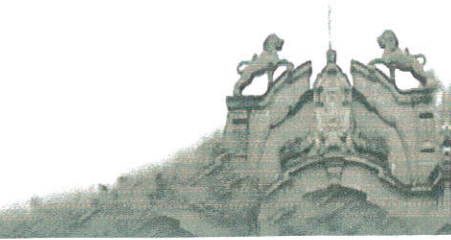


Addis Ababa
University

(Since 1950)



**Communication Strategy of Oromia Regional Government Communication
Affairs Bureau: Effectiveness of Implementation and Challenges**

Wondwossen Mengesha Gemedo

**A Thesis Submitted to the School of Journalism and Communication presented in Partial
Fulfillments of the Requirements for the Degree of Master of Art in Journalism and
Communication**

**Addis Ababa University
Addis Ababa, Ethiopia
November, 2014**

Addis Ababa University
School of Graduate Studies

This is to certify that the thesis prepared by Wondwossen Mengesha Gemedu entitled: communication strategies of Oromia Regional Government Communication Affairs Bureau: Effectiveness of Implementation and Challenges submitted in partial fulfillment of the requirement for the Degree of Master of Art in Journalism and Communications complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Signed by the examining committee



Examiner _____ Signature _____ Date _____

Examiner Abdissa Zeraie (PhD) Signature [Signature] Date NOV 28, 2014

Advisor Meser Lemneh (PhD) Signature [Signature] Date NOV 28, 2014

Abdissa Zeraie (PhD) [Signature]
Chair of department or Graduate Program Coordinator

ABSTRACT

Communication Strategy of Oromia Regional Government Communication Affairs Bureau: Effectiveness of Implementation and Challenges

Wondwossen Mengesha Gemed

Addis Ababa University, 2014

Effective and planned communication strategy is not only an essential aspect of the contemporary organization, but can also be seen as the basis of sustaining organizations. This paper acknowledges the importance of communication strategy for awareness creation and attitude development. Hence, the study explored the effectiveness of implementation and challenges of ORGCAB communication strategy on creating awareness and developing attitudes of the community. Participatory, social mobilization and the two-steps flow of communication theories encompass the underpinning for the theoretical part of the paper. Three basic research questions were raised to guide the study, and scholarly articles related to the issues were discussed. Both non- random sampling (i.e. Purposive sampling) and systematic sampling methods were used to select the subjects. Both qualitative and quantitative research methods were employed. Therefore, the researcher employed qualitative content analysis as a major method and quantitative as supportive method. The data for the study were gathered through questionnaires and in-depth interviews with key informants. The data composed from questionnaires was deliberated using SPSS package through quantitative content analysis. Furthermore, the data obtained from conducted interviews was discussed and analyzed qualitatively. In addition, a document was also the tool employed for gathering the data. The finding of the study showed that the bureau's communication strategies were implemented with inadequate knowledge, inappropriate techniques and insufficient facilities. Besides, the study revealed that the bureau's segments and stakeholders were implementing the communication strategy with inefficient feedbacks and limited collaboration. Finally, the study concluded that the bureau's communication strategy was implemented ineffectively; and recommendations were provided based on the conclusion.

Acknowledgments

My deepest gratitude goes to my advisor, Dr. Negeri Lencho, for his invaluable advice. He gave me constructive guidance and comments throughout the course of the study. Greatest appreciation is also extended to my wife, Abyot Negassa, and my mother, Bekelech Burayou, for their financial and moral support while I was conducting the study. I would also like to appreciate all my informants for their valuable information. Finally, I would like to extend special thanks to my friends and classmates for their constructive ideas and comments in the process of the study. Over all, I would like to thank the Almighty God for His help in all my life and works including the achievement of this thesis.

Table of Contents

Contents	Page
List of Tables	V
List of Acronyms	VI
CHAPTER ONE : INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	2
1.3. Objectives of the Study	4
1.3.1. General Objective	4
1.3.2. Specific Objectives of the Study	4
1.4. Basic Research Questions	4
1.5. Significance of the Study	5
1.6. Scope of the Study	5
1.7. Limitation of the Study	5
CHAPTER TWO: REVIEW OF RELATED LITERATURE	6
2.1. Organization and Communication	6
2.2. What is Effective Communication Strategy?	7
2.2.1. Design and Components of Communication Strategies	10
2.2.2. Effectiveness of Communication Strategies Implementation	13
2.2.3. Importance of Effectively Implementing Communication Strategies--	15
2.3. Factors Affecting the Effectiveness of Communication Strategies Implementation-----	18
2.4. Theoretical Framework of the Study	20
2.4.1. Participatory Communication Theory	20
2.4.2. Social Mobilization Communication Theory	23
2.4.3. The Two-Step flow of Communication Hypothesis	25
2.5. An overview of Oromia Regional Government Communication Affairs Bureau-----	26

CHAPTER THREE: RESEARCH METHODOLOGY	28
3.1 Research Design.....	28
3.2 Method of the Study.....	28
3.3. Data Sources	29
3.4. Sampling Techniques and Procedure.....	29
3.5. Data Collection Tools	30
3.5.1. Questionnaires	31
3.5.2. In-Depth Individual Interview	31
3.6. Method of Data Organization	32
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND	
DISCUSSION OF FINDINGS-----	33
Introduction.....	33
4.1 Demographic Background-----	33
4.2 Data Presentation and Analysis -----	35
4.2.1 Design and Means of ORGCAB Communication Strategy	
Implementation-----	35
4.2.2. Effectiveness of ORGCAB Communication Strategy	
Implementation-----	40
4.2.3. Challenges on Effectiveness of ORGCAB Communication Strategy	
Implementation-----	44
4.3 Discussion of Findings-----	47
4.3.1. Accommodating Factors for the Implementation of the ORGCAB	
Communication Strategy-----	47
4.3.2. Encouraging Effectiveness of ORGCAB Communication Strategy	
Implementation-----	49
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS-----	51
5.1. Conclusion-----	51
5.2. Recommendations-----	53
REFERENCES	
APPENDICES	

List of Tables

Table 1: Age and Sex of Respondents

Table 2: Educational Status of Respondents

Table 3: Responsibility of Respondents

Table 4: Officials and experts knowledge (view) of ORGCAB communication strategy in frequency and percentage

Table 5: Means of implementing ORGCAB communication strategy in frequency and percentage

Table 6: Providing feedbacks in frequency and percentage

Table 7: Challenges on Effectiveness of ORGCAB communication strategy implementation infrequency and percentage

List of Acronyms

- AIDS: Acquire Immune Deficiencies
- EGCAO: Ethiopian Government Communication Affairs Office
- FAO: Food Aid Organization
- FGD: Focus Group Discussions
- GDCS: Guidelines for the Development of a Communication Strategy
- GTP: Growth and Transformation Plan
- GWP: Global Water Partnership
- MDG: Millennium Development Goals
- NGO: Non- Governmental Organization
- ORGCAB: Oromia Regional Government Communication Affairs Bureau
- ORSGCAMD: Oromia Regional Sectors Government Communication Affairs
Main Department
- ORGCSGGB: Oromiya Regional Government Civil Service and Good Governance
Bureau
- OTV: Oromia Television
- PSCB: Public Service Capacity Building
- SPSS: Statistical Package for Social Science
- SSME: Small Scale Micro Enterprise
- UN: United Nations
- UNICEF: United Nations Children's Fund

Chapter One: Introduction

1.1. Background of the study

Communication is a multifaceted process, which needs tolerance and has great significance in creating awareness and developing attitudes. It has inordinate role for image building and active community participation on holistic development of a nation. As development in every aspect desires active participation of the community, creating awareness and developing attitudes of the community needs to get priority in every development aspects.

According to Daniels & Spiker (1991, cited in Thomas E. and Mark D.2008, p. 12), “Communication is one of the most dominant activities occurring in any work setting, and it is complex, dynamic, irreversible, ongoing, contextual, and simultaneous which enhances our understanding of organizational communication.”

Communication delivered organizational policies, strategies and programs which create awareness and develop attitudes of the community so as to implement with active participation. Governmental communication strategies mainly focus on the peace, development, good governance, efficiency and quality of implementation of government decisions and delivery of public services (ORGCAB communication strategy, 2013/14). The establishment of Ethiopian Government Communication Affairs Office (EGCAO) at the level of ministry confirms that attention is given for communication to create awareness and develop attitudes so as to get active community participation on the implementation of its policies, strategies and programs. Effective implementation of Growth and Transformation Plan (GTP) of the country needs awareness creation for active participation of citizens. Awareness creation and attitude development communication strategies on government policies, strategies and programs are one of the essential techniques for organizational communication like ORGCAB (Ibid).

The Oromia Regional State is the most populous region which is bordering with all regional states except Tigray. The region has 18 zones and 12 first level cities. There are many regional

bureaus, offices, agencies, and enterprises of the region which are located in Finfinne, the capital city of the region. The Oromia Regional Government Communication Affairs Bureau is one of the sectors which were established in 1995 as Oromia Culture and Information Bureau. Later, since 2000 named as Oromia Information Bureau then changed its name to Oromia Regional Government Communication Affairs Bureau since 2008. The Bureau has structural departments and offices from regional level up to districts. Nowadays, the bureau is implementing several communication strategies with the purpose to create awareness and develop attitudes of the public on government policies, strategies and programs through the set structures.

The Bureaus' communication strategies mainly focus on creating awareness and developing attitudes of the community on the policies, strategies and programs of sectors which acquires special attention in Millennium Development Goals (MDG) like Health, Education, Water Mineral and Energy, Women's and Children Affairs Bureaus, Road Authority, Small Scale Micro Enterprise. These sectors are indicated as the poverty reduction sectors. Hence, this study focuses on effectiveness and challenge of implementing communication strategies of Oromia Regional Government Communication Affairs Bureau.

1.2.Statement of the problem

Creating awareness and developing attitude of human being is not a simple task that can be achieved overnight. It is identifying and managing issues and community to ensure that organisational goals are aligned to values and norms of the community; and that it builds relationships through communication with those on whom the organisation depends to meet its economic and socio-political goals. Effectiveness implies open communication and commitment to an ethical exchange of ideas at an organization. Effective group communication, allowing the circulation of messages, effective listening, and knowledgeable information flow, is one of the influential factors when seeking effectiveness of organizational communication strategies implementation. Effectively and efficiently implementing organizational communication strategies aim to achieve organizations' goal and mission (Shobajo, 2011).

Assessment of organizational communication strategies implementation need to concentrate on its effectiveness with respect to strategic direction, so as to adapt it to changing circumstances, engage management in the essential tasks of leadership communication, establish a basis for accountability, and to chart progress. Effectiveness of communication strategies implementation needs to be constantly reviewed and continuously improved. Effective communication strategies implementation mean integrated all the organization's programs and actions, messages and clear leadership behavior. Continuous analysis, planning, implementation and rate are among the main principles of effective communication strategies implementation (Blazenaite 2011).

The problems of ineffectively implementing organizational communication strategies are lack of employee's knowledge, skills, and motivation to communicate. Moreover, absence of identifying and overcoming communication barriers such as inadequate management, lack of budget, turnover of employee, lack of continuous supervision, and effective choice of means of communication, are other problems which hinder the effectiveness of organizational communication strategies implementation. Likewise, the managers' incapability to communicate, through effective vertical or horizontal communication with providing feedbacks regularly on time, respecting real-time communication and encouraging employee self-awareness, directly foster effectiveness of organizational communication implementation (Miller, 2006).

Besides, lack of professional standing; absences of multiple organizational perspectives on the appropriateness and role of information setups; focus on technology rather than on organizational culture and differences as to the value and implementation of ongoing assessment and improvement strategies are the constraining factors which confront the effectiveness of organizational communication strategies implementation (Maiers et al, 2005). Minimizing those factors requires designing and effectively implementing appropriate organizational communication strategies. In the context of Oromia Regional Government Communication Affairs Bureau, its communication strategies are designed for creating awareness and attitude development of the societies on government policies, strategies and programs. The communication strategies intend to address various social, economic and political issues through face to face and media of communication. However, no research has been conducted so far on

the effectiveness of implementing the strategies. Therefore, this study attempts to investigate the effectiveness and challenges of ORGCAB communication strategy implementation.

1.3.Objectives of the Study

1.3.1. General Objective

The major objective of the study is to investigate the effectiveness of implementation and challenges of Oromia Regional Government Communication Affairs Bureau's communication strategy.

