



**SCHOOL OF JOURNALISM AND COMMUNICATIONS, PUBLIC
RELATIONS AND STRATEGIC COMMUNICATION**

**Assessment of strategic communication in Light of Van
Ruler Frame Work: Case of Oromia Technical, Vocational,
Education, and Training Bureau**

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*A Thesis submitted to School of Journalism and Communications in partial
Fulfillment of the Requirements for the Degree of Master in Public Relations and
Strategic Communication (Journalism and Communication)*

**June 2019
Addis Ababa
Ethiopia**

**ASSESSMENT OF STRATEGIC COMMUNICATION IN LIGHT
OF VAN RULER FRAME WORK: CASE OF OROMIA
TECHNICAL, VOCATIONAL, EDUCATION, AND TRAINING
BUREAU**

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DECLARATION

I declare that this thesis is my own work and has not been presented for a degree in any other university. I followed research code of conduct throughout the work of this study and all source used for this thesis have been duly acknowledged.

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Approval

This is to certify that the thesis prepared by Beshea Mulugeta Dufera, in titled: *“Assessment of strategic communication in Light of Van Ruler Frame Work: Case of Oromia Technical, Vocational, Education, and Training Bureau”* that is submitted in partial fulfillment of the requirements for the Degree of Master of Arts (Public Relations and Strategic Communication) complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

The Purpose of this study was to assess strategic communication of Oromia Technical, Vocational, Education, and Training Bureau. For this study, qualitative research methods were employed. Qualitatively data were gathered through content analysis, focus group discussion, and in depth interview. Regarding the content analysis the content of a magazine of the bureau analyzed. In focus group discussions, 16 participants involved in two groups holding 8 respondents in each. Additionally, through in depth interview the researcher collected data from three interviewees. Stressing the sampling methods both cluster and purposive sampling were employed to choose the organization and right magazine in content and the respondents by their profession and position relevancy with the case understudy. The gathered data were analyzed in light of descriptive qualitative analysis research approach. Some of the major findings reveal that, the strategic communication of the Organization has not professionally standardized eight building blocks of Van Ruler, it does not fulfilled the seven requirements of good strategy development, it has five elements though only one of them is professionally designed. To handle these problems: their strategic communication must have eight building blocks of Van Ruler, better to use the seven requirements of good strategy development, the existing strategic communication elements should be reformulated by public relations professionals, were recommended.

Acknowledgement

First and foremost the researcher wants to appreciate his family for their genuine care in shaping him to serve the country in the knowledge base professional careers like this. Above all, the researcher would like to glorify God, who changed his childhood dream to the reality.

The researcher's most gratitude belongs to Agaredech Jemaneh (PhD) who devoted a lot in equipping him with ample knowledge of doing research in advance and provides constructive critical comments for effective accomplishment of this research.

Besides, the researcher is very eager to admire some of his friends and relatives who have significant contribution for effective realization of this academic research through technical, material, as well as moral supports.

I have also a few words to thank Oromia Technical, Vocational, Education, and Training bureau for their deep rooted cooperation while conducting this research from very beginning to an end.

Finally, the researcher is very glad to say thank you so much with great appreciation for Ministry of Education who sponsored him financially through which he got such golden educational opportunity to upgrade his professional competencies in Public Relations and Strategic Communication in order to increase his contribution in scientifically standardized ways in this area for the merit of this country in bringing sustainable development.

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Acronyms and Abbreviations

CIPR	Chartered Institute of Public Relations
CSA	Central Statistical Agency
EPRERA	European Public Relations Education and Research Association
FGD	Focus Group Discussion
ICA	International Communication Association
IMC	Integrated Marketing Communication
NGO	None Government Organization
PHD	Philosophy of Degree
PR	Public Relations
SC	Strategic Communication
SWOT	Strength, Weakness, Opportunity, and Treat
TVET	Technical, Vocational, Training, and Education
USA	United States of America
US	United States

Chapter One

1. Introduction

Strategy has no single and simple definition. Many scholars and researchers defined the word strategy differently at different times and in various social environments. Though, many of them argue that strategy is way or means of doing something. For the reason it is means, but not an end by itself. According to advanced learners dictionary the meaning of strategy is that, the art of using similar techniques in politics or business. From these one can deduce that strategy is very decisive for proper accomplishment of once policy or plan of action. Illustrating from another corner strategy is an art of doing something. Thus, strategy has subjectivity. It is specific goal oriented. In another word the strategy which is formulated to implement something could not be applied on other. For instance, the strategy which is forwarded for realization of once business plan could not be effective for political or social agendas. What so ever strategy must have artistic and technical values to achieve specific goal. Therefore, these basic features namely being artistic and technical elements of strategy must be taken in to consideration for development of strategy.

Strategy may have various types and forms since strategy is specific goal oriented. They could be political strategies that are designed for the fulfillment of political policies, military strategies which holds military tactics, socio cultural strategy holding numerous socio cultural issues, and economic strategy with the aim of effective accomplishment of once business plan. But we cannot speak about strategy isolated from communication. For the fact, the strategy is integrated with communication.

In this research, the researcher analyzed bit about strategic communication. Strategic communication is fundamentally a phrase made from two words, Strategic and communication. Literary, both words have their own meanings. Strategy means system which is set to accomplish something. In another way, communication is a process of exchanging information. Putting together, strategic communication means, communicating about once strategy on means of doing something. This is upgraded form of communication now days. According to Van Ruler (2009) in order to improve the visibility and credibility of communication department, it is time to fundamentally rethink how strategic communication is developed and start using modern agile tools to do this. Illustrating citation, strategic communication is contributing a lot to make

communication effective on the basis of mutual benefit between the organizations and stake holders.

Strategic Communication has become popular over the last two decades. It is the practice of aligning messages and communication activities through various tools and channels so an organization can effectively communicate with its stakeholders as a coherent entity Christensen, Firat, and Torp (2008), Rose and Miller (1994).

According to Griffin and Pasadeos (1998), IMC suggests that communication with consumers can be effective by collaborating advertising and public relations in addition to other marketing efforts. In Rose and Miller's study on advertising and public relations practitioners' perceptions about IMC Rose and Miller (1994), a majority of the participants agreed that they need skills necessary to do both jobs and that they desired additional communication training to keep current in their professions. However, significant differences existed in areas of training interest between advertising and public relations practitioners. Advertising practitioners were more interested in direct marketing, promotions, and event planning, while public relations officers were more interested in communication management, consulting, and strategy Public Relations journal special issue, Public Relations Practices in Asia (2017), Institute for Public Relations planning, Rose & Miller (1994). Supa (2016) conducted a survey to investigate the perceptions of the concept of integration among advertising and public relations practitioners. Although many practitioners agreed that advertising and public relations must work together in order to communicate effectively. They were less enthusiastic about the concept of integration.

Strategic or integrated marketing communication, discussed back in the 1970s and 1980s, grew into a trend of 1990s in communication agencies. Curriculum integration that blurs the lines between advertising and public relations has been a contentious issue among educators like Larsen and Len-Rios (2006), Rose & Miller (1994). Some proponents of IMC may consider the integration of advertising and public relations in a way that is in harmony with an organizational goal as ideal Patti (2005). Duncan, Caywood, and Newsom (1993) also recommended curriculum integration of public relations with advertising and other marketing communication tools. However, as Rose and Miller (1994) mentioned, public relations educators are likely to oppose it, while advertising educators are more in favor of integration. Public relations educators view public relations as a broader concept than marketing, fulfilling a variety of functions in

various organizations to Ferguson and Turk (1993). Kruckeberg (1998) argued that subsuming public relations into marketing might not be adequate because it can result in the loss of public relations as a specialized profession. It seems as though strategic communication is slightly preferred than IMC by public relations scholars and educators because it is less marketing oriented term. The term strategic communication is more frequently found than integrated marketing communication in pre reviewed academic journals like Public Relations Review and Journal of Public Relations Research. In the same way, PRSA defines public relations as a strategic communication process. However, the terms are actually used in much the same sense. Dimitriu (2012) defined strategic communication as the consistency of strategy, activities, themes and messages, and the aim of obtaining legitimacy and support. In Crawford, Fudge, Hubbard, and Filak's (2013) study, strategic communication was regarded as a major that encompasses advertising and public relations concentrations. They found that strategic communication students differ from news media students who are in print, broadcast, or visual journalism concentrations in terms of personality traits. Merging advertising and public relations seems an inevitable discussion topic among educators.

1.1. Background

According to Wikipedia (2019) Oromia is one of the nine ethnic based regional states of Ethiopia, covering 286,612 square kilometers. It is bordered by the Somali Region to the east, the Amara , the Afar and the Benishangul-Gumuz Regions to the north, South Sudan, Gambela, and Southern Nations, Nationalities, and Peoples' Regions to the west, and Kenya to the south. The 2011 census reported Oromia Region population is 35,000,000, making it the largest state in population.

Oromia includes the former Arsi Province along with portions of the former Bale, Hararghe, Illubabor, Kaffa, Shewa, Wallega, and Sidamo provinces. Towns in the region include, Ambo, Asella, Adama, Badessa, Bale Robe, Bishoftu, Begi, Mandi, Najjo, Chiro, Dembidolo, Fiche, Gimbi, Goba, Haramaya, Jimma, Metu, NegeleBoran, Moyale, Nekemte, Shashamane, Waliso, as well as Oromia special zone surrounding finfinnee (Addis Ababa) towns such as: Burayu, Sabata, Laga xafo, Sululta, Dukam, and Galan among many others .

The current regional capital of Oromia is Finfinnee (Addis Ababa) which is also the capital of the country. On 10 June 2005, it was changed to Adama but sparked considerable controversy

and this forced the government to bring back the capital to Addis Ababa. Critics of the move believed the Ethiopian government wished to de-emphasize location within Oromia. On the other hand, the government maintained that Addis Abeba has been found inconvenient from the point of view of developing the language, culture and history of the Oromo people as the same source revealed. Oromia shares a boundary with almost every regions of Ethiopia except Tigray. This boundary has been disputed with Oromias' neighbors in a number of cases, most notably between Oromia and the Somali region.

Based on the 2007 census conducted by the Central Statistical Agency of Ethiopia (CSA), Oromia region had the total population of 26,993,933, consisting of 13,595,006 men and 13,398,927 women. Urban inhabitants were 3,370,040 or 11.3% of the population, with an estimated area of 353,006.81 square kilometers. The region has an estimated population density of 76.93 people per square kilometer. For the entire region 5,590,530 households were counted, which results in an average for the region of 4.8 persons to a household, with urban households having on average 3.8 and rural households 5.0 people. The projected population for 2017 was 32,815,995. In the previous census, conducted in 1994, the region's population was reported to be 17,088,136; urban inhabitants number 621,210 or 14% of the population.

According to the CSA, as of 2004, 32% of the population had access to safe drinking water, of whom 23.7% were rural inhabitants and 91.03% were urban. Values for other reported common indicators of the standard of living in Oromia as of 2005 include 19.9% of the inhabitants fall into the lowest wealth quintile; adult literacy for men is 61.5% and for women 29.5%; and the regional infant mortality rate is 76 infant deaths per 1,000 live births, which is about the same as the nationwide average of 77 and half of these deaths occurred on the infants' first month of life.

Table.1. The Table That Depicts Ethnic Groups in Oromia

Ethnic Group	1994 Census	2007 Census
Oromo	85%	87.8%
Amhara	9.1%	7.22%

Gurage (Sebat Bet Gurage, Soddo Gurage, and Silt'e)	0.98%	0.93%
Other Ethnic Groups	4.6%	4%

Table.2.The Table That Indicates Religion in Entire Oromia Region

Religion	1994 Census	2007 Census
Muslim	44.3%	47.6%
Orthodox Christians	41.3%	30.4%
Protestant Christians	8.6%	17.7%
Traditional Religions	4.2%	3.3%
Other Religious Groups	1.6%	1%

Afaan Oromoo, which is written with Latin alphabet, is the most commonly spoken language, by 83.5% of the population. Other major languages are Amharic 11% especially in eastern Wallega and northern Shewa. Gurage languages (Sebat Bet Gurage, Soddo, and Silt'e), as well as Hadiya and Gedeo languages speakers hold 0.9% specifically in western and eastern Shewa, and Tigrigna 0.25%. Omotic languages are spoken by significant minorities in Jimma, Illubabor and western Wallega. Besides some Nilo-Saharan languages like: Komo, Majang, Gumuz, and Berta are spoken in communities scattered in the west part of the region as Wekepedia (2019) make clear (CSA reported in 2004)

1.1.1. Organizational Overview

Oromia Technical, Vocational, Education, and Training Bureau is one of the poverty reduction sectors which focused on giving of quality training according to country's TVET policy and strategy. In Oromia TVET sector is responsible for TVET council at regional, zonal, and district levels and board of TVET for city administrations or towns administered under mayor. The Bureau offers training programs from short term to level v training in eight priority sectors. Namely: agriculture, economic infrastructure, industry development, culture, sport and tourism, labor and social affair, trade, health and mining and on around 336 occupations. With these, the region offers employment-oriented TVET programs for various target groups, including grade 10 and 12 graduates, people on jobs, school drop outs and marginalized groups in the labor market according to information gathered from the Bureau communication department verbally.

The same source depicted that recently, there has been considerable establishment and expansion of TVET institutions in Oromia, both in terms of public spending and increased provision by private and NGOs' institutions. Out of the total of 335 districts found in Oromia, 165 have TVET colleges. Total Number of public TVET colleges is 174 which include 23 Poly Technic Colleges and 151 College and that of Private and NGOs' TVET colleges are 93. In addition, there are 228 governmental skill training centers. Structurally they are not under TVET Bureau but technically supported by the Bureau giving training from short term to level II only. The grand total numbers of TVET institutions in Oromia are 495 (Annual magazine, 2007).

The number of qualified human power of TVET and industry trainers by their professional level are: in public A-level 279, B-level 1413, C-level 5731, and totally 7423. In Private A level 0, B-level 160, C-level 37, totally 197. The technical terms like: A level stands for Degree holder trainers, B level for level four graduate trainers as well as C level for level three graduate trainers. In the same manner, Industry Trainers is: A-level 72, B-level 192, C-level 6664, totally 6928. Also, the numbers of TVET Support staff are: MA and MSC 46, BA and BSC 1236, Diploma 1502, Level-IV 526, Level-III 392, Certificate 221, as well as 12, 10 and less grade drop outs 1421, totally 5344.

