



ADDIS ABABA UNIVERSITY SCHOOL OF JOURNALISM AND
COMMUNICATIONS MA PROGRAMME IN PR & STRATEGIC COMMUNICATION

“Assessment of the Effectiveness of Public Relations and Communication Practices in
Promoting Ethiopian Coffee Export: The Case of Ethiopian Coffee and Tea Authority”

By

Mohammednur Kemal Mohammed

Thesis Submitted to School of Journalism and Communication of Addis
Ababa University in Partial Fulfillment of the Requirements for the Masters
Degree of Public Relations and Strategic Communication

Addis Ababa, Ethiopia

June, 2020

Addis Ababa University School of Journalism and Communication

Department of Public Relations and Strategic Communication

This is to certify that the thesis is prepared by Mohammednur Kemal Mohammed entitled “Assessment of the Effectiveness of Public Relations and Communication Practices in Promoting Ethiopian Coffee Export: The case of Ethiopian Coffee and Tea Authority” which is submitted in partial fulfillment of the requirements for the degree of Master in Public Relations and Strategic Communication. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners

Mekuria Mekasha (Assistant Prof.) _____

Thesis Advisor

Signature

Date

Examiner

Signature

Date

Examiner

Signature

Date

Chair of Department or Graduate Program Coordinator

Lists of Abbreviations and Acronyms

CEO	Chief Executive Officer
ECEA	Ethiopia Coffee Exporters Association
ECTA	Ethiopian Coffee and Tea Authority
ECX	Ethiopia Commodity Exchange
ETBC	Ethiopia Trading Business Corporation
ICO	International Coffee Organization
IPR	International Public relations
GCAO	Government Communication Affaire Office
MOI	Ministry of Information
MOA	Ministry of Agriculture
MOTI	Ministry of Trade and Industry
NBE	National Bank of Ethiopia
NEAA	National Exchange Actors Association
PR	Public Relations
PRSA	Public Relations Society of America
USD	United States Dollar

Acknowledgments

First and foremost, I heartily praise the Almighty Allah, who favors me to begin and to bring to an end of this thesis.

Really, this work would have not been realized without a strong support and advice of my advisor Ato Mekuria Mekasha (Assistant professor). I am very much indebted to his intellectual guidance, counseling and support.

I would like to express my deepest thanks to Ato Berhane Ghiday for his extra support advices and enthusiasm. He has provided me with a lot of documents for the analysis of this thesis.

I also want to express my gratitude to Ethiopian coffee and Tea Authority`s staffs and others those cooperated me in giving me both first hand and second hand information.

I would like to recognize all my family members for their valuable support they extended to me.

Abstract

This research is conducted on the assessment of the effectiveness of Public Relations and Communication practices in promoting Ethiopian Coffee export with reference to Ethiopian Coffee and Tea Authority. The study employed qualitative research methodology with purposive and convenience sampling methods. Documents, survey questionnaire and interview are the sampling instruments used to collect data. Sixteen sample respondents are selected from ECTA and its stakeholders to fill the questionnaires and two interviews are taken from ECTA's senior official. Through analyzing of the data collected the researcher drew findings that made the research to give conclusion and possible recommendations. Accordingly, the result obtained indicated that PR & Communication department of ECTA isn't organized as core process and as part of the authority's dominant coalition. Lack of due attention by the senior management of the authority to the department is the main contributing factor for the ineffective practices of the department. Because of these, the practices of PR & Communication of the authority can't met its duties and responsibilities as well as couldn't act as the cotemporary PR disciple deserves. The research identified that ECTA's PR couldn't play significant role in promoting Ethiopian coffee globally. Thus, creating opportunities to raise the awareness of head and top management of the authority on roles Public relations is one of the possible solutions recommended. Furthermore, scholars have to put their effort for further studies on the practices of international public relations in relation with Ethiopian coffee export.

Contents

1. INTRODUCTION.....	1
1.1 BACK GROUND OF THE STUDY.....	1
1.2 STATEMENT OF THE RESEARCH PROBLEM	2
1.3. OBJECTIVES OF THE STUDY	4
1.3.1 General Objective.....	4
1.3.2 Specific objectives.....	4
1.4 RESEARCH QUESTIONS	4
1.5 SIGNIFICANCE OF THE STUDY.....	5
1.6 SCOPE OF THE STUDY	6
1.7 LIMITATION OF THE STUDY	6
1.8 ORGANIZATION OF THE RESEARCH.....	6
2. REVIEW OF RELATED LITERATURES	8
2.1 PUBLIC RELATIONS.....	8
2.2 PUBLIC RELATIONS VERSUS EXPORT PERFORMANCE	9
2.3 THE ROLE AND RESPONSIBILITIES OF PR.....	10
2.3.1 Bridging.....	10
2.3.2 Building Organizational Reputation	10
2.3.3 Publicity	11
2.3.4 Media Relation	12
2.3.5 Issue Management.....	14
2.3.6 Advising the Management.....	14
2.3.7 Event Management.....	15
2.3.8 Stakeholders Approach.....	15

2.4	BRANDING AND COMMUNICATION	16
2.5	THE FUNCTIONS OF PUBLIC RELATIONS.....	17
2.6	PROFESSIONAL STANDARDS OF PR	19
2.7	PUBLIC RELATIONS TOOLS	19
2.8	THE THEORETICAL FRAME WORK	21
2.8.1	The Generic Principles of Excellence	21
2.8.2	Models of Public Relations	24
2.9	THE MAJOR CHALLENGES OF PUBLIC RELATIONS IN AFRICA	28
3.	RESEARCH METHODOLOGY.....	31
3.1	INTRODUCTION	31
3.2	RESEARCH DESIGN	31
3.3	SAMPLING METHOD	32
3.4	DATA COLLECTION INSTRUMENTS	34
3.5	METHODS OF DATA ANALYSIS.....	36
3.6	ETHICAL CONSIDERATION	36
4.	DATA PRESENTATION, ANALYSIS AND DISCUSSION	39
4.1	INTRODUCTION	39
4.2	DATA ANALYSIS.....	40
4.2.1	Respondents' profile	40
4.2.2	The Structure, Professional Standards and position of PR in ECTA.....	41
4.2.3	The practices of PR and Communication of ECTA	45
4.2.4	EFFECTIVENESS OF ECTA'S PR AND COMMUNICATION PRACTICES	52
4.2.5	THE STRENGTH OF PR AND COMMUNICATION PRACTICES OF ECTA	54
4.2.6	Limitations of ECTA's PR & Communication practices	55
4.2.7	ECTA's PR major challenges	56
4.3	DISCUSSION OF FINDINGS	58