1.3.2. Specific objectives of the Study

Specifically the study intends to:

- Identify means of communication strategy implementation used by Oromia Regional Government Communication Affairs Bureau
- Examine how effective the implementation of the bureaus' communication strategy are
- Assess the challenges that Oromia Regional Government Communication Affairs Bureau faces in implementing its communication strategy

1.4.Basic Research Questions

The study attempts to answer the following basic questions:

- What are means of communication strategy implementation used by Oromia Regional Government Communication Affairs Bureau in creating awareness and developing societal/community attitudes towards the government policies, strategies and programs?
- How effective is the implementation of the communication strategy of the bureau?
- What are the challenges that Oromia Regional Government Communication Affairs Bureau is facing in implementing its communication strategy?

1.5. Significance of the Study

The researcher believes that the findings of the study may help ORGCAB to identify its limitations and improve the implementation of its communication strategy. Furthermore, the finding of this study may also serve other organizations to design and implement effective communication strategies. It may also serve as a reference for those interested to do further on the field.

1.6. Scope of the study

This study focuses on the effectiveness of implementation and challenges to Oromia Regional Government Communication Affairs Bureau communication strategy. Even though ORGCAB has engaged in other communication activities, the study mainly concentrates on communication strategies that are creating awareness and developing attitudes of the community on government policies, strategies and programs.

1.7. Limitation of the study

The research was conducted under some limitations like, time and financial constraints, shortage of references, especially lack of local research finding, related to the topic. If not for these limitations, the study would have been in a better shape. Nevertheless, the researcher did all his best to overcome the constraints and produce a quality research work.

Chapter Two: Review of Related Literature

2.1. Organization and Communication

We are born in organizations, educated by organizations, and most of us spend much of our lives working for organizations. Simply put, from birth to death, organizations impact every aspect of our lives. An organization is a consciously coordinated social unit composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals. We organize together to achieve what we cannot accomplish individually. Organizing happens through communication. When we study organizational communication our focus is primarily on corporations, manufacturing, the service industry, and for profit businesses. However, organizations also include not-for-profit companies, schools, government agencies, small businesses, and social or charitable agencies such as churches or a local humane society (Etzioni et al 1964, cited in Laura K. et al, 2001). According to these scholars an organization has a decisive part in human life.

On the other hand Fiske (1990, p. 1) defines communication as “talking to one another and spreading information through several channels.” He further describes communication as one of those human activities that everyone recognizes but few can define satisfactorily. Moreover, communication plays significant role to bring about the desired change for development programs. Communication is a vital social process that enables communities to reach consensus, which is critical for reaching development and making the necessary social changes (Servaes, 2008). Christensen and Cornelissen (2010) as cited in Blazenaite (2011), they would argue as communication is central to organizational existence. All organizations are dependent on the many voices of its individual speakers, and organizational communication investigation has been emphasizing the ‘scaling up’ from communication between individuals (micro) to the organization (macro). Therefore, the given investigation considers the input of an individual communicator (Blazenaite, 2011:p.87).

According to Laura et al (2001) organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is highly contextual and culturally

dependent, and is not an isolated phenomenon. Individuals in organizations transmit messages through face-to face, written, and mediated channels. Organizational communication largely focuses on building relationships, or repeated interpersonal interactions, with internal organizational members and interested external publics. As to Laura et al (2001) organizational communication is the collaboration activity which intended to achieve particular and collective objectives.

Besides, as Barrett (2002) suggests in Kingston (2007), the level of organizational change is the result of organizational communication. Strategic change of organization requires a greater communication effort, using several techniques, with opportunities for dialogue, and a follow-up assessment to ensure that all stakeholders of the organization understand the change. He further suggests that major organizational change requires a carefully planned communication effort such as a media and face to face communication plan, with employee workshops, lots of opportunity for feedback, and regular evaluation of the success of organizational communication (Kingston 2007:p.12).By the same token, Kulvisaechana (2001) cited Stohl (1995), as organizational communication is essentially viewed as the collective interactive process of generating and interpreting messages between people within the organization through either directional (one-way) or bidirectional (two-way) manner of communication.

A high bureaucratic organization tends to shape its communication practices in a vertical formal way, such as a top-down chain of command through written forms of communication, while personal interactions may not be well exposed (Kulvisaechana, 2001).Scrutinized from those perspectives, as any organizational progress is the result of effectively communicating organizational messages and organizational change should appropriately be communicated, so as to promote and build the image of the organization.

2.2. What is Effective Communication Strategy?

Effective communication strategy is an approach to the design and implementation of programs that increase their impact on behavior and social change. An effective communication strategy encompasses systematic approach, well designed, audience centered, theory and evidence based,

entertaining, multi-dimensional, and cost effective (McKee et al, 2004).Cook et al (2004), suggest that effective communication strategy is the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude strategy. This general strategy has to be linked to the roots of the organization and must be treated seriously. All of the employees and people involved in the organization must commit to the strategy entirely. There is no way that an organization can function well with the outside world if it does not have a sound plan for how to inform the public of what they do (Ibid).

According to framework on effective rural communication for development effective communication strategy in a development process cannot be one-way because it requires feedback and continuous exchange of information between partners and interest groups, communities and official entities (FAO, 2006). Servaes (2008) argues that, effective communication strategy can help to ensure that the design and action plan of an organizational project take into account the attitudes, perceived needs and capacities of the people which the project is trying to address. In a general perspective of guidelines and tools for developing communication strategies for joint UN teams on AIDS (UNAIDS), effective communications strategy has five primary characteristics: two-way (includes contributions or discussion between the giver and the receiver), accessible (physically, mentally and stylistically—to those who make up the audience), timely (coming at the right time for the audience), accurate(providing the correct and/or approved information) and planned (allowing for reinforcement of messages, testing of processes and assessment of success), (UNAIDS, 2008).

Furthermore, as to Steyn (2002), effective communication strategy is implementation strategy developed as part of a communication plan. Also it focuses on the activities of the communication function using effective communication strategies to solve key strategic and key communication issues in the relationships with stakeholders and to align communication with organizational goals making a contribution towards organizational effectiveness (Steyn 2002, p.19). Similarly, Blazenaite (2011) argues that, effective communication strategy is conceptualised as a functional strategy, providing focus and direction to the communication function. It is facilitated by a practitioner performing the role of the communication manager at the functional organisational level. It is the outcome of a strategic thinking process by senior

communication practitioners and top managers, taking strategic decisions on the management of the communication with, strategic stakeholders. Moreover, effective communication strategy makes the communication function relevant in the strategic management process by providing the link between the organisation's strategic goals and its communication plans. Likewise, effective communication strategy incorporate communication and public relations communication management which is practised as a strategic management function; that it assists the organisation to adapt to its environment by achieving a balance between commercial imperatives and socially acceptable behaviour. It identifies and manages issues and stakeholders to ensure that organisational and communication goals are aligned to societal and stakeholder values and norms; and it builds relationships through communication with those on whom the organisation depends to meet its economic and socio-political goals. One of the points value stating here is the existence of organization depends on effective communication strategy and the organizational communication strategy needs commitment in order to implement effectively Blazenaite (2011).

On the other hand an effective communication strategy should not mean creating media "agitation", such as for example, a banner advertising the inauguration of a project workshop, media coverage of an event of this sort on radio and television, or interviewing the person responsible for the project or the field program. Doing so ignores the fact that communication planning and implementation requires a considerable amount of time, financial and human resources, as well as continual and varied multimedia activities. An effective communication strategy should be developed during the project or program formulation phase and encourage and accompany consultation and dialogue between all the partners and actors involved in the program or project. It must be based upon a participatory approach methodology with regards to the different phases and should also use the most appropriate means of communication needed for carrying out the project, (FAO, 2002). Correspondingly, this point of view shows as effective communication strategy is beyond allocating information through several mechanisms.

2.2.1. Design and Components of Effective Communication Strategies

The Guidelines and tools for developing communication strategies for joint UN teams on AIDS show designing effective communication strategies of an organization focus on what is needed to achieve the goals of the organization and focus on the communication recipient rather than the information provider. These focus areas need to be clearly defined with regard to the effective communication strategy. A communications situation analysis helps determine what should be addressed in an effective communication strategy. The emphasis described here is founded on a need for information that explains both what is happening and why it is happening (UNAIDS, 2008). Steyn (2002) suggests that effective communication strategies aligned with organizational strategies communicates an organization's mission, vision, values and extra, to the stakeholders.

Guidelines for the Development of a Communication Strategy (GDCCS), Cook et al (2004), reiterate that, initially, the effective organizational communication strategy has to come up with a mission, vision and goal to determine what they are going to do for the community. To have a successful communication strategy, an initial process must be developed and ensure maintain a focus on the original goal. Also, people are very in tune with catchy mottos and missions that can be easily portrayed to the public. A mission also consists of the organizations values and beliefs that explain the reasons why the organization exists. This is more for the internal employees to know why they are pushing so hard to get more people involved.

Designing productive communication strategy stems from the inside and the beliefs of the employees which follow those of the main organization missions that can be easily portrayed to the public. Designing the two twigs of an effective communication strategy, goals and important self-checks are intertwined and dependent upon each other. The goals of the organization area set of ideas that must be checked regularly. To begin with, it has to be understood the audience that the organization is trying to reach, since it is ineffective to market to the wrong target audience. Additionally, in a nonprofit organization, it is always important to know what resources the organization has at its disposal, be it financially or just sheer mass of volunteers. To start every organization needs to be able to have financial stability and this is extremely difficult to achieve in the case of nonprofits since most of their money comes from sponsors or the government.

Also, the last task in creating effective communication strategy is to evaluate what has happened lately. Therefore, a communication strategy is not a simple task to create, but something that is going to have to be refined over a rather long time period and will never be perfected, but has that room to improve and change with the world's daily changes (Cook et al, 2004).

Servaes (2008) depicts that effective communication strategy can keep a dialogue open among those involved in an organizational project, thereby addressing problems as they arise. Such an ongoing effective communication strategy flow can also help to ensure coordination and proper orchestration of inputs and services to an organizational initiative. Effective communication strategy spreads information about successful organizational experience as a stimulus to others, keeps a dialogue open among all concerned in an organization, and helps to smooth organizational project implementation.

According to framework on effective rural communication for development designing effective communication strategies need clear objectives, identification and assessment of audience groups, careful message design and choice of channels, monitoring and feedback. Moreover, developing effective communication strategy requires, setting goal, assessing resources, identifying target groups, partners and, result, choosing the medium, and monitor performance. These steps highlight that a clear sense of objectives, key actions and decision points, major players, timing, available resources and organizational commitments are pillars of effective communication strategy (FAO, 2006).

Further, a communication strategy for development programs reveals that, design of effective communication strategy includes three communication components advocacy, social mobilization and behavior change communication around each communication objective. Advocacy is communication targeted at leadership and the powers that can be taken actions to support objectives. Advocacy is not only creating mass awareness or awareness among leaders. Advocacy should always go beyond awareness and lead to specified action. While, social mobilization is a process of harnessing selected partners to raise demand for or sustain progress toward a development objective. Social mobilization enlists the participation of institutions, community networks and social and religious groups to use their membership and other

resources to strengthen participation in activities at the grass-roots level. Moreover, behavior change communication involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote behavior change (UNICEF, 2008).

In addition, Cook et al (2004), argue that appropriately designing effective communication strategy is important to understand the stages and characteristics of behavior change. On the other hand, individualized, complex information and problem-solving are the three effective communication strategy components used strategically to accomplish the communication strategies objective. The strategy document should be disseminated in the draft stage for comments from the communication coordination group and other key stakeholders; and in its finished form, to a wider circle of stakeholders, counterparts and partners. The next step will be planning the implementation: Who's going to do what? When are they going to do it? What resources and other inputs are necessary? Following planning and implementation begins. From the point of these writers view I argued that, designing effective communication strategy embraces several issues, which desires prudently organizing and efficiently setting. When designing a communication strategy, there are two main elements an organization should consider: branding and the internet. Branding is an essential part of a communication strategy because it helps related the organization to an image or an idea.

Once the image or idea is recognizably related to the organization, someone who sees the brand will think of that organization. Considering the role of internet, while designing organizational communication strategy in the computer generation is also important. Some nonprofit organizations only target the elderly or those who are low income. In these situations, the use of the web as a communications tool would not be as important. These are necessary considerations to make when determining which elements to include in organizational communication strategy.

