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**COLLEGE OF HUMANITIES LANGUAGE STUDIES, JOURNALISM
AND COMMUNICATION**

**THE PRACTICE OF PUBLIC RELATIONS IN NON-GOVERNMENTAL
ORGANIZATIONS IN ETHIOPIA: THE CASE OF CCRDA AND ITS
UMBRELLA MEMBERS**

BY: NETSERE SILESHI

ADDIS ABABA, ETHIOPIA

JUNE, 2019

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Department of Public

This is to certify that the thesis prepared by Netsere Sileshi entitled “The Practice of Public relations in Non-Governmental Organizations in Ethiopia: the case of CCRDA and its umbrella members.” is submitted in partial fulfilment of the requirements for the award of Masters of arts Degree in Public Relations and Strategic Communications, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

The objective of this study is to analyze the public relations practice of Non-Governmental organizations functioning in Ethiopia as the case of CCRDA and its umbrella member organizations. Even though, there are few researches conducted regarding public relations practices in all organization in Ethiopia, the Non-Governmental practice of public relations seems lack of attention by researchers' .Since Non-Governmental organizations has their own publics; they need to give emphasis on communication of both internal and external stake holders. Most of them did not have professional public relations practitioners and the practice functioned by either delegated departments or in a simple routine activity of the organization .The study uses mixed research method. To explore the practical level of the profession, the role, importance and purpose of the practice, both primary and secondary data were collected and used. The primary data was collected through self-developed questionnaire and interview, whereas the secondary data was collected to relating reviews. Excellence theory was used as a theoretical underpinning of this study. Snow ball sampling system was employed to select the sample respondents from the total population. The collected data has been analyzed quantitatively and qualitatively. The study shown that the professional public relation practice in Non-Governmental organization of Ethiopia is minimal , the role of public relations practice is to disseminate information from the organization to its publics and the purpose of the practice is more of publicity rather than managerial functioning of the profession. As a result of this research, the researcher forwards the important recommendations to improve the practice. Some of the recommendations included as following. NGOs need professional public relations practice to communicate and manage good relationship with their publics in order to achieve the organizational goal. To perform the public relations practice in a better way, the practitioners need to know the role and practice of the discipline. Since most of the practitioners came from other disciplines, training on the basic principles of public relations must be given to improve the public relation practice of the organization.

Key Words: Non-Governmental organizations, CCRDA, Public relations Role and Purpose of public, Excellence public relations.

ABBREVIATIONS

CCRDA Consortium of Christian Relief and Development Association

CSOs Civil Society Organizations

ECSA Ethiopian Charities and Societies Agency

FDRE Federal Democratic Republic of Ethiopia

IABC International Association of Business Communicators

NGO Non-Governmental Organization

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CHAPTER ONE

1. BACKGROUND OF THE STUDY

Non-governmental organizations (NGOs) sometimes refer as non-profit organizations that function on a local, national or transnational level and are independent from any governmental control. The sphere of NGOs is extremely wide, ranging from local to international NGOs. Non-governmental organizations sometimes used civil society organization (CSO) interchangeably. In this research both terms can be used as the same equivalent terms. In this 21st century, organizations practices are under the fast moving information communication and with large group of publics. So every intended and unintended activities of any organization need enough reason of their practices to the organization's publics and the wide ranged publics. Though the fact indicates the importance and role of Public relations as a mandatory part of the organization in helping the organization to acquaint itself to the volatile environment, perceptions regarding to the role and importance of public relations vary a lot among organization key actors, especially in NGOs .Further on this it is difficult to indicate the exact position of PRs and responsible person in performing public relations practice in those Non-Governmental Organizations.

Every organization whether it is small or big, has an intended goal. To achieve the goal, different organizational sub activities and practices orchestrate and describe the organization rhymed sound which has meaning of the organizations presence .Public relations plays an important part with the organization having much emphasis of the practice . The desirable outcome is to fulfill both the organization's publics as well as the entire organizations goal.

Non-Governmental organizations like other organizations need the practice of public relations, because they have internal and external stakeholders. To have a mutual communication with their publics, there must be public relations practice in the organization. Since one of the definition of public relations is communication processes between organizations and their publics.

This paper focuses on the public relations practice of NGOs specifically the role and purpose of public relations of Consortium of Christian Relief and Development Association

(CCRD). But before starting the analysis of the role and purpose of public relations practice of NGOs, let us describe first what NGO means. The abbreviation NGO has become used in day to day speech in the country members' starting from literal to educated persons whether in good or bad concerns and other professionals use the term for organizations strive to help the needy publics with no profit intentions.

CCRDA (Consortium of Christian Relief and Development Association is an indigenous non-profit umbrella organization. It is a Consortium of Non-Governmental Organization (NGOs) and civil society Organizations (CSOs) engaged in various development activities including agricultural development and food security, rural and urban development, HIV/AIDS prevention and control, environmental protection and gender mainstreaming .It is the first legally registered Association of NGO/CSO operating in Ethiopia and serves as a forum for collective vision and action .CCRDA has 360 member organizations both Ethiopian Residents charities and Foreign charities.

Public Relations Practice is, as Cutlip, 2000 “deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics” (as cited in Minas Ermias (2009, p. 50). The practitioners need to know what public relation means and at least their role of maintaining mutual understanding between their organization and its publics. This study attempts to narrow the gap between non – professional practitioners and professionals more explicit. The objective of the study was to provide useful recommendations to PR practitioner of NGOs and other PR audiences improve the PR practice.

This exploratory study concerns the role, importance and purpose of Public relations in Non – Governmental Organizations to achieve organizations goal. Its justification is to explore whether Public relations is regarded as an important discipline in NGOs , which is principally concerned with achievement of the organizational goal .Excellent communications and public relations ,as Mohamed Kirat (2007) are those that serve to facilitate the relationship between an organization and its strategic publics (P.174). Center and Jackson (2003), emphasized that if all public relations does is maintain the statuesque, it is being used ineffectively (p.1-2).

Grunig and Hunt's four models of Public relations, the public relations process model constitute an interesting framework for my study. Attempts will be made to see the possible alternatives for the betterment of the public relations function in our country. Baiba P (2004), explained Excellence public relation as a theoretical base after extensive studies of public relations in the United States, Canada, and the United Kingdom by L. Grunig, J. Grunig, and Dozier (2002) concluded that the findings of their research can be applied to other countries. The researchers proposed a need for a global theory of public relations that describes public relations around the world (p.2).

1.1 Statement of Problem

This study stated that NGOs have problem in the use of public relation practice as one of major sub organizational practices in their organization to achieve their organizational goal , based on the stated problem , the researcher intended to study the public relation practice of NGOs in Ethiopia, as the case of CCRDA and its umbrella members , based on the study analysis , the researcher provide possible recommendation to those studied organizations which helps them improve the public relations practice in their organizations .NGOs play an irreplaceable contribution to the society, Developing Countries like Ethiopia need the support of NGOs, because government can't do everything for the society in need. PR is one of important part of their activities that has big role in the achievement of their goal. Public relations in all organizations have one major goal , which is to achieve the goal of the organization itself. Ideally in this days , no organization can perform its activities without PRs practices , but the major questions related with this issue is that how they perform the activities ? Who is the responsible person(s) in those organizations? What role does public relation practice play for the achievement of organizational goal? For what purpose does a public relations applied in the organization? Must be answered to know the practice of public relations in those organizations.

The modern practice of Public relations is a recent phenomenon in Ethiopia. There is no clear evidence on the historical ground and the actual practice of modern public relation practice in both Governmental and Non-Governmental organizations, especially those of Non-Governmental organizations.

What motivates me to study is that public relations practice is unknown practice in its professional nature of the discipline in most organizations during the projects and term papers given by our instructors, specially the role and purpose of the profession seems lack of theoretical background and the practice held as a traditional day to day activities while it needs professional nature to produce mutual understanding between the organization and its publics. Serving publics` interest in the public relations function is not given attention. The practitioners and leaders do not have a theoretical body of knowledge of public relations especially on their publics and the society at large. Publicity is their main concern. NGOs have problems in serving the mutual interests of the organization and the publics`. The treatment of public`s interest in the research, planning, communication and evaluation phases of the public relations process is not their primary concern. The flow of information is from the organization to their strategic publics which is one way communication.

In the preceding points I have mentioned and made clear on the purpose I want to achieve in the study. Accordingly the major objective of the study is to explore the application theoretical knowledge of the public relations practices as one of organizational core processes.

1.2. Objective of the Study

1.2.1 General Objective

The general objective of this research is to study Ethiopian Non-Governmental organizations public relations practice of CCRDA (Consortium of Christian Relief and Development Association) and its members with the reference of Global review of literature.

1.2.2. The Specific Objectives

1. The role and importance of public relations in NGOs
2. The most widely implemented PRs model (purpose) in NGOs

3. The responsible person (s) or department professional level in practicing PRs activities in the organization

4. To explore possible barriers in implementing PRs practice

1.3 Research Questions

The study tries to analyze the following research questions:

1. What is the role of public relations in NGOs to achieve organizational goal?
2. How does NGOs use public relations model in their organizations?
3. What is the professional level of the public relations practitioners in the organization?
4. What are the possible barriers in implementing public relation practice in NGOs?

1.4 Significance of the Study

This study helps the researcher to create good opportunity to relate the theoretical aspect of the public relations knowledge to the actual challenges and opportunities of the practice in non-governmental organizations. It helps NGOs to improve the public relations practice in order to achieve their organizational goal. It can also be used as secondary data source for other researcher who will conduct research in similar topic. The researcher's motivation in conducting this research is to explore the overall public relations practice in NGOs focusing on the role and purpose of the practice .Public relations practice is a mandatory activity in NGOs , the major question raised here is what role and purpose does it play and who is the actual person(s) or department in performing the practice in those organization .Those raised questions must be identified to understand the effectiveness of the organizational and professional goals .This paper seeks to answer those raised questions in relation to world trends of public relations practices .After the identification of the problem , the research aim to provide recommendation to improve the professional and organizational goal . Since there are scares of research in this area, it can also play its positive impact on researchers' role in doing further investigation to improve professional public relations practice.

This study uses public relations Excellence Theory as its theoretical grounding, since the theory perform an important role in helping understand the processes of PRs as a strategic communications of organizations. In addition, the study helps us to relate theoretical knowledge of the discipline to the practical aspects of the profession on the ground. Most researchers proposed method for optimal communicating is the two-way symmetrical approach of Excellence Theory. The researcher attempts to motivate the practicing of this theory in public relations practices, especially in NGOs.

1.5. Scope and Limitation of the Study

This research addresses public relations practice of CCRDA and its members, focusing on the role (activities) and purpose of public relations. The research focused on other concept, namely the professional level of the PRs practices , it is limited only to this sub organizational practice of the organization .Due to lack of enough study in the local practice of the profession, the research limited in few secondary data while the study need to gather enough related review of literature .

The absence of local researches and well documented and organized data confined the researcher rely on the context of the findings in other countries and this might as well be a limitation of this research.

1.6. Method of the Study

In order to answer the research questions and reach in proper conclusion, the researcher uses mixed-method type of research with survey /written questionnaire and interview methods. The literature review is based on secondary data. The primary sources of data are used for analysis.

