝብ ግንኙነት ሚና እና ሃላፊነቶች ምንድን ናቸው ?

ተሳታፊ ሀ.

ተሳታፊ ለ. የቢሮው አመራሮች የህዝብ ግንኙነትን ውጤታማነት የሚለኩት በኤሌክትሮኒክስ መገናኛ ብዙሃን በሚቀርቡ ዜናዎች ነው፡፡ የህዝብ ግንኙነቱ ክፍል ጠንካራ የዜና ሽፋን በመገናኛ ብዙሃን ካገኘ የህዝብ ግንኙነት ስኬት ተደርጎ ይወሰዳል፡፡ ቁሳቁስ እና አስፈላጊ ነገሮች በሚገባ የሚሟሉት ለዜና እና ተያያዥ አብዛኞቹ የህዝብ ግንኙነቶች በቂ መቀመጫ እንኳን የላቸውም፡፡ በተጨማሪም በአጠቃላይ የቢሮው ሠራተኞች ለህዝብ ግንኙነት ያላቸው ግንዛቤ ገና ነው፡፡

ተሳታፊ ሐ.

ተሳታፊ መ.

ተሳታፊ ሠ. የህዝብ አስተያየት ከህብረተሰቡ ይሰበስባል ይተነተናል እንዲሁም ለመንግስት ያቀርባል፡፡ መንግስት ምላሽ በሚሰጣቸው ጉዳዮች ምላሽ ይሰጣል፡፡ ይህም የተግባቦት ስራን ማእከል ያደረገ ነው፡፡ የክልሉ እውነታዎች በተሳሳተ መንገድ በሚሰራጩ መረጃዎች እንዳይበረዝ ጥረት ያደርጋል፡፡ ወቅታዊ የመንግስት አቋም ያዘጋጃል፡፡ ህዝባዊ የውይይት መድረኮችን ያመቻቻል፡፡

ተሳታፊ ረ.

4. ከውስጥ ሰራተኞችና ከውጭ ባለድርሻ አካላት ጋር ያላችሁ ግንኙነት እንዴት ይገለጻል ?

ተሳታፊ ሀ. እስከሚገባኝ ድረስ የውስጥ ባለድርሻ አካላት ለህዝብ ግንኙነት ያላቸው ግንዛቤ አነስተኛ ነው፡፡ በተለይም በፋይናንስ ክፍል በርካታ ክፍተቶች ይታያሉ፡፡ አንዳንድ ጊዜት በጀት የለም እንባላለን፡፡ በበጀት ዓመቱ መጨረሻ በጀቱ ሳንጠቀምበት ይቀራል፡፡ አስታውሳለሁ በዚህ ምክንያት በበጀት ዓመቱ መጨረሻ ምንም ሳንሠራበት ተመላሽ ይሆናል፡፡ ይህም የፋይናንስ ዲፓርትመንቱ ለህዝብ ግንኙነት ሥራ ያለውን አነስተኛ ግንዛቤ ያሳያል፡፡ የቢሮው የስራ ሃላፊዎች ይህንን በማስተካከል ረገድ ዋነኛ ሃላፊነት አለባቸው፡፡ ከውጪ ባለድርሻ አካላት ጋር ያለንን ለማጠናከር የክላስተር አደረጃጀት እየተከተልን ነው፡፡

ተሳታፊ ለ፣ የፋይናንስ ዲፓርትመንት አንድ ወቅት በጀት እያለ የለም በሚል ስራ እስኪሠናከል የገጠመን ችግር ነበር። በዚህም ምክንያት ያለንን በጀት ሳንጠቀም በዓመቱ መጨረሻ ተመላሽ እስከመሆን እንደደረሰ አስታውሳለሁ። ከላስተር አደረጃጀቶች ደግሞ ሌላው ከውጪ ባለድርሻ አካላት ጋር ያለንን ግንኙነት በማጠናከር ረገድ የሚጠቀሱ ናቸው።

ተሳታፊ ሐ፣ በውስጥም ሆነ በውጪ አካላት ጋር እስከታችኛው ደረጃ በሚገኙ የህብረተሰብ ክፍሎች ጋር ግንኙነት የመፍጠር ስራ ስናከናውን ነበር። በተለይ የውጪ ባለድርሻ አካላት ግንኙነት በበለጠ ቅርበት ለመፍጠር ጥረት እያደረግን ነው።