2.2.2. Effectiveness of Communication Strategies Implementation

Effectiveness of communication strategies implementation needs to understand the audience; what they need, how they might want to receive it, and what their information and communication habits are. The selection of messages or content areas is an important part of the implementing communication strategies effectively. It starts with looking at the audiences and then looking at what needs to be communicated. A message can be viewed as a theme or strand made up of various content over time. All messages must be based on evidence and need, in the same way that information must be accurate, accessible and timely (UNAIDS, 2008).

Shelby (1998) comments that, appropriate choices of communication channel are those most likely to result in communication strategies effectiveness and efficiency – for both message senders and receivers; they are those that provide perceived quality to communication processes. Although, Clappitt (1991) illustrates that face-to-face communication is a more persuasive channel for effective implementation of communication strategies, because it provides a dynamic and effective way for dealing with employee objections. However, a rich media like face-to-face communication costs the organization more in terms of time and energy than lean media like email.

In the same way, Kingston (2007) views effectiveness of organizational communication strategies implementation as be contingent on the communication channel/s used by the organization met the preferences of the participants, cost-effective communications with matching impact, appropriateness and where information was easily accessible. What is more, communications strategies implementations were more likely to be effective when the communicator was someone that was trusted, and was perceived to be passionate and knowledgeable.

According to guidelines and tools for developing communication strategies for joint UN teams on AIDS (UNAIDS), an effective communication strategies implementation, understand where the majority of the target audience are positioned within the process of change. Only once this has been correctly identified can the appropriate communication activities be developed. Moreover, effective implementation of communication strategies consist of giving people

thinking space and time, clear information, being honest, listen in a two-way communication process, acknowledge other people's views and fears, focus on priorities in communications, look forward by communicating plans and vision, establish a new world by reporting what is happening and praise and focus on results (UNAIDS, 2008).

As a Chatham House Report (2011) indicates, effectiveness of communication strategies implementation by its definition is at the heart of influence and engagement, and its influence is fundamental in the pursuit of strategic goals. Effectively implementing communication strategy must be established upon a strong understanding of any given information environment. Implementing communication strategies effectively has been understood to be a two-way process and, if properly configured should inform the periodic adaptation and adjustment of policies and strategies.

Musyoka, (2011) cited in Lihalo (2013) comments that, effectiveness of communication strategies implementation is process or paths that an organization takes in order to be or reach where it sees itself in the future. She argues that, effectively implementing communication strategies is largely an internal administrative activity. It entails working through others, organizing, motivating, and culture creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organizations targeted results. Musyoka further argues that delicate and sensitive issues are involved in effectiveness of communication strategies implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry). On the other hand Kulvisaechana (2001), remarks that, effectiveness of direct communication strategies implementation are designed to change behaviors of the target by implying the specific action that the source wants the target to take. For instance, recommendations, requests and appeals to legal obligations fall into this type of influence strategy. Whereas effectiveness of indirect communication strategies implementation are designed to change the target's beliefs and attitudes about the desirability of the intended

behavior; no specific action is requested directly. An example of indirect communication content is information exchange, whereby the source uses discussions on general business issues and operates procedures to alter the target's attitude about desirable behaviors. Besides, Hahn et al (2001) argue that, to be successful in our organizational communication strategies implementation, we need to be earnest participants, as well as active listeners, to ensure effective communication and mutual satisfaction. Organizations cannot successfully operate without effectiveness of its communication strategies implementation at every level.

2.2.3. Importance of Effectively Implementing Communication Strategies

Effectively implementing communication strategies has clarify exactly what you have to get completed and it also shows what you should continue to look. According to Guidelines and tools for developing communication strategies for joint UN teams on AIDS (UNAIDS, 2008)effectiveness of communications strategies implementation benefit many other activities. The objectives of implementing the communication strategies effectively are to: increase the efficiency of the organization; increase commitments of the staff, encourage teamwork and strengthen the functionality of the team, where members work together in a coordinated manner towards a common, recognized and agreed goal.

Besides, implementing communication strategies effectively plays a key role in creating, cohesion (working together to communicate the same messages, to be consulted and to contribute to the team removes embarrassing confusions and weaknesses), access (without knowledge management systems that support the identification and dissemination of information and experience, individuals cannot be kept up to date and involved),strength(maintaining horizontal and vertical communications, facilitating communications channels, managing messages and enables the team to maximize its added value and capacity to carry out advocacy and behavior change work), efficiency (increasing knowledge management and lesson-learning means that wheels are not reinvented, response times are reduced and people are able to focus on constructive inputs rather than feeling excluded and having to duplicate activities).

Willner (2006) emphasize as, effectiveness of communication strategies implementation develops partnerships among governments, local communities, and NGOs to encourage and motivate people to work together for change. Further create awareness and support for sustainable development issues, accelerate and improve people's behavior, on adoption of technologies and performances that lead to maintainable progress. Empower local people to speak for themselves and to continue their efforts into the future. As for understanding the importance of effectiveness of communication strategies implementation, Kulvisaechna (2001) asserts that implementing communication strategies effectively is important for both managerial and organizational success. The notion of effectiveness of communication strategies implementation is not merely confined with an interactive collaboration between employees, but it also has an impact on organizational issues.

Furthermore, Grenier et al (2000), in Baker (2002), posits that communication is not only an essential aspect of these recent organizational changes, but effectiveness of communication strategies implementation can be seen as the foundation of modern organizations. With this respect, effectiveness of communication strategies implementation is particularly useful in illustrating how communications can be used to assist an organization in realizing its core objectives. Implementing communication strategies effectively seeks above all, to strengthen the organizations effectiveness, principally by raising understanding and support among key constituencies of the organization's mission; and using communication as a tool in the delivery of the organizations' operational activities.

Cook et al (2004) suggests that, effectively implementing communication strategies are very significant, since all organizations have some sort of method to portray their core message to the community. Without having a communication strategy that effectively reaches the predetermined target audiences, there is no way that the organization with influence as many people. If the organization is going to spend the time to figure out their key messages, it would be best to develop a strong communication strategy. Additionally, this would guarantee the time was not wasted and the message will reach the public sector in the easiest way. Moreover, they move on to argue that the purposes of the effectiveness of communication strategies implementation are to close the gaps that may exist between them. There are possibly different gaps that need to be

closed through effective implementation of organizational communication strategies. The organizational vision-employees or culture gap develops when the leadership moves the organization in a strategic direction which is a management communication issue not understood or supported based on knowledge by employees. While the organizational status - employees or culture gap is caused by a misalignment between the organization's reputation and culture. The organizational status-vision gap is also the result of conflict between what the leadership of the organization sees as its future and key stakeholders' and customers perceptions or expectations of the organization. Thus, effectively implementing communication strategies play a vital role for an organization in achieving its strategic priorities.

Laura K. et al (2001) asserts that, as effectiveness of communication strategies implementation is the key to organizational success, an ineffective communication strategies implementation can cause many problems that can impact relationships, productivity, job satisfaction and moral as we interact in organizations. If effectiveness of communication strategies implementation can fail and a message can be understood in different ways, it will be misunderstood in the manner that does the most damage. The more effectiveness of communication strategies implementation there is, the more the organization to be successful.

As a compilation of papers on practice of public relations in Africa:

The purpose of effectiveness of communication strategies implementation is to integrate all the organization's programs. Besides, sound effectively implementing communication strategy is essentially to achieve maximum result with minimal resources and to ensure that institutional efforts are fully aligned with over all goals and objectives. Another use is to simplify the process for our planners, particularly in areas related to internal and external communications and public relations, including but not limited to marketing, advertising, media relations, crisis management, and public relations counseling, print, online and electronic communications and social media strategies, branding and process management. Moreover, effectiveness of communication strategies implementation has a vital role on awareness creation (Shobajo, 2011, p.106)

2.3. Factors Affecting the Implementation of Effective Communication Strategies

According to Framework on Effective Rural Communication for Development assert, the effectiveness of communication strategies implementation is hindered due to hierarchical, top-down, one-way, and undifferentiated communication to beneficiaries, prevents effective communication in the sense of mutual learning. Organizational working environment often does not allow communication skills to be developed or implemented (e.g. time pressure, overload with administration, no incentives). The lack of accountability to clients makes the service provider much less interested in communication, since the feedback of employee on the quality of services has little influence on their remuneration. Rottenly, neglecting capacity building in the necessary communication skills of professionals and front line staff of technical services. In sufficient support and follow up, particularly in rural areas hamper not only media communication, but even face-to-face communication. The lack of resources inhibits their ability to utilize new media and communication opportunities. These cultures of many organizations do not support the effective implementation of communication strategies (FAO, 2006).

Laura K. et al (2001) comments that, ineffectiveness of organizational communication strategies implementation occurs due to information overload, communication anxiety, unethical communication, bad timing, too little information, message distortion, lack of respect, insufficient information, minimal feedback, ineffective communication, and even disinterest or apathy. As Baker (2002) cited Rogers (1976) depict that, in the contemporary world effectively implementing communication strategies are challenged by several factors. Horizontally the effectiveness of communication strategies implementation is affected through, consistent and long-term supervision, continuous evaluation and remarks. But they are also challenged along a vertical axis which shows that the strategic effort includes a range of constituent pillars with very different characters (military, trade, diplomacy, aid and so on) at different stages of development, and with different requirements as far as communications strategies are concerned. In these conditions, consensus and coherence may be impossible to achieve.

By the same token, Robert and Paul (2011) argue that, the fundamental problem for ineffective communication strategies implementation is an iterated reactive approach to communications strategies implementation that in itself is insufficient to cope with the relationship between

strategy, policy and action. On the other hand, the barriers of effectively implementing communication strategies are dependent on the type of strategy, type of organization and prevailing circumstances which can be avoided if strategy development is coupled with effectiveness of implementation. Lihalo (2013) asserts that, effectiveness of communication strategies implementation delayed by the lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation, lacks of direction from manager's leads to employees not knowing what the organization is expecting from them, and a part of the employees could have built their own goals aligned to the organizational goals.

However, the organization goals might be different from how the employee has understood them and set the goals. Motivation problems can also make some employees to put their own interest over the organization at the organization's expense. A motivational problem arises also when an organization favors other departments thus the departments not favored may boycott any strategic direction by the organization. Employees also compare what and how other organization are doing and expect at least the same level in their own organization. As well, culture also can be a barrier to communication strategy implementation. Inappropriate systems utilized during the process of operation, institutionalization and control of the strategy are often sources of challenges during strategy implementation. Lack of leadership from top executives arises when the top managers and leaders do not commit themselves to the process of communication strategies implementation in an organization.

Lynch (2000) and Canhada (2011),cited in Lihalo (2013) suggests that, when communication strategies implementation goes beyond the planned time, rigid and bureaucratic organizational structure and insufficient financial resources to execute the strategy form part of systemic barriers. For any strategy to be effectively implemented, it requires well trained and competent manpower. But the cost of training the staff, lack of qualified people to train and limitation in time may act as a barrier to effectiveness of communication strategies implementation. Resistance to change normally leads to delays, additional costs and destabilizes organization change process. People working in an organization sometimes resist change proposals and make strategy difficult to implement.

Further, the barriers to effectively implementing communication strategies include lack of consensus, knowledge, understanding and transparency regarding the meaning of the organizations' mission and vision, lack of relation between strategic content and strategic process, lack of coherence between strategic planning and resource allocation, lack of strategic feedback, a relatively inflexible formal structure due to IT, lack of involvement of the organization's management and using techniques that are inappropriate to organizational reality. As a Chatham House Report (2011) comments, the challenge of effectively implementing communication strategies is to gain insight regarding the relation between the organization's strategic priorities and its internal and external stakeholders' agendas, needs and wants.

2.4. Theoretical Framework of the Study

The need to study, understand, and effectively use organizational communication has been, for many individuals, an after-the-fact enlightenment (Thomas E. and Mark D., 2008) Communication strategies goals would require a more holistic approach to understand the role of communication strategy in the current world. Such considerations would in turn enable a more unified understanding of the role of all components in the communications tool box that are relevant to responsive strategy. Particularly, in order to communicate strategically, communication strategy must be adaptive to the level and moment of application. The need for flexibility supports the view that communication strategy should be seen more as a framework than as a paradigm in its own right (Paul, 2011).