1.7. Organization of the Study

This research has five chapters. The first chapter deals with introductory concepts such as background of the study, the research problem, objectives of the study and significance of the study. The theoretical part of the thesis is dealt in chapter two. Discussions on concepts about public relations and particularly the four public relations process models, Grunig and Hunt's models of public relations, historical backgrounds of the field have been made. The Excellence theory is the underpinning theory of the research in this study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. The Concept and Meaning of NGOs

Daniel. B and Shiferaw. K(2017), explain NGOs as private organizations characterized primarily by humanitarian or cooperative, rather than commercial, objectives... that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” in developing countries . NGOs, then, are the subset of the broader nonprofit sector that engage specifically in international development; our definition ...excludes many of the nonprofit actors in developed countries such as hospitals and universities... “Community-based organization”, with non-governmental organizations. However, we keep these categories separate, because unlike non-governmental organizations, community-based organizations exist to benefit their members directly (p.6).

As Karala (2017) , NGOs can be research institutions, professional associations, trade unions, chambers of commerce, youth organizations, religious institutions, senior citizens associations, tourist bodies, private foundations, political parties, funding or development international and indigenous and any other organization of a non-governmental nature.(p.116) .William E, Akalewold B ,Raya A(2008) , define Non-Governmental Organizations (NGOs) -as, international and national organizations registered at federal and regional levels by the Ministry and Bureaus of Justice for participation in implementing development, service delivery and relief projects that are geared towards benefiting the poor and less-served segments of the society (p.47).

A non-governmental organization (NGO), as Jean Folger (2018),is a non-profit, citizen-based group that functions independently of government .NGOs sometimes called civil societies, are organized on community, national and international levels to serve specific social or political purposes, and are cooperative, rather than commercial, in nature (para.1).

Dessalegn R, Akalewold B ,Yoseph E(2008) stated , the term civil society refers to the wide array of non-governmental and not-for profit organizations that have a presence in public

life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Here after the term CSO and NGO can be used interchangeably.

As Dessalegn R, Akalewold, B. Yoseph E(2008), NGO image and trust is damaged. Their findings indicated that many of the society believe that the state's 'campaign' against CSOs during the adoption of the current CSP and thereafter, has developed an undesirable attitude about CSOs. An explanation for this is that official statements being made through media and different meetings by influential government officials 'implies as if all CSOs are established to help themselves, not the society', a 'generalization of lack of transparency and existence of fraud and misuse of funds' and 'branding CSOs as groups of individual with opposition political views' negatively affected the way the society and other government structures that are expected to collaborate with CSOs sees and supports.(p.5-7).

2.2 Types and functions of NGOs in Ethiopia

Proclamation No. 621/2009 shows that CSOs/NGOs were primarily classified in to two as "Ethiopian Charities or Ethiopian Societies" and "Foreign Charities or Societies". Accordingly, proclamation No. 621/2009 article 2(3) defines civil society organizations as;

Ethiopian Charities mean to indicate those charities and societies that are formed under the laws of Ethiopia and all of whose members are Ethiopians and are controlled or funded by Ethiopians.

Two types of NGOs (based on their activities)

- Society - established mainly to protect the interest of its members
- Charity - established for charitable benefit to the public at large or certain social sections, such as women, children, etc. A charity could be established as a charitable society, a charitable endowment, a charitable institution and a charitable trust. However, most of the charities are formed/re-registered as charitable societies.
- In terms of source of income, CSOs are divided to Ethiopian charities/societies (which get 90% and more of their income from local sources), and resident charities (which get

more than 10% of their funds from foreign sources). Organizations established abroad and working in Ethiopia are called foreign charities.

2.3 The Significance of the Presence of NGOs and their Geographical Distribution in Ethiopia

The appearance of NGOs in Ethiopia was largely linked to food aid and rehabilitation programs. NGOs started operating in Ethiopia mainly after the 1974 famine, but they had a much larger presence in Ethiopia after the 1984 drought. The involvement of NGOs at that time was limited to the provision of relief and welfare services, especially food aid. The number of NGOs has enormously increased since then, and their intervention areas have been extended in the delivery of basic services, including education, health and development of infrastructure. A few NGOs were also recognized to work on human rights, civic education, democracy and conflict issues. Moreover, NGOs working on development and service delivery have largely embraced the rights-based approach to development with a view to ensuring community ownership and sustainability of development programs.

During the initial famine of 1973–74, various groups engaged in relief operations formed what became known as CRDA (Christian Relief and Development Association), the first NGO umbrella organization in Ethiopia. CRDA was organized by a coalition of Catholic charities, other religious affiliates, and a few outside, secular NGOs. There are no reliable data that can accurately portray the geographic and programmatic spread of NGOs in Ethiopia.

CSO/NGOs are widely distributed and can be found in all Regions of the country. Oromia and Addis Ababa have more operational NGOs (229 and 217, respectively), while Dire Dawa, Harar and Gambella have the least numbers.

The bulk of the development and service-oriented projects have gone to the rural areas. Poor peasants, children, women, and vulnerable groups here have been the target of program activities. In the urban areas, the beneficiaries have been children, poor women,

marginalized households and youngsters without opportunities for education and employment.

NGOs are best-known for two different, but often interrelated, types of activity; the delivery of services to people in need, and the organization of policy advocacy, and public campaigns in pursuit of social transformation. NGOs are also active in a wide range of other specialized roles such as democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision.

2.4. Public Relations in Ethiopia

The researcher believes that the PRs practice in Ethiopia has a long history, because the country passed through ancient civilization in the world history and also plays its roles in diplomacy both in the continent and global level .All those activities need effective public relations practices. Task of the spokesman at the top level representatives in villages and the King's message dissemination way is very similar to that of a PR practitioner. Those interactions and communication was channeled through a spokesperson, or an interpreter. These individuals are known to be well skilled in the custom and traditional practices of the society and are highly respected by the people.

According to Solomon (2000), a practice more or less resembles modern public relations is believed to have been started in 1960's in Ethiopia. In fact, the emergence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940's. The then media organizations such as Radio, News Agency and Television services were organized and administered under the ministry of Pen.(as cited in the study of Tesfaye Bezabih 2018 , p.28).

Dealing with modern public relations in Ethiopia , government practice has a wide coverage and more emphasis on public relations ,because government prepared a job specification in its offices .The major problem seen both in Government and NGOs seems that the practice is functioning by different departments and persons as additional practice , not as a separate

self-governed sub organizational practice. The reason behind this may trace not only the organizations leaders and owners, but also PR academicians too.

Academicians of PR seem to lack a consensus regarding the definition of PR, for example, some comprehend it as management of communication whereas others favor define PR as an organization's goal-directed, planned and continuous actions. The rest express it as management of relationships .This confusion may lead organizations to look for other departments and persons cover the PRs practice instead of letting the PRs stand as an independent profession.

Minas Ermias(2009) , in his study mentioned that “ Nowadays it has become a two way communication, sending message from the organization and receiving feedback from the publics” (p.50).Public relations as a profession, as Biniyam (2006) , “is misunderstood or only partially understood” (p.12).

Mekonnen (2001) asserted that public relations in Ethiopia is less significant in the eyes of top level managements in an organization. As a result, the consistency of the public relations practices may not be on the right track. In spite of significant changes in the focus and practice of public relations during the last decade in Ethiopia, the term is still misused and misunderstood in many organizations (as Geremew, Chala ,(2017) P.137).

According to Geremew Chala (2017), although the name public relations is expanding and growing rapidly in many organizations in Ethiopia, the profession is still suffering from many problems emanating from misunderstanding of the clear roles and functions of the public relations, low understanding of the difference between public relations as a discipline on its own, as a management tool, as marketing expert and as a communication process in an organization.(p.138).He continued to explain that the issue of public relations practices in different countries including Ethiopia has been controversial within in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of public relations. At the same time, very few people know what public relation encompasses, what it aims to achieve and how it works.

The issue of public relations practices in different countries including Ethiopia has been controversial within in the field of communication. The possible reason for this could be attributed to the lack of understanding of the role of public relations. At the same time, very few people know what public relation encompasses, what it aims to achieve and how it works.

When Van Heerden (2004) explains the practice of PR in Africa, he concluded that PR practitioners are individuals who currently occupy senior positions, mostly in the public sector. These positions were, however, not achieved through professional/educational merit but through mobility, therefore practicing what they have seen and not learned. These individuals experience a lack of knowledge and experience in the area of corporate strategy (P.126).

2.5 Public Relations Definitions

The modern roots of PRs begin in United States .PRs first appeared during the American Revolution as propaganda against British Monarchy .According to Carl Botan(2017), it is probably fair to say that the United States is the birthplace of public relations theory and has been dominant in public relations research in recent years. It is one of the most important developments in the field of public relations (p.13). In the history of PRs, there is no demarked root among scholars and practitioners.

Vos & Schoemaker(2011) defined public relations as “the management function within an organization which is responsible for communication processes which are initiated from within the organization and thus try to promote a sustainable interaction between organization and groups of the public in the internal and external environment.”(p.20).

According to Cutlip et al. (2006), some scholars place the origins of PR in the rise of press agency and organized publicity-seeking activities .While others put it to have a long story, since communication actions are considered as PRs practices used in political, social and other social activities.

Bannetts (2012), connote the term public relations as:

- I. Information given to the public
- II. Persuasion directed to modify attitudes and actions
- III. Efforts to integrate attitudes and actions of an institution with its public (as cited in Rose O, 2015 .p.73).

According to Betteke van Ruler & Dejan Verčič (2012), PR refers to managing communication by direct or indirect relationships, in order to gain the trust of public groups and to monitor their trust and the consequences it has for the organization. At the same time, PR is the management of information about what is going on inside and outside organizations, with the goal of anticipating future situations or to solve already established problems in a proper and less harmful way to the organization (p.182). They also described why relationship established:

- A professional management function that initiates or maintains relationships between an organization and its publics
- The communication activities by which an organization can create and maintain long-term relationships with its stakeholders
- A management functions to gain public trust and social consensus about the goals of the organization
- A philosophy of strategic management not being market oriented but society oriented
- A tool of marketing to gain a favorable basis for relationships with stakeholders
- A promotional activity to clarify certain goals or conduct of an organization / individual
- A promotional activity to gain public support for the corporate body as a whole
- An informational activity to keep the internal and external society informed (p.182).

On the debate of PRs as theory based expert occupation, Bereiter and Scardamalia (1993) deal with expert knowledge consists of skills, formal knowledge and tactic knowledge. Both experts and non-experts have these forms of knowledge but there are differences in amount of the various forms of knowledge, and in how well they function together and how efficiently the knowledge is transferred to the performance. (as cited in Asunta, Laura 2016,

p.276) .Pieczka (2002) explained that public relations expertise is defined as a body of practical knowledge which makes it possible for public relations practice to exist. Practice is to be understood both as what an individual public relations worker does and, perhaps more emphatically, as tasks and techniques shared by the occupational group (p.302).

Public relations is , as Harlow (1976) a distinctive management function which helps to establish and maintain mutual lines of communications, understanding, acceptance and cooperation between the organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound ethical communication techniques as its principal tools (as cited in Stellah I. Onyengo ,2014, p.1) .Those mentioned points indicate that public relation is an important practice of an organization .

Lee et, al (2017) have pointed out that “While scholars continue to advocate for a dialogic approach to public relations, research has shown that little progress has been made in incorporating theory into public relations practice”. (p.28).As Shahram G,Mohammad T, Eshghi M (2013) , Public relations in organizations in term of work quality means assist to organization management in achieving organizational goals (p 48).