There are four types of modality of training in TVET colleges. These are: (1) Regular or long term and short term Training i.e. Pre-employment training which prepares individuals for the initial entry into the employment. (2) In-company training and Industry Extension Service.

Training provided additional skills and knowledge for the employed and self-employed individuals depending on identified skill gaps. (3) Retooling, is the training for individuals who lost jobs or those wishing to switch careers and (4) Informal Training, through which academicians and industry employees and vice a vice share experience with intention of acquiring skills and knowledge from each other as similar source make vivid.

1.2. Statement of the Problems

Technical, Vocational, Education, and Training sector is one among important sectors in order to accelerate the country's fast and sustainable development. Strengthening the sector would enable the country dedication to shift to industry led economy to be efficient and effective. This is so by solving shortage of middle level Technicians and human power that runs industry and other organizations. In order to achieve these organizational goals public relation department has main role and communication should be strategic based on public interest. But, most of the time for the reason that public relation and strategic communication is new disciple, there is potential problem in strategic communication in most organizations. Most likely, Oromia Technical, Vocational, Education, and Training Bureau could be one among such organizations. As observed in pre research pallet the potential problems of their strategic communication in the Frame Work of Van Ruler (2009) were:

1. It has not eight building blocks or elements of strategic communication of Van Ruler frame work.
2. The organizational strategic communication never incorporated the seven requirements of good strategic developments of her frame work as benchmark.
3. Even most of existed elements were not professionally standardized in light of her frame work.
4. There were also organizational strategic communication challenges in the form of independent variables.

For these reasons, this research focused on Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau. Normative and positive performance of strategic communication of the Organization analyzed to pave the way in upgrading in to agile strategic communication of Van Ruler. In this bureau there is potential gap between what is ought to be and what is going on in light of public relations and Strategic Communication

science and standard as deduced from their organizational annual magazine named “Ogummaa” (2007) meaning “Knowledge.”

1.3. Objective of the Research

1.3.1. General Objective

In general the objective of this research is assessing the Strategic Communication of Oromia Technical, Vocational, Educational, and Training Bureau in light of Strategic Communication frame work of Van Ruler.

1.3.2. Specific Objectives

Primarily, specific objectives are where the researchers worry in to the case under study in detail specifically. Therefore, specific objectives of this research would be:

1. Assessing presence of strategic communication building blocks or elements of Oromia TVET Bureau.
2. Analysis of seven requirements for a good Strategic Communication development in line with the Organization.
3. Exploring the contents of the elements from the angle of Strategic Communication frame work.
4. Assessment of challenges of the Bureau’s Strategic Communication practices.

1.4. Research Questions

In relation to these objectives the research accurately responded the following basic questions:

1. How many building blocks Oromia TVET bureau Strategic Communication has?
2. Does it fulfill seven requirements of good Strategic Communication Development?
3. How many of them are professionally standardized elements?
4. Are there any challenges that organization encountered in its Strategic Communication implementation?

1.5. Significance of the Research

It is clear that Strategic Communication or public relation is new discipline. Though, it contributes a lot for development of once country. Therefore, conducting the study in this area helps Oromia Technical, Vocational, Education, and Training Bureau as well as other Organizations or Companies to know their strategic communication level in light of standards and criteria of social theory. Then, it paves the way to act normatively or professionally.

1.6. Scope of the Research

This study is limited to Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau. Communication department is in focus. Other Public Relations practices like: Media Relations, Corporate Social Responsibility, Party Communication, Government Communication, Public Relations Tools, Organizational Communication, Nation Building, International Relations, Agenda Setting, Crisis Communication, Change Communication, Leadership Communication, Image Building, Reputation, Branding, Identity, Issue Management, and many more genres of Public Relations remained untouched for the sake of making the research manageable. Though this does not mandatory mean that, they never affect the Organizational Strategic Communication in an intangible way or in the form of extra variables in directly.

1.7. Limitation of the Research

Any study may have its own limitations. Most of the time limitations of the research are caused by uncertainty of the future. They can be: lack of knowledge of the respondents on the area under study, difficulty of finding concerned respondents on appropriate time, and risks such as document damage. Thus, to handle such hindering problems the researcher employed some strategies. They were:

1. Giving awareness for the respondents on meaning and basic concepts of strategic communication.
2. Keeping strong contact with the respondents and being punctual on the time of appointment.
3. Putting the research data in various folders and places to save it from risk of damaged by computer virus.

1.8. Organization of the Research

This research paper would have five chapters. The first chapter is an introductory part. In the chapter two some reviews of related literature were included. In chapter three the researcher put methodologies of the study to be framed by research science and philosophy. In depth interview, focus group discussion and the magazine content of Oromia Technical, Vocational, Education, and Training Bureau Strategic Communication has been analyzed in the chapter four. Finally, from analyzed content, in depth interview as well as focus group discussion the researcher drew the conclusion including organizational Strategic Communication SWOT or Strength, Weakness, Opportunity, and Treat analysis as well as forwarded recommendations in chapter five.

Chapter Two

2. Review of Related Literature

2.1. Historical Development of Strategic Communication or Public Relations

Historically the development of Strategic Communication or public relations is related with media and media science such as advertisement. According to some sources public relations practices began in USA with the aim of marketing to promote the product or services of campaigns or organizations to the public. At its early birth it was linear or one way communication as depicted in literatures. But now a day it is a profession based on science with theoretical background, models, methodologies, scientific review journals, and professional competences. Because of changes in societies and organizations such as: local developments, globalization, change in needs and expectations of the public, and the impact of social media public relations updated itself as strategic communication.

2.1.1. Stages in Development of Public Relations

Even though it is young and multidisciplinary profession public relations has passed along numerous progresses. According to some scholars the historical development of public relation has five stages. The first phase was press agent model. This stage was characterized by linear communication for marketing purpose in the form of advertisement through mass media. Publicity model was the second phase of its progress. The third stage was propaganda model. At this stage public relations officers used media as propaganda instrument to inform and persuade the public in order to influence and shape their attitude in a way they need. Two ways communication model was the fourth stage where public relation shows radical progress in its historical development. Because, it has changed from one way communication through mass media to two way communication in which the public get opportunity to express their feeling and opinion. In addition to that, it paves the way to the recent fifth model called reflective. This model is latest and advanced form of public relations or strategic communication career in which the public and strategic communication officers come together to discuss on certain issues and arrive on agreement.

Though there is difference of idea among scholars of social theorists on the means of realization of reflective model. For example, Habermas in his theory, theory of communicative action

reflective model should be realized through public sphere. For Luhman (2003) reflective model must be accomplished by coordination process of public relations expertise and open discussion of the mass. Putnam also forwarded his idea in his theory called social capital that the base of strategic communication is social and the means of realization is building social networks like civic community. Weber (1968) also in his theory of legitimacy, argue that public relations expertise must work for legitimacy of the organization with reflective model on the bases of rational, traditional and charismatic grounds. From this one can deduce that in our today's world strategic communication is on the level of reflective model even though difference of idea lies among scholars in its means of realization.

2.2. Operational Definitions of Strategic Communication

Many scholars and researchers define public relations or strategic communication differently in different times and social environments. This is because of various reasons like: the difference in historical development from country to country, inter disciplinary nature of public relations as profession, as well as existence of the difference in theoretical base of public relations. Whatever the case, let some operational definitions of Public relations illustrated for further understanding. In this context the researcher use public relations and strategic communication interchangeably as old and new trends.

Literally, strategic communication is a phrase made from two words, namely strategic and communication. Both of them have their own separate dictionary meanings. According to advanced English learners dictionary strategic means done as part of a plan that is meant to achieve a particular purpose or to gain an advantage. While communication is activity or process of expressing ideas and feelings or of giving people information; Putting together, strategic communication means, forwarding preplanned information which is specific goal oriented to the public.

Operationally Grunig and Hunt (2006) defined strategic communication as the management of communication between an organization and its publics. Later on organizations managed communication behavior. In the same way Cutlip et al (2000) defined public relations as the management function that establishes and maintains mutual benefit between an organization and its publics. These citations make clear that strategic communication has management role in building mutual benefit based relationship between the campaigns or organizations and their

stakeholders. This can also be seen from the view of corporate social responsibility in which communicators show their being accountable of risks related to their products or services.

There are also some scholars who defined public relations from the angle of reputation building role for organizational benefit. For instance, Chartered institute of Public Relations (CIPR, 2004) said that a public relation is the discipline which looks after reputation, with aim of earning understanding and influencing opinion and behavior. It is the planned and sustained effort to establish and maintain good will and mutual understanding between an organization and its publics. He is also one among system theorists that is why he interprets public relations as such. But his strong side is that he believed in mutual benefit of the organization and the mass. Though he make the role of public relations officers retroactive which is ought to be proactive for building a bridge between the organization and the public far beyond looking after reputation.

Like its historical development it is clear that the naming of public relations is on evolution. Some expertise defined it in a broader context of its multidisciplinary nature. According to the International Communication Association in May 2005 in New York, strategic communication is defined as, the purposeful use of communication by an organization to fulfill its mission. Six relevant disciplines are involved in the development, implementation, and assessment of communications by organizations. These are: management, marketing, public relations, technical communication, political communication, and information or social marketing campaigns.

The nature of the term strategic is examined and key aspects of communication are identified. For world assembly of public relations (1978) public relations is the art and social science of analyzing trends, predicting their consequence, counseling organizational leaders and implementing programs of action which will serve both the organization and the public interest. This seems advanced definition of public relations. For the fact that, it incorporates many things from the nature and functions of public relations and analyzing from the corner of its nature they capitalized the artistic and social scientific essence of it. Besides they emphasized the careers of public relations officers as analyzing, predicting, counseling, and implementing planned program of action. This definition upgraded public relations profession from traditional concept that was retroactive to proactive. It has also illustrated public relations or strategic communication work from the angel of dual advantage sense of organizational and peoples interest. In developing this

definition one can observe that social theory is their theoretical base for the reason that it contains community benefits.

Some researchers also inter-linked the profession of public relations with the dynamic needs of the society. To Kruckeberg (2006) public relations can be understood as having the responsibility for creating, restoring and maintaining the societal linkages between governments, civil society organizations and corporations. Based on this operational meaning of public relations Putnam developed social capital theory and forward holistic definition of public relations as the creation and maintenance of organizational social capital. For him building social capital and linking them through social network is effective way of public relations profession. Because he believes that social capital is the base for human and physical capital. He argued that in such a way public relations officers can create strong organizations and countries.

In the same manner, with the social theory base Van Ruler (2009) broadened the scope of meaning of public relations as stock holders management, corporate identity, corporate branding, corporate reputation, strategic planning, campaign management, cross cultural communication, communication strategy, community relations, crisis communication, media relations, employees communication, new media communication, issues management, leadership, and changing communication. This is the latest definition in evolution of naming of public relations.

2.3. Structure and Function of Strategic Communication

Many scholars tried to describe and increase the visibility of strategic communication or public relation function in different perspectives. Some of them described it relating with the practitioners position and their role in the organization. Others divided it through their work and identified the function of the strategic communication. However, there is nothing more relevant to the communications function than contributing strategic value. In fact, being strategic is the antidote to the trap of the communicator being related to the status of order taker. As Ralph Tench, and Liz Yeomans (2009) by citing Research undertaken by US researchers Broom and Smit (1979) and Dozier and Broom (1995) identifies two dominant public relations roles. The communication manager, who plans and manages public relations programs, advises management, makes communication policy decisions and oversees their implementation.

In another way there are communication technicians who are not involved in organizational decision making but implements public relations programs, such as writing press releases,

organizing events and producing web contents. Technicians usually do not get chance to involve in research or evaluation. They are the doers. This indicates that the position and role of public relation practitioners make them owner of strategic communication in organization. So, every fallers and successes are depending up on the public relations and strategic communication function of the organization.

Expanding the claim, Ralph Tench and Liz Yeomans (2009) divided the role of communication manager itself into three identifiable types: the expert prescriber, the communication facilitator, and the problem-solving process facilitator. In addition, two other roles, sitting between the manager and technician are Media relations as well as Communication and liaison roles. For them the classification into managerial and technician roles does not mean that lines are fixed. Most Public Relations professionals perform a mix of manager and technician work, but the point is that one role will tend to predominate. Entry-level practitioners are normally entrusted with technical tasks at the initial stages of their career. As practitioners become more experienced they may move on to the manager role. This means, there are many stages, levels and positions in the strategic communication. Practitioners have different levels in holding their responsibility to contribute and foster for the success of the organization.

Additionally they forwarded the idea of Fombrun and Van Riel (2006) that they divide corporate communication into three areas. These are: Management Communication, Marketing Communication, and Organizational Communication. Illustrating them, Management communication is communication by management aimed at developing a shared vision, establishing and maintaining trust in the leadership, managing change, empowering and motivating employees. Fombrun and Van Riel regarded management communication as the responsibility of all managers. In another word, this concept is linked with inspiration skills of the leaders' one among top ten qualities of leadership. They may have a communication expert to help them in developing this quality. But they warn against the danger of thinking hiring an expert absolves management of its overall responsibility. Marketing communication is aimed at supporting the sale of goods/or services. This can include advertising, sales promotion, direct mail, personal selling, online and mobile marketing as well as market-orientated public relations or publicity, as they call it. This includes media relations and events too. Organizational communication is a host of communication activities usually at a corporate level. Not all of which should be necessarily located in the public relations department. This includes: public

affairs, environmental communication, investor relations, labor market communication, corporate advertising, internal communication and many more.

Though, this does not usually mean all scholars agree on such classification of Public Relations roles. For example, Ralph Tench and Liz Yeomans (2009) criticize this idea as such divisions along functional lines are often reflected in the structure of Public Relations departments but not independent roles. Along this they develop the structure of Public Relations department or communication department in functions as follows:

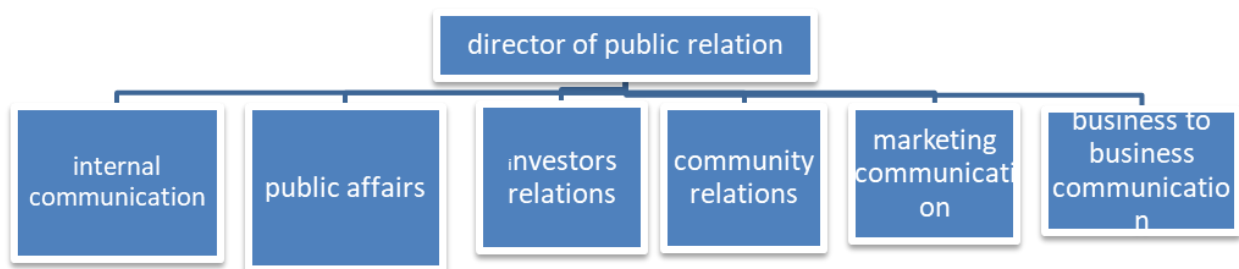


Figure1. Public Relations department structured in function

The above diagram shows that, typical functional structure of public relations. In such a structure an individual or group will look after all the activities falling within the area whether these are media relations, sponsorship, events or marketing communication.