2.4.1. Participatory Communication Theory

According to framework on effective rural communication for development, participatory approaches should result in effective communication strategies implementation and have meaningful effects on policies, institutions, wealth distribution and people's attitudes and livelihoods (FAO, 2006)

Participatory communication theory is closely associated with Paulo Freire's model of communication which consisted of five key concepts: dialogue, conscientious, praxis,

transformation, and critical consciousness. Dialogue consists of the back and forth communication between those within development organizations and those they serve.

Conscientious is the acknowledgement, awareness and handling of the inherent power differential and possible disenfranchisement between the organization and the native population. Praxis involves the ongoing examination of theory and real world practice. Transformation refers to the enlightenment or education of the native population in a way that promotes active consciousness and critical thinking in regards to their situation and/or why certain change implementation is taking place. Critical consciousness is the active social and political involvement of the beneficiaries.

According to Freire, the incorporation of the above in the design of a development project would lead to a more democratic form of communication. Likewise, McPhail (2009) suggests that, participatory communication thrives on input from people from all walks of life and of every socioeconomic sphere.

The participatory approach embodies multiple levels of entry regarding intervention and communication in order to involve all key figures involved in the social change process. This approach starts from the bottom-up and establishes open forms of communication based on trust in order to mobilize and organize participants based on common goals for change.

Public-based strategy, particularly those using participatory approaches, can improve the communication strategies through involving beneficiaries in policy design, implementation, and evaluation. Participatory approaches can help empower communities, create a sense of ownership, and foster accountability to implement the policies, strategies and programs. Such an approach is recommended to be used as the basic methods and approaches applicable to the communication strategies.

Community participation can lead to increased equity and sustainability if the process empowers diverse members of communities especially the most disadvantaged, to mobilize and gain access to resources and to advocate for change to improve their positions (Kristin, et al, 2006)

According to the Global Water Partnership (GWP), participatory approaches cover a wide range of tools and methodologies which all have one common feature: they all attempt to actually involve "the public," and give them both a stake in the outcome of the process and power to determine its direction. Most participatory approaches work with groups of people (GWP, 2002).

Participatory communication is mostly a self-determining model in that it does not focus on describing conditions that already exist but rather seeks to perpetuate environments, especially within the economic development of third world nations that encourage the indigenous populations and the intervening parties to communicate in such a fashion. Having a tightly focused objective, literature on participatory communication tends to lean towards evaluation of change implementation with real world projects and examining the effectiveness of inclusion of native citizens in the development of third world countries. The literature also differs in the application of participatory actions as either an end in itself, or as a means to end – whether that is social, cultural, economic, or political in nature. Three rationales exist for participatory communication: the native population possesses relevant information regarding their own circumstances and is a unique resource without which a development project might fail; the native population has the fundamental human right to contribute to the formation of their own advancement; and inclusion of the native population will draw more support which will in turn facilitate the achievement of common goals (McPhail, 2009).

On the other hand, Bergdall (1993) in Mulwa (2003) stated that popular participation has become a buzz-word in development community in recent years as more and more actors have realized that improvement in living conditions are not brought about from above by some benign agency but by the beneficiaries themselves taking an active part in the process of bringing about the change.

However, it would be fair to acknowledge at this juncture the fact that community participation has meant different things to different people. Hence, there can be no single definition or universally accepted understanding of the concept of participation. The practice of participation is equally relative, as its interpretation and therefore its application will largely be dictated by the

circumstances on the ground. For some, participation is an effort to involve the community in the implementation of already drawn-up blue print plans. Empowering people starts from providing correct and up-to-date information and the appropriate skills needed for behaviors change and maintenance. Hence, the impression here is the involvement of the community in public -based strategies ensures the sustainability of those strategies.

McPhail (2009) reiterates that participatory communication stresses the basic right of all people to be heard, to speak for themselves and not to be represented or rewarded by another party. This open approach to communication attempts to facilitate trust and is aimed at recruiting the participation of the native populations in third world countries in their own development

Accordingly, the Oromia Regional Government Communication Affairs Bureau communication strategy implementation requires involvement of the public on government policies, strategies and programs need effective and participatory communication strategies to create awareness and develop attitudes. As a result, the participatory communication theory seems more applicable to this study.

2.4.2. Social Mobilization Communication Theory

According to a communication strategy for development programs, social mobilization is a process of harnessing selected partners to raise demand for or sustain progress toward a development objective. Social mobilization enlists the participation of institutions, community networks and social and religious groups to use their membership and other resources to strengthen participation in activities at the grass-roots level. The backbone of developing the social mobilization component of a communication strategy comes from a combination of data, participant and behavioral analyses and community input. The issues on community participation are relevant here in that the voice of the community should help direct social mobilization objectives and activities. Consultation will be needed with the community to ascertain which institutions; social, political and religious groups will have the most influence on the primary participants (UNICEF, 2008).The social mobilization, incorporates, teachers, students, religious groups, farmers' cooperatives, micro-credit groups, civil society organizations, professional

associations, women's groups and youth associations. Whether formal or non-formal, organizations selected for social mobilization should be chosen according to the following criteria: generally the group has a wide geographic spread over the country with a structure emanating from the national level down to lower levels of administration-to districts and below. Its participation in a cause can be triggered and activated at the national level. The group is already known and accepted by the community targeted in the communication strategy. Normally, the task the group is required to perform is compatible with the values and principles underlying the group's core vision (Ibid).

Social mobilization is the basis of participatory approaches and effectiveness of communication strategies implementation programs. It is a powerful instrument in decentralization policies and programs aimed at strengthening awareness and attitude of the community at local level (Biruk cited Mukundan (2006). Brown (2001) comments that mobilization refers to a process in which people join together to take action oriented measure to accomplish one or more objectives.

Thompson and Pertschuk (1992) in other words suggest that mobilization is a process through which community members become aware of a problem, identify the problem as a high priority for community action, and decide steps to take action. More to the point, social mobilization as a component in the communication strategies is best used when: the behavior being promoted or the messages to disseminate are simple and people are generally aware of an issue. Furthermore, effectiveness of communication strategies implementation can be accomplished through means of communication approach. For the most part, behavior change communication involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote behavior change (UNICEF, 2008).

In addition, Mukundan (2006) addresses the issue of social mobilization in noting that for successful social mobilization of the rural poor, there is a need for improved access to public information on local development issues directly linked with their livelihood interests. Community is a word that encompasses many different types of social groups, organizations and institutions. In the development lexicon, social mobilization is allied with empowerment and participation of these community units. An extra plus is that many types of neighborhood groups,

health and literacy programs and the mass media-newspapers, radio and television-also play a vital role in social mobilization in the community level (Mukundan, 2006). The overall notion is that effectiveness of communication strategies implementation has something to do with the context in which a particular society is living. In this regard the ORGCAB communication strategy intended to create awareness and develop attitude of the community on government policies, strategies and programs which focused on achieving the MDG goals based on the GTP of the country.

2.4.3. The Two-step flow of Communication Hypothesis

The two- step flow theory was first introduced by Paul Lazarsfeld, Bernard Berelson and Hazel Gaudet in the People's Choice. This theory argued that ideas often flow from the mass media to the opinion leaders and from them to the less active sections of the population. The two-step flow of communication saw the communication process simply as a message going from sender to a receiver. The hierarchic view of communication can be summarized in Laswell's classic formula: "Who says what through which channel to whom with what effect?" (Laswell cited in Servaes, 1999:23)

According to Lazarsfeld, et al in Servaes (1999:23) cited in Temesgen (2007, p.34), the first formulation of this approach is: "Ideas often flow from electronics and print media to opinion leaders and from these to less active sections of the population" Thus, two elements are involved: the first is the notion of population divided into "active" and "passive" participants, or "opinion leaders" and "followers"; and the second is the notion of a two-step flow of communication influence rather than a direct contact between "stimulus" and "respondents" (or the so-called bullet or hypodermic needle theory).

The general conclusion of this line of thought is that mass communication is less likely than personal influence to have a direct effect on social behavior. However, as Lin (1973) quoted by Servaes (1999), the two-step flow hypothesis neglects the fact that a greater amount of information flows directly from the media to users without passing through opinion leaders.

In the same vein, the two-step flow theory is criticized for being linear and simplistic (from the mass media to opinion leader, and from opinion leaders to individuals) in its interpretation of the complex reality of information flow. Whereas, the multi-step theorists such as McQuail and Windhal (1983), Schenk (1985), argued that opinion leaders might obtain their information other than through the mass media-through interaction with other opinion leaders, who disseminate the information to their followers, individuals in the social system (Natifu, 2006:18, cited in Temesgen, 2007, p. 35).

According to the multi-step flow theory of communication a more concrete information flow from mass media to opinion leader; from opinion leader to another opinion leader, as well as to the community. On the ground of these facts, the ORGCAB communication strategy is designed based on the GTP of the country which was planned with the opinion leaders. So as to realize the expected goals and changes of the plan this flow of information should be practical from below by the community those who need it on their own behalf. However, in the context of our country the communication strategies setup and the media practice need improvement so as to play this role indeed.

2.5. An overview of Oromia Regional Government Communication Affairs Bureau

Among the Oromia regional government sector bureaus, offices, agencies, and enterprises located in the capital city of the region Finfinne (Addis Ababa), the Oromia Regional Government Communication Affairs Bureau is one of the sectors which was established in 1995 as Oromia culture and press bureau. Later, since 2000 named as Oromia press bureau, then changed its name as Oromia Regional Government Communication Affairs Bureau since 2008.

The bureau has structure within departments and offices from regional level up to woreda. In its organizational structure the bureau has 1,759 human powers. Nowadays the bureau is implementing several communication strategies which create awareness and develop attitude of the societies of the region on government policies, strategies and programs with these structures.

The bureau's communication strategy is implemented through face to face and media communications. The bureau has two main departments at the zonal and woreda levels, namely the first department is government information and media source and the second is government and public relations department. Whereas the bureau has one additional main department at the bureau level, which is the department of communicators capacity building and media development. In addition there are sub departments which support these two main departments. In 36 regional sectors, there are government communication affairs main departments led by communicators on the level of deputy manager of these regional sectors.

These main departments have their own staff having from 4-9 human powers. The stakeholders of the bureaus are media, the rural and urban community, of the region which engaged on several activities; like farming, trade, commercial activities and private and government employees.

Hence, this study examined the practices and challenges of the bureau's communication strategy on creating awareness and building attitudes of its stakeholders on government policies, strategies and programs.

Chapter Three: Research Methodology

3.1 Research Design

As indicated in chapter one, this study was mainly designed to investigate the effectiveness and challenges of Oromia Regional Government Communication Affairs Bureau Communication Strategy implementation and this chapter discusses the method employed in carrying out the study. This study is a descriptive design where qualitative and quantitative methods were employed as a principal and supplementary method, respectively.

As to Frey et al (1991), generally behaviorists collect atomistic quantitative units of analysis under controlled conditions. On the other hand, phenomenologists typically collect holistic qualitative units of analysis under naturalistic conditions. Understanding complex phenomena, such as 'communication' often demands combining both approach.

Mixed research method which combines both qualitative and quantitative methods has been used so as to strengthen the reliability of the study. As to Creswell (2009 cited in Adane, 2012), the problems addressed by social science researchers are complex; and using either qualitative or quantitative approaches by themselves is inadequate to this complexity. Besides, using triangulation approach provides and expands the researcher's understanding of research problem he/she investigates. Hence, in order to reduce such limitations, the triangulation (mixed) method was thought to be applicable to this study.

3.2 Method of the Study

This study mainly focused on qualitative data and partly on quantitative data that were supposed to give some descriptive functions. Understanding how human beings act and interact therefore necessitates acquiring both quantitative and qualitative data (Rajasekar et al, 2013).

As to Frey et al (1991) communication researchers usually rely on three general techniques for measuring research concepts: questionnaires, interviews and focus group discussion which comprise both qualitative and qualitative methods.

3.3. Data Sources

To assess the effectiveness and challenges of ORGCAB communication strategies implementation, the study employed primary data from key informants who were working at the bureau and the bureau's segments. Secondary data were also gathered from documents of ORGCAB communication strategy. Therefore, both primary and secondary data were collected for further analysis.

The 2013/14 document of ORGCAB communication strategy; which guides the practice of creating awareness and developing attitudes of the communities on government policies, strategies and programs was selected and analyzed. The document analysis enables the researcher to examine in what ways the experts and concerned officials implement the communication strategies. Furthermore, the bureau's 2013/14 supervision report used so as to evaluate the effectiveness of implementation and challenges of ORGCAB communication strategy.