Public relations play an important role in any organization whether it is small or big .It is important disciplines that can help the organization achieve its goal. Institutions need to understand the attitudes and values of their publics in order to achieve institutional goals.

Public relations, as Daniel Serbanica (2016),serve a wide variety of institutions in society, such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges, and religious institutions. The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment Public relations in all organizations have one major goal, that is to achieve the goal of the organization itself (p.30).

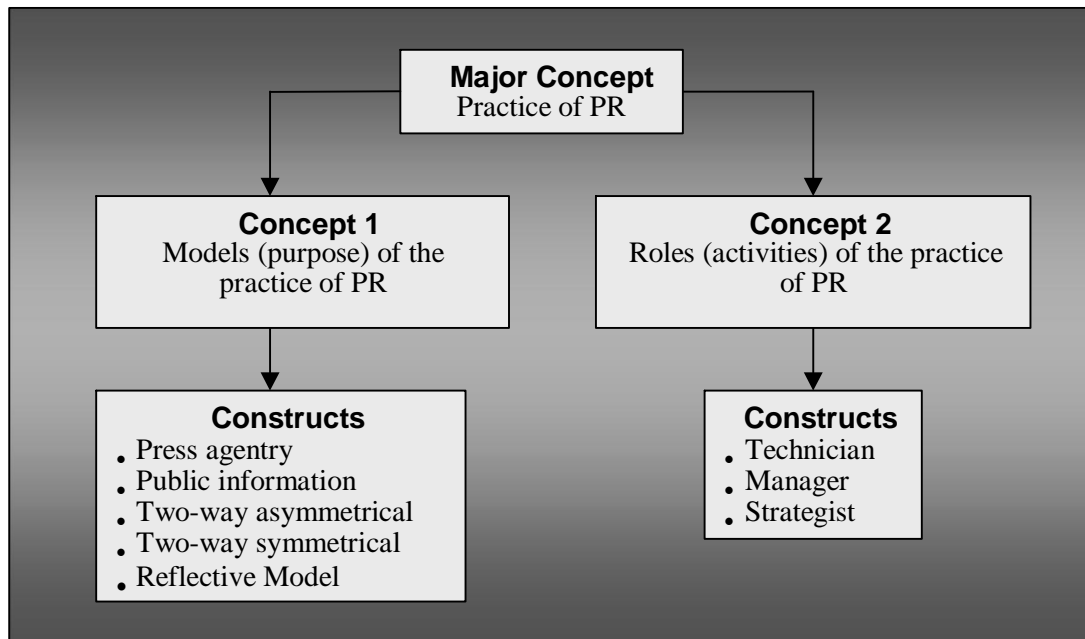
As Zerfass et al, 2014) “Communication professionals demand a stronger strategic involvement, but as long as their visions do not match those of their superiors, it is quite understandable that CEOs do not see a necessity for an increased strategic influence of communicators”. So the communication professionals involvement decided by CEOs (P.74).

On the problem of public relations , as Daymon (2010) , serious consideration to the minds of all staff in creating amended, and the safe flow regardless of the political desires and destructive approaches unfortunately it is one of the problems in public relations . Daymon (2010) also provide effective advice to the Chief Executive Officer will be realized if director of public relations have known science of counseling, psychology, education, sociology, anthropology and ... that this is large gap in many the director of public relations .Defending position of public relations against irresponsible units and individuals intervention helps the improvement of the discipline. (as cited in Shahram G, Mohammad T, Eshghi M 2013, p.50).

Public relations in organizations , as Botan (2006) the organization and having specific strategies and programs are divided into three categories: 1- justifier public relations 2- explainer public relations 3- analyzer public relations. Justifier public relations is and organization based and manager –based which continually tries to explain the views of managers and their organization benefit and with misrepresentation, concealment, false and misleading and closing real and concrete ways of disseminating information to outside organization with large volumes informing and misleading advertisements trying to show better objectives and activities of the organization. The objective of these public relations is promoting mutual understanding with audiences and with confidence and strong reasoning and logic meanwhile safeguarding organization interests protect from the public interest, governments and other organizations. Analyzer public relations recognized desires, needs and attitudes of organization audience and will transfer to managers of organization and by providing technical consultations to organization policy makers can play significant share in policy formulating and executive programs of organization .(as cited in Shahram, et.al 2013, p.48-50) .

Public relations , as Laver (1989) should be based on thinking oriented, collaboration oriented and information-oriented in order to effectively contribute to the effectiveness of the organization and with innovation and modernity, originality and creativity is continually involved and coincide themselves with developments and responding regularly to public opinion.(as cited in Shahram, et.al 2013 , p.50) .

Figure 2.1 Conceptual framework underlying the practice of PRs



Adapted from: Gene Van Heerden (1994, p.7)

2.6 Professionalization in PR

The definitions of the concept of profession, as Millerson 1964; Abbott 1988, and descriptions of ideal type profession include a number of various attributes such as theoretical body of knowledge, university education, development of professional association, licensing, ethical codes and so forth (as cited in the study of Asunta2016,p.60).

As Van Heerden (2004), it is clear that professionalism is dependent on a high level of sophistication presented through education and research, and this sophistication may assist PR to relieve itself of the confinement of publicity (P.104).

Brante 2010 explained “Science informs emerging occupations conducting treatment. These are called professional occupations. Professionals intervene in the object in order to transform it. Through practices of implementation, professionals mediate between science and its object” (p.849). Brante (2011) also argued that reality consists of two separate layers: “one observable surface (the empirical level) and one level involving structures and mechanisms”, and the duty of science is to describe the empirical phenomena, by using abstract conceptualizations, instead of reality science refers to ‘representational models’ of reality.

According to Asunta, L.(2016), “without a solid identity PR cannot answer to the challenges and needs of organizations, and its place in the public sphere processes and social systems will be taken over by other fields like marketing, advertising, human resources (HR) and journalism’ ’The professionalism of the practice give the identity and development of the discipline(p.21).

According Also L’Etang (2000) recognizes that professionalization means for PR clarifying its position and authority, more specifically distinguishing it from advertising, marketing and journalism. (P.72-79).

The shared dominant factors in social science including public relation, as (Grunig, 2000) occupations are public respect and autonomy to practice their professions. It was generally agreed that the following criteria apply to all professions:

- Specialized education based on theory developed through research is needed in order to acquire a body of knowledge and skills, with the emphasis on knowledge over skill.
- A unique and essential service that the community can recognize.
- Public service and social responsibility is emphasized over private interests.

- Autonomy and responsibility is given to practitioners in order to have the freedom to decide and act, being individually accountable.
- Codes of ethics and standards of performance are enforced by self-governing association with colleagues where values are interpreted and enforced by disciplining those who deviate from accepted behavior. Specialized educational standards are set by professional societies in order to prepare and determine individuals for practice (p.75-80).

2.7 Public relations in NGOs

NGOs also need public relations to explain their success to donors and their entire publics. Public relations, as Onaj I (2001) is “concerned with how and what others think about you as a person or an organization”. (p.1).the study of Anshu. B (2013) clearly indicated the importance of targeting internal as well as external publics by NGOs for its existence and sustenance (P.338). Public Relation has vital role to insure all stake holders reached properly.

Betteke van Ruler & Dejan Verčič(2012) borders of public relations was the question of influence on organizational behavior. It is obvious that public relations cannot be reduced to a professional function within or for an organization [Public relations work outside as well as inside the organization and that it could be a professional function as well as a part of functioning of other professionals as well.] (P.186).Since NGOs have both internal and external publics, they need the practice of public relations.

Simona D, Vasile A, (2010). Describe the role of public relations for non-governmental organizations to target well-defined objectives such as:

- develop communication channels between the organization and beneficiaries;
- to win public acceptance for the organization's mission;
- create and maintain a favorable climate for fund raising;
- to ensure and maintain public interest in the organization towards the mission;
- inform and motivate organizational staff involved (employees, volunteers, board members). (P.361)

As Asunta .L(2016)PR's case the access to the field is not licensed, PR practitioners work in various organizations in very different conditions, they have diverse educational backgrounds, they may or may not belong to professional associations, and they face many kinds of expectations. Individual professionals may end up being very independent, and individual professionalism has thus strong impact on the profession as whole (P.86-89).

Leaper (1980) also attempted to show importance of communication for NGOs in his research work (p.9-17).Even though all the upper mentioned findings underline the importance of public relations, it is important to identify who is responsible for those unforgettable practices in the target organizations found in Ethiopia specifically NGOs remain in question . This point is crucial for the development of PR profession, because without identified responsible person(s) ,PR cannot respond to the challenges and needs of organizations, and its place in the public sphere processes and social systems will be taken over by other fields like marketing, advertising, human resources (HR) and journalism . Not only this they also explained that there is a lack of coordination and team work among NGOs –increasingly competing with one another rather than cooperating for the good of the operational environment and achievements in development as a whole. There is a need for CSOs, and the networks, to establish a more effective and genuine partnership among themselves. Their findings indicated the importance of professional PR for NGOs found in Ethiopia. Those mentioned problems both image building and coordination and team work can't be solved properly without professional PR practices.

Government, as Fowler (1992) has a positive social agenda which resonates with the NGOs, there is potential for a strong, collaborative relationship. However, even where there is room for cooperation, jealousies and mistrust between NGOs and governments are deep rooted. Governments always have the fear that NGOs will erode their political power and NGOs also mistrust the motivations of government officials. This mistrust can be resolved with the help of PRs. The fear that NGOs will erode their political power and NGOs also mistrust the motivations of government officials (as cited in M. Lektorwe 2007, p5-6). This mistrust can be resolved with the help of PRs.

2.8. Public relations roles

Broom & Smith (1979) there are four roles of public relations and called them

1. The expert prescriber,
2. The communication facilitator,
3. The problem-solving process facilitator, and
4. The communication technician.

The expert prescriber is a practitioner who identifies communication problems between an organization and its publics and proposes solutions to those problems. In this role, the practitioner works independently and does not seek input from organization management.

As the name indicates, the role of the communication facilitator is to facilitate communication between an organization and its publics. The communication facilitator plays an important role in helping organizations practice two-way symmetrical communication. Two-way symmetrical communication ensures all parties have adequate information to make decisions of mutual benefit.

The role of problem-solving process facilitator is similar to that of the expert prescriber in that the goal is to identify and solve problems. However the main difference is that the problem-solving process facilitator works with organization management and collaborates to find where communication problems are and what the best solution is (Broom & Smith, 1979). While practicing this model is more tedious at the time, it generally results in better long-term results for the organization.

Finally, the communication technician role focuses on the actual production and dissemination of public relations materials. Technician tasks include writing press releases, creating fliers, and updating media lists. The distinguishing characteristic of technicians is that they perform tasks that the client or dominant coalition decides are necessary. Unlike practitioners in the other roles, this role is not involved with identifying or solving problems

(Broom & Smith, 1979). Research on these four original public relations roles found that the first three were highly correlated, but the role of communication technician was not correlated with the others. Because of this, Dozier simplified the roles and combined the first three to become what is known as the manager role, and the technician role he found to remain separate. In the two-role typology, technicians are still those who tend to produce and disseminate materials based on what the client or manager deems important. Managers are practitioners who are part of decision-making. Managers also use research to inform their strategies and evaluate their success. Whether using the original four roles, or the two-role dichotomy, no practitioner will fall into a single role at all times. However, practitioners do tend to have a dominant role they enact most often (p.49-52).