In other manner Cutlip and colleagues (2000) categorize public relations work as: writing, editing, media relation, placement, research, management and administration, special event, speaking, production, training, contact and counseling are the functions or works of strategic communicators or public relations practitioners. Depending on these ten elements they classify Public Relations work along task lines like:

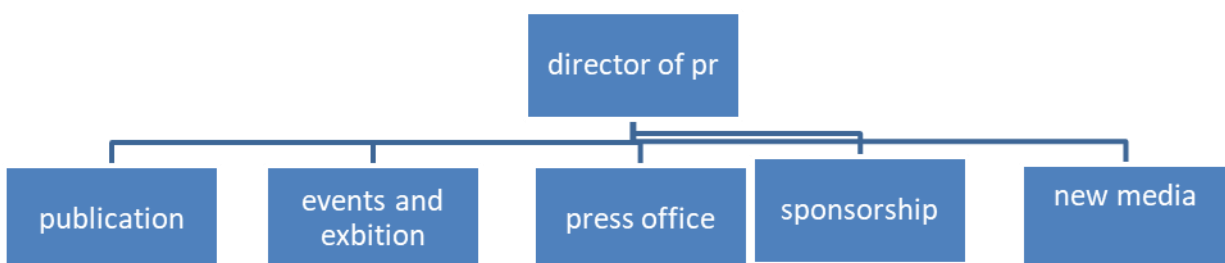


Figure.2. Public Relations department structure by tasks

An obvious danger of both these approaches is that the specialist individuals or teams become task orientated and lose the overall picture of organizational priorities. The job of the manager is

to ensure their role. This does not happen in a way which is approached to consultancies. It is to put together project teams for accounts as they are won. These comprise functional and task experts drawn from across the consultancy who work another cross-functional or task accounts concurrently Ralph Tench and Liz Yeomans(2009).

Emanuele Invernizzi (prof) and Stefania R. (Dr.) describe the role and function of communication in organization as continues to be an increasingly strategic and pervasive component in the processes of governance and management at all levels of a company. This evolution has been made evident by the importance that the communication function has acquired, or is acquiring, inside of the organizational structure of companies. This implies that, communication department became very crucial in the structure of organization but, still now it is on evolution and more attention is needed to develop it well. In management process of governance and overall organization, communication plays a great role to succeed the organization objective, goal, vision and values. Abdullah Özkan (2015) in his article published on “Online Journal of Communication and Media Technologies” explained the role of strategic communication in building reputation of the country and relationship as reputable, esteemed and reliable, countries must build their own nation values in the 2^{1st} century. If this is so, countries gain many advantageous in the political, social and cultural fields as well as being an attraction center.

For countries, the strategic communication management paves the way for proper planning, creating effective messages and conveying these messages to the target partners smoothly and determines a road map to gain success. So, in every aspect of the activities and policy making countries those who use strategic communication are successful, because they know, target audience, right message for right people on right time. They create road map for success easily. He also said “Communication is the most important strategic tool for countries to build their own nation brand”. To prove this idea, Özkan stated the relationship between strategic communication management and building or developing and enhancing the nation brand as multi-dimensional relation.

American strategic communication consultant Emil Goldman describes the strategic communication as a strategy influencing attitude and behavior Karagöz (2015). But, Özkan suggest that, Influencing attitude and behavior is among the most difficult tasks today as

individuals become conscious and communication technologies become available. To make this task simple, effective communication is the first step. It will be impossible if you fail to communicate and be listened or watched by the audiences. Thus, having a smooth and effective communication should be the first step before focusing on use of this method strategically. Strategic communication is not a passive, source-based communication process conveying the most favorable message to the concerned audiences that aims to inform public opinion Abdullah Özkan (2015). Besides, strategic communication is an active communication process based on sharing determined messages with the public in the frame of vision and goals, influencing and manipulating the perception of public opinion positively. In strategic communication, these are aimed at concerned public understands the vision, strategic goals, intention, activity and discourse of the country or institution properly.

According to Benita, Steyn, et. al. (2001), stated on the Paper presented to the 8th International Public Relations Research Symposium Politics of communication and communication of politics: In South African government departments job titles are: Director, Communication Chief, and Director abound. This would reasonably assume managerial top management roles for the incumbent, taking part in strategic decision making and being concerned with strategic planning. However, in other parts of the world some researchers have concluded that corporate communication practitioners in managerial positions still focus on daily routines and technical procedures Brody (1985), Cottone (1987), Pracht (1991), Reagan (1990), and Van Ruler (1997). This means, still there is a question on the role, position and function of communication department or strategic communication practitioners. There is variation of role and functions, which are given to communication practitioners. For instance in South Africa there is communication director and chief director. However, in the other word Public Relations or communication practitioners seen as technical assistant. If they are serving as technical assistant, they have not any role in decision making and management functions. But, if they serve as director and chief director maybe they have an opportunity to involve in the decision making process and management functions.

In another way, Abdullah Özkan (2015) describes the Strategic communication by using scholar's idea as a notion that generally used for describing the planned communication campaign. Also, It is possible that a state, army, government or small groups could manage a strategic communication which could be managed by a business or None Government

Organization. This means strategic communication is used both for business purposes and others. So, communication is serving in all aspect of social life. But, it needs managing according to organizational policy in relation to public will. However, others stated, Strategic communication is used for primarily formal studies and sometimes informal studies are used, a trouble, concerned target audiences, measurable goals and aims Çınarlı (2009).

According to the European Communication Monitor, linking communication and business strategy is the number one challenge for today's communication practitioners. This is both good and bad news. Van Ruler explained this good news as communication professionals are ambitious. Their aim is to support their organization in realizing their strategic goals. They are eager to really make a difference. In opposite to that the bad news is that they are still struggling with the strategic element of their communication. From this concept we can understand that, strategic communication, beyond that, communication in general is seen as minor for organization and not gained attention for many years. For the next implementation of strategic communication Van Ruler pointed out the following idea in order to improve the visibility and credibility of the Communications Department. It is time to fundamentally rethink how strategic communication is developed and start using modern agile tools. This indicates that, the future communication department will functioned in professional way. However, to ensure and develop strategic communication professional competency which is supported by professional education is needed. To think and act in professional way, many scholars try to develop frame work for communication department and communication practitioners.

2.4. Characteristics of Strategic Communication

According to Abdullah Özkan (2015) Strategic communication has multi-dimensional distinctive characteristics. By citing Onat (2012) and Özkan (2015) he summarized the characteristics of strategic communication like:

- a. There is a determined super-ordinate goal, target and a victory to gain that independent from communication processes.
- b. Communication tools are pre-planned with the messenger, message and message retriever.
- c. Alternative plans are studied to reach goals.

- d. Required tactic, methods and studies should be conveyed to have successful results after following determined strategy. The tactic is used in the parts of the integrity of strategy. Strategy is not the tactic.
- e. It is provided that the message is taken for the determined purpose. Perception, decoding and understanding the message should be controlled. Also, the required measures should be taken for the aim that messages could only be understood by the target audiences.
- f. The messenger should be prepared to convey the message properly.
- g. For communication, the most developed technology is used.
- h. It is aimed about the critical and crucial topics that the target person/people take(s) the message subconsciously and while practicing this message that person/people have a perception of their own willing.
- i. The required measures are taken to prevent the use of message by unintended audiences.

In short, Strategic communication embodies: planning, developing tactics, correcting coding to provide effective perception of the message, conveying the message to the target audiences in the most smooth and effective way and using the most developed technology. These distinctive characteristics of the strategic communication make it valuable and effective. Because, proper using of technology provides successful results.

2.5. Importance of Communications in Education

For Wekepidia (2019) the range of arguments can be put forward for the importance of integrating communication within education systems. Some of these are highlighted below and explored through the text. It can be claimed that good information and effective communication might help:

- Enable communities and civil society to engage with educational issues at the school level, raise issues with educational providers and promote accountability of provision and promote public engagement with educational reform programs.

- Increase public awareness on educational rights and make the uptake of educational services more likely, both for children and adults.
- Provide evidence to support decision-making processes.
- Improve the quality of policy formulation.
- Build shared understandings which may lead to social change.
- Improve educational service delivery and policy implementation.
- Involve the voices of the marginalized groups, to make educational provision relevant to their needs.
- Empower people to make decisions and develop ownership of educational processes.
- Improve the quality of learning and educational outcomes.

Having said this, the role that communications might play could be influenced by education levels. For example, in situations where people have little or no literacy, certain approaches to communication could be seen as exclusionary i.e. those which are written. Thus, by using certain forms of media, some population groups are more likely to be marginalized from getting information and being involved in decision making. These communication exclusions are less likely to be experienced by literates who have access to a range of information sources. Other forms of communication media like radio are medium of Communication in Education. Hunt (2007) viewed as more inclusionary, especially if efforts have been made to ensure broadcast material is designed to communicate effectively with a range of target audiences. There is also some general literature on communications which provides guidance on good practice, for instance, Hovland (2005), Saywell and Cotton (1999). These tend to be focused on a particular communication relationship such as: the link between researchers and policy makers, civil society advocacy, communication for development projects, and participation in policy making. There has been less focus on looking at the range of communication relationships from a sector wide perspective, and specifically the education sector. Even, the general literature does offer a range of insights that would inform this paper. These include:

1. The need to create spaces for communication, to ensure a range of voice is heard and service provision is relevant to the full range of users.
2. Communication needs to be embedded within institutional structures and systems, as well as project and program designs.
3. Research should be disseminated in a form that suits target audience needs.
4. Access to information can increase user engagement with issues.
5. Communication capacity can be developed throughout the educational sector.
6. Communication initiatives take time and money.

2.6. Betteke Van Ruler Strategic Communication Frame Work

2.6.1. Personal Profile

As cited in Van Ruler (2009) Betteke van Ruler is professor in Communication Science, specialized in corporate communication and public relations at the University of Amsterdam. Prior to this, she was an associate professor in communication science and communication management at the Free University of Amsterdam. Her research is concerned with the practice of communication management and public relations, and the relationship between communication and organization. Van Ruler is past chairman of the Public Relations division of the International Communication Association (ICA), and past president of the European Public Relations Education and Research Association (EPRERA).

2.6.2. The Social Theory Frame Work of Van Ruler

Contemporary everyday life is influenced by increased complexity, rapid change, globalization, and the deconstruction of social structures. As a result, corporations and other organizations today have a greater need to build relationships with their stakeholders and to communicate with them about their aims and behavior. Social theory provides strategic communication with a basic understanding of the societal role of the practice, and its ethical and political consequences. First of all building on social theory means; recognizing both negative and positive influences of the practice. A whole range of different perspectives is on describing how society works, and communication has increasingly been placed at the center of such analyses. Drawing on such perspectives, legitimacy and reflection are singled out as key concepts for strategic

communication, and issues of power and language are highlighted. In addition social theory invites a whole range of empirical methods to study strategic communication, most of them recognizing insights from the communicative turn. The simple definition of strategic communication is the purposeful use of communication by an organization to fulfill its mission Hallah Holtzhausen, Van Ruler, Verčič, and Sriramesh (2007).

The reflective model of communication management sees strategic communication as engaged in constructing society by making sense of situations, creating appropriate meanings out of them and looking for acceptable frameworks and enactments Van Ruler and Verčič (2005). This is a societal approach to strategic communication that takes the society at large as the unit of analysis and looks at the organization from the outside. So from the perspective of the public sphere, the Communication management is defined as being concerned with maximizing, optimizing, or satisfying the process of meaning creation, using informational, persuasive, relational, and discursive interventions to solve managerial problems by coproducing societal or public legitimating Van Ruler and Verčič (2005).

A social theory perspective in this vain can help fill the gap between the descriptive and normative studies in the managerial paradigms and the individualistic psychological studies in the behavioral paradigm. Strategic communication can be seen as different form of communication, ranging from symbolic, interpersonal and social communication to the no personal communication function in system theory. It is possible to distinguish between mediated and non-mediated communication on the micro, meso, and macro levels.

2.6.3. The Strategic Communication Elements

Obviously, different scholars identified different numbers of strategic communication elements. Though, for this research, the researcher intended to conduct the research based on Van Ruler (2009) a good strategy development model requirements and its strategic Communication elements Frame work. There are seven requirements for a good strategy development and eight building blocks.

2.6.3.1. The Seven Requirements for a Good Strategy Development

According to Van Ruler (2009) there are seven requirements for a good strategy development. These are:

1. Clear vision on communications and its added value to the mission of the organization.
2. Focus on internal and external context as building blocks for constructing ambitions.
3. No smart objectives but inspiring ambitions based on clear choices.
4. Explicit accountability that suits the ambition.
5. Clear choices in every building block as hypotheses for the future.
6. Compact to fit on one page.
7. Adjustable at any time to respond to situational dynamics.

This depicts that strategic communication should fulfilled these pre requirements to be professionally standardized in public relations.

2.6.3.2. The Eight Building Blocks

As stated in Van Ruler (2009) agile strategic communication has eight building blocks. Besides she used the phrase building blocks interchanging with the word elements. The elements have their own importance and roles. Therefore, they cannot substitute each other rather they are complementary to one another in designing professionally standardized strategic communication. The eight building blocks or elements along their function and importance illustrated as follow:

Ambition: Using the concept of ambition that refers to “strong desire to do or achieve something.” It refers to basic communication values needed and its achievement.

Vision: “Strategic planning is worthless, unless there is first strategic vision” articulated by John Naisbitt. Ambition is influenced by a person’s own perception of his or her profession and its added value. It concerned with in what way communication add value to organizational strategic choice, the role of communication professional and relevant trends to it.

Internal Situation: It is impossible to define and value the importance to us of phenomena in the outside world unless you know what is happening inside the organization. It is important to consider what is going on in the organization, what are the strategic decision in the board, and in other management fields, the style of the house-how do we communicate with each other and how do we encounter the outside world.

External Situation: It is typical for communication professionals to be aware of the external situation, of what is going on in the outside world and of public opinions, although we prefer to talk about social moods these days. Nasim Taleb, however, warns not to look for confirmation of what you already know but look for the unexpected. It is important to consider relevant trends and developments in society, and relevant issues and social around these.