3.4. Sampling Techniques and Procedure

In order to collect the desired data using appropriate research technique which guides the researcher on the process of gathering the necessary data is important. Under the circumstances where lack of time and finance is principal, sample is the best way to study a given research problem. So as to deliberately include the structural subdivisions of ORGCAB in this study, the researcher has applied purposive sampling technique. This technique was preferred as it is relevant to select key informants of the questionnaires and interview.

The study targeted experts and officials working in ORGCAB and its segments. From the 160 total staff officials and experts in the bureau and its subdivision of regional sectors, zonal and city administration 25 % (40) have been selected with systematic sampling techniques so as to get authentic data. In the researcher's conception, these purposively selected experts and officials know more about the effectiveness and challenges of ORGCAB communication strategies implementation.

The selected respondents encompass 15 from communication offices of zone and city administration, 15 from regional sectors government communication departments and 10 from ORGCAB experts and officials. The questionnaires were, therefore, distributed to 40 experts and officials.

Furthermore, the researcher conducted individual in-depth interviews through purposively selecting 3 experts and officials who were directly working on the topic of the research and also with 1 representative from members of one purposively selected Small Scale Micro Enterprise (SSME) which was established with the support of the bureau's awareness creation and attitudes development for the stakeholders. The interview took a week to explore details on the particular issues relevant to the study.

3.5. Data Collection Tools

Triangulating data by using several data collection approaches is particularly important when undertaking organizational research (Kingston, 2007). Several types of data collection tools were employed in this study, such as questionnaires, in depth individual interviewees and focus group discussion which provided the data. As Pattern (2004) cited in Adane (2012:61), for qualitative research method purposive sampling is counseled. As a result the researcher purposively selected individuals who had experiences in implementing communication strategy of ORGCAB. The questionnaires were distributed to the systematically selected 40 experts and officials.

An interview guide was also prepared to conduct the interview with the purposively selected 4 interviewees. The guide contained different close and open ended questions on the effectiveness and challenges of ORGCAB communication strategy implementation. To maintain the validity and reliability of the study all the researcher's activities of gathering and coding data were checked and advised in every bit with adviser.

3.5.1. Questionnaires

The objective of the questionnaire was to explore the effectiveness and challenges of ORGCAB communication strategy implementation from the point of views of experts and officials in ORGCAB and its segments. Therefore, the questionnaire was distributed to 40 experts and officials. From a total of 40 questionnaires distributed to experts and officials in ORGCAB and its segments, 35 questionnaires were properly completed and returned, 5 were incomplete and excluded from the analysis. Close and open ended questions, ranking questions, and multi-choice questions were included in the questionnaire.

Questionnaires are commonly used in survey research to gather information from large sample. Since questionnaires can be mass-produced easily and inexpensively and distributed widely in person or through the mail (or even through an online, computer network), they are useful for reaching large sample. Moreover, many respondents can be given an identical questionnaire which makes reliable measurement techniques for survey research. As to Frey et al (1991) there are two general strategies for administrating questionnaires: researcher administers questionnaires which are administered in person by the researcher, and self-administered questionnaires, which individuals complete by themselves at their own direction. To do so, deliberately both strategies were applied on this study.

3.5.2. In-Depth Individual Interview

Interview was also a major tool for this study, which enables the researcher to question respondent deeply about research problem. The personal nature of the interview provides researchers with both benefits and potential determinants in conducting survey (Frey et al 1991). As Cohen et al (2003) cited in Kingston (2007) the aim of an in-depth interview is to investigate more deeply into the experiences of individuals. Mostly in-depth interview participants were familiar with the raised issue and tend to be comfortable with qualitative interviews in comparison to other research techniques.

They allow the interviewer to almost 'have a conversation' with the interviewee about something of mutual interest, and can be less threatening than other techniques (such as observation). Even if there are a number of different types of qualitative interview, in-depth individual interview was a versatile approach applied in this study. In-depth individual interviewees were purposively selected and conducted with 3 communication experts and department head of ORGCAB and regional sectors government communication affairs main departments, as well as with 1 representative from members of purposively selected one association settled with Small Scale Micro Enterprise (SSME) at Bishoftu town, which engaged on furniture production and the discussion approximately, took an hour.

In the process of conducting this, a semi-structured interview question guide was used to ensure consistency between the research issues and the data gathered. As Brewerton & Mill ward, 2001 mentioned in Kingston (2007) to acquire rich data from the interviewee, the semi-structured questions of interview allows the interviewer to analyses more deeply into areas of interest. As a result, the researcher has taken notes in the process and used tape recorder to record the interviews having acceptance with the interviewee which in the meantime allowed for intensive note-taking so as to give value-oriented meaning about communication strategies effective implementation and challenges.

3.6. Method of Data Analysis

As stated earlier, the researcher employed mixed research method. Hence, the data were analyzed based on appropriate quantitative and qualitative research methodologies. Quantitative data that was collected by using the questionnaire was interpreted and analyzed using Statistical Package for Social Science (SPSS). The results were presented by using descriptive statistics, percentages and frequencies. The qualitative data obtained from interview also interpreted qualitatively in the study. Finally, the results were summarized and recommendations were drawn from the conclusion.

Chapter Four: Data Presentation, Analysis and Discussion of Findings

Introduction

The main objective of this study was to examine the effectiveness of ORGCAB communication strategy implementation and challenges on creating and developing the regional communities' awareness and attitudes on government policies, strategies and programs. In this chapter, the analysis of the data obtained using questionnaires and in-depth interviews are presented.

Accordingly, the major techniques of communication strategies, ways of the communication strategies implementation, appropriateness extent of ORGCAB's communication strategy and its effectiveness are presented and analyzed using data from questionnaires and in depth interviews. The questionnaire consisted of a total of 36 questions, 4 open-ended and the rest were close-ended. The questionnaire was aimed at revealing the outlook of officials and experts on the effectiveness of implementation and challenges of the ORGCAB communication strategy.

Moreover, the way ORGCAB and its segments, experts and officials implementing the bureau's communication strategies and what challenges they confronted were discussed based on the information obtained from in-depth interviews. For the sake of confidentiality, the researcher coded the name of informants. The findings of survey data collected through questionnaires and in depth interviews were presented and discussed simultaneously in this chapter.

4.1 Demographic Background

The demographic background of sample informants was indicated by age, sex, occupation, and educational qualification as follows:

Table 1: Age and Sex of Respondents

Age	Frequency	Percent
20-29	27	61.4
30-39	11	25
40-49	4	9.1
50-59	2	4.5
Total	44	100
Sex	Frequency	Percent
Male	30	68.2
Female	14	31.8
Total	44	100

The data were divided into four age groups based on cutting points that divide the whole data into four equal parts: 20-29, 30-39, 40-49 and 50-59. As can be seen from table - 1 above 60% of respondents were aged between 20- 29, 25% respondents were aged between 30-39, and 9.1% respondents were aged between 40-49 and 4.5% respondents were aged above 50-59 year. Amongst respondents, 68.2 % of the respondents were male respondents and 31.8% respondents were female.

Table 2: Educational Status of Respondents

Educational Status	Frequency	Percent
Diploma	10	22.7
BA/BSc	32	72.7
MA/MSc and above	2	4.6
Total	44	100

As presented in table- 2 above, the educational status of the respondents was, 22.7% had Diploma, 72.7% had BA/BSc degree and 4.6% had MA/MSc degree. This data indicates us that the majorities of the informants were qualified and had higher education in social science departments, mainly Journalism and communication and linguistics.

Table 3: Responsibility of Respondents

Educational Status	Frequency	Percent
Public Relations Officer	30	68.2
Department Head	2	4.6
Expert	12	27.2
Total	44	100

The above table- 3 shows that respondents in the study had different occupation are background, the majority of the respondents were public relation officers, 68.2% and 27.2% were experts, and 4.6% were department heads.

4.2. Data Presentation and Analysis

4.2.1. Design and Means of ORGCAB Communication Strategy implementation

Designing effective communication strategy concentrated more on the inside and the beliefs of the employees which follow those of the main organization missions, visions and goals that can be easily portrayed to the public. The 2013/14 ORGCAB communication strategy also indicates as the bureau's communication strategies designed to create awareness and develop attitudes of community on government policy, strategy and programs, through effectively implementing with the bureau's officials and experts having adequate knowledge. As the regional sector government communication experts' state, the practice of communication strategies needs a skill intensive work through the translation of any tool, technique, process, and method of doing from knowledge to implementation. Particularly, practicing communication strategies based on

knowledge to create awareness and develop attitudes ensure that the target group understands the messages, and allows the communicator to identify unexpected interpretations of the message. As a result, before implementing the strategies having adequate knowledge of organizational communication strategies and setting appropriate means of communication is necessary for community's awareness creation and attitude development.

Moreover, these issues need to be well constructed, and knowledgeably communicated in a planned and pre-determined way. The bureau's communicative issue is not a simple issue, rather, it might be easily distorted; bits could be lost; it could be wrong; it could be also used for negative as well as positive purposes; it might be frighten people; it could be bore or confuse people; it could be made up; and it could be hidden. Likewise, communications activities could fail to communicate.

Furthermore, the respondents that indicated the current conflicts occurred in the region on the issue of integrated plan of the Oromia special zone and Addis Ababa is one of the implications which happened as a result of communicating on the issue without knowhow. In this regards, the bureau's structural segments officials and experts' needs to have necessary knowledge to communicate effectively what they know. This implies the 2013/14 ORGCAB communication strategy was not well designed and being one of the constraining factor which hinder the effectiveness of the bureaus communication strategies implementation. Besides, the finding of questionnaires on the knowledge (view) of the bureau's structural segments officials and experts' on the ORGCAB communication strategy is presented as follows:

Table 4: Officials and Experts Knowledge (view) of ORGCAB Communication Strategy in Frequency and Percentage

How do you view (your knowledge) of ORGCAB Communication Strategy	Frequency	Percentage	Valid percentage	Cumulative percent age
Excellent	2	5.7	5.7	5.7
Very good	3	8.6	8.6	14.3
Good	5	14.3	14.3	28.6
Satisfactory	7	20	20	48.6
Poor	18	51.4	51.4	100
Total	35	100	100	

As it can be seen from the above table - 4, 71.4% of the bureau structural segments, officials and experts have no adequate knowledge (Satisfactory and Poor) on the ORGCAB communication strategy. This finding shows that the bureau's communication strategies are often practiced with lack of basic knowledge of the bureau's communication strategies. From the reactions of key informants of in-depth interview, the researcher perceived that there are high rate of officials and experts' turnover from the bureau's structural segments.

Further, the newly recruited experts and appointed officials practice the bureau's communication strategy without having sufficient short and long term training. However, the 2013/14 ORGCAB communication strategy indicate that "knowledge base communication strategy on awareness creation and attitude development are important to solve the problems hindering the community active participation on implementation of government policies, strategies and programs successfully" (ORGCAB communication strategy, 2013/14, p 38).

Table 5: Means of Implementing ORGCAB Communication Strategy in Frequency and Percentage

How your office or department implementing the bureau's communication strategy	Frequency	Percentage	Valid percentage	Cumulative percentage
Meeting	3	8.6	8.6	8.6
Exhibition	2	5.7	5.7	14.3
Holidays	3	8.6	8.6	22.9
Newsletters (Kallacha)	3	8.6	8.6	31.5
Bulletin	3	8.6	8.6	40.1
Brochure	4	11.4	11.4	51.5
National media(ETV)	2	5.7	5.7	57.2
Regional media(OTV)	8	22.8	22.8	80
Community radio	3	8.6	8.6	88.6
Mini media	4	11.4	11.4	100
Total	35	100	100	

The result in table - 5 shows that 77.1% ORGCAB communication strategy was implemented; using media communication channels; mainly with electronic media. The finding indicated that the bureaus' communication strategies were predominantly practiced by regional media Oromia Television (OTV) 22.8% and local media (community radio and mini media) 20% respectively. This indicates that the communication strategies of the bureau which have been targeted on awareness creation and developing attitude of the community on government policies, strategies and programs, so as to build image of the region and create consensus among government and the community were implemented mostly relying on media communication than face to face. Furthermore, the 2013/14 ORGCAB communication strategy describe that having continuous meeting (face to face communication) with the community on government policies, strategies and programs created consensus among government and the community(ORGCAB Communication strategy 2013/14, p 36).

Nevertheless, the strategies which were intended on creating awareness and developing attitudes like the ORGCAB communication strategy need more of continuous and interactive face to face communication.