4.3.1 The public relations' structure, professional standard and position in the ECTA58

4.3.2 The practices of PR & communication of ECTA59

4.3.3 ECTA`s PR and communication major challenges60

5. SUMMARY, CONCLUSION AND RECOMMENDATION 62

5.1 SUMMARY62

5.2 CONCLUSION62

5.3 RECOMMENDATION65

APPENDIX A :QUESTIONNAIRE FOR ECTA AND MOT ENGLISH VERSION 66

APPEDIX B: ለኢትዮጵያ ቡናና ሻይ ባለሥልጣን እና ለግብርና ሚኒስቴር የሕዝብ ግንኙነት ኃላፊዎች እና ባለሙያዎች የተዘጋጀ መጠይቅ 71

APPENDIX C: QUESTIONNAIRE FOR CUSTOMERS AND STAKEHOLDERS OF ECTA ENGLISH VERSION 75

APPENDIX D: ለኢትዮጵያ ቡናና ሻይ ባለሥልጣን ባለድርሻ አካላት እና ደንበኞች የተዘጋጀ መጠይቅ 79

APPENDIX E : INTERVIEW QUESTIONS FOR ECTA’S OFFICIALS ENGLISH VERSION..... 82

APPENDIX F: ለኢትዮጵያ ቡናና ሻይ ባለሥልጣን የስራ ኃላፊዎች የተዘጋጁ ጥያቄዎች 83

REFERENCE 84

LIST OF TABLES

TABLE 1.1 RESPONDENT’S PROFILE.....40

TABLE 1.2THE STRUCTURE, POSITION AND ORGANIZATION OF ECTA’S PR.....43

TABLE 1.3THE PR PRACTICES OF ECTA.....46

1. Introduction

1.1 Back ground of the study

Public relations are both a business function and administrative tool that serves to establish mutual communication, understanding, acceptance, trust and cooperation between an organization and its target groups and to make this environment permanent (Gürel, 2016).

Business is increasingly globalized, markets are more and more interlinked and so are the communications issues for companies, organizations and governments. According to Thomas L. Harris, 'marketing public relation functions is the PR activities which are designed to support marketing objectives'. Some of the marketing objectives that may be aided by PR activities include raising awareness, informing and educating, gaining understanding, building trust, giving consumers a reason to buy and motivating consumer acceptance (Chand, undated).

Likewise, Public relations practices can create a trust with its publics which consequently affect the export performance of an organization. An organization that practices its public relations practice in a way that can establish a good mutual relationship and can develop trust with its key publics may help to increase its export performance (Enad, 2017).

As Sami and Ludi (2008, as cited on NBE, 2006) stated that Ethiopia produces and exports one of the best highland coffees in the world which makes the coffee Subsector is very important to the Ethiopian economy, and generated about 335 million USD or 41% of the foreign exchange earnings in 2005.

ETCA was reestablished in 2015 as a federal government organization with a mandate and responsibilities of carrying out Ethiopian coffee production and marketing activities. Thus, Ethiopian coffee export marketing and promotion activities are one of the main strategic objectives of the authority (Birhanu, 2017).

Accordingly, this research study was conducted focusing on assessing at the effectiveness of the Public Relations and Communication practices of Ethiopian Coffee and Tea Authority in promoting Ethiopian Coffee export.

1.2 Statement of the research problem

Black (2004:5) explains in his books on public relations, under modern conditions no government, industry, company, or organization of any kind can operate successfully without the cooperation of its publics. These publics may be both at home and overseas, but mutual understanding will be a potent factor for success in every case. Public relation for external publics has today become a necessity in modern society. No matter how well an enterprise may be, if it does not communicate with its publics; it will lose out to its competitors who are using public relation more aggressively to ensure effective communication. Companies which do use public relation in an organized and modern way can see the benefits in terms of increased awareness of themselves and their products or services, better staff morale, customer loyalty and shareholder satisfaction among other things(Kotler, 2002).

Nevertheless, the public relations, seen from the companies' point of view, where each individual is included in making and conducting of the company policy, should be considered a

significant promotional activity, coordinated with all elements of communication with the promotion. (Curri-Memeti, 2012)

As Zeray (2016) explained that practicing public relation activities in Ethiopia is a recent phenomenon. In the last regimes, public relations profession has been underway in a traditional way. However, it is currently being used and well understood its benefits by private and governmental organizations. Yet, it is still in its low level when measured objectively from a scientific point of view. Similarly, Zemedekun (2014) explained that an encouraging development is underway in federal government public relations offices, but still there remains a lot of work to be done in order to exploit the maximum benefit out of the practice of public relations. On the other hand the weak promotion practices of the Ethiopian Coffee and Tea Authority is one of the challenges that have been affecting an Ethiopian coffee export sector negatively. Thus, a better understanding of international market and product promotion have to be given due attention to overcome this challenge (Birhanu, 2017).

Though Ethiopia is a country of the origin of coffee, it is not enjoying fair prices from its coffee in the global markets. Hence, carrying out more promotional activities and coffee exhibitions would have a significant role in making Ethiopian coffee globally competitive (Alazar, 2017).

The aforementioned findings of different scholars stated that both the low level of the practice of public relation in Ethiopia and the weak coffee export promotion practices of ECTA shouldn't play a significant role of Ethiopian coffee export.

By considering these, thus, this study attempts to assess at the effectiveness of Public relations and communication practices of Ethiopian Coffee and Tea Authority with reference to Ethiopian coffee export promotion.

1.3. Objectives of the study

1.3.1 General Objective. The general objective of the study is assessing the effectiveness of public relations and communication practices of ECTA with reference to Ethiopian coffee export promotion.

1.3.2 Specific objectives. The specific objectives of the research are to:

- Assess ECTA's performance with reference to Public relations and communication practices.
- Identify the major challenges of Public relations and Communication in Ethiopian Coffee export promotion.
- Examine the missing practices on the role of Public relations and communication in coffee export promotion which has not be given due attention before.

1.4 Research questions

The following are the research questions that the study seeks to address:

- What are the practices of public relations and communication of ECTA with reference to Ethiopian coffee export promotion?
- What are the major challenges of the public relations and communication of ECTA that affects Ethiopian coffee export promotion?

- What is the missing knowledge on Public relations and Communication with reference to coffee export promotion?

1.5 Significance of the study

Mutual understanding and trust between the organization and its public can only be realized by effective and efficient communication system between the two. The public is the buyers of the product and the media is responsible for selling it. A public is any group that has an actual or potential interest in or impact on a company's ability to achieve its objectives. Public relations involve a variety of programs designed to promote or protect a company's image or its individual products.