Accountability: Good ambitions inspire and make clear what you want to achieve, but without accountability your ambitions are day dreams. Accountability forces you to make what your exact responsibilities are regarding your ambitions and how you measure progress. Also it considers how you show that you are on the track.

Stakeholders: In corporate communication we are used to seeing stakeholders as those who have stake in our organization and as our “target groups” to reach with our communications. We define stakeholders slightly different by: those groups or persons who have a stake in our ambition. It refers to about our enablers and our partners.

Resources: A very important part of the strategy concerns resources. Resource is about being equipped to do the job. It is about budget, budget allocation and about competences. It considers what competences do you need to realize your ambition, and how much budget is required including operational and managerial. It is about to make wise decisions that is strategic decisions.

Approach: Approach is about translating all strategic decisions done in former building blocks into operational activities. This is “the proof of the pudding.” All decisions in the former buildings block, need to come together in the approach. It considers what do you want to achieve with which constituency and how, and also which activities should have top priority, what does that mean for the communication calendar.

In general the eight building blocks or elements of Van Ruler (2009) are: ambition, vision, internal situation, external situation, accountability, stakeholders, resources, and approach. But, they have not substitution roles rather complementary that support one another in good strategic communication development.

Chapter Three

3. Methodology of the Research

Research Methodology is the general term that stands for how and by what means certain study should be informed. It is where the researcher decides research design, methods, tools and process of data gathering, organizing and analysis, data sources as well as ethical consideration are also the core idea discussed in this section. Fundamentally, there are two types of research methodologies, qualitative and quantitative methods. In relation to this title the researcher employed qualitative research techniques. The primary concern of qualitative approach is about meaning making, interpretation and careful analysis of those data obtained.

3.1. Research Design

The researcher assessed the strategic communication of Oromia Technical, Vocational, Education and Training Bureau. In doing so the research philosophy is taken in to consideration for the purpose of theoretical framing. For some scholars research philosophy is an overarching term relating to development of knowledge and the nature of that knowledge. In another word it is all about existence of knowledge and their sources. The research philosophy can be seen as ontology and epistemology. Ontology concerned with nature of reality. It raises the questions of the assumptions researchers have about the way the world operates and commitment held to particular views. It can exist in objectivism and subjectivism. According to objectivism social entities exist in reality external to social actors concerned with their existence. In reverse subjectivism holds social phenomena are created from the participations and consequent actions of those social actors concerned with their existence. In another manner epistemology is consideration of what constitute reality. It considers views about the most appropriate ways of inquiring into the nature of the world. Blaikia (1993) describes epistemology as “the theory or science of the methods or grounds of knowledge.” Expanding this into set of claims or assumptions about the ways in which knowledge of realities are gained, how something existence can be known, what can be known and what criteria must be satisfied in order to be considered as knowledge.

Based on ontology the researchers can assess existence of knowledge in two ways; Objectivism and Constructionism. According to objectivism the data exist in a tangible form. For this reason

it can be explained in the form of independent external outcomes. In another way constructionism view believe that data exist in society in an intangible form. From the angle of this the researcher understands how social factors interact. As Epistemology there are also two ways of assessing knowledge; Positivism and Interpretivism. Positivism is simply explaining a phenomenon, while Interpretivism understands phenomena. In light of these philosophies of research, as beginner researcher, the researcher assessed strategic communication of Oromia Technical, Vocational, Education, and Training Bureau Ontologically from Constructionism view. Thus, Betake Van Ruler Strategic communication framework of social theory would be theoretically base of the research. Accordingly, the Strategic Communication building blocks and its requirements were assessed, interpreted and analyzed.

3.2. Source of Data

In this study both primary and secondary data sources were used:

Primary source: Primary sources are unprocessed raw data gathered from different sources. The study employed various primary data that were obtained with qualitative tools like: In-depth interview as well as Focus Group Discussion thereby the researcher used audio recording and note taking for further interpretations and analysis of those data.

Secondary source: Secondary data means data that are already available being processed or semi processed. They refer to the data which have already been collected and analyzed by someone else. These include: previous research work, policy of Public relations directorate, and other documents which were archived and collected by communication department of Oromia Technical, Vocational, Education, and Training Bureau.

Accordingly regarding content analysis researcher focused on analyzing the content of strategic communication elements of the Oromia TVET Bureau magazine titled in “*Ogummaa*” meaning “Knowledge” among its public relations tools. The magazine is printed in *Afaan Oromoo* and the researcher translate to English language and put side by side the source and target texts to make the research understandable for those who have not *Afaan Oromoo* language skills. High lightly some of the major contents of the magazine it began with Strategic Communication elements such as: Mission, Vision, Key Values, Key Targets, and Principles of the organization, which briefly informs the readers the importance and the role of TVET for development in Oromia context. The second part is whole about historical development of TVET in the region with sub

title “*Daandii*” translating “The Way”. The third major content stresses about role model TVET institutions under sub title “*Dhaabbilee*” in English “Institutions”. While the Competence Assessment is the fourth one under sub title “*Madaallii Gahumsa Ogummaa*” creating parallelism “Competence Assessment”. Besides technology as well as entertainment genres are the fifth and six major contents of it respectively with sub topics “*Teeknoonolajii*” means “Technology” and “*Bohaartii*” meaning “Entertainment”. Finally “*Muuxannoo*” and “*Kana beektuu?*” in English “Experience” and “Do you know this?” are the last sub topics illustrating good experience and new ideas and innovations one after another.

Focus group discussion is another qualitative method in this research. The researcher conducted focus group discussion with 16 respondents in two groups holding 8 members each. For them the researcher provided 6 questions to collect raw data. The respondents were recruited from various organizational departments with deferent qualification, educational status, experience, position, and sex. Thus, the researcher grouped them in two groups in order to avoid dominance of idea which can lead to monopoly and bias. In doing so the researcher exploited detailed raw data for farther interpretation and analysis. For the accuracy of the data the researcher put forward the table that depicts the name, profession, educational status, position, experience, and sex of the respondents. The researcher employed nice name for two respondents because of their privacy and safety.

Table: 3. Name, Profession, Educational Status, Position, Experience and Sex of Participants:

No	Name	Profession	Educational Status	Position	Experience in years	Sex
1	Bogala H/Mikael	Public policy Study	MA	Trainers Development Expert	26	Male
2	Shambal Ketama	Development Study	MA	Labor Market Demand Study Team Leader	24	Male

3	Hayilu Faye	Development Policy	MA	Trainees development senior Expert	29	Male
4	Lata Cala	Agricultural Extension	BSC	Trainees Development Expert	30	Male
5	Tarekeny Bulcha	Urban Management	MA	Director of Institutional Capacity Building and Affiliation	12	Male
6	Birane Defersha	Urban Management	MA	Director of Trainers Development	21	Female
7	Boru Welde	Educational Planning and Management	MA	Auditor	33	Male
8	Ashenafi Tsega	Construction	BSC	Trainers Development Expert	8	Male
9	Kumera Jalata	Wood Science and Technology	BSC	Trainers Capacity Building Expert	37	Male
10	Jalato Jilo	Hard Ware and Network Service level 4	Level 4	Secretor	1	Male
11	Bulcha Lata	Manufacturing	BSC	Human Resource Management Expert	19	Male
12	Gamechis Ifa	Public Administration	MA	Director of HRM	15	Male
13	Biranu Idaha	10 th complete	Grade 10	Messenger	1	Male
14	Abaynesh Idosa	Business Management	BA	TVET /Institution Capacity Building Expert	10	Female

15	Fatuma Tola	Hard Ware and Network Service	Level 4	Secreter	1	Female
16	Bashatu Gesese	Business Management	BA	Good Governance and Reform Expert	9	Female

The third qualitative method employed for raw data collection was in depth interview with selected employees because of their professional virtue as well as position relevance to the organizational strategic communication of the bureau directly or indirectly. In this manner interview were conducted with senior communication expert, Communication director, and vice executive director of Oromia Technical, Vocational, Education, And Training bureau. The researcher interviewed the senior communication expert of Oromia TVET bureau on 02, May 2019. His name is Nugusu Biranu. His educational status is MA degree in management with 27 years' experience on various positions. For him the researcher forwarded 12 questions. In the same way the researcher conducted in depth interview with communication Director of Oromia TVET bureau on 06, May 2019. Putting his profile in short his name is Alemayo Itaha. He has BA degree in Geography with ample experience counted 30 years on different positions. For him the researcher forwarded 14 questions and gathered raw data. In addition the researcher conducted interview with vice executive director of the bureau on 10, May 2019. His name is Mr. Mirkana Midhaqsa. He has Master's Degree in TVET management with bare experience 35 years on different positions. For him seven questions were forwarded to gather raw data.

3.3. Sampling Methods

In assessment of strategic communication of Oromia Technical, Vocational, Education, and Training Bureau, the researcher used two sampling methods. Cluster and purposive sampling for various reasons: for instance Cluster sampling method employed in choosing organization. It is known that this research had been conducted in the environment of scarcity. Specially, there is potential shortage of time and finance. Therefore, the researcher has chosen organization which is not far and suitable in case of place. In the same manner, Purposive sampling method was employed, in making interview and focus group discussion, which enable the researcher to choose right respondents by their ability or profession.

3.4. Sampling Size

The researcher conducted interview with 3 respondents. Two of them were from Public Relations department as well as the left from other departments. Also, focus group discussions were conducted with 16 staff members in two groups. This means each group holds 8 respondents. In addition, the content of a recent publication of a magazine was analyzed.

3.5. Data Collection Tools

For this study, qualitative data collection tools were used. The researcher employed qualitative content analysis, focus group discussion, and in-depth interview. The tools enabled the researcher to get rich data both from the Public relations practitioners and the organization at large.

Chapter Four

4. Data Presentation, Discussion, and Analysis

In this chapter the researcher transcribe, interpret, and analyze collected data from the Bureau through, content analysis, focus group discussion and depth interview with both selected employees and the directors to understand the professional standard of strategic communication of the Organization to drawn accurate conclusion and forwarded professional recommendations. Thus the researcher transcribed all data first, interpreted and then analyzed respectively under different sub topics.

4.1 The Operational Meaning of Strategic Communication in the Organizational Context.

According to FGD the researcher come across various naming of Strategic Communication. Stressing their words some of them argued “It is a process of sending and receiving information without or with minimum communication faller by barriers.” For them strategic communication is something which can be practiced in written or verbal ways through mass media or in the form of public sphere (face to face). There are also who defined strategic communication as means of sending information only. Capitalizing the case “ Strategic communication is scientific means of sending information.” It is structural flow of information in one direction. For others, it is higher standard communication. Justifying the claim, “Strategic communication is a communication that has to be made at higher level in policy making.” It began with political philosophy then policy and strategic communication one after another. In such structure it focuses on delivery of information in linear way from top to down. Some participants also saw strategic communication from the angle of timeliness and accuracy. According to them “It is deliverance of timeline and accurate information for the society.” Because, the organization should feeds the societies with information about their work. In fact, it is a key for organizational success or failure. It has marketing and promotion role for the organization. In other way, some respondents understand strategic communication as a means of interaction with internal and external stockholders through information based on organizational code of conduct. Interconnecting strategic communication with leadership communication some of them said that “strategic communication is a way of realizing organizational work. It may have leadership communication elements.” There are also Employees who cannot put their own operational definitions for it. From this one can observe that the Employees of Oromia TVET bureau understand strategic communication in

deferent views like: a process of sending and receiving information, a process of sending information only, higher standard communication in policy making, deliverance of timeline and accurate information, interaction with internal and external stockholders, leadership communication and as there are low level aware employees. Therefore the public relations department of the organization needs to do more on awareness creation to fill the gaps among their employees on the meaning of strategic communication.

The senior Communication expert of the organization believes strategic communication as a means of awareness creation. Focusing on his words "It is a means of communicating any career using different tools to aware the public in winning support from the stakeholders." Besides he understands strategic communication as a way of changing organizational vision in to practice. Capitalizing his response "It is a way in realizing the vision of once organization." For doing so understanding and monitoring of organizational careers are pre required for realization of organizational vision. In another angle for the expert strategic communication is a means of handling the risk proactively before its happening. From this one can deduce that strategic communication is a means of awareness creation in realization of organizational vision as well as risk management.

The operational definition given by Communication Director of the bureau for strategic communication can be generalized as "Strategic communication is tactic based communication with due care of the organization." Furthermore it is a means of making organizational plan successful to make the public beneficiary. It also incorporates community mobilization for further effectiveness and efficiency. Based on this operational meaning the researcher may conclude strategic communication is tactic based communication with great emphasis as means of realization of organizational plan to make the society beneficiary through community mobilization and other tools genres of public relations.

For world assembly of public relations (1978) public relations is the art and social science of analyzing trends, predicting their consequence, counseling organizational leaders and implementing programs of action which will serve both the organization and the public interest. This seems advanced definition of public relations or strategic communication. For the fact that, it incorporates many things from the nature and functions of public relations and analyzing from the corner of its nature they capitalized the artistic and social scientific essence of it. Besides

they emphasized the careers of public relations officers as analyzing, predicting, counseling, and implementing planned program of action. This definition upgraded public relations profession from traditional concept that was retroactive to proactive. It has also illustrated public relations or strategic communication work from the angle of dual advantage sense of organizational and peoples interest. In developing this definition one can observe that social theory is their theoretical base for the reason that it contains community benefits. Linking the case to the issue under study Oromia TVET bureau workers and communicators have basic concept on meaning of Strategic Communication though the degree of their awareness varies.

4.2. Strategic Communication Elements of the Bureau and Their Professional Qualities

In analysis of the content of elements of strategic communication the researchers employed Van Rulers' eight building blocks of strategic communication, for the reason that it is most agile form of strategic communication. These building blocks are: vision, ambition, internal situation, external situation, accountability, stakeholders, resource, and approach or action plan design as cited in Van Ruler (2009). In this corner the analysis of the organizational strategic communication elements are done as follows:

1. Vision

Vision is basic philosophic part of strategic communication. It gives motivation and direction how to do. Good vision must be conceptualizing, creative, counseling and coaching. In light of these facts, the vision of the Bureau is *"Bara 2012tti ogeeyyii gabaan hojii barbaadu baay'inaa fi qulqullinaan oomishuudhaan hundinuu hojiitti galanii misooma industirii naannichaa keessatti gaggeeffamuuf bu'ura akka tahan gochuudha."* In English "The sector aspires to be incubation center of micro and small enterprises and technology transfer by producing qualified, trained, and skilled manpower and technology which is needed by all economic sectors in 2012." Interpreting this quote, it seems conceptualizing, creative, counseling, and coaching. It concerned with in what way communication add value to organizational strategic choice. This vision has also time limit. So, the Organization has the vision as basic philosophy in light of professional standard.