ተሳታፊ መ፣ ቢሮው የዜጎች ቻርተር አዘጋጅቶአል። በዚህ ቻርተር የህዝብ ግንኙነት ለማሳካት ባለሙያዎች ከባለድርሻ አካላት ጋር እንዴት መገናኘት እንዳለበት በዝርዝር ተቀምጦአል። በተለይም የውጪ ባለድርሻ አካላት ጋር ያለን ግንኙነት ልዩ ትኩረት ተሰጥቶታል። ማንኛውንም የስራ እና ሌሎችም ግንኙነቶች ምን መሆን እንዳለባቸው በዝርዝር ያመለክታል። ከውስጥ ባለድርሻ አካላት ጋር ያለንን ግንኙነት እንዲሁ የሚበረታታ ነው ማለት ይቻላል።

ተሳታፊ ሠ፣ ግንኙነታችን ከውስጥም ሆነ ከውጪው ባለድርሻ አካላት ጋር የሚበረታታ ነው ብዬ አስባለሁ።

ተሳታፊ ረ፣

5. የተቋሙ የህዝብ ግንኙነት ባለሙያዎች ለሙያው ያላቸው ግንዛቤ ምን ይመስላል?

ተሳታፊ ሀ፣ በእርግጥ የቢሮው አመራች ለኮሚዩኒኬሽን እና የህዝብ ግንኙነት አነስተኛ ግንዛቤ ነው ያላቸው። ወደ ቢሮው በሚመደቡበት ወቅት አነስተኛ ግንዛቤ ይዘው ከመጡ ወዲህ የግንዛቤ ደረጃቸው መሻሻል እያሳየ እና ሥራውን እየለመዱ ሲሄዱ ወደ ሌላ ቢሮ ይቀየራሉ። ይህም ለህዝብ ግንኙነቱ ሥራ ትልቅ ማነቆ ሆኖአል። ይህ ፖለቲካዊ ውሳኔ እና አቋም ይመስላል። ይህም ሆኖ የልማት፣ የመልካም አስተዳደር እና የዴሞክራሲ ጉዳዮችን የሚመለከቱ መረጃዎችን በህዝብ ግንኙነቱ በሚገባ እንዲያንቀሳቅስ ይፈለጋል።

ተሳታፊ ለ፣ ያው እንግዲህ እንደየ ተቋሙ ይለያያል። እኛ በየዓመቱ የግንዛቤ ክፍተት የሚታዩባቸውን የሙያ ዘርፎች መለየት አቅም ለመገንባት ጥረት እያደረግን ነው። ስልጠና በማዘጋጀት ክፍተት ለመሙላት እየተሠራ ነው። አሁን ካለው የዓለም ተጨባጭ ሁኔታ ባለሙያው ራሱን እያሻሻለ መሄድ የግድ ይለዋል።

ተሳታፊ ሐ፣

ተሳታፊ መ፣ የቢሮው ህዝብ ግንኙነት ሠራኞች የህዝብ ግንኙነትን ገና በሚገባ አልተረዱም። የቢሮው ሃላፊዎችም ሆኑ በየደረጃው የሚገኙ አመራሮችም እንደዚሁ የተረዱ አይመስለኝም። በዚህም ምክንያት ባለሙያው በማይመለከተው ጉዳይ ይገባል። ይህ አስቸጋሪ እና ሥራውን እያወሳሰበ የሚገኝ ጉዳይ ነው።

ተሳታፊ ሠ፣ የህዝብ አስተያየት በመሰብሰብ በመተንተን ለህብረተሰቡ እናቀርባለን። የቀረበውን መረጃ መሠረት በማድረግ መንግስት ትንታኔ ይሰጣል። ይህም የህዝብ ግንኙነት ስራው ዋነኛ አካል ነው። የህዝብ ግንኙነት ስለከልሉ የሚተላለፉ የተሳሳቱ አካሄዶችን የማረም ሥራ ያከናውናል። በወቅታዊ የመንግስት መረጃዎች ላይ ለህብረተሰቡ መረጃ ተንትኖ ያቀርባል።

ተሳታፊ ረ,

6. በተቋሙ የኮሚቴዎችን ወይም የህዝብ ግንኙነት ሥራ ውጤታማነት የሚለካው ውይም ቁጥጥር የሚከናወነው እንዴት ነው?