Though, coffee export promotion and the authority's mission can be realized by effective and efficient communication system among the government, its stakeholders and Publics. Hence, the ECTA's mission to enhance Ethiopian coffee export in the global markets should have to be supported by strong public relations and communication practices. To this effect, this research may contribute in delivering some recommendations through assessing the current PR practices of the authority with reference to the science so as the authority to scale up its PR and communication practices to enhance the coffee export of the country.

The research helps to give some hints for those who are interested to do further studies on the Public relations practices in relation with Ethiopian coffee export promotion.

1.6 Scope of the study

This research covers the overall Public relations and Communication practices of ECTA besides its effectiveness. It also assesses the structure, position and power of the PR and Communication department within the authority.

1.7 Limitations of the study

The study only focuses at ECTA's PR and Communication practices with reference to Ethiopian coffee export promotion. It has been undertaken only by considering the authority's some management members as well as some of its key stakeholders responses so that its employees' perceptions with this regard is not taken in to consideration and hence these might affect the quality of the research. The time constraint and the corona virus pandemic restricted the research to rely on only limited information sources. It is also concerned only in the time period from 2015 up to 2020.

1.8 Organization of the research

The content of this research is classified into five chapters. The first chapter presents back ground of the study which contains introduction, statement of the problem, objectives of the study, research questions, and significance of the study, scope and limitations of the study.

The second chapter contains , reviews of related literatures, which defines and explains the concept of PR and IPR , branding and brand communication , models of PR , roles and functions PR, excellence in PR , challenges of PR in Africa , professional standards of PR and PR tools . The third chapter of the study is methodological aspects, procedures, techniques, data analysis and validity and ethical concerns in research were elaborated. It also gives justifications

for the selection of qualitative method. In this qualitative research methodology was employed using questionnaire survey, interview, and document analysis as tools for data collection. The fourth chapter deals with presentation and data analysis of the study. It also tries to discuss the study findings. Finally, the fifth chapter deals with summary of the study with conclusion and possible recommendations.

2. Review of Related Literatures

2.1 Public Relations

There isn't universally agreed common definition of PR. Harlow (1976), stemming from his analysis of 472 definitions of public relations. What distinguishes this definition from earlier ones is that it includes both the conceptual and operational aspects of public relations (Cutlip et al, 2000).

Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an 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 and ethical communication as its principal tools.

On the other hand, PR related to management and marketing activities of business organizations. Public relations are the management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various public on whom its success or failure depends (Cutlip et al, 2000). The narrower aspect of PR which involves an organization's interactions with consumers or with other publics such as governments regarding marketing matters like safety. In short it is the marketing oriented aspect of PR (Kitchen, 1999).

One of the most common definitions about the term PR stated by Wilcox et al. (2003) is; Public relation is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programs of action which is a strategic communication process that will serve both the organizations and the public interest.

The winning definition Public Relations that the PRSA`s campaign to determine an updated definition is " Public Relations is a strategic communications process that builds mutually beneficial relationships between organizations and publics" (Sebastian, 2012).

One of the most widely quoted definitions of IPR is that of Wilcox et al. (2001: 283), who defined IPR as ‘the planned and organized effort of a company, institution or government to establish mutually beneficial relations with the public's of other nations’. Relationship building and strengthening are vital factors in building global brands and global reputation. IPR is thus the glue of globalization: it facilitates multinational corporations to reach new publics and markets

Tench and Yeoman`s (2009: 150) divided international public relations activities as preparative, promotional and situational preparative that create favorable situations, promotional activities is promoting nation, product or service with the aim of improving a nation brand or increasing sales.

2.2 Public Relations versus Export Performance

The research conducted by Enad (2017) shows that Public relations have a positive relationship with export performance. It is also approved that public relation has a positive relationship with commitment, trust. Which is commitment and trust also positively affects the export performance. Thus, strong Public relations practices raise the commitment and trust of an

organization consequently, can raise the organization's export performance. In other words poor public relations practices result in poor export performance of the organization.

2.3 The Role and Responsibilities of PR

Public relations has different roles and responsibilities in an organization. Some of the role and responsibilities related to the study have been discussed as follows.

2.3.1 Bridging. Fundamentally, the profession has a bridging and bonding purpose, rather than a buffering function to build relationships with the organization's stakeholders, clients, and the public. PR strives to influence how the public interprets the organization by creating an impression in the minds of the public by shaping negative attitudes developed about the organization from the internal and external environment. In addition, creating two-way communications between an organization and the public can be a good fertile ground for a mutually beneficial relationship. PR professionals should invest their time, money, and other potential to connect their company with the external world (YeoMans, 2006).

2.3.2 Building Organizational Reputation. Reputation has both advantages and disadvantages. On one hand, a good reputation has both intangible and tangible benefits. It is important for audiences, from customers to employees to consumer advocates, to feel good about an organization, and it is important to build a good reputation. An organization with a better reputation attracts qualified professionals, pays less for supplies, gains more attention from the media, and accrues other benefits that actually contribute to success. Reputation is the sum of images which is achieved through performance and behavior and communication. A negative image critically damages organizational reputation, decreases the stakeholder's trust in an organization

and its business (Garcia, 2007). PR practitioners work with a media to promote and build the organization reputation. PR activities can discard light on anything negative about their organizational brand. Effective PR allows their brand to attain a positive image both online and offline, which can benefit the organization in the end. Cultivating organizational reputation is not merely leading your company view to the public, or it is not only promoting your business but also about creating a strong brand awareness of your company as effectively as possible. Moreover, it is the way of putting your organization in the right direction to compete with other companies and to survive on the market. PR professionals expected to develop a brand, create a communication strategy, lead generators etc. in order to build organization`s reputation (Legion, 2002).