2. Ambition

For ambition formulating key values is great instrument. They show the ambitions position and signature. Key values are the translation of the vision. Only writing them is not enough rather they must give meaning, spirit, and energy. Key values are visible in behavior, style of advising, action, and leadership. Another element of ambition is key target. They show their ambition and position. They are translations of the vision. Illustrating the ambition of the Bureau in this corner, the organization has not clear ambition but it has both Key Values and Key Targets as independent elements. The Key Values of the organization are:

- ✓ “*Itti gafatammummaa*” in English “Accountability”
- ✓ “*Iftoomina*” in English “Transparency”
- ✓ “*Hirmaachisummaa*” in English “Participatory”
- ✓ “*Jijjiiramaaf Hojjechuu*” in English “Work for Change”
- ✓ “*Fedhii Gabaa Hojiin Duurfamuu*” in English “Labour Market Demand Driven”
- ✓ “*Qulqullinaa fi Gahumsa*” in English “Quality and Competitive Training”

In another way the Key Targets of the Organization are these:

- ✓ “*Qulqullinaa fi Ga’umsa Leenjii*” meaning “Quality Education”
- ✓ “*Misooma IMX fi Ce’umsa Teeknooloojjii*” meaning “Center for Incubation of Small Scale Enterprises and Technology Transfer”

To sum up, the Strategic Communication of Oromia TVET Bureau has not clear ambition but it has Key Values which indicate the position of ambition and relatively written in the language that give meaning, sprit, and energy as well as Key Targets which shows the Organizational ambition and they are also seems translation of their Vision.

3. Accountability

Accountability means reporting organizational needs, taking responsibilities for activities, products, decision and policy. It has rational and reflective forms. Rationally, it has responsibility and commitment while reflectivity, accountability force the organization to think about organizational extra values which can be related to key values and Key Targets or ambition at all. The main question of accountability can be: for what we are responsible and how? What impact we want to realize? And how we make these visible? These can be categorized into professional and social accountability. Accountability has also its own achievement indicators as strategic communication elements. These are four in number: structure, process, outcome and prediction indicators. In these rational grounds to look in to accountability part of the strategic communication of the Bureau one cannot find it in such a genre. Rather it is forwarded in a form of Guiding Principles. Thus the major Guiding Principles of the Organization are put as:

- ❖ “*Kallattii Leenjii Fedhii Gaabaa Hojiitiin Duurfamuu*” translation “Labour Market Demand Driven”
- ❖ “*Qulqullinaa fi Barbaachisummaa*” translation “Quality and Importance”
- ❖ “*Carraa fi Hirmaannaa Leenjii Walqixaa*” translation “Equal Access and Opportunity”
- ❖ “*Walqunnamtii irraan gadee fi dalgee*” translation “Path Ways”
- ❖ “*Jijjiiramu danda’uu*” translation “Flexibility”
- ❖ “*Barnoota umurii guutuu*” translation “Life Long Learning”
- ❖ “*Dhimmota koorniyaa kan ilaalchaa keessaa galchuu*” translation “Gender Sensitive”

These Guiding Principles seem organizational accountability in their strategic communication. Even though very difficult to say it is absolute accountability stressing from Van Rulers’ (2009) criteria and standards it helps the Organization to think about Organizational extra values which are lied to their Key Values as well as Key Targets or the ambition in professional term.

4. External Situation

Under this element the organizations are ought to analyze trends and developments that may influence them. It can be positive or negative impact for them. That means it can be track of fear and hope. The issues which make the organization fear are track of fear, when trends or developments give new challenging perspectives are track of hope. Thus, these questions are important for external situation analysis: on which trends, developments and issues competitors focusing? Which trends and developments can touch the organization in its heart? Which trends and developments are relevant from content perspective? Which trends and developments are important from client and stakeholders perspectives? Which trend and development are advantageous professionally? External situation block is in short one among basic elements of strategic communication. But it is not in corporate in strategic communication of the Bureau.

5. Internal Situation

To get a good picture of the organization it is a must to research ambition and priorities of top management strategically choices and most important internal issues like behavior of the employees and style of the house. In doing so they should not collect information only from public relations department. Talk with people at all levels. Identify proactively which internal development can affect strategic communication. Analyze the reality and desire. What so ever, internal situation analysis is one among important elements of strategic communication according to Van Ruler (2009) the researcher cannot find it in this organization strategic communication to interpret and analyze.

6. Stakeholders

In strategic communication the organizations should find the appropriate balance of competing claims by various groups of stakeholders. All claims deserve consideration but some of them may more important than others. Stakeholders are every individuals or groups that can influence the organization directly or indirectly. Therefore it is important to get a good picture of the stakeholders to realize ambition. Organizations stakeholders can be classified into internal and external. Most of the time, internal stakeholders are called enablers. They are employees, financial experts, members, trade union, media and the like. In the same manner external stakeholders are known by the name partners. They can be people and institutions with whom

you corporate to realize the ambition. To develop cooperative relations the organization must build a network with them. To realize this, keep record of important contact persons and edit it continuously to have an updated overview. But, do not only think about what to get from them rather make clear what you can offer. If so, the organization can create mutual benefit based on relationship. The stakeholders' block of good strategic communication should respond the following questions: Who are experiencing the most benefit of the organization? What are their interests? How can we make them ambassador of our organization? With which stakeholders we cooperate much. With which stakeholders we cooperate less? Taking in to consideration these scientific and artistic criteria as strategic communication element, the researcher could not interpret this element of strategic communication because their strategic communication did not incorporate it.

7. Resources

Resource means the budget by which and the professionals with whom the Organizations implement their strategy to realize organizational ambition. Thus resource has two sub elements, human and financial resources. Professionally, the organizations should think about which competences they need. This means skills, knowledge or attitude based, routine or adaptive experts, entrepreneurs' attitude with proactive trend. Sometime reflexive practitioners are for crisis management. In addition, self-steering team owners of the process can also play significant role for the success of the organizations. Identify who are under achievers and the highly talented in work. From the view of budget, the organizations must implement different methods of budgeting. Though, objective based budgeting is the best way. Since, it is related to ambition and tasks of the organization. So, these are some recommendations in regard to budgeting. Implement flexible budgeting. Do not budget in detailed level. Do not forget to allocate budget for capacity building. Have a good budget administration department. Fight for effective utilization of budget based on organizational ambitions. For strategic communication of Oromia TVET Bureau, this part remains dream. For this reason, the researcher could not get opportunity to analyze it.

8. Plan of action or Approach

This part focuses on means of realization or strategy. It must be connected to organization and engaged with employees, clients, and stake holders. It must show coordination role of the strategy in dynamic way. According to Van Ruler (2009) it is ought to be informing, persuading, dialoging and the like. The levels of strategy can be: over all, tactical, and operational. From the corner of duration or time planning strategy can be short, middle, and long terms. Good strategy incorporates list of activities and their budget. In other words, it is the translation of ambition and accountability towards stakeholders. It put vividly operations and priorities of major activities or reveals organizational interest and urgency. Develop smart and inspiring strategy to make the difference. To do so, using creative professionals are important. Questions to be answered under plan of action are: what do you want exactly (context)? How to accomplish them (means)? What will be our priority among general plan of the organization (priority)? What are the second and the later? In short, strategic choices must be best possibility choice. Thus, organization should make strategic choices understandable to inspire by using descriptive decisions and clear language. In this case, the researcher cannot get a chance to analyze the approach block of strategic communication of the Organization for the fact that it is not available.

In summarizing the content of Strategic Communication of the Organization, it has five elements. Namely: “*Ergama*” meaning “Mission”, “*Mul’ata*” meaning “Vision”, “*Duudhaalee*” meaning “Key Values”, “*Toora Xiyyeeffannoo*” meaning “Key Targets”, as well as “*Priinsiippiiloota*” meaning “Guiding Principles”. Providing more details:

- It has clear vision with time framing for the fact that it is ought to be time bounded.
- It has not vivid ambition independently rather in the form of key values and key targets.
- It has not separate accountability element though it exists in the guiding principles entity.

Illustrating the mission building block of Strategic Communication of the Organization; *“Feedhii Gabaa Hojii irratti hundaa’uun Barnoota fi Leenjii Teekniikaa fi Ogummaa qulqullinaa fi gahumsa qabu kennuun IMX bu’ura industirii taasisuu fi teekinolojii bu’aa*

qabeessa ta'e ceesisuun ummata naannichaa fayyadamaa gochuudha.” In English “Based on labor market demand to offer quality education and training and transfer important technologies. In doing so to incubate micro and small scale enterprises at the colleges and facilitate them as a base for industries development to make people of the region benefited from the output of the sector.” Even though it is difficult to group it under any professionally standardized eight building blocks of agile Strategic Communication frame of Van Ruler (2009).

In another way the Strategic Communication of Oromia TVET bureau has not visible or implicitly the elements like: external situation, internal situation, stakeholders, resources, and plan of action or approach.

As interview data the communication expert of the bureau understood strategic communication building blocks from the view of their organization pillars which is absolutely in relevant with elements of strategic communication. Stressing his sentences saying, “We have two organizational pillars, training giving and organizing small scale enterprises. So our organizational communication is in focus of these both pillars.” Therefore one can say that the expert is not aware of building blocks or elements of strategic communication like: ambition, vision, internal situation, external situation, accountability, stakeholders, resources, and approach. The same is true for their function, for the fact that, pillars of the organization cannot be elements of strategic communication.

In other view the same expert replied “our strategic communication has five elements. They are: vision, mission, key values, pillars, and principles.” Regarding their professional standard he argued that “All of them are designed by the experts after short term training on strategic communication by the scholars who have scientific knowledge about it. But they may need more attention for improvement.” From this the researcher deduces that Oromia TVET bureau strategic communication has five elements. But only one of them is professionally standardized in light of strategic communication frame work of Van Ruler (2009). That is the vision. Others may categorize under other elements of her frame work.

4.3. Strategic Communication Development Requirements of the Organization

The interview conducted with senior communication expert of the bureau make clear that their strategic communication did not incorporated the seven requirements of good strategic

development. Relating the issue with the source he said that “I do not think the seven requirements are included beginning from planning, because, we give due attention for media coverage than such scientific genres of public relations.” For the fact that employees they have are not professionals of public relations. Even public relations professionals are not willing to do on public relations positions of the bureau due to low salary which is linked with organizational structural problem. Based on this reasoning, the researcher inclined to generalize Oromia TVET Bureau strategic communication did not fulfill the seven requirements of good strategic development of Van Ruler (2009) such as:

1. Clear vision on communication and its added value to the ambition of the organization.
2. Focus on internal and external contexts as building blocks for constructing ambition.
3. No smart objective but inspiring ambition based on clear choices.
4. Explicit accountability that suits the ambition.
5. Clear choices in every building block as hypotheses for the future.
6. Compact to fit one page.
7. Adjustable at any time to respond to situational dynamics.

4.4. The Role, Contribution, and position of Organizational Strategic Communication

As depicted from FGD data strategic communication has promotion and awareness creation role and contribution for Oromia TVET Bureau in bit different expressions. For example, some of them believe that “strategic communication is a tool to promote and deliver the work of the bureau.” This is so through avoiding false information and hasty generalization. This group also believes that its contribution is building organizational image and getting feedback in setting direction for future work. Others described its role from publicity point of view. Keeping the issue on track, “publicizing over all work of the bureau is its role and its contribution is the feedback of the stockholders and their benefits.” Some of them bolded its technical roles, making the case tangible, “It may have technical roles in persuading the public. Accordingly its contribution is linking the organization with stockholders to make them react positively, for

instance community mobilization.” Few respondent explained its role like “a means of delivering policy to the stockholders in written or verbally.” For them strategic communication organize and deliver policy message top down. Along this, its contribution is a lot for realization of organizational policy and plan. This can aware the public on the TVET policy. It has also opinion pull role in the form of feedback. In this way it can reduce public complain and supervision cost. To sum up, the role and contribution of strategic communication for the organization can be summarized as: a tool to promote the work of the bureau, publicizing over all works of the organization, technical role in persuading the public as well as a means of delivering policy to the stockholders in written or verbally. In short the Employees of this bureau have relatively good awareness on technical roles predominantly than managerial roles.

According to the communication expert observation without any formal research other organizational department workers perceive them like the workers with rotten jobs. Justifying the claim, “other departments are not cooperative enough in giving for us data for communication career. Even they have not communication plan and saw us jobless employees.” From the angle of the management they have relatively good outlook for communication department with personality difference among top leaders. Citing his words, “the last two years we had cooperative management putting side personal cases.” From the view of position the expert stated that formerly the department had vice executive director position with managerial and technical roles in the organization. But currently it is degraded to director position with technical roles dominantly. For him the problems are caused by collective factors such as:

- Low level of employees’ awareness on communication
- Lack of self-promotion of the department
- Lack of strategy for communication
- Weak internal communication that can be reflected in the form of lack of giving feedback for the departments after working together

To sum up other department employees of Oromia TVET bureau perceive their public relations role negatively as rotten and meaningless. In comparing to that of the workers relatively the management have positive attitude for importance of public relations jobs. Regarding position

the public relations department had vice executive director position and now degraded to director do to organizational structural change.

Concentrating his personal view the expert justified that Public relations department has managerial position and member of the management. Stressing his words “The position of the department is politically merit and member of the management. But the department plays technical roles like: preparing public relations tools, acting as camera man, organizing various data for the media, and many more...” As he stated further even if the department is on the influential position in the management they cannot influenced them on organizational structural problem as well as lack of professional man power which are becoming fundamental obstacle of their career. This implies that in this organization public relations department has both managerial as well as technical roles. Though, the department is not fully utilizing its managerial power.

The communication director forwarded his idea under three category namely in structure, function and role putting together as well as position. Structurally he said "Communication department in structure has various levels. At the bureau level it is one department and at college levels it has no isolated departments but under vice deans of the colleges. In addition every leader at various levels up to Kebele facilitates communication work as their extra jobs. Regarding function and the role of the department he bolds out the promotion, feedback and mini researches in the form of two way communication. From position point of view he replied that " at the bureau level before it was led by vise executive director but not now." Now the position of the department is very much degraded. This brought change in role from predominantly managerial to technician and rotten works. Whatever the case communication is the back bone of every organizational career and better to regain the former position. Analyzing his justification Oromia TVET bureau Communication department is in structure lead by vise executive director under executive director directly before but not now. This change brought position change which resulted in role change from bolded managerial to technician and rotten works.