Table 6: Providing Feedbacks in Frequency and Percentage

How your office or department gets feedbacks from the bureau?	Frequency	Percentage	Valid percentage	Cumulative percentage
Monthly meeting	3	8.6	8.6	8.6
Written feedbacks monthly	0	0	0	0
Quarterly meeting	5	14.3	14.3	22.9
Written feedbacks quarterly	0	0	0	0
Meeting and written feedbacks once within six months	14	40	40	62.9
Meeting once within Six months				
Total	13	37.1	37.1	100
	35	100	100	

Table - 6 indicates as feedbacks were provided 40% through written and meeting, while 37.1% only through meeting once within six months, respectively. On the other hand, according to this finding, 8.6% monthly meeting feedback and 14.3 % quarterly meeting feedbacks were provided. As this finding showed monthly and quarterly written feedbacks were not provided. However, the 2013/14 ORGCAB communication strategy implied as “Feedbacks regularly probed on the effectiveness of the bureau’s communication strategies practice on customer satisfaction, awareness creation and attitude development” (ORGCAB communication strategy, 2013/14, p 38).

As Informant 2 and 3 explained

Even if the ORGCAB communication strategy proposes as written feedbacks given monthly, quarterly, and yearly on the progress of regional sectors communication

activities, the practice shows as the bureau was providing feedbacks only through quarterly meeting. Yet, the bureau was not provided any written feedbacks for their department, within the past four years, and they were suggested as this is due to less attention was given on providing written feedbacks to the regional sectors government communication departments (Personal interview, April 20-22/2014)

Moreover, informant 1 described that “The bureau’s 2013/14 communication strategy stated that the customer satisfaction assessments appraised regularly twice in a year, which is the main inputs for the bureau to revised its communication strategy. However, the bureau’s customer satisfaction was not investigated within the past four years.” He further elaborated as implementing the bureau’s communication strategy without assessing customers’ satisfaction is challenging task so as to address the targeted issues to its clientele.

4.2.2. Effectiveness of ORGCAB Communication Strategy Implementation

Expert informed that the ORGCAB communication strategy disseminated a message comprises several socio-political and economic issues; and categorizes which communication strategies can most effectively reach particular target populations. In this regard, the 2013/14 ORGCAB communication strategy have been planned for creating and developing the regional communities continuous awareness and attitude development on government policies, strategies and programs so as to build active community participation and have been building common consensus among government and the communities. These strategies dictate the direction of the bureau’s vision for a year or more practiced gradually focusing on poverty alleviation sectors like education, health, water, road bureaus and small scale micro enterprises.

According to the qualitative result, even if the bureau’s communication strategies concentrated on these sectors, there are gaps which need more efforts so as to create awareness and develop attitude of the communities on the policies, strategies and programs of these sectors. Furthermore, the finding of this study indicates as ineffectively implementing the bureau’s communication strategies results failing long-term goals on sustainable awareness creation and

attitude development on policies, strategies and programs. The result further showed, lack of knowledge based communication, lack of officials, experts' commitment, continuous awareness creating and attitude development were the major gaps of the bureau's communication strategies implementation. Besides, an appropriate communication strategy was of utmost importance in making all stakeholders to collaborate towards the settled goals of ORGCAB.

As in-depth interview with key informants the 2013/14 ORGCAB communication strategy document indicated the bureau's major means of communication strategies practices was face to face communication, electronics and print media communication. These means of communication embraced several medium of face to face and media communication, such as meeting, supervision, exhibition, briefing kits, training and television, radio, bulletin, brochures, email, direct mail, educational or briefing videos, leaflet, television park, mini media, community radio (ORGCAB communication strategy, 2013/14, p 36-37). As a result, the ORGCAB communication strategy need to incorporate all stakeholders and levels of segments whose supports are required for the awareness creation and attitude development to be effectively implemented, from the community to the regional level.

Based on the respondents result, the bureau's communication strategies were implemented through means of communication disseminated message to targeted groups. The ORGCAB communication strategy indicated which means of communication can most effectively reach particular target populations and how particular means of communication can help achieve particular goals. They further explained that the two main means of the bureau's communication strategies were face to face and media communications, which comprised different mediums. Each medium has its own advantages and disadvantages, so that each may be best suited to a particular circumstance. Face-to-face communication in seeking communities' views and concerns is highly recommended in the bureaus' communication strategies. Consequently, face to face communication plays a vital role for the ORGCAB communication strategy which envisioned at creating awareness and develops attitudes of the targeted group, so as to create mutual understandings.

Besides, mass media can raise the bureaus' communication strategies awareness of specific facts, because, the mass media are assumed to carry a certain authority and reliability. Mass media can also be a means to reach rapidly and model behaviors and positive attitudes in the person of respected members of the target community on the issues of the bureaus' communication strategies. As the 2013/14 the bureaus' communication strategy describes face to face communication becomes primary, while the mass media play a supporting role. The document also illustrated as when mass media are being used, it is important to know which radio stations and television programs are popular with the target population.

Accordingly, the ORGCAB communication strategy practiced both face to face and media communications in order to create awareness and develop the attitudes of the community, which enables them to actively participate on government policies, strategies and programs implementation.

The key informants responded that:

From their 2013/14 experiences they gave priorities for print and electronic media so as to measure their success with number of information they have been provided through these media, quantitatively. Besides, they used face to face communication on others scheduled meeting as message transmitter. However, as a communicator they have to practice the ORGCAB communication strategy more with scheduled and prearranged face to face communication issues in order to promote and built image of their sector as well as their region which is one of their major role. ((Personal interview, April 20-22/2014, Informants 2 and 3)

The SSMEs informant also stated as

“The zone and city administration communication office officials and experts were less attentive on communicating the bureau's communication strategies to the community properly through face to face communication having consistent meetings. Rather they were more focused on print and electronic media; as well as act as facilitators than communicators.” (Personal interview, April 18/2014, Informants4)

As these key informants' stated the bureau's communication strategy which focused on creating awareness, developing attitudes of the communities to build image and create consensus become more effective mainly using face to face communication than media communication. Moreover, communicating face to face has opportunity for discussion and giving feedback.

According to informant 1, the ORGCAB evaluates and monitor its activities to ensure as the bureau is practicing its communication strategies satisfactory. Feedback is one of the bureau's mechanisms to evaluate effectiveness of its communication strategies practice.(Personal interview, April 16/2014)

Besides, monitoring and evaluation are part of the ongoing management of the ORGCAB communication strategy, and it usually focuses on the process of implementation. The bureau's communication strategies monitoring and evaluation lead directly to modifications of the overall program, as well as the strategies, messages and approaches of the bureau.

Accordingly, monitoring is more of process based assessment while evaluation is progress based assessment which was concentrating on the bureaus' communication strategies success in achieving predetermined objectives of awareness creation and attitude development. Moreover, as the 2013/14 ORGCAB communication strategy feedbacks gathering from employees, stakeholders and customers who were relevant to implementation of the bureaus communication strategies, served as a significant evaluative function for the bureaus' managers. Also, it is fundamental for managers to gather and provide feedbacks on the practice of the bureaus' communication strategies.

The establishment of effective information-gathering systems is one of the practices so as to monitor and evaluate the ORGCAB communication strategy. Monitoring and evaluation of the bureau's communication strategy scheduled to execute within its segments. Evaluation and monitoring reports, supervision, and meetings are the major tools of the ORGCAB communication strategies monitoring and evaluation works.

The 2013/14 ORGCAB communication strategies indicated that the bureau standardized these tools so as to ensure its consistency. In this regards, the 2013/14 ORGCAB communication strategy imply as a plan for gathering and providing feedbacks drawn up during the initial stage of the ORGCAB communication strategy design. Accordingly, the bureau planned to give feedbacks at least quarterly to its segments. Contrary to this, the finding of the study shows as providing feedbacks was not provided regularly properly on time.

4.2.3. Challenges on Effectiveness of ORGCAB Communication Strategy Implementation

As the study key in-depth interview informants indicated human resources have a significant role on effectively implementing of the bureau's communication strategies. One of the main challenges on implementing the bureau's communication strategies was high rate of officials and experts turnover. This high rate of turnover resulted in lack of knowledgeable and skilled manpower. The newly appointed officials and recruited experts have different backgrounds and they have been implementing the bureau's communication strategy without getting adequate training. Furthermore, short and long terms on job trainings were not given on time for the recruited officials and experts. According to these respondents, ORGCAB strived on providing training through capacity building programs for experts with the support of PSCBs (Public Service Capacity Building) training budget. As these respondents informed, the desires for training was inadequate to provide training which could not cope up with the rate of turnover. Nevertheless as a communicator these officials and experts should know what they communicate and in what way they have to communicate to their audiences.

Besides, they should develop mechanisms of gathering information from the external and internal world so as to have the ability to disseminate message accessibly, accurately and timely. However, some of the appointed officials were assigned without approving their capabilities of communicating the bureau's communication strategies properly as well as few of them appointed as relegation.

On the other hand, practice of communication strategies requires an initial and continuing allocation of appropriate resources, remuneration and logistics. However, the allocated budget remuneration and logistics for bureau were not adequate so as to implement the bureau's communication strategies effectively. As a result of these problems, the officials and experts practiced the bureau's communication strategies with the support of other sectors. This is one of the reasons that lead the bureau's officials and experts' to release, the employees.

Moreover, the 2013/14 second quarter supervision reports acknowledged as the regional government gave less attention for this sector and the bureau was not committed enough on providing appropriate feedbacks and supports. Additionally, there were no collaboration among the regional, zonal and woreda communicators on planning, supervising and evaluating. As a result, the officials and experts were discouraged with these challenges.

As these informants explained, the effectiveness of the bureau's communication strategy implementation needs may fail to succeed the desired results even if the bureau has formulated an appropriate strategies it could not be much fruitful and the strategies may fail to achieve the desired goals unless the bureau's top managers should be committed enough on the bureau's communication strategies practices. Therefore, for the ORGCAB to be able to achieve its targeted strategic objectives these challenges should be resolved in time and properly. Furthermore, the finding of respondents through questionnaires on the challenges of the bureau's communication strategies implementation implies similar results.

Table 7: Challenges on Effectiveness of ORGCAB Communication Strategy Implementation Presented in Frequency and Percentage

What are the main challenges of your office or department on implementing the bureau's communication strategy?	Frequency	Percent	Valid percent	Cumulative percent
Budget	10	28.6	28.6	27.5
Turnover	9	25.7	25.7	54.3
Lack of training	6	17.1	17.1	71.4
Low remuneration	7	20	20	91.4
Lack of logistics	3	8.6	8.6	100
Total	35	100	100	

The finding indicated in table – 7 above, that there are several institutional challenges that ORGCAB is facing in practicing its communication strategy. The finding shows that ORGCAB is mainly facing on lack of budget and high rate of turnover.

However, the 2013/14 ORGCAB (p. 41) communication strategy indicate that “the concerned bodies must allocate necessary budget and human power which enable the bureau to implement its strategies effectively” Basically, the bureau’s budget was allocated to major areas in a communication programs communication research, monitoring and evaluation, training/capacity-building, development and production of print materials, development and production of broadcast materials, special events and local planning and coordination meetings (ORGCAB communication strategy, 2013/14, p 41).

Furthermore, lack of adequate training, supervision and feedbacks were the significant challenges, which hinder the effective practice of ORGCAB communication strategy. Similarly, providing inadequate logistics, low remuneration which exalt staffs turnover, inadequate

participation of the officials, experts and stakeholders on developing the bureau's communication strategies are the dominant challenges, which the bureau may look into.

4.3 Discussion of Findings

This section deals with the discussion on how the bureau's communication strategies are creating awareness and developing attitudes of the community on government policies, strategies and programs as found in the analysis. It identifies downsides and challenges faced by the officials and experts in implementing the strategies by interrelating them with theories and models discussed in the literature review part.

4.3.1. Accommodating factors for the implementation of the ORGCAB Communication Strategy

The Oromia Regional Government settled favorable structure for effective implementation of the communication strategy. In this regard at the level of deputy manager, government communication affairs main department in the regional sectors and at the zonal and woreda level the deputy managers of the sectors as communicators. These communicators cooperatively applying the strategies having common plan through mobilizing resources that are being used to address gaps, such as facilitating logistics, providing trainings and materials.