2.3.3 Publicity. Publicity many times perceived that as a one-way communication, something done to someone, relying exclusively on mass media etc. Rather, it is mutual understanding, implementing planned activity in the target community, using different media that is suitable for the intended goal of the organization. Publicity is a multi-directional approach to changing the way the public thinks, feels and reacts to a certain organization, person, service, or product, by a third-party affirmation. It is also very different from advertising that company to speak directly to the public about its product because the message has been credible (Books, 2002). When publicity increases, it maximizes the awareness and constructs a positive image in the mind of the community, and believed that effort of PR more success. It can be defined as a process of promoting organization`s activity designed to gain support or attention from different internal and external stakeholders. In the case of publicity, the PR practitioners frequently target employee, customers, investors, suppliers, and others. The PR professionals use the traditional

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

2.3.4 Media Relation. Creating good relation with different media industry is vital to increase organization`s bond with the public(s). Media relation done by PR is to reach the target audience for next main reasons. These are efficiency, credibility, targeting, agenda setting, economy and Time shifting. Being accurate, having timely statistics, and prepare material wisely for all media equally expected during media relation. The message should clearly identify the main ideas (Mekee, 2005). Media relation means communicating with journalists, specialists, and editors from local, national, international and trade media, including newspapers, magazines, radio, TV and web-based communication through PR tools (Yeomans, 2006). In media relation understanding the space and time limitations of the media by presenting positions clearly and concisely. Although briefness is a virtue, the press also looks for interest. Telling the truth to build credibility with the media begins with their perception of you as a source of accurate and truthful information. The media must attract readers and viewers to sell advertising. Such pressure translates into the search for unusual or controversial angles. Unusually, even offensive questions are a common tactic to elicit an emotional reaction of PR that would make a good headline to media professionals (Oliver, 2004). Therefore, PR should be cool under pressure. Think of the audience or remember the impact and consequence of any communication on the

public. PR must consider how audience remarks would appear on the front page of the famous media. When asked a stumps question or data not available at hand, practitioners expected to tell the truth they do not know. It is better following up immediately with plans to get the information, and contacting media, if possible before the deadline, which will increase trust between PR and media persons. Media relation always found two problems. Firstly, the media can take over organization`s agenda which is written by the PR as a news release. Secondly, no longer possible to say one thing to one stakeholder and to a different or channels of communication can really be efficiently segmented. Media relation is too much sense to any business organization (YeoMans, 2006).

2.3.5 Handling Organizational Crisis. A catastrophic situation sometimes can affect an organization that leads to crashing its reputation or perceived image within the public. Some of these are accidents, theft, fires, accidental pollutants and. etc. Organizational crisis mainly has three cyclical stages; crisis development, crisis impact and loss of image and reputation. PR identifies and addresses the issue before it arrives on the last crisis stage by applying the next three basic ways of managing the organizational crisis. These are, pre-prevention, controlling the crisis, and repairing the damaged image of the organization during on crisis. On the first stage of crisis avoidance, the practitioners make their research to identify the suspected area and sets strategic plan for implementing. In the second level of the crisis cycle, the PR professionals react to control the crisis. At the last stage, the communicator strives to maintain destroyed image of the organization due to disaster (Peter, 2008). The best way of crisis management is preparing a company before the problem arrived at a crisis stage. Stakeholders can be the best supporter in preventing the organization from the damage of life, material, and reputation because a crisis can

affect them as equal as the organization (Price, 2008). During an organizational crisis, PR serves as an early warning system to help an organization to anticipate trends; and uses research and ethical communication techniques as its principal tools disseminating precise messages in speedy and volatile situations (Yeomans, 2006).

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

2.3.7 Advising the Management. Even some PR professionals believe that, the function of PR responsibility is only technical communication. Since the fourth models of PR (two way symmetrical approach) applied responsibility of the profession includes advising role, because PR as a profession is part of the management of organizations, helps the management keep abreast of and efficiently to utilize change (Yeomans, 2006).

In addition, the public relation society of America (PRSA) describes providing advice to management concerning policies, relationships, and communications one of key process (Pearson, 2012). The modern world PR practitioners become their organization management member and participate in decision-making (Kruckeberg, 2013). In one hand, these help the PR to know his organization very well and to communicate with the public in a better approach. In another hand, maximizes the awareness of the management team about strategic communication and its impacts in order to make a wise managerial decision. PR communicates with own organization management to make them fit with internal and external stakeholders (Alison, 2004).

2.3.8 Event Management. Many believe that PR professionals only stand to carry out their organizational event management. In reality, it does not mean event management is the only job of PR, but it was categorized under PR responsibilities. It requires detailed management skills and logistics as well as a creative thinking like. Basic event management activities are internal and external conferences, seminars, panel discussions, fundraising, annual events preparing exhibitions, the open day, press conference, the facility visit etc. It creates an opportunity for direct contact with audiences through a tailored event or experience that can be a highly effective way of transmitting both brand and corporate messages (Jenkins, 2004). If PR practitioners want to make their event management activity successful, they should have an excellent attention. Event management process combined with a creative style that captures the imagination of each audience. If we communicate in a good and excellent way based on truth, we develop credibility in public's mind. That allows throughout lifetime memories and experiences to thrive for the organization we work.

2.3.9 Stakeholders Approach. Stakeholders are any individual or group who are influenced or affected by our organizational business. Stakeholders of a business organization divided into two; internal and external stakeholders. The internal stakeholders (employee) are enablers or people on the front side of the organization. Such as organization's Employees are key stakeholders to whom managers must target both morale-enhancing and reputation building initiatives (Fembrun, 2007). These parties mainly described and regarded as a public or stakeholders group (YeoMans, 2006). Strategic communication with internal stakeholders creates systematical influence on the attitude, knowledge, and behavior as well as speed-ups the organizational business. There is a variety of communication designed to maximize the

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

2.4 Branding and Communication

A brand can be defined as a set of tangible and intangible attributes designed to create awareness and identity, and to build the reputation of a product, service, person, place, or organization. The holistic perspective of branding as a long term strategy includes a wide set of activities ranging from product innovation to marketing communications. The objective of branding strategy is to create brands that are differentiated from the competition, thereby reducing the number of substitutes in the marketplace. When high brand equity is achieved through brand differentiation, the price elasticity of demand becomes low, allowing the company to increase price and improve portability (Sammut-Bonnics, 2015).

Communication is the lifeblood of all organizations. It is the medium through which companies large and small access the vital resources they need in order to operate. It is through communication that organizations acquire the primary resources they need (such as capital,

labor, and raw materials) and build up valuable stocks of secondary resources (such as legitimacy and reputation) that enable them to operate (Van Riel and Fombrun, 2007).

The public relations practitioner is a professional communicator. Moreover than anyone else in an organization, the practitioner must know how to communicate. This knowledge else the public relation professionals apart from other employees. Fundamentally, communication is a process of exchanging information, imparting ideas, and making oneself understood by other (Seitel: p. 99 & 100)

Brand communications take many forms and will vary in terms of the objectives set. These can often be classified as aiming to differentiate, remind, inform or persuade. Public relations gives “legs” and life to brand attitudes and the essential brand promise by telling credible stories and providing support for the truth of a brand’s advertising images. This is all the more important in an evolving media and business environment (Mikáčová & Gavlaková, 2014).