In other angle the director believes that the contribution of technology is great in their organizational strategic communication realization. He argued this from the view of the role of two technologies which are mass media and social media. Making the case in hand tangible “one of the technologies is the media in which we educate the public very quickly as new strategy.

After we began to use the media the demand to get professional training from the public increased radically.” In addition the face book and other social Medias are playing vital roles in landing their strategic communication. This make vivid that even though the technology has contribution in the effective accomplishment of strategic communication of the organization it is only confined to media whatever platform it holds.

In addition the vice executive director of the bureau illustrated these concepts in more details. For him they have Organizational Structure framing themselves in light of basic score card science and standard. Accordingly there is executive director at the top planning, monitoring and evaluate the work of every Organizational Departments. Under him the bureau has processes namely Core and Supportive. The Core process has four departments under itself. These are: the trainees’ capacity building, the trainers’ capacity building, the TVET Institution capacity building, and the Industry Extension. All of them have their own roles and responsibilities. For example, their role and responsibility are by building capacity of the trainees, the trainers, the TVET Institutions, as well as the industries they pave the way for this Country to have professionally competent manpower in increasing the industries effectiveness and efficiency in both quality and quantity. To him the supportive process has human resource and finance departments with the responsibility of planning, monitoring and evaluating proper utilization of organizational finance, material, and human capitals. Communication department is in between Core and supportive process headed by vice director of the Bureau. Before the department was powerful and influential in the management because the director of communication department was nominated by ruling party. This means the department had managerial and technician roles in planning, monitoring and evaluating over all organizational jobs. But now the power of the department is degraded to expert only and function under close supervision of Oromia Communication Bureau. Putting in Diagram their Organizational Structure in the guidance of his claim before and now it may looks like:

Diagram: 1. The Diagram that shows the former organizational structure of Oromia TVET Bureau

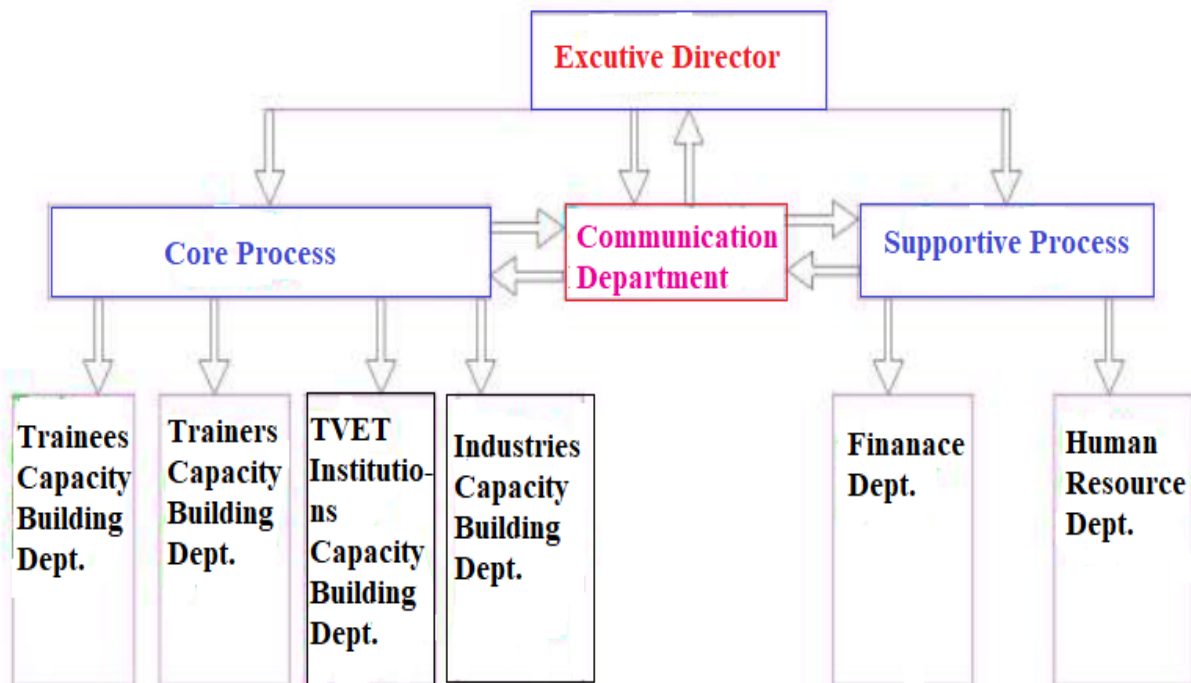
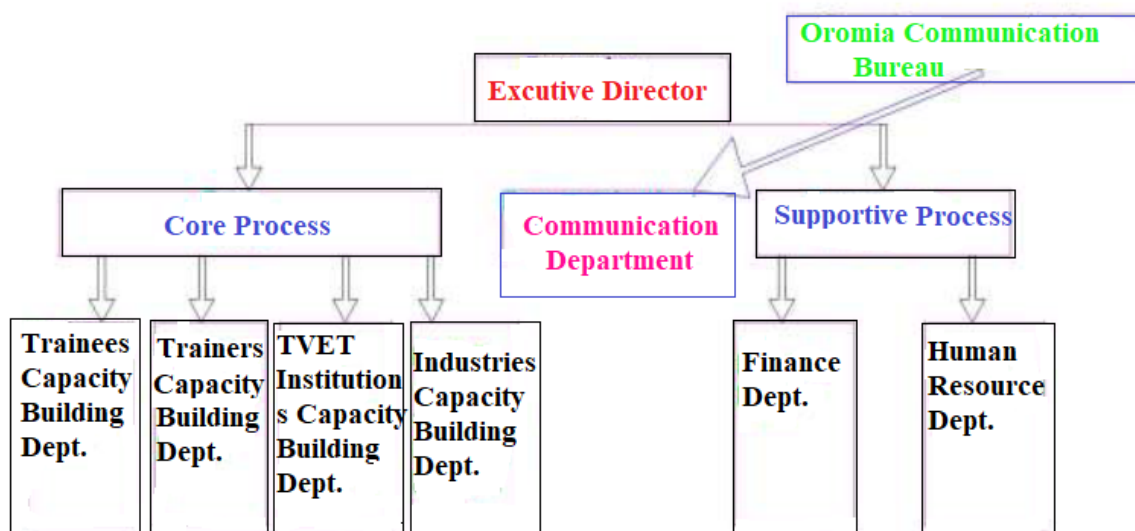


Diagram: 2. This Diagram Reveals the Current Organizational Structure in function of the Bureau



Whatever the case, the Organizational structure in function of the bureau is the second one. This shows that their organizational structure in function never taken in to consideration the position of public relations department. It makes the department puppet who acts under close supervision of external independent organization which is Oromia Communication Bureau.

Furthermore he responded "we have communication department with the role of organizing the organizational data and communicating it." Thus the department should aware of national and global developments on planning their work. Of course they are doing so. Though he does not think communication is the only work of communication department. Rather, every leaders of the bureau should involve in including executive director and vice directors. Looking from point of view of position, the vise director is not satisfied with current position of the department. Making clear his stand, "regarding position I do not think they are on the right track and needs improvement with ample and competent man power." This justify that the communication department of Oromia Technical, Vocational, Education, and Training Bureau is better to employee competent employees and repositioned structurally for more effectiveness and efficiency.

As Ralph Tench, and Liz Yeomans (2009) by citing Research undertaken by US researchers Broom and Smit (1979) and Dozier and Broom (1995) identifies two dominant public relations roles. The communication manager, who plans and manages public relations programs, advises management, makes communication policy decisions and oversees their implementation. In another way there are communication technicians who are not involved in organizational decision making but implements public relations programs, such as writing press releases, organizing events and producing web contents. Technicians usually do not get chance to involve in research or evaluation. They are the doers. This indicates that the position and role of public relation practitioners make them owner of strategic communication in organization. So, every fallers and successes are depending up on the public relations and strategic communication function of the organization.

4.5. The Organizational Strategic Communication Models

As the researcher observed from the answer of communication director among five basic models of communication namely: media agent, publicity, public sphere, two ways asymmetric, and two ways symmetric models the bureau largely employed both media agent and public sphere

models. Stressing his statement “we use media agent for two reasons like easy access and to reach our message at large audience at once. Secondly, public sphere model in the form of discussion with various stakeholders.” But the turn over problems are hindering their works now days. This implies that the communication models which Oromia TVET Bureau practicing are in sense linear or one way communication and focus on transitions of information for public persuasion. In such models the organization missed the chance of collecting comment from the public in the form of feedback.

In more details on PR tools interlinking with communication models as him the bureau used various tools. Connecting the case to original data "we have so many communication tools. Among them we use electronic and social media dominantly." Public sphere may hold the second position as their public relations tools. The organization use brushers, magazines as well as banners on special meetings. Occasionally they organize events such as skill competition and press conference as the tools of communication. Among their tools electronic and social media are most effective in their organizational communication based on the feedback of the society. For the director " both the TV and Radio contribute a lot for expansion of TVET Institutions in Oromia and this depicts importance of Communication in all corner." Summarizing what he argued Oromia TVET bureau use different public relation tools like: electronic and social Medias, public sphere, brushers, magazines, banners, organizing events, and press conferences. But electronics and social medias are more effective than others specially TV and Radio.

For communication expert different kinds of communication are needed for their organizational efficiency. Linking the case with the raw data “the situation matters but every communications are needed. They can be broad cast and printing media, social media, website, face to face communication, and many more depending up on the case we have in hand. Though, public sphere is dominant communication.” This shows that the organization is practicing various kind of communication including mass media as well as social media. What so ever, public sphere model of communication in the form of face to face communication is playing role in their organizational efficiency. External stakeholders in focus the bureau organize the meeting some times to create forum for two way communication. Stressing his sentences he said that, “By organizing the meeting once or two wise in a year. This is so to understand the organizational problems and handle them through feedback. For instance, if there are the gaps between the plan

and accomplishment.” This depicts that Oromia TVET bureau public relations department is practicing two ways communication in contact with stakeholders in rare cases.

According to some scholars the historical development of public relation has five stages. The first phase was press agent model. This stage was characterized by linear communication for marketing purpose in the form of advertisement through mass media. Publicity model was the second phase of its progress. The third stage was propaganda model. At this stage public relations officers used media as propaganda instrument to inform and persuade the public in order to influence and shape their attitude in a way they need. Two ways communication model was the fourth stage where public relation shows radical progress in its historical development. Because, it has changed from one way communication through mass media to two way communication in which the public get opportunity to express their feeling and opinion. In addition to that, it paves the way to the recent fifth model called reflective. This model is latest and advanced form of public relations or strategic communication career in which the public and strategic communication officers come together to discuss on certain issues and arrive on agreement.

4.6. The Strategic Communication Effectiveness, Efficiency, and Behavioral Influence

Based on FGD findings most of the respondents argue that their strategic communication is not effective and efficient. Justifying their claim they employed various but bit similar reasons. Summarizing their idea “we do not think our organizational strategic communication is effective and efficient because of lack of man power. The second reason is related with public relations department. Quoting their statement “We have public relations department but not strong in communication due to employees competence problem and lack of enough man power.” In opposite to this, there are also who responded as if their strategic communication has low level of effectiveness and efficiency. Showing their words “We have low level of effectiveness and efficiency for the fact that in various jobs we cannot find effectiveness and efficiency in utilization of organizational time and resources.” Some of them also interconnected the case with level of workers awareness and acceptance of TVET in society. For instance “In some organizational departments it is effective and efficient and in others not, this is so because some new employees cannot adopt themselves to the working environment very soon. In addition there

is confusion in naming of TVET caused by communication shortage.” Few of them interlinked their organizational strategic communication effectiveness and efficiency problem with lack of budget as well as concern. Capitalizing the claim “we do not think it is this much effective and efficient because of lack of budget, organizational concern and attention we cannot find its outshined contribution.” Farther more, Public relations department is totally collapsing. Before the department was headed by vice director of the bureau but now it has only one expert and a camera man. There are also some workers who saw their organizational effectiveness and efficiency from the corner of media relations. Illustrating “Media relations of the public relations department is poor but there are media coverage in the form of advertisement on special occasion like public holly day. Even though the department has good face book page on social media we afraid to say it is effective and efficient.” Few participants believe that it is effective and efficient using higher rate of expansion of TVET institution as reason. Justifying “expansions of TVET institutions indicate effectiveness of communication; because of there are higher popular demands in Oromia.” In short, the researcher comes across three responses regarding the organizational effectiveness and efficiency. The first group believes that their strategic organizational communication is not effective and efficient. The second group argued it is in between effectiveness and efficiency. And the third group inclined to full recognition of its effectiveness and efficiency though they are few in number. Based on the data in hand the researcher tended to draw a conclusion that the organizational strategic communication of the bureau is not this much effective and efficient, due to lack of man power, Professional competence as well as less attention given to the department by the organization.

From the corner of behavioral influence the participants of focus group discussion have almost the same understanding on their organizational key values. Summarizing their answers the key values of the organizational are:

- Ignoring Lie Statement
- Tolerating Diversity
- Impartiality
- Equity

- Equality
- Transparency
- Loyalty
- Accountability
- Fairness
- Market Driven
- Participatory
- Competency
- Integrity

Are they behaving in light of them? If not, why? The researcher could find three different personalities with in employees of the organization. Some of them argued that “yes we are acting accordingly. For example we are guiding ourselves by labor market demand driven and professional competency.” The second group believes “there is no absolute accomplishment, but we know our key values... we think that awareness itself is a base for future success.” They said so, for the reason that these key values are not fully implemented in TVET colleges and institutions because of high turnover and lack of competence. The third group argued “not yet.” Supporting their claim if they are implemented correctly they can increase their organizational benefits, but now some time there are discriminations. In addition they are so many and boring. Personality problems, lack of budgets, job over load and competence problems influenced them. In general, there are three ideas regarding this issue. These are: Yes we are acting accordingly, we are trying our best but not at all, and not yet. Illustrating the second question, they are not full behaving in light of them for the fact that there are turnover, lack of competence, discrimination, broad and boring nature of organizational key values, personality problems, lack of budgets and job overload.