As Rawjee and et al., 2012, Public relations study is a major interest of scholars within the field of communications. It is an important subsystem of an organization and its effective practice is integrally bound to the success of an organization. It provides an opportunity for organizations to effectively monitor, interact and react with other key groups within the organizational environment. Public relations practitioners have been struggling to describe the strategic contribution that public relations make for an organization's success for many years. In order to build and enhance healthy relationships between an organization and its publics, Stroh (2007), it is vital to recognize that many cross-disciplines have been integrated to build a theory of public relations in terms of relationships and relationship management. This idea strengthens the view that public relation is a communication process that maintains mutual benefit for both an organization and its public (as cited from Geremew Chala 2017, p.137).

Piperopoulos (2003) argued that public relation is a distinctive management function which helps in the understanding, acceptance and cooperation between an organization and its publics. It also involves the problems or issues of the management. Further, public relation helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management to effectively utilize change; serves as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools (p. 284).

While different thoughts and descriptions on the role of public relations practice, this study focuses on the three roles of public relations, namely the technician, managerial and strategist roles of the practice.

According to Steyn (2006) there are three roles ;strategist, manager and technician

Strategist: role

- Strategic role at macro/ societal level
- Conducting environmental scanning to gather information on stakeholders, publics, and issues
- Information acquisition/ processing role of boundary spanner
- Outside-in approach to strategic management
- Strategic contribution toward enterprise strategy
- Performing the mirror function

Manager: role:

- Role at functional/meso level
- Information disposal/external representational role of the boundary spanner
- Developing PR strategy and strategic communication plan

Technician:

- Implementation role at micro or program level
- Information disposal/ external representation role of the boundary spanner
- Developing communication plans and implementation strategy/tactics
- Inside-out approach to strategic management
- Performing part of the window function (p.9).

2.9 Public relations model

Pieczka (2002) Suggests a model of PR's body of practical knowledge which would consist of "picture of the world; conceptual frame; and professional knowledge, the last of which is

composed of problems, tools and truths". Further in his explanation, knowing the different aspects and tasks of the occupation, being able to apply appropriate methods to them, and assimilating the beliefs which guide the thinking. He also explains that expert knowledge consists of three intertwined types of knowledge: theoretical knowledge, experience-based knowledge, and tacit knowledge (p.301-323).It would be difficult for NGOs, as Kassahun (2003)to achieve their intended objectives, without the support of those in power the countries in which they provide the 'public good' (as cited Solomon Mebrie, 2006, p.56).

Fitra A (nd) Public relations have become part of the legitimate information management machinery of democratic societies and how it attempts to gain public support for both government and non-government organizations (p.14).

As Anshu, B (2013), Public Relations will remain at the core of the NGO sector, as for-profit organization. NGOs have a paramount need to communicate with its internal and external public for sustainability in continuously changing environment. They need to be in touch with the publics at grass root to reach them effectively, but problem of funds is a characteristic of the sector, thus PR can be of great help. PR has many tools in its basket which has personal touch that increases trust and faith and at the same time allows NGO sector to reach public at very low cost. NGOs find it very difficult to attract motivated volunteers. Volunteerism is an activity that is a result of self-motivation, as NGOs are not able to pay great money in return. The sector finds the solution in terms of PR strategies to motivate the volunteers to contribute for the cause/s efficiently and continuously (p.338).

As Julian Kenny (2016), explained the study of Grunig and Hunt, 1984 there are four models of communication

Table 1.1: Four models of communication

Model	Type of communication	Characteristics
Press agency or publicity	One-way communication	Uses persuasion and manipulation to influence audiences to behave as the organization desires.
Public information model	One-way communication	Uses press releases and other one-way communication techniques to distribute organizational information. The public relations practitioner is often referred to as the in-house journalist.
Two-way asymmetrical model	Two-way communication (imbalanced)	Uses persuasion and manipulation to influence audiences to behave as the organization desires. Does not use research to find out how stakeholders feel about the organization.
Two-way symmetrical communication	Two-way communication	Uses communication to negotiate with the public, resolve conflict and promote mutual understanding and respect between the organization and its stakeholders.

Adapted from Julian Kenny(2016 p.79)

According to the communications fluxes expressed above, the quality of the sent information, its value of truth and the goal for which the communication is performed, the specialists in the field established several models of public relations, as follows:

a) The press agency / publicity model

– characterized by a unidirectional communication, from the organization to the public, in which the truth does not mean the essential quality of the sent information. The goal of the

communication is a propagandistic one, to promote the organizations' faiths, and the communication strategies used are not enclosed in a theoretical based matrix.

This model appeared in the second half of the 19th century, being specific to the public relations actions performed during 1850-1899.

b. The public information model – its main idea consists of transmitting to the public the most information about the organization. It is a one-way communications, non-based theoretically, but that uses the real and as complete as possible information

c. The two-way asymmetrical model – renounces the one-way communication and moves on to a self-adjustment two-way system, using in this purpose, the feedback. The information fluxes are asymmetrical, and it is the organization that controls the communication.

d. The two-way symmetric model – the feed-back becomes an identification modality of those public's needs that can be covered by the policies used by the organization. The public's interest counts equally for the organization and for its own interest and the public relations will be successful when both types of interests reach the maximum position. The communication control is no more strictly done by one of the parties, but any of them, which justify the two ways and the symmetry of the model, can initiate it (p.79).

2.10 Excellence Theory

The excellence theory, as James E. Grunig and Larissa A. Grunig (2008) is a general theory of public relations that resulted from a 15-year study of best practices in communication management funded by the International Association of Business Communicators (IABC) Research Foundation (np).

According to Van Heerden (2004), the excellence study is the most well-known work done in PR and is therefore critical as a foundation to understand African Public relations, Excellence theory helps the researcher to characterize the idealized evolution of public relations from past days to the digital time of this day. It is the most well-known in theory

of the public relations functions, describing organizational communication function and management function and its relationship to subordinate management functions (p.108-109).

Meng and Berger also confirmed the seven dimensions of excellent leadership, which they had constructed based on literature (2014):

- Possessing communication knowledge to develop appropriate strategies, plans and messages
- Participating in your organization's strategic decision making regarding the issue
- Possessing a strong ethical orientation and set of values to guide actions
- Having the ability to build and manage professional work teams to address the issue
- Providing a compelling vision for how communication can help the organization
- Having the ability to develop coalitions in and outside the organization to deal with the issue
- Working in an organization that supports two-way communication and shared power (p.47).

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

This chapter covers the research design, the research methods, sampling techniques the instruments employed in the data gathering and methods of analysis.

3.1 Research Design

Hakim (2000) described that research design is primarily concerned with “... aims, uses, purposes, intentions and plans within the practical constraint of location, time, money” and the availability of the researcher (p.1).

Brink and Wood (1998) state that the purpose of a research design is to provide a plan for answering the research question and “is a blueprint for action”. It is the overall plan that spells out the strategies that the researcher uses to develop precise, objective and interpretative information .Research design offers the ‘glue’ that embraces the research project together (p.20). A research design is used to structure the research, to show how all of the major parts of the research project - the samples or groups, measures, treatments or programs, and methods of assignment- work together to try to address the central research questions.. . Creswell (2014) mentioned that researchers must question themselves about the knowledge claims and theoretical perspectives that they are bringing to any research, they must reflect upon the strategies they intend to use within their study which will in turn inform their methods, and have questioned how they will collect and analyze information. (P.8.)This must be done in order that researchers are cognizant of any bias that they might bring to any research investigation, how it will affect the choice of approach that they utilize and the tools with which they choose to collect their data (Vogt et al., 2012). Generally there are three distinct approaches to connecting research—quantitative, qualitative and mixed methods (P.25).

Crotty (1998) suggested that in designing research proposal, we consider four important questions:

1. What epistemology-theory of knowledge embedded in the theoretical perspective-informs the research
2. What theoretical perspective-philosophical stance-lies behind the methodology in questions
3. What methodology-strategy or plan of action that links methods to outcome-governs our choice and use of methods
4. What methods-techniques and procedures-do we propose to use (P.19-20).

The above mentioned explanations show the entire related levels of decisions that go into the process of designing research. They also help us to choose better approaches throughout the research processes.

This study uses mixed method, using explanatory approach where the quantitative phase is followed by the qualitative phase. As (Creswell, Plano-Clark, Gutmann and Hanson, 2003) the qualitative findings are used to contextualize the quantitative data (p.209-240).

Mixed methods, as Plano Clark, 2008, are a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches (p.1545-1546).

Crotty (1998) explained that a mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds (e.g., consequence-oriented, problem-centered, and pluralistic).It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to be understand research problems .The data collection also involves gathering both numeric information (e.g., on instruments) as well as text information (e.g., on interviews) so that the final database represents both quantitative and qualitative information (p19-22).

Creswel 2003 described the use of mixed methods as, taking on greater importance Allison S and Joanna S 2007) described mixed method as:

Research approach whereby designs in order to answer important practice researchers collect and analyze both quantitative and questions. Mixed methods research means adopting a research strategy employing more than one type of research method .The methods may be a mix of quantitative methods or a mix of qualitative methods, or mix of qualitative and quantitative methods. In this study a mixture of quantitative and qualitative methods used as a mixed method of research (as cited in Olatz Lopez-F.p1).

Mixed methods, as Vicki L. Plano Clark (2008) are a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches in research (p.1545-1546).

Tashakkori and Teddlie (2003) identify three different approaches to mixed methodology; these being concurrent, sequential and conversion. This study undertakes the sequential approach where the quantitative phase (numbers) is followed by the qualitative phase (P.38).

Crotty (1998) explained that a mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds (e.g., consequence-oriented, problem-centered, and pluralistic).It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to be understand research problems .The data collection also involves gathering both numeric information (e.g., on instruments) as well as text information (e.g., on interviews) so that the final database represents both quantitative and qualitative information (p.19-22).

The aim of this study combines the strengths of both quantitative and qualitative research, linking concepts and views and, comparing findings with data from different situations and times. NGOs in the umbrella of CCRDA were chosen by snow ball sampling technique as it was found that from the initial sampling frame many were either inactive or not genuine. Convenience sampling method was implemented to target the NGOs for data collection. Personal Interview method was adopted for data collection.

When a smaller number of the population is used to make conclusions regarding the whole population it is referred to as a sample. Sampling, as Mohsin Alvi (2016) describe sampling as the process through which a sample extracted from a population (p.9). A sample is a portion of the population to be targeted to collect information to infer something about the larger group. Hamed Taherdoost (2016) described sampling methods process in research in order to answer the research questions:

“The entire set of cases from which researcher sample is drawn in called the population. Since, researchers neither have time nor the resources to analysis the entire population so they apply sampling technique to reduce the number of cases” (p.19).

Sami Almalki (2016) described explanatory designs as a two stage design which sees quantitative data being used as the basis on which to build and explain qualitative data. The quantitative data informs the qualitative data selection process which, to my mind, is a great strength in that it enables researchers to specifically pinpoint data that is relevant to specific research project (p.292).

3.2 Study Instruments

The study uses both primary and secondary data sources .The primary data sources collected via the research method for data analysis purposes .The primary data sources could be the non-governmental organization public relation practitioners or management experts of CCDRA, which is the umbrella of NGOs practice their activities in Ethiopia. The data collection method includes questionnaire and data analysis. The participants are public relation practitioners or organization management experts’. In-depth interview methods are also engaged in the study. Secondary sources used for framing the research and for the purpose of reviewing the literature. As Crotty (1998) in the mixed methods approach, the researcher bases the inquiry on the assumption that collecting diverse type of data best provides an understanding of a research problem .The study begins with a broad survey in order to generalize results to a population and then focuses, in a second phase, detailed qualitative, open-ended interviews to collect detailed view from participants (p.21).