Public relations gives “legs” and life to brand attitudes and the essential brand promise by telling credible stories and providing support for the truth of a brand’s advertising images. This is all the more important in an evolving media and business environment.

2.5 The functions of Public Relations

In general, public relations professionals can be communication managers who organize and integrate communication activities, or they can be communication technicians who primarily write and construct messages. Research in this area led to the identification of four specific roles: the technician role and three types of communication managers. Most practitioners begin their careers as communication technicians. ("Public Relations (v. 1.0)", 2012)

Public relations are different from advertising. Public relations agencies don't buy ads, they don't write stories for reporters, and they don't focus on attractive paid promotions. They rather promote the brand by using editorial content appearing on magazines, newspapers, news channels, websites, blogs, and TV programs.

According to Pahwa (2020), the functions of public relations manager and public relations agencies include:

- Anticipating, analyzing, and interpreting the public opinion and attitudes of the public towards the brand and drafting strategies which use free or earned media to influence them. Drafting strategies to support brand's every campaign and new move through editorial content.
- Writing and distributing press releases.
- Speechwriting.
- Planning and executing special public outreach and media relations events.
- Writing content for the web (internal and external websites).
- Developing a crisis public relations strategy.
- Handling the social media presence of the brand and responding to public reviews on social media websites.
- Counseling the employees of the organization with regard to policies, course of action, organization's responsibility and their responsibility.

- Dealing with government and legislative agencies on behalf of the organization.
- Dealing with public groups and other organizations with regard to social and other policies of the organization and legislation of the government.
- Handling investor relations.

2.6 Professional standards of PR

Members of the Chartered Institute of Public Relations agree to: Maintain the highest standards of professional endeavor, integrity, confidentiality, financial propriety and personal conduct; Deal honestly and fairly in business with employers, employees, clients, fellow professionals, other professions and the public; Respect the customs, practices and codes of clients, employers, colleagues, fellow professionals and other professions in all countries where they practice; Take all reasonable care to ensure employment best practice including giving no cause for complaint of unfair discrimination on any grounds; Work within the legal and regulatory frameworks affecting the practice of public relations in all countries where they practice; Encourage professional training and development among members of the profession; Respect and abide by this Code and related Notes of Guidance issued by the Chartered Institute of Public Relations and encourage others to do the same. (Tench and Yeomans, 2009: p. 290)

2.7 Public Relations Tools

As explained on IPR.org.uk (2012), Creation and maintenance of a good public reputation is a complex and ongoing process. Without an effective PR, it is very difficult to reach the attention of the target audience and much less to influence their opinion and decisions. But

when the relationship with the target group is finally established, it needs to be maintained in order to keep it on a high level. The process works similar to the interpersonal relationships. When two people lose contact, they pretty much disappear from each other lives no matter how close they used to be. And the same happens with the target audience if the established relationship is not maintained. In order to build a relationship with the target audience and maintain it on a high level, PR specialists use a variety of tools and techniques. Some of the most common ones include:-

1. Attendance at public events ;- In order to attract public attention and keep it engaged with a particular organization or an individual, PR specialists take an advantage of every public event and the opportunity to speak publicly. This enables them to directly reach the public attending the event and indirectly, a much larger audience;

2. Press releases; - Information that is communicated as a part of the regular TV or/and radio programs, newspapers, magazines and other types of mainstream media achieves a much bigger impact than advertisements. This is due to the fact that most people consider such information more trustworthy and meaningful than paid ads. Press release is therefore one of the oldest and most effective PR tools.

3. Newsletters;-Sending newsletters – relevant information about the organization or/and its products/services - directly to the target audience is also a common method to create and maintain a strong relationship with the public. Newsletters offering promotional products are also a common marketing strategy but PR specialists use it to share news and general

information that may be of interest to the target audience rather than merely promoting products/services.

4. Blogging;-To reach the online audience, PR specialists use the digital forms of press releases and newsletters but they also use a variety of other tools such as blogging and recently, micro blogging. It allows them to create and maintain a relationship with the target audience as well as establish a two-way communication.

5. Social media marketing: - Like its name suggests, it is used primarily by the marketing industry. Social media networks, however, are also utilized by a growing number of PR specialists to establish a direct communication with the public, consumers, investors and other target groups.

2.8 The Theoretical Frame work

2.8.1 The Generic Principles of Excellence. Grunig's Excellence Study identified numerous variables that contribute to organizational effectiveness. After many years of study, Grunig and the excellence Study's of researchers distilled the most important variables for public relations in making contributions to overall organizational effectiveness. Public relations will be most effective throughout most parts of the world when it follows the generic principles and applies them with appropriate variations for local cultural, political, social, and economic conditions. Its absence in a country, however, does not serve as evidence that it could not be practiced there.

Here is a brief review of why each of the 10 generic principles of public relations is important to organizational effectiveness:

1. The involvement of public relations in the strategic management function allows for more inclusive decision making, better organizational policy from the perspectives of publics and more enduring decisions. Higher levels of satisfaction with the relationship are reported by publics who were considered by an organization in its strategic management process.

2. The public relations function must be empowered to report directly to the CEO in order to advise on matters involving publics, values, and ethical decision making. Although the researchers posited that a direct reporting relationship to the dominant coalition would also enhance excellence in public relations, later research found that public relations is the most excellent when reporting directly to the CEO.

3. An integrated public relations function has access to and authority in all levels and functions of the organization. It is not isolated or pigeonholed, and it is not encroached upon or subsumed by marketing or other functions, but has its own degree of autonomy.

4. It is important for public relations to be a separate management function in the organization in order to prevent encroachment by marketing or legal departments into the role and responsibilities of communication management. When these areas are usurped by other organizational functions, it is common for smaller or less strategic publics to be ignored in organizational decision making.

5. The public relations unit should always be headed by a professional public relations manager, rather than someone who is simply adept in the technical skill of writing. Managers have the research knowledge necessary to collect information, to facilitate conflict resolution, to engage in issues management, to create budgets, to resolve ethical dilemmas, and to manage the staff of the public relations department. Technicians are normally specialists in writing or other technical aspects of production, but are not normally trained in management. Without a manager in charge of the public relations function, it is likely to be pigeonholed as media relations rather than as a true management function.

6. It is important for an excellent public relations department to use the two-way symmetrical model of public relations because a dialogue-based approach has been shown more effective than any other in resolving conflicts, preventing problems, and to building and maintaining relationships with publics.