As deduced from interview data of communication expert despite the top leaders under mind the role of strategic communication it has great advantage in adding organizational value in the

society. This is scientific truth and un-denied fact. Because communication is backbone for the success of different internationally branded companies, whatever the case low organizational concern towards strategic communication restricted its value at infant level. Quoting his statement “As infant our strategic communication contribute a lot to break through the society and now the demand of getting technical training and education increased in the society. In addition competence assessment examination is got acceptance in the society and the bureau cannot fill the demand of the examinees that are registered because of shortage of competence assessment materials as well as the assessors. These are so by added value through communication.” From this one can understand that strategic communication of Oromia TVET bureau contributed significantly to the position of the organization. This can be reflected in the social acceptance in both getting training and assessment opportunities.

For him the organizational public relations department has been achieving its intended key target goals on average but not at all. Bolding the experts’ answer, “partially not fully achieved because of organizational structural problem as well as lack of professional man power.” Paraphrasing his statement structurally the bureau is very broad and it creates complexity in communicating with TVET institutions. Besides the TVET colleges in Oromia have not communication departments structurally. As another challenge the public relations of the organization is in potential shortage of public relations professionals, the department has only one expert with language educational background and a secretary that is trained and educated in information technology. In conclusion the public relations department of Oromia TVET bureau has been not achieving its intended key target goals totally. The factors hinder them to do so are their organizational structural problem and lack of professional man power in both quality and quantity.

In light of justification of the bureaus’ communication director Mr. Alamayo the strategic communication of the organization was on good level of progress in practice than today. Citing his argument “before our communication was better and we had good media coverage. But gradually we come down losing our former quality. Therefore our public relations practice is now at a medium level.” For him this is so after the bureau restructured organizationally. The new structure brought impact on communication department by degrading its’ position as well as in man power. These collective factors effected strategic communication practice of the department at maximum degree. This implies that the practice of strategic communication of

Oromia TVET bureau was better before than today for the reason that the new organizational structure eroded the position of public relations department and decreased preexisting man power and affected negatively their strategic communication practice.

Any way, he believes that the strategic communication effectiveness and efficiency could be seen by stakeholder benefits. According to him there are both internal and external organizational stakeholders; internally the trainees, and externally the industries, and the government bureaus. He said “the trainees, industries, government bureaus for instance Oromia Healthy and Agriculture bureaus, the Federal Electric Authority, the individual farmers and the like were benefited from our services.” He stated that their interests are training as well as professional support directly or indirectly even though they may have different forms. For example the trainees need professional training and education in various TVET field, the industries and small scale enterprises want industrial extension services in the form of short term training to improve both quality and quantity of their product or service in the market competition, the the government bureau also expect largely on job short term trainings to fill their employees skill gaps in advancing their service delivery, and the farmers need their support in making their farm scientific to get maximum outcome. This shows that various stakeholders are acquiring most profit of Oromia TVET bureau through further education and training directly and by technical as well as guidance supervision in round approach may be.

The vice director agrees that their strategic communication has great contribution in effective realization of their organizational goals. Capitalizing his statement "we have strategy which is supported by decrees, code of conduct, and guide lines in the form of system document." Their strategy is direction indicator and well communicated. The communication department is doing so with interaction with various organizational departments. At the organizational level they follow outcome based approach in the qualification frame work. Furthermore " Even we are communicating well with deferent stakeholders especially for cooperative training with industries." Therefore the organization aware stakeholders as TVET are means of change and development through their strategic communication. Even he has idea for more integration and attention for their strategic communication. This implies that Strategic Communication of Oromia TVET bureau has great role for organizational success but never reach on its climax.

As stated by Mr. Mirkana the level of awareness of their strategic communication is reached on the phase of reputation. Implying his reasoning " We are advanced beyond image building because we are observing a lot of things from the demand of the society. Most of the time, the people are asking for expansion of the TVET institutions. So I can say we are arrived on reputation stage..." For him their organization is not yet branded in the society which is the third stage of awareness creation. He said so for the fact that the Health colleges in Oromia are under TVET bureau though the death of mothers and children at birth decreased it is not totally abolished. From the angle of agricultural economic sector one can observe a change on the life of the farmers. These are the result of agricultural college in Oromia under close administration and supervision of Oromia TVET bureau. In this success Communication has bolded role. But this is not an end by itself and needs progress to grow to branding and identity in order to reach on the forth and climax of public awareness for further Organizational success. This argument makes clear that Organizational Strategic Communication of Oromia TVET bureau is advanced above image building and reach on reputation. Therefore the bureau is ought to work more to develop the level of public awareness towards the TVET in arriving on branding and identity. If this is so their Organizational image cannot be eroded at easy if they encountered crisis.

Abdullah Özkan (2015) in his article published on "Online Journal of Communication and Media Technologies" explained the role of strategic communication in building reputation of the country and relationship as reputable, esteemed and reliable, countries must build their own nation values in the 2^{1st} century. If this is so, countries gain many advantageous in the political, social and cultural fields as well as being an attraction center.

4.7. Organizational Strategic Communication Challenges

According to communication director their organization has strategic communication challenges generated from internal and external stakeholders. The challenges may have different forms but caused by having negative attitude and misunderstand of the public relations profession. Stressing his sentences, "Yes there are challenges which holds negative attitude towards communicators and communication from both the society and the bureau. For example there is bias in budget allocation for job facilitation for communication department. Even reduction of man power of the department comes from this." So to handle these challenges awareness creation training is a must and they are preparing the training materials as stated by him. The

training will be given for both external and internal stakeholders; externally for the society at large and internally for the employees at various levels starting from low level organizational experts to top leaders. In this way the department can change the challenges to opportunities through awareness creation. Generalizing the challenges of the communication department of Oromia TVET bureau it is negative attitude from both internal and external publics which is resulted in shortage of financial as well as human resources. For this reason the department needs to do more in converting the challenges to opportunities through awareness creation trainings. For him another challenge is lack of professional man power. The communication department of the bureau had eight employees structurally and conducted huge works under chain of command of the executive director of the bureau internally as well as Oromia communication bureau externally. From the value of communication it should be broaden in the scope of man power than degrading in position. As he said "Now only one expert is assigned on communication work to do in collaboration with leaders which is not adequate and put the work effectiveness and efficiency under question." Also, the director highlighted as he is not public relation professional. Justifying, "He is with language educational background and not experienced in public relations, even though he is trying his best alone." This make vivid that the organization is in great shortage of man power in both quality and quantity.

Besides from justification of the director the researcher understood as short term training is the only means of capacity building of communication department of the bureau. For instance "before when we had ample man power we never give further education opportunity but we provide them short term trainings in collaboration with Oromia communication bureau." This can be applied to the current Organizational situation also. They are in powering their only employee through formal as well as informal trainings. Yet none of their employees got further education opportunity. Capitalizing his statement, "Oromia communication bureau never give us further education opportunity." This indicate that short term training is the only means of filling skill gaps of the employees of public relations department and even the organization is not autonomous to give them further education opportunities. This mandate is belongs to Oromia communication bureau which is independent from jurisdiction of Oromia TVET bureau.

For the director the communication department of the organization has not adequate financial as well as material resources. Linking both of them he said that "although there are many allocated

budget the higher resource shares are belong to colleges than the bureau, therefore, most of the time we are in shortage.” To him some times this problem is obstacle of their work and they want as the problem solved by the organization. Focusing on his words “It is good to allocate additional enough budget and material resources. Specially, ample budget is important for communication department.” From this something observed is that Oromia TVET bureau communication department is under shortage of financial and material resources. As a result it imposed impact directly or indirectly on their organizational strategic communication.

In addition he makes clear that the employees of organizational communication department are working both in conducive working environment and under pressure depending up on the situation. To make it visible “This depends up on personality of the top leaders. There are leaders who give great emphases for communication and ready for discussion and lobbying. In reverse there are also leaders who ignored communication works.” In light of this facts, when the top leaders are positive and cooperative for communication works the department functions in conducive working environment. But when they are negative towards communication the department falls under pressure. In short it is based up on the top leaders’ cooperation and mutual understand with communication department. Thus the employees of public relation department of the organization are experiencing both working environments with almost equal share.

Whatever it be as communication director the organization thinks in challenge and opportunity than limitation. Though the bureau is predominantly reactive than being proactive in changing the challenges to opportunities. Capitalizing his sentences “There are challenges but once we encountered we change to opportunities.” Their being reactive in changing challenges to opportunities is comes from low attention of the top leaders for communication. For him “the leaders should consider communication as their main work to make communicators proactive in order to change challenges to opportunities before their happening.” To sum up Oromia TVET bureau think in challenges and opportunities than in limitations reactively.

The FGD finding revealed that another challenge of the organizational strategic communication is the employees’ attitude towards their PR practitioners. Oromia TVET bureau workers perceive the Employees of their public relations department in various ways. For example, some of them perceive as workers with the some attribution with other workers of the organization in different

departments. Citing their words “We perceive them as workers.” Others look them as political agent of the ruling party. Supporting the claim “We perceive them as political agent who organize political meeting for the ruling party.” They said so for the reason that there is part and government interlinks in this country. There are also some respondents who consider them from the view of their importance under question. In light of their sentence “We do not think they are important employees but we do not know, we may not understand public relations science.” Other respondents perceive as propagandist. For justification “We do not know communication as science so we perceive them as propagandist who persuades the mass by lie statements.” In reverse, some of them perceive as bridge builders in communication. Stressing what they said “We perceive them as a bridge between the government and the people with technical roles dominantly.” Some respondents perceive them totally as jobless Employees. They state that “We think they are earning salary because they are nation without competence ...” That is why the department is going to shot down. Even there are some employees who have phobia with the naming of public relations. For this group “the name public relations is not correct thus, it need to have professionally neutral name like secretariat.” Some of them also perceive public relations employees as in active workers. Making it tangible “They are not active employees, probably framed by organizational situation.” Providing more details, they are ignored on face book page as communicators even. Others saw them as employees with low competence in their job promotion. Implying the data “They are who have weakness in persuading the workers and the management about their career.” Therefore, one can understand that Oromia TVET bureau employees perceive their public relations expertise like the workers with low professional competences who spent much of their time on rotten jobs and who are easily influenced by internal and external organizational situations.

Lower staff support is also the challenge for the organizational strategic communication. To the communication expert “if we ask the departments we can find reports about result, performance, internal, and external decisions. This is in accordance with over all organizational code of conduct and plan, but not by their interest. The same is true for the plan. Even though sometimes we write the letters for the departments to do so we cannot find positive replies. If this situation goes on it can potentially hinders our work.” This indicates that public relations department of Oromia TVET bureau is in challenge to find their organizational result, performance, internal, and external decisions, as well as the plan in the form of report.

Vice executive director responded that their Organization has problem in staffing their employees. Stressing his words, "The stuffing of our bureau is restructured by Oromia Public Service Bureau based on the employees professional relevance to their work. But before there were problems; Even now there may be problems of placement which are tied with past mistakes." In more details, to handle the problem the bureau needs more professionals though because of lower salary scale of the organization they cannot do so. This also works for Communication department and they are trying their best to solve through gradual process.

Regarding capacity building they are doing a lot as much as they can as he stated, but not all. Justifying the claim "we have problem in building capacity of the workers and it needs more attention for further advancement." The bureau is building capacity of it workers in two ways, further education and on job short term training. The organizational budgeting system is other challenge for their strategic communication. Among budgeting methods Oromia Technical, Vocational, Education, and Training Bureau employed tasks based budgeting. As vice director explained "we assess the work and the plan of the departments. Then, we prioritize those who must get priority. For instance expansion of TVET institutions get priority most of the time. It is also based on demand assessment and then the government budget and finance collected by community participation is allocated." The same thing works for communication department. They observe and analyze the work and the plan of the department then the budget that fit their work and plan allocated to the department. Implicit meaning of his statement is that the department who has huge scope of work and plan get many budget and vise-versa.

Some trends, developments, and issues in the society have impact on the organizational strategic communication. Their potential organizational challenges are: good governance problem, corruption, career structure, slow customer service, and social media. Bolding what communication expert said "based on public opinion survey good governance problems from the bureau to grass root levels for example: career structure problem, lack of educational opportunities, corruptions such as nepotism and bribery, slow customer service, as well as miss use of social media specially face book." In conclusion the trends, developments, and issues in the society which have impact on Oromia TVET bureau are largely internal and related to problem of good governance except social media that is innate external and may not connected with good governance problem directly.

American strategic communication consultant Emil Goldman describes the strategic communication as a strategy influencing attitude and behavior Karagöz (2015). But, Özkan suggest that, Influencing attitude and behavior is among the most difficult tasks today as individuals become conscious and communication technologies become available. To make this task simple, effective communication is the first step. It will be impossible if you fail to communicate and be listened or watched by the audiences. Thus, having a smooth and effective communication should be the first step before focusing on use of this method strategically.

4.7.1. The paths to overcome the Challenges

As depicted in FGD data there are various ways of handling their organizational strategic communication challenges. Regarding this participants forwarded deferent ideas. The first comment capitalized professional competence of the public relations workers. It is summarized in three ways:

- Professional and experienced communicators should employee in public relations department.
- Computer skills of public relations practitioners must improve through training to provide the stockholders with timely information.
- Enough materials and budget should be allocated to that department.

Another group forwarded their opinion from the view of improving organizational structure of the bureau taking in to consideration the position of public relations department. Their justification is “for the reason that TVET is the basic for the country’s development, the communication department is better to be recognized at director level and lead by vice executive director of the bureau...” In addition, if possible better to include the structure at provinces, districts, colleges, and institutions levels to work incorporation with public relations department of the bureau in paving the way for smooth flow of information from top to down and vice-verse. Others put their idea from the angle of organizational attention towards the department. In this case “the department should get due attention by the bureau in making working environment conducive for public relations expertise.” There are also who commented on improvement of means of communication. For them “means of the communication should get concern to avoid communication faller, it is good to give priority for electronic as well as social Media.” In more

details for them if there is no communication the survival of the organization fails under question. Other groups also support this issue farther to include website page to collect feedback from different stockholders at a time. In short their opinion for improvement of their organizational strategic communication can be generalized as:

- A. The bureau needs professional and experienced communicators.
- B. Computer skills of public relations workers of the organization should improved through training.
- C. Ample materials and budget must be allocated to the public relations department.
- D. Organizational structure of the bureau should restructured taking in to account the position and role of communication department.
- E. The organization must give due emphases for communication in making conducive environment for communicators.
- F. The communication ways or models of the bureau is better to have variety in form including electronic media, Social media, Website, public sphere, Printing media, and many more.