3.2.1. Questionnaire / Survey

As Hamed Taherdoost (2016), questionnaire is one of the most widely used tools to collect data in especially social science research. The main objective of questionnaire in research is to obtain relevant information in most reliable and valid manner (p.28-36).

The questionnaires consisted of both structured and unstructured questions. The questionnaires were personally administered. Margaret C. Harrell, Melissa A. Interviews are, as Bradley (2009) discussions, usually one-on-one between an interviewer and an individual, meant to gather information on a specific set of topics. Interviews can be conducted in person or over the phone. Interviews differ from surveys by the level of structure placed on the interaction (p.6).

3.2.2. In-Depth Interview

Dörnyei, (2007), described data are collected by researchers through interviews and questionnaires:

However, interviews -compared to questionnaires- are more powerful in eliciting narrative data that allows researchers to investigate people's views in greater depth (Kvale, 1996; 2003). In a similar vein, Cohen et al (2007: 29) add that interviewing is “a valuable method for exploring the construction and negotiation of meanings in a natural setting”. The researcher prefers to use interview for those questions need in-depth information. (as cited in Hamza Alshenqeeti (2014 p.39).

As Berg (2007) there are four types of interviews are frequently employed in social sciences. Structured interview , open-ended (unstructured) interview , The first is the structured interview, whose key feature is that it is mostly organized around a set of predetermined direct questions that require immediate, mostly ‘yes’ or ‘no’ type, responses. Thus, in such an interview, the interviewer and interviewees would have very little freedom. Accordingly, it can be argued, that this type of interviews is similar to the ‘self-administered’ quantitative questionnaire in both its form and underlying assumptions. (as cited in Hamza Alshenqeeti 2014 p.40) .

Alshenqeeti H (2014), explained that the second type of interviews is the open-ended (unstructured) interview, Semi-structured interview and focus group interview (p. 35). For the purpose of my research, I prefer semi structured interview, as Dörnyei, 2007, this type of interviews as it would allow covering various issues concerning, I used it in my study (p.110).

The use of interviews provided in-depth information about the individual take on public relations theories. The interviews were conducted to the practitioners and management experts in the NGOs.

3.3. Population of the Study

The population for the study constitutes the public relations practitioners or management experts of CCRDA and members of NGOs under it. The target population for this study is NGOs under the umbrella of CCRDA. A list obtained from the CCRDA communication department.

According to Asiamah, N., Mensah, H. K., & Oteng-Abayie, E. (2017), a proper definition or specification of the population is critical because it guides others in appraising the credibility of the sample, sampling technique(s) and outcomes of the research (p.1607). When a smaller number of the population is used to make conclusions regarding the whole population, it is referred to as a sample. Mohsin Alvi (2016) describes sampling as the process through which a sample extracted from a population (p.9). A sample is a portion of the population to be targeted to collect information to infer something about the larger group. Hamed Taherdoost (2016) described sampling methods process in research in order to answer the research questions:

The entire set of cases from which researcher sample is drawn in called the population. Since, researchers neither have time nor the resources to analysis the entire population so they apply sampling technique to reduce the number of cases (p.18).

A population is a group of potential participants to whom a researcher wants to generalize the results of the intended study. The target population is the group to which the researcher

ideally would like to generalize his or her results. The available population is composed of members of the target population who are ready to contribute and will be available at the time of the study.

The population for the study constitutes the public relations practitioners or management experts of CCRDA and members of NGOs under it. The target population for this study is NGOs under the umbrella of CCRDA. A list obtained from the CCRDA communication department indicated that there are 360 member NGOs under the organization's umbrella.

3.4.Sampling Procedure and Sample Size

When a smaller number of the population is used to make conclusions regarding the whole population it is referred to as a sample. Mohsin Alvi (2016) described sampling as the process through which a sample extracted from a population (p.9). A sample is a portion of the population to be targeted to collect information to infer something about the larger group. Hamed Taherdoost (2016) described sampling methods process in research in order to answer the research questions:

“The entire set of cases from which researcher sample is drawn in called the population. Since, researchers neither have time nor the resources to analysis the entire population so they apply sampling technique to reduce the number of cases” (p.239).

The sample sizes reflect, as Hamed Taherdoost (2017) the number of obtained responses, and not necessarily the number of questionnaires distributed (this number is often increased to compensate for non-response)” (p.239).

Probability sampling, as Etikan I, Bala K (2017) is also known as ‘random sampling this is a sampling which permits every single item from the universe to have an equal chance of presence in the sample. For instance in a raffle draw were individual units will be picked from the overall group not a deliberately nonetheless by certain process, this incident is only a blind of chance that will limits whether unique items or the additional items is to be preferred. Probability sampling type can be, systematic random sampling, stratified types of sampling, cluster sampling, multi-stage sampling, and area sampling (p.1).

Etikan et al (2017) described Snowball sampling as a design process of selection usually done by using, networks. It is useful when the researcher know little about a group or organization to study; contact with few individuals will direct him to other group. The selection of the study sample will be useful for communication aspect, in making decision or infusion of knowledge to people. The disadvantage is that the choice of the whole sample balances on the choice of individuals from the beginning of the stage, belonging to a particular clique or have ample biases. It will difficult to use when the sample becomes larger and larger (p.2).

Loubsher in Martins, Loubsher& van Wyk (1996) identified five steps to follow in drawing a sample from a population. These steps will be briefly described in the following sections:

Step 1)

The first step in sampling is defining your sample. The research sample unit is the basic level of the population that the researcher wants to measure. For example, the sample units for a research study on the public relations practitioners and management experts in CCRDA and its member organizations.

Step 2)

Once the sample is correctly defined, the researcher needs to obtain a sample frame. A sample frame is a complete list of the population from which the sample is selected. The list of the sample of CCRDA member organization collected from CCRDA communication department .The public relation practitioners and management experts given the questionnaire to fill their opinions while they are attending training in one center which is the organization hall, the organization facilitated the distribution and collection of the questionnaire.

Step 3)

The next step is determining the sample size needed. The sample size directly affects how accurate the findings are. The larger the sample size, the more accurate the findings, but it is

also more expensive. So, how do we sample size? The most accurate method is the confidence interval method because it uses the statistical concepts of variability, sample errors, and confidence intervals.

Step 4)

Next is determining what method to use in pulling the sample. There are two different sample designs to choose from: probability and non-probability. Probability samples refer to the methods that ensure that the probability of a member of the population being chosen can be calculated. Non-probability methods are more subjective, and the probability cannot be calculated.

Step 5)

The final step is the assessment of the sample to ensure quality sample sources were used. (as cited in Research lifeline 2012, p.4-6).

3.5.Data Analysis

The collected questionnaires completed were collected for data coding and analysis. The responses categorized as per the objective of the study to be analyzed using SPSS software. The data was analyzed using descriptive statistics.

3.6.Descriptive Statistics

According to. Manju Kaushik and Bhawana Mathur(2014),there are two subdivisions of statistical method.

- (a) Descriptive Statistics - It deals with the presentation of numerical facts, or data, in either tables or graph form, and with the methodology of analyzing the data.
- (b) Inferential Statistics - It involves techniques for making inferences about the whole population on the basis of observations obtained from samples(p.1188)

The researcher uses descriptive statistics for the purpose of this study.

3.7 Research Ethics

In conducting research, it is valuable to consider ethical side of it. The researcher kept the ensured confidentiality measures mentioned earlier for data collections, both qualitative and quantitative methods are used. The researcher tried to create good relationships with all the respondents because the selection of potential and appropriate people play important role for the reliability and validity of the data that was produced. The privacy of the data sources kept safe and handled only in authorized persons. The study made use of primary data source in order to gather relevant information for the study. Data was collected using two research tools namely; questionnaires and interviews which were administered to the respective respondents. The researcher took notes during the interviews to ensure that the information provided by respondents was readily available for data analysis. Enough time was given to all respondents and necessary materials for data collection prepared before collecting the data for accuracy purposes.

3.8 Questionnaires Development

The conceptual framework as discussed in Chapter 1 designed the foundation of this study. The major concept underlying this study is the practice of PR and as discussed in Chapter 2, this major concept is defined through two concepts, specifically the role (activities) and the models (purpose) of PR. The empirical section of this study was directed by the research objectives, stated in Chapter 1, in the formulation of questions for the development of the questionnaire.

The questionnaire was developed into three different sections. Both section A and B used a 5-point Likert scale, where each item has five response categories, ranging from 'strongly disagree' to a 'strongly agree'. A numeric score was given to each item in order to reproduce the degree to which the respondent agreed or disagreed with the item. The scores were summed to measure the attitude of the respondent.

In section B the questionnaire has also a 5-point Likert scale. The questionnaire integrated 21 questions proposed in obtaining the respondent's attitude regarding the (role) activities of public relations practice.

In section C-the Demographic data will be collected to assess the general information of the respondents and the public relations training obtained by the public relations practitioners which helps them to perform the activity in a better way.

The developed questionnaires used to assess the research problem contained in three parts are listed as following.

Questionnaire developed to assess the model includes:

1. Press agency model (Questions 1, 5, 7)
2. Public information model (Questions 8, 11, 12)
3. Two-way asymmetrical model (Questions 2, 6, 4)
4. Two-way symmetrical model (Questions 3, 9, 10)

The second section of the questionnaire – questions 1-21) contained the main constructs developed to measure concept 2, namely the roles (activities) of PR.

The items specifically addressed the role of the technician, manager and strategist as positive roles, therefore referring to the current situation.

The following questions were formulated:

1. Technician (Questions 2, 5, 8, 12, 16,20)
2. Manager (Questions 4, 7, 10, 14, 18)
3. Strategist (Questions1, 3, 6, 9, 11, 13, 15, 17, 19, 21)

The final Section is the Demographic Information

The questionnaire contained a combination of dichotomous questions and open-ended questions. This section also considered the PR training background of the respondent.

According to the excellence study, the level of training also gives the researcher understands the level at which practitioners function the expected practice of the profession.

Table 3.1 Questions linked to objectives

Objective	Questions
<p>To identify the models (purpose) of the practice of PR in NGOs.</p> <p>This objective will be answered by referring to the factors identified through factor analysis</p>	<p>Section A Q 1-12</p>
<p>To identify the roles (activities) of the practice of PR in Africa.</p> <p>This objective will be answered by referring to the factors identified through factor analysis</p>	<p>Section B Q 1-21</p>

Source: -primary data

3.9.Pre-Testing the Questionnaire

As Churchill &Iacobucci, 2002, Pre-testing the questionnaire provides the opportunity to refine the questionnaire by revealing errors in the individual questions, sequence and design. The real test is to see how the questionnaire performs under actual conditions (p.351).

A pilot study was conducted across a sample of ten respondents. The respondents included three expert opinions, senior colleagues specializing in the field of strategic journalism and communication. The other three class mates were specifically asked to comment on the content of the questionnaire. Another two master's students specializing in the field of strategic management were asked to comment on the wording of the questions as well as the format. The other two respondents were two friends.