7. An excellent public relations department has the knowledge necessary to manage public relations symmetrically in that it can conduct sophisticated research to understand publics, and it can also engage in negotiation and collaborative problem solving.

8. Dialogue-based systems of internal communication are important for building teamwork, increasing employee morale and job satisfaction levels, and decreasing employee turnover. Issue research also allows issues managers to identify problems early so that they can be resolved before they escalate.

9. It is important for public relations departments to have diverse professionals in all roles of the function so that decisions and communications will be inclusive of varying viewpoints.

Inclusivity breeds excellence because it lessens the feelings of alienation created by excluding or not soliciting the ideas and opinions of some publics. Vercic, Grunig, and Grunig (1996), p. 58.

10. The excellence researchers added ethics and integrity as important considerations 4 years after the publication of the Excellence Study, remarking that ethics is important enough to be a standalone principle of excellence. Vercic, Grunig, and Grunig (1996), p. 58. Ethics considered as the tenth generic principle of public relations, and indicated that the rational analysis of ethical dilemmas could be the most important facilitator of organizational effectiveness (Grunig, 2009).

2.8.2 Models of Public Relations

The four models of public relations proposed by Professor James E. Grunig and Todd Bunt explain four different approaches to the practice of public relations (Seitel, 2011: 81).

Press a-gentry (Publicity): In this model of communication the focus is on sending message from the source to the receiver. Relatively it is an ancient form of communication model where one-way traffic is assumed to be productive. As Seitel (2011: 81) put it, “This model is essentially one way communication where messages will be sent from a source to a receiver with the express intention of winning favorable media attention.” This model of communication was marked by manipulation, exaggeration and deception. There were international efforts to deceive the public to the extent such shameful deception was related to the assertion public relation can use all means to achieve its goal (Solomon, 1998: 9 &10).

Public information model: The early 1900’s, was a time when huge business organizations were under serious attack from the media on issues of corruption and other forms

of injustice. This situation has forced private organizations to establish public relations offices and hire practitioners. This period was marked with a communication model known as public information (Grunig, 1992: 286, Solomon, 1998: 10). This is another early form of one way communication designed not necessarily to persuade but rather to inform. Both this and the press a gentry's model have been linked to the common notion of public relations as propaganda (Seitel, 2011: 81). As it is indicated by Solomon (1998: 10), this stage was identified as public relations practice having a significant influence on public opinion that may have its own contribution to prevent policy changes of social significance. During this time the principle of Lee which promotes telling the truth is the best way to effective public relations was a widely accepted way of doing public relations business. It was also a time when the first "public Bureau" was opened in Boston and Washington in 1902 then followed by Lee's office of publicity (Solomon, 1998:10-11). Many governmental and nongovernmental organizations opened public relations units from 1900-1931. Government public relations are restricted to providing "information" rather than "publicity" and to avoid practicing "Public relations". Thus, even today, government agencies are essentially limited to practicing the public information model (Grunig & Hunt, 1992: 37). Compared to the Press a-gentry model, the public information model got a huge acceptance; as a result it became the dominant form of public relations in many organizations (Solomon, 1998: 11). There was a slight change that came up with public information model that was changes from deliberate deception to openness and reason.

Two - way asymmetry: This model of public relations seems to be a bit complicated compared to the two models discussed previously. The idea of two ways communication was introduced as a result of looking for a feedback for information disseminated that began to be

considered as part of the communication process. However, the purpose of seeking feedback wasn't to change position that has been seized by an organization, instead the feedback was to be used to introduce another form of persuasion so that the audience would accept the interest of the organization (Seitel, 2011: 81-82). This third model of public relation is known as the period of propaganda and persuasion. It is also a period when some social science research such as opinion polling, random sampling and organized feedbacks and the likes were introduced to the public relations practice. Public relations departments flourished in government offices at all levels, even armed forces also established their own public relations units. It was also a period when an overseas mission of public relations was begun.

Two - way symmetry: The advocates of this model presents it as the preferable model of public relations. According to Seitel (2011:82) the symmetric model advocates for free and equal information flow between an organization and its publics based on mutual understanding. This model of public relations will give practitioners a balanced relationship with the public whom they serve as a mediator to their organization. The major advocate and founder of this model James E. Grunig mentioned that it would be difficult to exactly indentify when this model came into being. However, he noted that those men who are considered to be the founders of modern public relations Lee and Bernarys used to council their clients in a way both the organization and the public mutually benefit from each other's interaction (Grunig, 1992: 286, Solomon, 1998: 15). Following the Second World War professionalism in public relations has begun to take shape as public relations offices flourished almost everywhere. The emergence of professionalism, the demand for further refinement and expansion of professionalism together with consolidation of research work in quality and quantity as well as public relations education,

created conducive environment for the popularization of the symmetric model of public relations (Grunig, 1992: 289, Seitel, 2011: 85). “The fourth model of public relations was better conceptualized by Scott Cutlip and Allen center in their first edition of “effective public Relations”, 1952 used the term “PR” to describe the principles and practice of communications employed to build good relationships with the public” (Solomon, 1998:15). In their serious conceptual analysis of symmetric public relations model, the two scholars have noted what characterizes this model. Public relations is the communication and interpretation of information to the public’s of an institution; the communication and interpretation of the information, ideas and opinion from those publics to the institution in an effect to bring the two into harmonious adjustment (Solomon, 1998: 15). Grunig claimed that there are researches findings that prove symmetrical public relations program are the most appropriate one compared to the other three. According to Grunig it has proved that the symmetric model can benefit the target audience as much as the sponsoring organization. Although research supports the idea that the two ways symmetrical model makes public relations more ethical, senior managers of organizations who are oriented to the bottom-line also want to know whether it pays for their organizations to be ethical. Research to date suggests that it does. Several studies have shown the ineffectiveness of the press a gentry, public information, and two way asymmetrical models (Grunig, 1992: 308). As J. Grunig and Hunt’s four models of public relations and specifically their advocacy for the symmetric model over the others was a very recent phenomenon. The two-way symmetric public relations model where public relations departments give equal emphasis to the interest of the public as that of the institutions. Especially in a country where the government is claiming to be not only developmental but also democratic, the best model for such a system is the two way

symmetric. The two - way asymmetry which best serves the interest of the institution employing persuasion and propaganda as the main strategy of public relations. Moreover, the two- way symmetry model of public relations is the most progressive and ideally the one that might serve the interest of an institution as well as a country.

2.9 The Major Challenges of Public relations in Africa

There is no African country where public relation is in proper practice like South Africa. This is practically true, the long-stay of the Europeans in this country made it possible for the nation to be totally bathed with the sponge and soap of absolute development. The colonial master's left South Africa in the early 20th century when other nations in Africa had been enjoying freedom.