ተሳታፊ ሀ የተቋሙ የህዝብ ግንኙነት ስራ የሚለካው እኛ የህዝብ ግንኙነት ባለሙያዎች በምናሳዩው ውጤት ይመስለኛል። በምናከናወነው የህዝብ ግንኙነት ስራ ህብረተሰቡ ደስተኛ ከሆነ ውጤታማ ነን ብለን ነው የምናስበው። ግን ይህንን ሠርተናል ወይ የሚለው ደግሞ ሊላው ለብቻ የሚሟላ ትልቅ ጥያቄ ነው።

ተሳታፊ ለ,

ተሳታፊ ሐ, ከተሰጠን ሰፊ ሃላፊነት አንጻር በሥራችን ውጤታማ ሆነን ህዝብ የሚጠይቀውን ማሳካት ይጠበቅብናል። እንደተቋም በመሠረታዊነት ህዝብን ከመንግስት ከማገናኘት አንጻር ውጤታማነታችን የሚለካበት ዘዴ ነው። ለዚህ ደግሞ በተቋሙ ትልቅ ድርሻ ያለው የህዝብ ግንኙነት ባለሙያው ነው።

ተሳታፊ መ, የህብረተሰቡ እርካታ የእኛ ስራ አገልግሎት ውጤት መለኪያ ነው። በቢሮው እያንዳንዱ ዳይሬክቶሬት ቡድን መሪ ባለሙያ የየራሳቸው እቅድ አላቸው። ይህንን መሠረት በማድረግ በየእለቱ የሚያናውነው ነገር በየሳምንቱ ይለካል። ይህንን ደረጃ መሠረት በማድረግ እያንዳንዱ ሠራተኛ ደረጃ ይሰጠዋል።

ተሳታፊ ሠ, የህዝብ ግንኙነቱ ሥራ ውጤት የሚለካው እኛ በምናከናወነው የህዝብ ግንኙነት ሥራ ይሆናል። ህብረተሰቡ እኛ በምናከናወነው ሥራ የሚረካ ከሆነ የህዝብ ግንኙነት ሥራችን ውጤታማ እንደሆነ እንረዳለን። ይሁንና ይህንን ተግባራዊ እናደርጋለን ወይ ? የሚለው ትልቅ ጥያቄ ነው።

ተሳታፊ ረ,

7. ተቋሙ የህዝብ ግንኙነት ስራውን ለማሳካት የሚጥቀማቸው መሣሪያዎች ምንድን ናቸው?

ተሳታፊ ሀ,

ተሳታፊ ለ,

ተሳታፊ ሐ,

ተሳታፊ መ, ጋዜጣ፣ ሬዲዮ፣ ቴሌቪዥን፣ ማህበራዊ መገናኛ ብዙሃን፣ ብሮቸር እና ሌሎችም መንገዶች የጥቀሳሉ።

ተሳታፊ ሠ,

ተሳታፊ ረ, ምንም እንኳን የተለያዩ የህዝብ ግንኙነት መሣሪያዎችን ቢኖሩንም በሚገባ አልተጠቀምንም።

8. በተቋሙ የህዝብ ግንኙነት ስራ ወቅት የሚያጋጥሙ ተግዳሮቶች(ችግሮች) ምንድን ናቸው?

ተሳታፊ ሀ,

ተሳታፊ ለ, አጠቃላይ የክልሉ አመራር ለኮሚዩኒኬሽን ያለው ግንዛቤ ማነስ። ምክንያቱም ሰርተፊኬት እንኩዋን የሌለው አመራር ይህንን ተቋም ሲመራው ተመልክተናል። የህዝብ ግንኙነት ስራ ፎቶ እና ቪዲዮ የሚቀርጹትን ብቻ የህዝብ ግንኙነት ስራ አድርጎ መመልከት። በኮሚዩኒኬሽን ዘርፍ የሚገኘው አንድ ሪፖርተር አንድ ዜና ለመገናኛ ብዙሃን አቅርቦ ዜናው ከተሰማ የህዝብ ግንኙነቱ ስራ ከፍተኛ ስራ የተሠራ አድርጎ መመልከትና መረካት ይታያል። ለዜና ስራ ብቻ ቁሳቁስና ሆነ ሌላውንም ድጋፍ ይደረጋል።

ተሳታፊ ሐ,

ተሳታፊ መ, ምቹ የሥራ ቦታ አለመኖር። የቢሮ ሃላፊዎች ለኮሚዩኒኬሽን ያላቸው ግንዛቤ ማነስ። የባለሙያዎች ግንዛቤ ደረጃ መለያየት። ከክልል ከፍተኛ ባለስልጣናት ጀምሮ ለህዝብ ግንኙነት ያለው ግንዛቤ አናሳ መሆኑ።

ተሳታፊ ሠ, በክልሉ ከቀበሌ እስከ ክልል ለመረጃ ያለው ግንዛቤ አነስተኛ መሆኑ። የክልሉ አመራር ለኮሚዩኒኬሽን ያለው ግንዛቤ አነስተኛ ነው። ጥሩ ሥራ የሚያከናውኑ ባለሙያዎች የሚያበረታታ አሰራር አለመኖር እና ይህ የሚቀረፀው ክልሉ በመረጃ አያያዝ እና አጠቃቀም ገና መሻሻል እንዳለበት መሆኑን ነው።

ተሳታፊ ረ,