The validity of the questionnaire was tested by conducting pilot study research. Validity of the result tried to be confirmed by applying variety of data collection methods in combination i.e. the weakness of one approach is counterbalance by the strength of other. Reliability of the data was tested by using Cronbach's Alpha method of reliability statistics.

Table; 3.2. The result from statistical test of reliability

Cronbach's Alpha	N of Items
.726	39

According to Cronbach, L. J. (1975), if the Chrombach's Alpha test result is more than 0.70the data is reliable (p.116-127).

As presented on the above table the reliability tests result of this study 0.726. Therefore, based on the result the researcher assures that the data is reliable.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1. Response Rate

Table 4.1. Response rate

	Distributed questionnaires	Percentage (%)
Returned	152	95
Not returned	8	5
Total	160	100

Source:- Primary Data

4.2. Descriptive Statistics

This section will provide a profile of the individuals interviewed for this study by providing the percentages of the respondents' demographic characteristics. The demographic results will be summarized and presented in Table 4.2. This table includes data on gender, age, language, educational background and country of origin. To conclude, a few general remarks on the distribution will follow.

4.2.1. Demographic Profile of Respondents

Table 4.2. Demographic profile of gender and age percentage

Category	Gender	Age	Percentage
Male	121		63.12
Female	58		36.87
18-25 years		10	6.87
26-35 years		51	31.87
36-45 years		67	41.87
46-55 years		24	15
56-65 years		6	4.37

Please note that the percentages do not all add up to 100% because the respondents were not compelled to answer all the questions and therefore many ‘missing’ responses were calculated.

1. Gender- The distribution of the male and female public relations practitioners covered by male (63.12%) and (36.87%) female. The data analyzed indicated that the number of male is much greater than the number of female.

2. Age- The respondents were asked to mention their year of birth. In determination of the result more interpretable, the answers of the respondents were grouped into five age categories. After the Table4.2, about (73.74 %) of practitioners grouped under the range two groups together in the range of 26-45. The other group range of respondents having the age range of 46-55, covers (15%). The next age range, 18-25 age groups covers (6.87%) of the total age range. The last age range which found in the age range of 56-65 covers only (4.37 %) of the respondents.

Table 4.3. Educational Background

Category		Frequency	Valid Percent
Valid	PhD	22	20.6
	MA/MSc	64	59.8
	BA/BSc	8	7.5
	Diploma	2	1.9
	Other	11	10.3
	Total	107	100.0

3. Education- The highest qualification (PhD) gathered from respondents covered (21%) of the total educational qualification, and (60%) of the respondents obtained their second degree formally from universities. About (9%) have obtained their first degree. The rest respondents hold (1%) and (14%) with certificate and other qualification respectively.

The next segment of the demographic information gives emphases on PR training. The excellence study sets up the way in which a PR practitioner practice PR is influenced and depend on the PR training received. In this study a summary of demographic information aimed at PR training was conducted. The demographic results on PR training are presented in Table 4.4. PR training received, where this training was attained, type of training received and the highest level of PR training received.

Table 4.4. Demographic profile of respondents' PR training received

Category	PR Training received	Where did respondent receive pr training	Type of pr training received	Highest level of pr training
Yes	8			
No	81			
Locally		3		
Internationally		5		
Formal			5	
Informal			2	
Undergraduate subject				5
Degree				2
Postgraduate subject				2
Postgraduate degree				3
Diploma				1
Certificate				-
Short course				-

Source:- Primary Data

Please note that the percentages do not add up to 100% because the respondents did not have to answer all questions, therefore many 'missing' responses were calculated.

4.2.2. Respondents' Opinion Regarding the Current Model

A total of 12 statements were used in this section of the questionnaire focus of on the current purpose of the PR department or division in their particular organization. The purpose, as explained in Chapter 3, of the practice of PR was defined according to the models of the practice of PR. Tables 4.5 to 4.9 will summarize and present each of the five models of the practice of PR displaying the percentage distribution. It had better be noted that only the two 'top box' and two 'low box' scores are reported and presented in these tables.

Table 4.5 summarizes the findings of the 4 statements used to describe the 1st PR model, namely the Press Agency Model.

Table 4.5 Opinions regarding the Press agency model

The CURRENT PURPOSE of the PR department in our organization is...		Disagree Slightly or Strongly		Neutral		Agree Slightly or Strongly	
		F	%	%	F	%	F
Q 1	... to get publicity for our organization	24	15	25	40	60	96
Q 5	... to judge the success of a PR programme on the number of people who attend an event or use products/services	10	6.3	21.9	35	71.9	115
Q 7	... essentially the same thing as publicity	21	13.1	30	48	56.9	91

Percentage totals add up to 100%

- A vast majority of respondents (71.9%) agreed that the current purpose of the PR department in their organization is to judge the success of a PR programme on the number of people who attend an event or use of service.
- 96 out of 160 respondents (60%) agreed that the current purpose of the PR department in their organization is to get publicity. Only (15%) didn't agree on the publicity of PR in their organization.
- More than half of the respondents (56.9%) agreed that the purpose of public relations practice is the same as publicity, while few respondents (13%) of the respondents refuse the publicity nature of the PR practice of in their organization.

Table 4.6 indicates the summary of the results of 5 statements that describe the second PR model, namely the Public Information Model.

Table 4.6 Opinions regarding the Public information model (purpose) of the PR department in our organization is...

The CURRENT PURPOSE of the PR department in our organization is...		Disagree		Neutral		Agree	
		Slightly or Strongly				Slightly or Strongly	
		F	%	F	%	F	%
Q 8	... to disseminate accurate information but not to volunteer unfavorable information	21	13.1	48	30	91	56.9
Q 11	... to write news stories for producing publications, which keeps us so busy that there is not time to do research	33	20.7	58	36.3	69	43.2
Q 12	... more being a neutral disseminator of information rather than a mediator that connects management to publics	30	18.8	59	36.9	71	44.4

Source: - Primary Data

- More than half of the respondents (56%) agreed that the current purpose of the PR department is to keep a news-clipping file as an important way to stay up-to-date of what the public thinks of the organization.

- 91 respondents out of 160 respondents (71%) agreed that the current purpose of the PR department is to disseminate accurate information and not volunteering unfavorable information. Less than half of respondents (43.2%) agreed that the current purpose of PR was to write news stories for publications, keeping them so busy that there is no time for research.
- Less than half of the respondents (44.4%) agreed that the current purpose of PR is a neutral disseminator of information and about half percent of them (18.8) didn't agree on the neutrality of the department.

From the above table result one can concluded that the majority the PR practitioners within their organization favor in disseminating information about the organization, whilst most of the respondents didn't agree on the PR activity of neutral dissemination of information in favor of connection both the management and the publics .

Table 4.7 summarizes the results of 4 statements that describe the responses of the third model of the practice of PR, namely the two-way asymmetrical model. Even though this model is a more advanced level of practicing PR, according to review of related literature this is not the most advanced level.

Table 4.7 Opinions regarding the Two-way asymmetrical model

The CURRENT PURPOSE of the PR department in our organization is...		Disagree Slightly or Strongly		Neutral		Agree Slightly or Strongly	
		F	%	F	%	F	%
Q 2	... to conduct / study attitude surveys before starting PR programmes, to ensure we describe the organization in ways our publics would be likely to accept.	49	30.7	66	41.3	35	28.1
Q 4	... to inform top management of the societal value/norms so that they can adjust organizational decisions/strategies accordingly	34	21.3	68	42.5	58	36.2
Q 6	... to do research to determine public attitudes towards our organization, before conducting a PR	15	9.4	53	33.1	92	57.5

Source: - Primary Data

Nearly 6 out of 10 respondents (58%) agreed that the purpose of PR in their organization is to do research in order to determine the public's attitudes towards their organization before

conducting a PR programme. Yet 5 out of 10 respondents (54%) agreed that surveys are conducted or studied to describe organization in ways that would be acceptable to the organization's publics.

- Half of the respondents (53%) agree that research is done after a PR programme is completed in order to determine how effective the PR programme was in changing people's attitudes towards the organization. The focus of the research is therefore on the PR programme.
- Less than half of the respondents (41%) agreed that the purpose of PR is to persuade publics to behave in a way that the organization wants them to behave.

It is clear from the above that there was not a clear majority of respondents agreeing on any of the statements. From this section it can be concluded that half of the respondents are of the opinion that the purpose of PR in their organization is to do research in order to determine the public's attitude towards the organization.

Table 4.8 summarizes the results of 4 statements that describe the responses of the 4th model of the practice of PR, namely the two-way symmetrical model. This has been empirically tested and discussed in global literature as the most advanced level of practicing PR.

Table 4.8. Opinions Regarding the Two-Way symmetrical Model

The CURRENT PURPOSE of the PR department in our organization is...		Disagree		Neutral		Agree	
		Slightly or				Slightly or	
		Strongly				Strongly	
		F	%	F	%	F	%
Q 3	... to assist management to negotiate conflict with our publics (or vice versa)	41	25.6	53	33.1	66	41.3
Q 9	... to develop mutual understanding between our management and the public that the organization affects	22	13.8	56	35	82	51.2
Q 10	... to ensure a balance between the organizational goals and the wellbeing of the publics	36	22.5	65	40.6	59	36.9

Source: - Primary Data

- The majority of the respondents (90%) agreed that the purpose of PR is to develop mutual understanding between the management and the public that the organization affects. Yet less than half (49%) of the respondents agreed that research is done before starting a PR programme to find out how well management and the various publics understand each other. In the attempt to understand the public, research is essential.
- In terms of negotiating conflict, 7 out of 10 respondents (71%) agreed that it is the purpose of the PR department in their organization to assist either management or public to negotiate conflict.
- Respondents also agreed (66%) that changing the attitudes and/or behavior of management and that of the publics also forms part of the current purpose of the PR department.

From the above it is clear that great emphasis is placed on the importance of creating mutual understanding between management and the publics that affect the organization. The majority of the respondents are of the opinion that this is currently part of the purpose of the PR department in their organizations

4.2.3. Respondents' Opinions Regarding the Current Roles

A total of 21 statements were used in this section of the questionnaire (Section B, questions 1-21). These statements focused on the recent activities fulfilled by the PR department or individual practitioners in the respondent's particular organization.

Tables 4.9 to 4.11 summarize and present each of the three roles of the practice of PR by showing the percentage distribution. Only the two 'top box' and two 'low box' scores are reported and presented in these tables.

Table 4.9 summarizes the results in terms of the percentage distribution of 6 statements describing the first role of the practice of PR, namely the role of the technician. This role has been empirically tested and verified and discussed in global literature as the lowest level of activities accomplished by a PR practitioner.

Table 4.9 Opinions regarding the Technician role

A CURRENT ACTIVITIY of the PR department in our organization is...		Disagree Slightly or Strongly		Neutral%		Agree Slightly or Strongly %	
		F	%	F	%	F	%
Q 2	... to keep a media clipping service (clip articles that appeared in the media about the organization)	35	21.9	68	42.40	57	35.7
Q 5	...to organize special events (e.g. open houses / exhibitions / gala evenings).	3	1.9	13	8.1	144	90
Q 8	...to produce audiovisual materials for presentations.	29	18.1	40	25.0	91	56.9
Q 12	... to write articles for the organization's publications	4	2.6	23	14.4	133	83.1
Q 16	... to edit public relations materials (e.g. speeches / the annual report).	44	27.4	71	44.4	45	28.2
Q 20	... to generate publicity (e.g. write media releases).	41	25.5	66	41.3	53	33.2

Source: - Primary Data

- The majority of the respondents (90%) agreed that the current activities performed by the PR department are to organize special events of the organization. The frequency rate shown that 90 out of 100 (90%) respondents agreed that their organization public relations activities included the writing of articles for the organization's publications.
- More than half of the respondents (56.9%) also agreed that the production of audiovisual material for presentations was an activity that their organizations PR practitioners perform.
- The other public relations activity which is editing material and keeping a media clipping service were part of their recent activities in the PR department of the respondents organizations . The generation of publicity of organization was also an activity that 44 out of 160 (33.2%) selected by of respondents .The least selected

activity (28.2%) performed in the organization were agreed by respondents of their current activities of PR practitioners.