More so, South-Africa has been established so well in public relations, as most of the businesses both governments and privately owned were first managed by their colonial masters. Some indigenous businesses borrow their operational practices from their colonial masters as well; it is therefore expected to have South-Africa leading in the Practice of public relations in the African continent (Joseph, 2017).Hence, the problems that hinder public relations successes in Africa are:

- 1. Poor Understanding of Public Relations Concept.** Public relations practice are not well understood in the continent, that is, many organizations and individual do not understand the concept of the profession, though they engaged in it on a daily basis, yet they do not appreciate the role of public relations and hence do not have or consider public relations as an integral part of their daily activities.

2. Lack of Specialization in the Profession. Many people or professionals do not consider this as an area that needs much expertise. Many would rather major in science disciplines or business and still finds themselves in a public relations job. Most of those who occupy the positions of public relations in both government and private organization are not public relations major. Some claims to be practitioners simply because they are practicing journalist. Come to think of it, even those who eventually had training in public relations refuse to specialize in a particular aspect of public relations, just because they wants to keep every account that comes their way.

3. Language Barrier. Even with specialized courses, many African countries speak in native tribes; hence, it is hard to define a common or national language to pass the information to the masses. It is just of recent that most African countries are trying to settle down with one official language that will be suitable for everyone to communicate with.

4. Lack of Technological know-How. The world is developing many machinery like Computers, Scanners, Printers, Faxes, iPods, Tablets, Midgets, Recorder, Blackberries, etc to fasten both the field and office work, but it is a sad news that many Africans are not learned, they cannot effectively and efficiently operate these machines yet it. This is at the disadvantage of the profession in this continent. Those, who eventually can use them, rather preferred to flaunt them lieu of maximizing their technological potentials,

5. Infrastructural Limitations. These are majorly communication problems and lack of proper equipment to finance or fasten public relations duties. In case of a public relations function like sponsorship, such issues like bad or inaccessible roads can make your work a

disappointment. Sometimes, you may want to convey your sponsors to the venue where a project is to be established, but if the road to the site is sick, then be sure that that campaign will surely be sick. Sometimes it could be power issues, in the case of Nigeria, power problem is inevitable. If you have packaged a media campaign that you want to get across to your targets at a particular belt of the broadcast schedule, when the time to disseminate the information reaches, and power is interrupted, be sure that the effort on that program will be useless, as well as turning futile.

6. Lack of Ethics by the Existing Professionals and Organizations. Many people who are in the practice of public relations abuse the office and don't give many efforts to work. They sit in their offices waiting their salaries at month end, instead of brain storming on how to boost their clients' reputation. Some organizations just designate their staff with the post of a public relations officer without knowing the job description of that office. They subject practitioners to errands and protocols, sometimes; they use them as personal assistants in the guise of a public relations officer.

7. Negative Cultural Habits, Attitudes and Taboos. Cultural practices are held in high esteem in Africa cum religious beliefs. If you prepare a campaign that tread negatively on this tenacious testaments you may fail to reach a mutual understanding with them. This also goes with diverse ethnic groups and their various tribes which are characterized by the continent. Hence, as you plan a campaign or advertising method you have to ensure not to go against particular groups' believes

3. Research Methodology

3.1 Introduction

This chapter illustrates the research methods and procedures that the researcher followed to answer the research questions and attain the research objectives. It is important to present briefly about the research topic again, to show the appropriateness of method selection. The research title is focused on the “Assessment at the effectiveness of public relations and communication practices in promoting Ethiopian coffee export with reference to ECTA”. The main issues to be studied include the public relations practices, its effectiveness, and its challenges towards Ethiopian coffee export promotion. In this topic the major issues addressed are qualitative in their nature. Thus, both its primary and secondary data of the study mainly relies on qualitative research method. The qualitative research method helps to assess and understand attitudes, opinions, relations and personal experiences. Thus, it provides flexibility and afforded the researcher the opportunity to conduct an in-depth research on the human side of the reality (Kothari, 2004).

Qualitative methods are also used in situations where a detailed understanding of a process or experience is wanted; where more information is needed to identify cultural, attitude, and perception related factors affecting women's participation. Because of these the researcher relies on qualitative research method.

3.2 Research Design

According to Kothari (2004), a good design is often characterized by adjectives like flexible, appropriate, efficient, and economical and so on. Generally, the design which minimizes

bias and maximizes the reliability of the data collected and analyzed is considered a good design. The design which gives the smallest experimental error is supposed to be the best design in many investigations.

Similarly, a design which yields maximal information and provides an opportunity for considering many different aspects of a problem is considered most appropriate and efficient design in respect of many research problems. Thus, the question of good design is related to the purpose or objective of the research problem and also with the nature of the problem to be studied. A design may be quite suitable in one case, but may be found wanting in one respect or the other in the context of any other research problem. One single design cannot serve the purpose of all types of research problems. Because of the nature of the study, the researcher applied descriptive case study design and qualitative research methodology. The design involves acquiring information about individuals' or groups' characteristics, opinions, attitudes, or previous experiences by asking questions and tabulating their answers. Hence, its ultimate goal is to learn about a large population by surveying a sample of that population (Creswell, 2012).

3.3 Sampling method

Qualitative samples are usually small in size. There are three main reasons for this. First, if the data are properly analyzed, there will come a point where very little new evidence is obtained from each additional fieldwork unit (Ritchie and Lewies, 2003)

The target populations for this study are six different organizations from which a PR manager and four practitioners are considered to make the total population size assumed to be 30. So as the representative sample size of the research was determined to be 16 that accounts

more than 53% of the total population. Accordingly, five respondents from ECTA, three respondents from coffee exporters and each two respondents MOTI, MOA, ECX and ECEA are selected from to meet the sample Convenience and Purposive sampling method.

Additionally, two officials from ECTA are considered to give a personal interview on matters related to PR practices of the authority the type of the study and convenience to the researcher.

Convenience Sampling. For the purpose of this research, the highly and experienced coffee exporting business companies documents were identified for examination. Out of 10 effective coffee exporters only three are selected by their assumed critical role to play in Ethiopia coffee export sector besides their availability and accesses to the researcher. So that Abbahawa Trading, Tracon Trading plc and S. A. Burgers plc is selected.