The communication director bolded also awareness creation works on importance of communication for development. Justifying his claim, “we need to improve our strategic communication by the will of the organization to upgrade in to public relations science and professional standard and then aware every organizational employees of the bureau.” This implies that the director recommended two things for their future improvement of their strategic communication. The first one is making their strategic communication professionally standardized as well as creating awareness more on it for employees.

For vice executive director of the bureau their strategic communication needs more attention relating with improvement of leaders communication skills and knowledge. For him "every concerned body should give great emphasis for communication. Even training is important to fill skills and knowledge gaps of the leaders and other stakeholders in communication. Then they should change the acquired skills and knowledge into practice giving due attention as their basic

career taking in to consideration the level of audience understanding." In doing so the use of simple and understandable language is good for improvement of their organizational communication. To some up Training is important to equip with communication skills and knowledge for Oromia TVET bureau leaders and other stakeholders in improving their organizational strategic communication.

According to the European Communication Monitor, linking communication and business strategy is the number one challenge for today's communication practitioners. This is both good and bad news. Van Ruler (2009) explained this good news as communication professionals are ambitious. Their aim is to support their organization in realizing their strategic goals. They are eager to really make a difference. In opposite to that the bad news is that they are still struggling with the strategic element of their communication. From this concept something understood is that, strategic communication, beyond that, communication in general is seen as minor for organization and not gained attention for many years. For the next implementation of strategic communication Van Ruler (2009) pointed out the following idea in order to improve the visibility and credibility of the Communications Department. It is time to fundamentally rethink how strategic communication is developed and start using modern agile tools. This implied that, the future communication department will functioned in professional way. However, to ensure and develop strategic communication professional competency which is supported by professional education is needed. To think and act in professional way, many scholars try to develop frame work for communication department and communication practitioners.

Chapter Five

5. Conclusion and Recommendation

5.1. Conclusion

After long serious of critical analysis of the findings like content of the magazine, focus group discussion with the employees of various organizational departments, and in-depth interview with communication expert, communication director as well as vice executive director of the bureau the researcher drawn the conclusion as such:

1. To summarize the professional qualities of Strategic Communication elements of the Organization, it has five elements. Namely: “*Ergama*” meaning “*Mission*”, “*Mul’ata*” meaning “*Vision*”, “*Duudhaalee*” meaning “*Key Values*”, “*Toora Xiyyeeffannoo*” meaning “*Key Targets*”, and “*Priinsiippiloota*” meaning “*Guiding Principles*”. Providing more details:

- A. It has clear vision with time framing for the fact that it is ought to be time bounded.
- B. It has not vivid ambition independently rather in the form of key values and key targets.
- C. It has not separate accountability element though it exists in the guiding principles entity.

Illustrating the mission building block of Strategic Communication of the Organization; ***“Feedhii Gabaa Hojii irratti hundaa’uun Barnoota fi Leenjii Teekniikaa fi Ogummaa qulqullinaa fi gahumsa qabu kennuun IMX bu’ura industirii taasisuu fi teekinolojii bu’aa qabeessa ta’e ceesisuun ummata naannichaa fayyadamaa gochuudha.”*** In English “Based on labour market demand to offer quality education and training and transfer important technologies. In doing so to incubate micro and small scale enterprises at the colleges and facilitate them as a base for industries development to make people of the region benefited from output of the sector.” Even though it is difficult to group it under any professionally standardized eight building blocks of agile Strategic Communication frame of Van Ruler.

In another way the Strategic Communication of Oromia TVET bureau has not visible or implicitly the elements like: external situation, internal situation, stakeholders, resources, and plan of action or approach. From this the researcher deduced that the organizational strategic

communication has five elements. But only one of them is professionally standardized in light of strategic communication frame work of Van Ruler (2009). That is the vision. Others may incorporated under other elements of her frame work.

2. From the corner of the requirements of good strategic development of Van Ruler the researcher inclined to argue Oromia TVET Bureau strategic communication didn't fulfill the seven requirements of good strategic development like:

- ❖ Clear vision on communication and its added value to the ambition of the organization.
- ❖ Focus on internal and external contexts as building blocks for constructing ambition.
- ❖ No smart objective but inspiring ambition based on clear choices.
- ❖ Explicit accountability that suits the ambition.
- ❖ Clear choices in every building block as hypotheses for the future.
- ❖ Compact to fit one page.
- ❖ Adjustable at any time to respond to situational dynamics.

3. Stressing the way the organizational employees understand strategic communication. They perceive it in deferent views such as: a process of sending and receiving information, a process of sending information only, higher standard communication in policy making, deliverance of timeline and accurate information, interaction with internal and external stockholders, leadership communication. In addition there are low level aware employees even who cannot give their own operational meaning fir it. Therefore the public relations department of the organization needs to do more on awareness creation to fill the gaps among their employees on the meaning of strategic communication.

4. Regarding the role and contribution of strategic communication of Oromia TVET bureau they can be generalized as: a tool to promote the work of the organization, publicizing over all works of the bureau, technical role in persuading the public as well as a means of delivering policy to the stockholders in written or verbally. In short the Employees of this organization have relatively good awareness on technical roles predominantly than managerial roles

5. Focusing on their strategic communication behavioral influence on the employees with specific consideration of their key values there are three types of workers. These are: some of them are acting accordingly, majority of them are trying their best but not at all, and few of them not yet. This depicts that they are not full behaving in light of their key values for the reason that there are turnover, lack of competence, discrimination, broad and boring nature of organizational key values, personality problems, lack of budgets and job overload problems.

6. From the angle of organizational strategic communication effectiveness and efficiency the researcher comes across three responses. The first group believes that their strategic organizational communication is not effective and efficient. The second group argues it is in between effectiveness and efficiency. And the third group inclined to full recognition of its effectiveness and efficiency though they are few in number. Based on the data in hand the researcher tended to draw a conclusion that the organizational strategic communication of the bureau is not this much effective and efficient, due to lack of man power, Professional competence as well as less attention given to the department by the organization.

7. Capitalizing how the employees and the management perceive public relations workers one could understand that Oromia TVET bureau employees perceive their public relations expertise like the workers with low professional competence who spent much of their time on rotten jobs and who are easily influenced by internal and external organizational situations. In comparing to that of the workers relatively the management have positive attitude for importance of public relations jobs and the practitioners.

8. Based on analysis of the finding the challenges of their organizational strategic communication could be summarized as:

- Lack of professional man power in public relation in both quality and quantity.
- Lack of financial and material resources of communication department.
- Organizational structural problem which degraded the position of communication department.
- Low level of employees' awareness on communication.

- Weak internal and external communication.
- Lack of clear strategy for communication.
- Lack of self-promotion of communication department.
- The use of old model of communication which is characterized by sender, Message, Receiver most of the time through mass media, social media, website, and print media.

Using this conclusion as a turning point the researcher analyzed the organizational strength, weakness, opportunity, and treats or SWOT analysis and illustrated it in the form of table hereby:

Table: 4. SWOT Analysis

Internal		External	
Strength	Weakness	Opportunity	Treat
The management readiness for change	Lack of skilled officers	Existence of communication technology	Lack of enough skilled man power in the market
The directors' good technical skill	Lack of strategy for communication	No competent organization	Negative public perception for PR (propagandist)
The PR employees devotion to learn	Weak internal and external communication	Positive acceptance of researchers	Monopoly of other socio political issues
Technology usage in communication.	Lack of resources and organizational structural problem	Existence of PR Professionals in the market	Societal lack of awareness on TVET

5.2. Recommendations

Based on analysis of the data the researcher forwarded the following recommendations:

- ✓ The Oromia TVET bureau strategic communication must have eight building blocks of Van Ruler.
- ✓ Better to use the seven requirements of good strategy developments as a frame work in their strategic communication preparation.
- ✓ The existing strategic communication elements of the bureau must be reformulated by public relations professionals to make them professionally standardized.
- ✓ Ample materials and budget should be allocated to public relations department. In addition the organization must give due emphases for them in making working environment conducive for communicators.
- ✓ The bureau should follow modern communication models and better if it priorities reflective model on place of sender-message- receiver model which is the oldest one for mutual benefit of the organization and the public.
- ✓ In this organization social theory must be theoretical frame work in order to increase community participation in their strategic communication for building trust and long lasting reputation than system theory which is centralized in sense.
- ✓ Public relations department of the bureau should play managerial roles such as facilitation, advising, coaching, counseling, planning and management than technical roles with full recognition by top management and employees.
- ✓ Public relations department must be empowered restructuring the bureau to make it influential among management members for the sake of its success and progress.
- ✓ Internal communication of the bureau should be strengthened to create good relationship among employees, reduce complain, establish good team work sprit and build mutual understanding among employees and top management as organizational central nervous system.

- ✓ The organization must analyze and predict the impact of some trends, developments, and issues in its strategic communication critically.
- ✓ The social acceptance and recognition of the bureau should be proportional and mutual benefit relation based.
- ✓ Public relations department of the organization is preferable if it is dominated by public relations professionals and fulfills the skill gaps of existing employees by training and further education.
- ✓ Another further research is better to be conducted by the scholars using this one as stepping stone for more improvement of organizational strategic communication of Oromia TVET bureau.

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Appendix I

Questions for Focus Group Discussion

Dear Respondent,

These interview questions are prepared for the purpose of conducting research for partial fulfillment of MA which is given at Addis Ababa University, school of Journalism and Communication, in Public Relations and Strategic Communication. Its purpose and objective is limited to gather information to be used only for this research. The research focuses on the “Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau.” Thus, the study will not be possible without your partnership and participation. For this reason, the researcher kindly requests your support by providing genuine information which is very imperative for the success of the study.

Personal Profile:

- | | |
|------------------------|----------------|
| 1. Name: | 4. Experience: |
| 2. Sex: | 5. Position: |
| 3. Educational Status: | |

Questions:

1. How do you define the phrase Strategic Communication or Public Relations?
2. Do you know the role and contribution of Strategic Communication or Public Relations of your Organization?
3. What are the Key Values of your organization?
 - a. Are you behaving in light of them?
 - b. If not why?
4. Do you believe that your Organizational Strategic Communication is effective and efficient?
5. How do you perceive the employees of Public Relations department?
6. Do you have comment on the improvement of your Organizational Communication?

Appendix II

Interview Questions for Public Relations Expert

Dear Respondent,

These interview questions are prepared for the purpose of conducting research for partial fulfillment of MA which is given at Addis Ababa University, school of Journalism and Communication, in Public Relations and Strategic Communication. Its purpose and objective is limited to gather information to be used only for this research. The research focuses on the “Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau.” Thus, the study will not be possible without your partnership and participation. For this reason, the researcher kindly requests your support by providing genuine information which is very imperative for the success of the study.

Personal Profile:

- | | |
|------------------------|----------------|
| 1. Name: | 4. Experience: |
| 2. Sex: | 5. Position: |
| 3. Educational Status: | |

Questions:

1. What is Strategic Communication for you?
2. How many Building Blocks of Strategic Communication that Oromia TVET Bureau has and what are their functions?
3. Does your Strategic Communication fulfill the seven Requirements of good Strategic development of Van Ruler?
4. How many of your strategic communication elements are professionally standardized? If not, why?
5. What kind of Communication do you think is needed for your Organizational efficiency?
6. In what way Communication can add value to the position of your Organization in society?
7. How the management and other staff members of your Organization understand the role of Public Relations Employees and their positions within the Bureau?
8. Do you think the Public Relations department has been achieving its intended Key Target Goals? If so how? If not what hinders you?

9. Does the Organization reports about its result, performance, internal and external decisions?

10. In which way the Organization experiences two ways Communication process in contact with the Stakeholders?

11. What is your position and role in your Organizational management, Managerial or technicians? Why?

11. Which trends, developments, issues, in the society have impact on the Organization? About which trend the Bureau worries in external situation?

Appendix III

Interview Questions for Director of Communication Department

Dear Respondent,

These interview questions are prepared for the purpose of conducting research for partial fulfillment of MA which is given at Addis Ababa University, school of Journalism and Communication, in Public Relations and Strategic Communication. Its purpose and objective is limited to gather information to be used only for this research. The research focuses on the “Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau.” Thus, the study will not be possible without your partnership and participation. For this reason, the researcher kindly requests your support by providing genuine information which is very imperative for the success of the study.

Personal Profile:

- | | |
|------------------------|----------------|
| 1. Name: | 4. Experience: |
| 2. Sex: | 5. Position: |
| 3. Educational Status: | |

Questions:

1. How do you explain your department in structure, function, role, and position?
2. How many staffs do you have and how many of them are Public Relations or Communication professionals?
3. In what ways you make your employees competent, training or education?
4. How do you define Strategic Communication or Public Relations?
5. What kind of Public Relations tools are used by your organization and how many of them are effective?
6. Which Communication model do you use to make your Organizational Communication effective?
7. Can you say something on the contribution of technology in your Organizational Communication?
8. Do you have adequate financial and material resources?
9. How do you evaluate your Strategic Communication Practice?
10. Are there challenges in realization of your Organizational Strategic Communication? How do you handle them if any?
11. Are you working in conducive working environment or under pressure?
12. Does the Organization think in limitation or in challenge and opportunity?
13. Who are experiencing most profit of your organization? What are their interests?
14. Do you have any suggestion for future improvement of your Strategic Communication?

Appendix IV

Interview Questions for the Vice Executive Director of the Bureau

Dear Respondent,

These interview questions are prepared for the purpose of conducting research for partial fulfillment of MA which is given at Addis Ababa University, school of Journalism and Communication, in Public Relations and Strategic Communication. Its purpose and objective is limited to gather information to be used only for this research. The research focuses on the “Assessment of Strategic Communication of Oromia Technical, Vocational, Education, and Training Bureau.” Thus, the study will not be possible without your partnership and participation. For this reason, the researcher kindly requests your support by providing genuine information which is very imperative for the success of the study.

Personal Profile:

- | | |
|------------------------|----------------|
| 1. Name: | 4. Experience: |
| 2. Sex: | 5. Position: |
| 3. Educational Status: | |

Questions:

1. What is structure of your Organization? How many departments do you have?
2. How is staffing of your Organization? In what ways you build the capacity of your employees Public Relations department in focus?
3. What do you know about Communication department of your organization, Its roles, responsibilities, and positions?
4. How do you allocate budget in your Organization?
5. How do you evaluate Strategic Communication of your Bureau?
6. How do you see the reputation of your Organization?
7. Have you comment for future improvement of your Organizational Strategic Communication in making your Organization successful?