The study indicated that messages disseminated through these communicators focus on creating awareness and developing attitudes of the community on their own sector policies, strategies and programs. These communicators also correct the wrong perception of the community and replaced with developmental attitudes and create active participant citizens.

The supervision report found out that the collaboration of these communicators were not well organized and sustainably attempted to plan, monitor and evaluate their activities monthly, quarterly and yearly. Furthermore, they were not properly providing necessary feedbacks on time to their customers and stakeholders. Concerning feedbacks, Blazenaite (2011) explains as proper feedback in communication processes is of paramount importance when securing the effectiveness and dynamics of all parameters in the communication system, especially along the lines of vertical communication.

Besides, Hershey (2005) expresses the feedback as that can shed some light on what is and is not working well. This is essential information: we want to know which of our products and tools are hitting their targets, and which are missing. We want to know how our audience receives them, and how their perception of us might be changing. How might we change both our strategy to reflect our users views and experiences with our communications.

Similarly, communication experts tend to concur on some general guidelines for giving and receiving feedback as well as feedback should be given soon after the particular situation, but at a time when it is likely to be received well. In many cases, if a problematic situation is allowed to continue for a long period, it might be very difficult to correct it later (Sky, 2003).

Participatory approaches, also support public -based strategy like the bureau's communication strategies as it can improve the communication strategies through involving beneficiaries in policy design, implementation, and evaluation. The study showed the ORGCAB communication strategy was applied through different means of communication, such as face to face and media communications. Face to face communication was the main and preferred means of communication for effective implementation of the bureau's communication strategies. At the zonal and woreda level the communicators' proximity to the community favored them to face to face communicate, yet, did not practiced by the communicators, indeed they sometimes tried to use face to face communication through meeting, exhibition and holidays. Even though, they did not set agendas and schedule by themselves, instead they used the others' schedule.

However, according to Larkin, communication should be face to face where possible – they even go so far as to say that if it is not face to face, then it isn't communication (Larkin 1994). Besides social mobilization communication theory recommended as widespread change of behavior in short periods of time, a goal that attempt on awareness creation and attitude development succeeded and dominated by face-to-face communication (UNICEF, 2008). By the same token the multi-step theorists such as McQuail and Windhal, argued that opinion leaders might obtain their information other than through the mass media-through interaction with other opinion

leaders, who disseminate the information to their followers, individuals in the social system (Natifu, 2006, cited in Temesgen, 2007).

The study participants explained that there is good opportunity which enables the communicators to use the regional media and local channels, like community radio and mini media. Whereas, the study revealed that there was maximum use of electronic media and minimal use of print media. However, mostly they concentrated on using the regional electronic media. Lack of budget and skilled manpower were among the explanations given for these problems. Mainly implementing the bureau's communication strategies without having adequate knowledge was one of the main challenging factors.

According to Hershey (2005) assessed that we can only communicate what we know and we must understand and respect our communications abilities and limits, as well as our time and resources: communications can be time- and skill-intensive work. Blazenaite (2011) agreed with Hershey's argument and underline as training and development for organization members enhances the communicators' communication skills, knowledge, and motivation to communicate. He also emphasized that detecting and overcoming organizational communication strategies barriers (lack of knowledge, commitment, budget, feedbacks, supervision, rate of turnover and inadequate management style) may resolve large communication issues, sometimes challenging strategic communication of an organization.

4.3.2. Encouraging Effectiveness of ORGCAB Communication Strategy Implementation

The study also showed that the communicators strived to use model individuals who succeeded on implementing the strategies and play an important role in persuading and encouraging the community to actively participate on the implementation of the bureau's strategies. Moreover, the communicators tried to use model small scale micro enterprises; those applied the strategies and benefited engaging on several activities. These models were awarded and sometimes get the chance to teach and share their experiences.

The study indicates, the community was more reliable on the witness of these models than the communicators thought. Because, they were practically observed from these models the result of implementing the strategies. The study also found influential and religious leaders used for their role in making messages accepted. They have been delivering this message during community gathering and religious ceremonies. The opinions and supports of these leaders were found to be significant in influencing individuals and communities' awareness and attitudes.

Furthermore, the one-to-five development army group structures were other mechanisms of implementing the strategies. These groups expected to apply the strategies through enhancing the community's active participation.

According to the Global Water Partnership (GWP), participatory approaches cover a wide range of tools and methodologies having one common feature, they all attempt to actually involve "the public," and give them both a stake in the outcome of the process and power to determine its direction. Most participatory approaches work with groups of people (GWP, 2002). However, the study identified gaps of communicators in that they did not use these models effectively and the one-to-five development army groups' activities were not continuous and supported sustainably with the communicators.

Chapter Five: Conclusions and Recommendations

This section has attempted to summarize whether the bureau's communication strategies have been well designed and performed so as to create awareness and develop attitudes of the communities to be active participant and benefit communities. It also noted the challenges affecting the execution of the strategies and suggests recommendations to this end.

5.1. Conclusion

The study has revealed that the design and means of implementing the ORGCAB communication strategy should revised according to the bureau's target to create awareness and develop attitudes of the community. As a result achieving awareness creation and behavioral change of the community on government policies, strategies and programs needs striving, beyond publicizing. In this regards, having a well-designed strategy which comprise need assessments, collaboration with stakeholders and integration of concerned communicators, has a significant role on the effectiveness of the bureau's communication strategy implementation.

The study also indicated that the effectiveness of the bureau's communication strategies implementation has impacted on the execution of government policies, strategies and programs. The bureau's communication strategy concentrated on awareness creation and developing attitude of the communities so as to be active participants and beneficiaries' of government policies, strategies and programs. The ORGCAB communication strategy was consistent with the participatory, social mobilization and two-step flow approaches which can help empower communities create a sense of ownership, influence to have a direct effect on social behavior and foster accountability to implement the policies, strategies and programs. Likewise, modeling isa respectable instance of the bureau's strategies that was playing a vital role to create awareness and develop attitudes. The study has shown that modeling is encouraging the community in order to benefit actively implementing the government policies, strategies and programs.

Besides, the cooperation of communicators was bringing intended results through applying the sectors' policies, strategies and programs with active community participation. Similarly the

study found out that the communication strategies by embracing the influential and religious leaders were creating awareness and developing attitudes of the community so as to be active participants and beneficiaries having a sense of ownership. This was supported by the multi-step flow theory of communication which suggests a more concrete information flow from mass media to opinion leader; from opinion leader to another opinion leader, as well as to the community.

Although, the bureau and its segments use multi-faceted methods which contribute for the overall effective practices of the strategies, it needs more commitment on continuous execution of the methods. Regardless of these, the study indicated that 71.4% of the bureau structural segment officials and experts' have no adequate knowledge of the ORGCAB communication strategy. High rate of turnover was the reason for lack of officials and experts' knowledge on the bureau's communication strategies.

On the other hand, the finding of the study showed that the ORGCAB communication strategy which were intended for creating awareness and attitude development were mainly practiced through media communication. Further, the managers did not given necessary attention to the bureau's segments on providing feedbacks on time and regularly. Lacks of budget and managers commitment were the causes for these gaps.

As the finding of the study indicated, the bureau and its segments gave priorities for the event issues than for strategic issues. Similarly, according to the research's finding, the bureau's critical problems were ignored without getting any solutions. It is possible to conclude that experts and officials in ORGCAB and its segments were practicing the bureau's communication strategies within unfavorable conditions and no solution was given for the problems they faced. These calls for the need for sustainable effective implementation of the bureau's communication strategies for it had has many challenges should be given due attention.

5.2. Recommendations

Based on the findings of the study, the researcher has come up with the following major recommendations:

- The bureau's communication strategy requires appropriate budget allocation, and other resources to accomplish the identified activities with effectively implementing the strategy. However, the existing allocated budget of bureau was not able to successfully apply the bureau's communication strategy. Hence, the team of ORGCAB developing the communication strategy would need to consult with the regional so as to develop a realistic budget. In this regards, each activity of the strategies also will need to be valued and likely prioritized as essential, and implemented if additional resources become available. In addition to costing each planned activity of the bureau's communications strategy, the allocated budget will also need to take into consideration salaries of the employee. This enables the bureau to overcome one of its major problems the rate of high turnover. The bureau and concerned regional government sector, such as Oromia Regional Government Civil Service and Good Governance Bureau (ORGCSGGB) should solve the problem of high turnover of the bureau's employee.
- The duties and responsibilities of communicators on the execution of the bureau's communication strategy need to be identified at an early stage of designing the strategy. Besides, their commitment and collaboration with the bureau has important role for the effective implementation of the bureau's communication strategy. In many cases, this role is regarded after the bureau's strategy are made, reducing its potential benefits. However, the bureau's communication strategy requests cooperation to implement effectively, as a result it is essential having and executing integrated plan and strategy among the bureau and communication affairs main departments of sectors, as well as at the zonal and woreda level. This cooperation allows the bureau to apply the same activities once so as to avoid repetitive and perform on time wisely using resources. This integration should be applied continuously planning, evaluating and supervising effectiveness of communication strategy implementation among regional, zonal and, woreda communicators.

- Effective implementation of the bureau's communication strategy will require a good understanding of the target audience and the reason the bureau wants to communicate with them. Ensuring as everyone has a role on implementing the strategy the bureau has to give priority for active community participation. This role became effective through participating communities, private sector, partners and other concerned stakeholders, beginning from planning process, so as to create a sense of ownership. Having a sense of ownership and common consensus is important for effective execution of the bureau's strategy. As a result identifying the targeted audiences and respecting the bureau's stakeholders role has a great impact on effectively implementing the bureau's communication strategy.

- Several regional sectors saw communication activities, as a supporting instrument. However, government communication affairs main departments of regional sectors played a decisive role on communicating the sectors government policies, strategies and programs. In this regards essential attention should be given for this departments beginning from appointing the proper communicators at the level of deputy managers. Therefore, the regional government should indulgence this sector as for the others.

- It is important to determine how the bureau's communication strategy issues will best reach the bureau's target audiences. The study indicates the bureau's communication strategy practiced more through means of media communication; however it is difficult to accomplish the bureau's strategies concern creating awareness and developing attitudes on government policies, strategies and programs with this means of communication. Since each medium has its own advantages and disadvantages, the bureau and its segments should define which means of communication access to its particular audience and achieve its strategies – face to face or media communication such as, meeting, exhibitions, special events, holidays, electronic, print media and the web. Communication objectives identify how participants' and partners' behaviors will develop or change, to what extent and over what period of time. They should not be confused with a program outcome or impact, but reflect only what

communication can achieve. A communication objective should not describe an activity - it should express the outcomes of activities.

- Continuous capacity-building is also extremely important for the bureau's manpower whose primary engaged on communicating the bureau's communication strategy issues with target populations. The study shown the high rate of turnover resulted unskilled man power; yet, adequate training which overcome this problem was not given. Therefore, the bureau's communication strategy was not implemented successfully with adequate communication skills. As a result continuous trainings and supervision should be given for the employees so as to execute the bureau's communication strategy based on knowledge. Moreover, continuously monitoring and evaluating their performance is essential to provide appropriate feed backs on time. Training in this sector for effectiveness of communication strategy implementation needs to be included in pre-service and in-service training courses. Specialists in this field of work need to be recruited and trained, particularly in advisory services, and need to be given the necessary resources to contribute to effectively implementing the bureau's communication strategy. When training is given to input dealers giving extension advice in embedded services, emphasis must be placed on the communication issues as well as the technical content. The bureau should allocate and look for adequate budget so as to provide these trainings with external and internal experienced professionals.
- Furthermore, researches on the topic can be through in other activities setting using selection of confirmed data collection approaches to assess the communication strategy applied for awareness creation and attitude development. Such as improvements of the bureau's communication strategy practice, the bureau's employees' job satisfaction, and customer's satisfaction etc.