From the above gathered responses, the current activities that PR practitioners perform their activities focusing on organizing events of the organization.

Table 4.10 summarizes the percentage distribution describing the second role of the practice of PR, specifically the managerial role of the practitioner. The global literature verified this role as the most advanced level of activities performed by practitioners

Table 4.10 Opinions regarding the Manager role

A CURRENT ACTIVITY of the PR department in our organization is...		Disagree Slightly or Strongly		Neutral		Agree Slightly or Strongly	
		F	%	F	%	F	%
Q 4	... to take responsibility for the success or the failure of public relations plans.	18	11.3	21	13.1	121	75.6
Q 7	... to develop public relations strategy that supports organizational strategy.	29	18.2	38	23.8	93	58.2
Q 10	... to manage the implementation of public relations plans	10	6.3	31	19.3	119	74.4
Q 14	... to take responsibility for the success or the failure of public relations strategy.	42	26.2	68	42.5	50	31.2
Q 18	... to monitor the performance of public relations practitioners subdivisions.	49	30.6	69	43.1	42	26.3

Source: - Primary Data

The majority of the respondents (75.6%) agreed that taking responsibility for the success or failure of public relations plan is the dominant activity of the public relation activity of their organization. Nearly the same emphases (74.4) given with the upper activity of public relations activity is their organization is managing the implementation of public relations plan according to the respondents representative of their organizations .

Nearly 93 out of 160 (58.2%) respondents agreed that the PR department takes responsibility for developing strategy that supports organizational strategy, while 31.2% of the respondents agreed that the PR activity responsible person(s) takes the responsibility for the success or failure of public relations strategy.

Almost 42 out of 160 (26.3%) of the respondents agreed that the current activity of the PR department is to monitor the performance of PR practitioner's subdivisions.

The data gathered from the respondents data clearly indicated that the current activities performed by PR departments within an organization is the practitioners responsibility in implementing the plan for the success of frailer of is their primarily concern.

Table 4.11 summarizes the results in terms of the responders collected data the third role of the practice of PR, namely the role of the strategist. Like the other roles used in this study, this role has been empirically tested and verified and discussed in literature.

Table 4.11 Opinions regarding the Strategist role

A CURRENT ACTIVITY of the PR department in our organization is...		Disagree Slightly or Strongly%		Neutral		Agree Slightly or Strongly %	
		F	%	F	%	F	%
Q 1	... to explain to top management the impact of their behavior (obtained through research) on key external publics (e.g. media, investors, communities).	35	21.9	74	46.3	51	31.8
Q 3	... to act as an 'early warning system' to top management before issues in society erupt into a crisis	71	44.5	52	32.2	37	23.3
Q 6	... to act as an advocate for key internal publics by explaining their views to top management.	48	30	46	28.9	66	41.1
Q 9	... to initiate dialogue with pressure groups in society that are limiting the organization's autonomy	55	34.4	50	31.3	55	34.4
Q 11	... to explain views / opinions that exist in society	59	36.9	44	27.5	57	35.6
Q 13	to bring to top management's attention any organizational behavior that erodes public trust.	62	38.7	63	39.4	35	21.9
Q 15	... to bring to top management's attention societal expectations for socially responsible behavior.	56	35	65	40.6	39	24.4
Q 17	... to explain to top management the impact of the	54	33.7	68	42.5	38	23.8
Q 19	... to express the company's stance on social responsibility to society in order to gain public trust.	34	21.2	69	43.1	57	35.7
Q 21	... to act as an advocate for key external publics	22	13.7	40	25	98	61.25

Source:- Primary Data

The majority of the respondents (61%) agreed that acting as advocate of key external publics by explaining their view to top managements is the activities that the PR department performs in their organization. The next most selected practice of public relations in the organization of respondents scores(41.1%) is covered activity is the public relations practitioners act as an advocate for key internal publics by explaining their views to top managements.

The next activities chosen as major public relations activities scores almost the same percentage which is (35.6%) and (35.7%) respectively are expressing the organization stance on social responsibility to the society in order to gain public trust and the next practice of public relations is explaining the view/opinions that exist in society to top management .The other nearest score with those practices is (34.4%) initiating dialogue with pressure groups in society that are limiting the organization's autonomy advocate for key internal publics by explaining their views to top managements.

Out of 160 respondents of 51 respondents (31.9%) agreed that the current activity that the PR practitioner is to explain top managements about the impact of their behavior (obtained through research) on key external publics. Furthermore, 24.5 % of the respondents agreed that the PR practitioner's current activity is to bring societal expectation for socially responsible behavior to assist attention of top management.

Explaining the impact of organizational behavior on society scores (23.8%) by respondents participated in the study, almost equal scores are registered on the practice of public relations includes acting as an 'early warning system' to top management before issues in society erupt into a crisis of the organization (23.3%) is the first practice and the other practice is bringing organizational behavior that erodes public trust to top management's attention, this activity of the public relations practice scores (21.9%) by the respondents of this study.

From the above discussion, it is obvious that in NGOs public relations practice concerned more with the organization of special events and writing articles for the organization's publics. This part of public relations practice intended to assist the organization dissemination of information to its publics and also indicates the organizational public relations practitioners current priority target activity is in favor of the organization.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion from Theoretical Phase

In an effort exerting to describe the public relations practice of NGOs in Ethiopia, describing the current theoretical base of practice of public relation practice was an essential part of the study. In Chapter 3 the major concept, namely the practice of PR, was defined and described by two other concepts, namely the roles and models of public relations practice. The base of the literature review was mainly the North America and the Europe was referred as Global literature to explore the development of the above-mentioned concepts. The literature review publicized that the 4 models of the practice of PR as identified by Grunig & Hunt (1984) are still used for empirical studies. The literature review however revealed another model. The practice of public relations in Ethiopia was also discussed. The literature on the practice of PR in Ethiopia was explored and no empirical evidence was found. Currently no clearly confirmed body of knowledge on the practice of PR exists in the country. To conclude the country's literature on the practice of PR, the fact that has no empirical evidence has been published, but it doesn't mean that there is no activities are performed; in fact, the field of Public relations is a recently and active profession in the country. In order to have a better understanding on the practice, it is necessary to undertake further investigation.

Most of the respondents of practitioners in the studied organizations public relation practices didn't base scientific and theoretical references.

5.2 Main Findings Relating to the Empirical Phase

As was stated before, the practice of PR in this study was explained and empirically verified in terms of the models and roles of the public relations practice as discussed in the literature review of Chapter 2. The explanation that follows will address both the models and roles distinctly.

5.3. Main Findings Relating to the Model of the Public Relations in NGOs of Ethiopia

An established of 12 questions was used to explore the concept of the models (purpose) of the public relations practice of NGOs in Ethiopia. The principal proportions identified by the research related to the theory of the 4 models (purpose) of the practice of PR. The measuring instrument used verified to be a reliable and valid measuring instrument. Consequently, all these 4 models were included in the measuring instrument of this study questionnaires.

An adapted form of the 4 models developed by Grunig& Hunt (1984) was used. The models of the practice of PR relate to the purpose that PR accomplishes within an organization. This study intended to explore those models as the major purpose of public relations practice in the study organizations (NGOs) of public relations performance.

The most widely used model in those studied organization is a press agency model. The practitioners used this model for the purpose measuring the success of organized event by the organization and for publicity of information which is intended to target their publics. Since it is a one way model, the organization focus of the public relation practice is not to participate its publics in the flow of information, the practitioners act as representatives of the organization but not the publics of the organization.

The least used model in NGOs is the two way asymmetrical model in conducting to conduct survey before starting before starting public relations program and to inform the top management about the societal value, which helps them to judge their decision about the program. The data indicated that their activities gave more focus on one way communication model the used in the organization.

5.3.1. Conclusions Regarding the Main Findings Relating to the Models of the Practice of PR in Ethiopian NGOs

The models used and discussed in this research can be used to determine the level of public relations in Ethiopia context, because it is the concept existed and implemented in the country. This conclusion was made based on the percentage and frequency level analyzed

from the gathered responses of the public relations practitioners and management experts of NGOs in Ethiopia. NGOs use one way of public relations model in their public relations practice in their organizations .Which is basically intended to disseminate information from the organization to strategic publics. Their intention on the flow of information from their publics to the organization is minimal.

5.3.2. Recommendations Regarding the Models of the Practice of PR in NGOs in Ethiopia

In recent days ,on the global literature ,the purpose of public relations showing paradigm shift from one way communication of earlier model to multi-dimensional communication. When we come to our country's public relations practice, as this study verified inconsistency of the model selection seen in the organization's public relations practice in those examined NGOs .Selecting the best suited model is crucial before an organization start performing the practice. This study recommends at least the two ways communication model of public relations helps the organization achieve its goal in a better way, as an Excellence theory explained in chapter two.

NGOs need to know their communication goal before choosing the public relation model because there may be not a one sized feet model for all organizations. Top level managements need to know the basics of public relations purposes and roles, because it helps them achieve their intended organizational target in a better way.

Even though the global literature doesn't know the public relations model (purpose) used in Ethiopia, this study explore the global theory implementation level of the four models of public relations mentioned earlier in chapter two, all the four models of public relations are practiced either intentionally identifying the model or in traditionally acquired practice of the delegated job of the organization in NGOs of Ethiopia.

Generally two way symmetrical model is recommended for NGOs to achieve organizational goal, because without the participation of organizational publics, they will face many difficulties in their entire activities.

5.4. Main Findings Relating to the Roles of the Practice of PR in NGOs in Ethiopia

A set of 21 questions was used to explore the concept of the roles (activities) of the practice of PR. The literatures identify three roles (activities) of public relations.

This study used all the three roles of public relations practices to explore the practical level of those mentioned role to measure the practical level of the roles in NGOs. The roles of the practice of PR relate to the activities that PR practitioners perform. The findings of this study proved that the current activities of a PR practitioner show a high concern from technician role, to organize events and to write articles for the organization's publics.

Taking responsibility for the success or failure of public relations plan are the most widely implemented role of public relations as a managerial role. Not only this but also managing the implementation of public relation strategy is also performed in a well manner in those study responders organizations.

Strategist role of public relations is the third type of role mentioned in the literature review, its more activity performed in NGOs is to act as advocator for key external publics by explaining their view to the top managements through conducting research.

The findings of this study explored that NGOs in Ethiopia perform public relations activity and the main purpose of PR applying in the organization includes, judging the success of a public relations programme of the organization.