REFERENCES

- Agunga, R.A. (1997). *Developing the Third Word: A Communication Approach*. Commack, New York: Nova Science.
- Altafin, L. (1991). Participatory Communication in Social Development Evaluation. *Community Development Journal*, 26 (4), 312-31
- Baran, S.J. (2002). *Introduction to Mass Communication: Media Literacy and Culture* (2nd ed). U.S.A: McGraw-Hill.
- Biruk Belete. (2010). *Communication Strategies of the Organization for Rehabilitation and Development in Amhara (ORDA) in Environmental Protection with Reference to Sustainable Community Forest Development in its Operational Areas: The Case of Woldia Akababi Woreda*: AAU. MA thesis unpublished
- Blazenaite, A. (2011). *Effective Organizational Communication: in Search of a System*, Kaunas University of Technology Donelaicio 73, LT-44029 Kaunas, Lithuania
- Bordenave, J.E.D. (1977). *Communication and Rural Development*. Belgium: UNESCO.
- Buddenbuaam, M.J. and Katherine, B. N. (2001). *Applied Communication Research*. U.S.A.: Iowa state University press.
- Cadiz, C.H. (2007) *Participatory Communication and Learning for Natural Resource Management in Agriculture (NRMA)*.
- Carey, J.W. (1989). *Communication as Culture: Essays on Media and Society*. Boston: Unwin Hyman.
- David, and H. Irene. (1996). *Practical social research: Project work in the community*. Macmillan press ltd, London

- Deacon, D.(1999). Researching Communication: a Practical Guide to Methods, in Media and Cultural Analysis. London. Arnold.
- Dematteo, D., Marczyk, G.Festinger, D. (2005). Essential of Research Design and Methodology: A Practical over view of Proven Methods for Research Design. New Jersey: Hoboken.
- Denscombe, M.(2003).The Good Research Guide.(2nd). London. McGraw
- FAO (2006).Framework on Effective Rural Communication for Development, FAO, Rome
- Fiske. J. 1990. Introduction to communication studies, 2nd ed. 11 New Fetter Lane, London
EC4P 4EE 29 West 35th Street, New York, NY 10001
- Frey. (1991). An Introduction to Research Methodology. New Jersey: Prentice –Hall Inc,
- Gandelsonas, C. (ed) (2002). Communication for Development. London. ITDG Publishing.
- gtz (2006). Strategic Communication for Sustainable Development: A conceptual overview.
Tulpenfeld 2, 53113 Bonn, Germany
- Griffin, E. (2006). A First Look at Communication Theory. 8th ed. New York: McGraw-Hill.
- Hallelujah Adane. (2012). News Source Usage in Oromia Radio and Television Organization: A Case Study of Oromia Radio: AAU. MA thesis unpublished
- Holloand, J.,and Cambell, J. (eds.). (2005). Methods in Development Research: Combining Qualities and Quantitative Approaches, UK: Replica press pvt.Ltd.
- Kulvisaechana, .S. (2001).The Role of Communication Strategies in Change Management Process: A Case Study of Consignia Brand and Business Status Introduction, Pete house, Cambridge
- Laura, K. (2001). Organizational Communication: Survey of Communication Study. New York: Bedford/St. Martin's.

- Maiers, C. (2005). Challenges to Effective Information and Communication Systems in Humanitarian Relief Organizations. University of Washington markh@u.washington.edu
- McQuail, D., and Windhal, S. (1983). Communication Models for the Study of Mass Communication. London: Longman.
- Melkote, S.R., and Steeves, H.L. (2001). Communication for Development in the Third World: Theory and Practice for Empowerment (2nd ed.) New Delhi: Sage Publications.
- Morris, N. (2005). "The Diffusion and Participatory Models: A Comparative Analysis." in Hermer, S. and Tufte, T. (eds). 2005. Media and Global change: Rethinking Communication for Development. Sweden: NORDICOM.
- Mulwa, F.W. (2003). "The Efficacy of Participatory Strategic Planning to Organization Building: Process, Problems and Prospects" (Unpublished M.A thesis, South Africa). Practice of public relations in Africa (2012), A compilation of papers presented at 2011 APRA Mombasa Conference.
- Oromia Regional Government Communication Affairs Bureau Communication Strategies (2013/14)
- Phillip, G. (1991). Communicating for managerial effectiveness, Newbury Park, CA
- Ritche, J. (2003). Qualitative Research Practice, Designing, and Selecting Samples, London: SAGE Publications LTD
- Rogers, E.M. (1976). Communication and Development, U.S.A.: Sage Publication.
- Ruane, M. (2005). Essentials of Research Methods: A Guide to Social Science Research, Oxford, UK: Blackwell Publishing
- Servaes, J. (1999). Communication for Development: One World Multiple Cultures. New Jersey: Hampton Press, INC.

- Stanley, J. Baran., and Dennis K. Davis.(2010). *Communication Theory: Foundations, Ferment, and Future*, 6th ed. Printed in the United States of America
- Steinke, I. (2004). *Quality Criteria in Qualitative Research*. In Flick, U., Kardorff V.E., Steinke, (Eds) (2004). *A Companion to Qualitative Research*, London: Sage Publication, Ltd.
- Steven. (1989). *The Organizational Culture Perspective*. Printed in the United States of America
- Temesgen Woyessa. (2007).*Communication Strategies in Child Feeding With Reference to Essential Service For Health In Ethiopia (Eshe) Operation Areas: The Case of Haramaya Woreda*: AAU. MA thesis unpublished
- Thomas, E. (2002), *Applied Organizational Communication Principles and Pragmatics for Future Practice* 2nd .ed. the University Of Alabama, Lawrence Erlbaum Associates, Publishers Mahwah, New Jersey
- Thomas, E., and Mark, D.(2008) *Applied Organizational Communication: theory and practice in a Globalenvironment*,3rd .ed. University of Alabama, Lawrence Erlbaum Associates, Printed in the United States of America
- UNAIDS (2008).*Guidelines and tools for developing communication strategies for joint UN teams on AIDS*, 20 avenue Apia, 1211 Geneva 27, Switzerland
- UNICEF (2008). *Writing a Communication Strategy for Development Programs: A Guideline* Program managers and communication officers, UNICEF, Bangladesh

APPEDDICES

Appendix A

The aim of this questionnaire is to obtain information needed to conduct MA thesis research for the fulfillment of Master of Arts in Journalism and Communication. This program is carried out by the school of journalism and communication organized under Addis Ababa University. Since your accurate response is very valuable for the success of the study, as a result you are kindly requested to respond honestly and genuinely. The researcher promises your response will not be used for any other purposes. Thank you for your cooperation

I. Questionnaire for communication officers and experts of the bureau's segments from regional level up to zones

Personal Information

- A. Sex: Male ___ Female ___
- B. Age 20-29 ___ 30-39 ___ 40-49 ___ 49-50 ___
- C. Educational Background Diploma ___ BA/BSc degree ___ MA/MSc and above ___
- D. Responsibility Public Relations officer ___ Expert ___ Department head ___
- E. How long has it been since you employed in the office?
 Less than one year ___ Two years ___ More than two years ___

1. Please answer the questions by ticking (✓) on your alternative

Poor 1 Satisfactory 2 Good 3 Very good 4 Excellent 5

	1	2	3	4	5
1 How do you view (your knowledge) of the Oromia Regional Government Communication Affairs Bureau's communication strategy?					
2 How far the communication strategy of Oromia regional government communication affairs bureau (ORGCAB) are effectively implemented on creating awareness and changing attitudes of the community on government policies, strategies and programs?					

2 Please answer the questions by ticking (✓) on your alternative

Never 1 Rarely 2 Sometimes 3 Usually 4 Always 5

	1	2	3	4	5
2.1 How your office or department implementing the bureau's communication strategy intended at creating awareness and changing attitudes of the community on government policies, strategies and programs? With face to face communication strategies					
2.1.1 Meetings					
2.1.2 Holidays					
2.1.3 Exhibitions					
2.1.4 Panel discussions					
2.2 With channels of media					
2.2.1 National media					
2.2.2 Regional media					
2.2.3 Community radio					
2.2.4 Mini media					
2.2.5 Newsletters (Kallacha)					
2.2.6 Brochure, booklet and Magazine					
2.2.7 News, Programs and documentaries					
3 How does the bureau monitor, evaluate and give supports for your activities, as well as provide feedbacks?					
3.1 Providing and evaluating monthly checklist and report on regular meeting					
3.2 Providing and evaluating quarterly plan and report on regular meeting					
3.3 Providing and evaluating six months plan and report on regular meeting					
3.4 Providing and evaluating yearly plan and report on regular meeting					
3.5 Monthly supervision					
3.6 Quarterly supervision					
3.7 Six months supervision					
3.8 Yearly supervision					
3.9 Telephone					
3.10 Fax					
3.11 Email					
3.12 Postal service					

3 Please answer the questions by ticking (✓) on your alternative

Face to face 1 Email 2 Postal service 3 Fax 4 Telephone 5

3.1 How does the bureau communicate with your office or department?	1	2	3	4	5

4 Please answer the questions by ticking (✓) on your alternative

Never 1 Above one year 2 One year 3 before nine months 4
before six months 5 before three months 6 Before one month 7

4.1 How long has it been since your office or department gets feedbacks from the bureau?	1	2	3	4	5	6	7

4.2 How your office or department gets feedbacks from the bureau?	Monthly meeting	Written feedbacks monthly	Quarterly meeting	Written feedbacks quarterly	Meeting and written feedbacks once	within six months	Meeting once within Six months

5 Please answer the questions by ticking (✓) on your alternative

Lack of (profession) knowledge 1 Lack of commitment 2 Lack of man power 3
Rate of turn over 4 Absence of enough financial and professional support (budget, supervision, training, feedback) from bureau5

	1	2	3	4	5
5.1 What are the main challenges of your office or department on implementing the bureau's communication strategy?					

6 Do you think the community has been provided adequate information with the bureau's communication strategy which creates awareness and attitudinal change of the community on government policies, strategies and programs? Yes ____ No ____

6.1 If your response to question No 6 is yes, what are the progresses of the community on applying government policies, strategies and programs?

7. Are there any measures taken by the bureau to improve its communication strategy?

Yes ____ No ____

7.1 If your response to question No 7 is yes, what are the measures has to be taken?

8. Does ORGCAB's involve your office or department on identifying problems and searching solutions for the improvement of the bureau's communication strategy? Yes ____ No ____

8.1 If your response to question No 8 is yes, how?

9. Is there any recommendation which you will provide to improve the ORGCAB's communication strategy? Yes ____ No ____

9.1 If your response to question No 9 is yes, what is the recommendation?

Appendix B

II. Questions for in-depth individual interview with selected or sample communication experts of ORGCAB and regional sectors

Personal Information

- A. Sex: Male ___ Female ___
- B. Age 20-29 ___ 30-39 ___ 40-49 ___ 49-50 ___
- F. Educational Background Diploma ___ BA/BSc degree ___ MA/MSc and above ___
- C. Status Public Relation Officer ___ Department head ___ Expert ___
- D. How long has it been since you employed in the office?
Less than one year ___ Two years ___ More than two years ___
1. How far the bureau's communication strategy effectively implemented and addressed its stakeholders appropriately?
 2. Have you observed any progressive attitudinal changes that you conceive resulted from the awareness creation and attitude development provided by ORGCAB's communication strategy? Explain
 3. How much is your participation on designing the ORGCAB's communication strategy?
 4. What are the major gaps and obstacles of Oromia Regional Government Communication Affairs Bureau on implementing its communication strategy effectively?
 5. How do you explain the current status of the bureau's communication strategy on creating awareness and changing attitudes of the community on government policies, strategies and programs?
 6. What recommendation can you give to improve the ORGCAB's communication strategy?

Appendix C

III. Questions for in-depth individual interview with Representative of SSME

Personal Information

- A. Name of the SSME _____
 - B. Established in _____
 - C. Numbers of members _____
 - D. Engaged on _____
 - E. Name of the representative _____
 - F. Position of the representative _____
1. What is the contribution of ORGCAB communication strategy for your SSME attitude on government policies, strategies and programs so as to establish your association?
 2. Explain any progress that your SSME have observed which you conceive resulted from these awareness and attitudinal change delivered by ORGCAB's communication strategy?
 3. Does ORGCAB's involve your SSME in designing and improving the bureau's communication strategy?
 4. What are the major gaps and obstacles of Oromia regional government communication affairs bureau on implementing its communication strategy effectively?
 5. What recommendation can you give to improve the ORGCAB's communication strategy?

Appendix D

Code and Titles of the Interviewees

The interviews conducted took place between April 15 and 22, 2014

Code	Title
Informant 1	Department head of ORGCAB
Informant 2	Expert of ORSGCAMD
Informant 3	Expert OF ORSGCAMD
Informant 4	Representative of SSME

Declaration

I, the under signed, declare that this thesis is my original work and all sources of materials used for this study have been appropriately acknowledged.

Name: Wondwossen Mengesha Gemedo

Signature: 

Date of Submission: Nov. 28, 2014

Place of Submission: Addis Ababa University, Ethiopia