5.4.1. Conclusions Regarding the Main Findings Relating to the Roles of the Practice of PR in NGOs of Ethiopia

The study provided opportunity to relate the concepts discussed in literature of globally realized theory with the practice of PR exist in the NGOs context. It can be used to determine the level of the practice of PR. According to the respondents, Ethiopian NGOs PR practitioners' current activities mainly focus on the activities of the Technician. These activities performed focusing on the organizational issues and organizational representative with performing the day to day activities. These individuals are also responsible for a

dissemination of information from the organization to the society, as well as writing and editing material. This shows that currently these practitioners are in a very low-profile function and are dominated by the top level of managements in the organization. The research findings further prove that NGO PR practitioners currently play an essential role in the development of the profession on the other roles of public relations activities.

The second role that was identified in the Ethiopia context was the manager. According to literature, the role of the manager is to explain the importance of communicating on behalf of the organization by implementing plans and strategies. The focus of this role is therefore on taking action and performing activities. This role can be positioned at the functional level where accomplishments need to be performed. In placing this role at a functional level does not necessarily mean that the individual or the PR practitioner performing this role absolutely performed at this level. This only states that the type of activity performed by the PR practitioner is at an implementation and functional level.

The third role of studied public relations role is the managerial role. The well performed managerial role is to act as an advocate for key external publics by explaining their views to top management. Most of the listed managerial roles scores less than half percentage in the study. This result indicated that most of managerial activities in NGOs left to be like unnecessary activities or performed by unspecified person in the organization.

5.4.2. Recommendations Regarding the Roles of the Practice of PR in NGOs of Ethiopia

The study findings have proven that the PR practitioners need basic training on the public relations importance, its role, and purpose of the profession. Not only this but also the position of public relations has to be specified and well recognized as to make it a managerial functioning of the organization as the literature explained clearly .

The job specification (list of activities) of the public relations practices need to be cascaded up to individual level in the organization .Since lack of responsible person in performing the activities of public relations in the organization , activities given less attention in some

organizations confined in this research. Public relations need to be one of the important sub organizational parts of NGOs.

The three roles of public relations namely , the technician ,the managerial and strategic roles needed for the organization publicity and performing the day to day activities of the practice .These roles grasp the attention of the managements which need to disseminate information to the publics of the organization. More or less, this role of public relations performed in a wide range with in NGOs.

The second role of public relations practice is the managerial role, this role plays its crucial part in the achievement of organizational goal as it described in the literature. Even though the technician role of public relations plays a vital practice in NGOs, the managerial role of public relation had a better performance than the strategist role of public relations. This role of public relations leads the department in planning and organizing the department and every event help the organization targeting its key publics.

The study finding indicated that public relations practices in NGOs remains in a traditional way. The hierarchical position of the department is not specified and well recognized in the organization.

The motivation of this research is was to determine their opinion of the current activities (role) that they perform in their organization. The opinions gathered from the public relations practitioners used to analyze what intended to measure, but it may give a better picture if it was also gather the opinion of the top management's opinion in line with the practitioners.

5.5. Continuation of the Present Study

This study only concentrated on the practice of Public relations specifically on the role and importance and purpose of the practices, but extensive study needed to be covered on the other aspects of the practice, such as the internal and external communication ways, the organizational positioning of the department and the demographic number of the practitioners in the organization should be included in the research.

5.6. Conclusion

This study aims to describe the public relations practice in NGOs in Ethiopia. There is little information was obtained about the practice of in Ethiopia especially in NGOs, therefore it was essential to refer the global literature as a theoretical base of the practice. Theoretical discussion guided the empirical phase where the various concepts and constructs were used.

The empirical phase of this study used that 4 models and 3 roles exist in the Ethiopia context. NGOs need to apply these models and roles according to their communication goal and the nature of their key publics.

Public relations practitioners in NGOs need to get trainings of the basic principles of public relations .Unless otherwise the organization will face difficulty to attain the organizational objectives.

The researcher used questionnaire and in-depth interview as a data gathering tools. The findings of the study described that professional Public Relations practice in CCRDA is in difficult condition as the role and purpose of the practice of public relations is not professionally and structurally organized. The PR practitioners have not well realized the concept of Public relations especially its management function to create mutual understanding with the internal and external publics rather they act as if they are the representative of the organization and not expected as a representatives of the publics too. Lack of professional skill of the practitioners, absence of adequate capacity building trainings, inadequate assistance from the top level management and leaders in the organization are the major challenges of public relation practitioners of NGOs explored through the conducted study.

Based on the finding of this study, the researcher recommends public relations practitioners in NGOs need to get trainings of the basic principles of public relations specially the role (activities) and purpose (model) of the discipline. .Unless otherwise the organization will face difficulty to attain the organizational objectives.

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APPENDIX - 1



ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION
MA IN PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS

Research Topic: The Practice of Public relations in Non-Governmental Organizations in Ethiopia

Researcher Name: Netsere Sileshi

Dear respondent:

This study is being conducted in partial fulfillment of the requirements for the award of a degree in Masters of public relations and strategic communications. The aim of this questionnaire is to gather data for the study of the Public relations practice in Non-Governmental organizations in Ethiopia specifically CCRDA and its member organizations. Therefore, your respective organization is selected as sample organization for this study, so, your contribution in answering the questionnaire will be highly appreciated. Your response to the questions will not create any risky, but it is purely used for academic purpose. For that reason, you are whole-heartedly requested to response the questions honestly.

Instructions: Tick your choice 'x' 'mark, Please doesn't write your name! Please answer all questions.

Yours faithfully

March 10, 2019

Addis Ababa, (Ethiopia)

Appendix II

Questionnaires for PRs practitioners and Management Experts

Dear Respondents,

The purpose of this questionnaire is to collect data for research to be carried out by M.A student / researcher from the School of Journalism and Communication, Addis Ababa University. I would like to state your genuine and accurate responses will have greater contribution to the dependability of the research findings. Therefore, I kindly request you to provide your genuine answers to the questions that appear below. I would like to remind you the answers will provide me is solely used for research purpose and kept confidential .I would like to thank you in advance for your cooperation.

Section A: Purpose of Public Relations

Section A:

Section A consists of 12 questions. Please answer each question by following the instructions provided below.

The statements below refer to the purpose of the public relations department or division in your organization. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=strongly disagree 2=Disagree 3=Neutral (Neither disagree nor agree) 4=Agree

5=strongly agree

The statements below refer to the **CURRENT** purpose of the public relations department or division in your organization. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=strongly disagree 2=Disagree 3=Neutral (Neither disagree nor agree) 4=Agree

5=Strongly agree

The CURRENT purpose of the public relations department in our organization is...	Please mark your answer with an 'X' in the appropriate box.				
	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to get publicity for our organization.	1	2	3	4	5
2...to firstly look at attitude surveys, to ensure we describe the organization in ways our publics would be likely to accept it.	1	2	3	4	5
3...to assist management to negotiate conflict with our publics (or vice versa).	1	2	3	4	5
4...to inform top management of societal values/norms so that they can adjust organizational decisions/strategies accordingly.	1	2	3	4	5
5...to judge the success of a public relations programme on the number of people who attend an event or use our products/services.	1	2	3	4	5
6...to do research to determine public attitudes towards our organization, before conducting a public relations programme.	1	2	3	4	5
7...essentially the same thing as publicity.	1	2	3	4	5
8...to disseminate accurate information but not to volunteer unfavorable information.	1	2	3	4	5
9...to develop mutual understanding between our management and the publics that the organization affects.	1	2	3	4	5
10...to ensure a balance between the organizational goals and the wellbeing of the publics	1	2	3	4	5
11...to write news stories for producing publications, which keeps us so busy that there is no time to do research.	1	2	3	4	5
12...more of a neutral disseminator of information than a mediator, connecting management to publics.	1	2	3	4	5

Section B consists of 21 questions. Please answer each question by following the instructions provided below.

Section B: Public Relations Roles (Activities)

The statements below refer to the activities **CURRENTLY** performed by the public relations department or division in your organization. Use the following scale to indicate the **extent of your disagreement or agreement** with the statements:

1=Strongly disagree 2=Disagree 3=Neutral (Neither disagree nor agree) 4=Agree
5=Strongly agree

The CURRENT activity of the public relations department in our organization is ...

Please mark your answer with an 'X' in the appropriate box.

	Strongly disagree	Disagree	Neutral (Neither disagree nor agree)	Agree	Strongly agree
1...to explain to top management the impact of their behavior (obtained through research) on key external publics (e.g. media, investors, communities).	1	2	3	4	5
2...to keep a media clipping service (clip articles that appeared in the media about the organization).	1	2	3	4	5
3...to act as an 'early warning system' to top management before issues in society erupt into a crisis for my organization.	1	2	3	4	5
4...to take responsibility for the success or the failure of public relations plans.	1	2	3	4	5
5...to organize special events (e.g. open houses/ exhibitions/ gala evenings).	1	2	3	4	5
6...to act as an advocate for key internal publics by explaining their views to top management.	1	2	3	4	5
7...to develop public relations strategy that supports corporate strategy.	1	2	3	4	5

8...to produce audiovisual materials for presentations.	1	2	3	4	5
9...to initiate dialogue with pressure groups in society that are limiting the organization's autonomy (e.g. legislators/ environmentalists/ consumer advocates).	1	2	3	4	5
10...to manage the implementation of public relations plans.	1	2	3	4	5
11...to explain views/ opinions that exist in society to top management.	1	2	3	4	5
12...to write articles for the organization's publications.	1	2	3	4	5
13...to bring to top management's attention organizational behavior that erodes public trust.	1	2	3	4	5
14...to take responsibility for the success or the failure of public relations strategy.	1	2	3	4	5
15...to bring to top management's attention societal expectations for socially responsible behavior.	1	2	3	4	5
16...to edit public relations materials (e.g. speeches/ annual report).	1	2	3	4	5
17...to explain to top management the impact of the organization's behavior on society.	1	2	3	4	5
18...to monitor the performance of public relations practitioners' sub-divisions.	1	2	3	4	5
19...to express the company's stance on social responsibility to society in order to gain public trust.	1	2	3	4	5
20...to generate publicity (e.g. write media releases).	1	2	3	4	5
21...to act as an advocate for key external publics by explaining their views to top management.	1	2	3	4	5

Section C consists of 6 questions. Please answer each question by following the instructions provided below.

Section C: Demographic information

1. Please mark with an 'X' below, the box indicating your gender

Male	
Female	

2. Please mark with an 'X' below, the box indicating your highest tertiary education level

Certificate	
Diploma	
Degree	
Masters	
Doctorate	
Other	

Please specify the type of degree (e.g. BA Strategic Communication)

3. Please mark with an 'X' below, the box indicating whether you have received any public relations training. If your answer is yes please continue with questions 4, 5 and 6.

Yes	
No	

4. Please mark with an 'X' below, the box indicating where you have received your public relations training?

Locally	
Internationally	

Please specify the country:

5. Please mark with an 'X' below, the box indicating the type of training that you have received?

Formal (e.g. University)	
Informal (e.g. Training organization)	

Please specify the institution:

6. Please mark with an 'X' below, the box indicating the highest level of public relations training that you have received.

As an undergraduate subject	
As a degree in public relations	
As a post graduate subject	
As a post graduate degree in public relations	
As a diploma course in public relations	
As a certificate course in public relations	
As a day course in public relations	

Please specify any other:

APPENDIX - III

Interview Questionnaires

1. What are the possible barriers in implementing public relation practice in your organization?
2. What is the role of public relations in practitioners to achieve organizational goal?
3. What kind of public relations model does your organization?
4. What is the professional level of the public relations practitioners in the organization?