Purposive Sampling. The questionnaire distribution was done with an assumption of gathering information from those who are believed to be appropriate and competent besides their nearness for the subjected studied. Similarly, the interview is targeted to obtain relevant information from appropriate management staff members of ECTA about the practice of public relations and communication of ECTA using purposive sampling method. So that, institutions selected for document analysis, the participants in the survey questionnaires and the interviewees, all are selected purposely based on the research. As scholars such as Hancock, Windridge and Ockleford (2007: 21) noted, purposive sampling gives a researcher an advantage to ease the stress and create smooth relationship between the information seeker and provider.

3.4 Data collection Instruments

Both primary and secondary methods of data collection should be employed. The entire data sources of the research are PR relations managers and practitioners from governmental organizations, associations and Private business companies engaged in coffee export related business is discussed above. The secondary data are collected from documents on Ethiopian public relations practices and working procedures which were drafted by former GCAO before restructured in 2018. Additional documents, i.e. the latest three consecutive year's annual reports of ECTA are utilized. The primary data sources are collected from survey questionnaire and personal interview. Questionnaires are prepared to collect relevant information from the sample respondents. The main purpose here is to find out how public relations are organized and practiced in ECTA to support Ethiopian coffee export promotion. And the interviews conducted with authority's officials to find out their reflections on matters related to this research topic. Furthermore, it used to identify the authority's senior management view towards the PR practices and its role on coffee export promotion.

Document Analysis. Different published and unpublished document sources those help to seek out information on Coffee export promotion and the public relations practices are treated in the study. They are obtained from ECTA and GCAO.

ECTA's three consecutive years, i.e. 2017 up to 2019 of annual reports on coffee export performance in relation with coffee export promotion are used. This helps the study to examine and sort out the public relation role coffee export promotion activities in the given reference period of time so as it used to get inference for the population.

In 2018, before restructured and replaced by press secretariat under the office of prime minister, GCAO has been coordinating and leading the federal office PR activities through working documents and procedures. So as the office's two documents, namely PR for fundamental change and the working procedures and organizations of PR at federal institution were also treated with it. This helps to assess the overall PR role and responsibilities of federal government offices of Ethiopian are assessed in relation to ECTA's current practices.

Survey Questionnaires. In any case, distributing surveys, questionnaires to sort out existing real information on the practice of public relations and communication of ECTA was vital. Both questionnaires contain closed and open-ended questions are treated since both are used in the questionnaires to seek out more information that helps the study to get better findings. Two slightly different types of questionnaires were used because of the respondents' know how differences in relation to the issues. The first of the questionnaire contains issues related to overall Public relations and Communication practices, including the department's structure and position in the authority besides its major challenges that affects its effectiveness in promoting Ethiopian coffee export. The second questionnaire is limited to the PR & Communication practices besides its major challenges and effectiveness with reference to coffee export promotion. Both questionnaires have three sections. The first section deals with sorting out general information about the respondents. The second section deals with trying to find out how public relations are practiced by ECTA. Issues related to the role and practices of public relations in coffee export promotions also treated here. Moreover, requesting them to identify their major public relations activities was included in this second section. The third section of the

questionnaire on its open-ended questions was devoted in finding out what practical challenges are there in practicing public in ECTA.

Interview. The interview method of collecting information involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews (Kothari, 2004, p. 97). In this case the interview relied on face to face oral-verbal response with top officials of ECTA. In this case the researcher used to get additional information that helps to support or cross check the respondents' views besides identifying the authority's top managements' stand on its PR.

3.5 Methods of Data analysis

The qualitative data analysis deals with meanings and meanings are expressed through actions as well as texts. The analysis is not just to express data, rather describe the objects or events to which our data refers. Such description forms are the foundation of qualitative research science (Dey, 2005). More than describing; we have to interpret, explain, understand and perhaps even to predict. In qualitative analysis, the core of method lies on processes of describing phenomena, classifying it, and seeing how our concepts interconnect. In addition, Kothari (2004) noted that data analysis is mainly based on evidence and reference analysis helps scientific way of interpretation. The research data analysis involves organizing the details about the case, categorizing the data into meaningful themes, looking for and identifying patterns. This was followed by making thematic analysis and finally reaching at conclusions and recommendations.

3.6 Ethical Consideration

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

The researcher followed the basic ethical considerations in qualitative research. The research data reliability and validity test should be made. Validity of the data analysis was seen with its Creditability and Conformability. Credibility refers to the believability of the findings and is enhanced by evidence such as confirming evaluation of conclusions by research participants, convergence of multiple sources of evidence, control of unwanted influences, and theoretical fit. Maximum confidence in the believability of conclusions comes from support provided by participants' agreement, analysis of multiple sources of data, others' interpretations, and prediction based on relevant theoretical models (i.e., a predicted pattern matches an actual pattern). As such, credibility is related to construct validity, uncovered by evidence revealing that the construct being studied is the same one theory presumes exists. The concept of credibility is also close to the idea of internal validity as used in quantitative designs (ruling out alternative hypotheses while controlling extraneous influences and artifacts that distort findings).

Conformability refers to objectivity (neutrality) and the control of researcher bias. Bias in qualitative research is an ever-present concern, but unbiased interpretations are more likely once researcher self-reflection recognizes them overtly and factors them into the design by, for example, intentionally seeking potentially contradictory evidence predicted by alternatives

(essentially different biases or worldviews). Conformability is also enhanced by consistency with quantitative research findings that reach similar conclusions (Lincoln and Guba, 1985)

The researcher explained the goal of the study for key informants verbally before the research started, and explained for participants that if they were not comfortable with the research questions they could quit or refuse at any point. The investigator records the based on the interest of the key informant. The data have to be collected as the interviewees and questionnaire survey did not want to attribute their names.

4. Data Presentation, Analysis and Discussion of findings

4.1 Introduction

This chapter deals with data presentation, analysis and discussion of findings that helps answering the research questions drawn from the subject of the study “assessment of the effectiveness of Public relations and communication practices in promoting Ethiopian coffee: the case of ECTA”. Thus, the research questions are:-

- What are the practices of public relations and communication of ECTA with reference to Ethiopian coffee export promotion?
- What are the major challenges of public relations and communication of ECTA that affects Ethiopian coffee export promotion?
- What is the missing knowledge on Public relations and Communication with reference to coffee export promotion?

Accordingly, issues in this regard were approached in two perspectives. The first was concerned with issues related to the authority's perspective. Here, an effort was exerted to find out the commitment and contribution of the senior management for the public relations and communication in relation with the department's structure, its position and the availability of skilled manpower. This consolidates the existing documents with the authority's sample respondents and the personal interviews with the authority relevant senior management's view are treated. In the second perspective data gathering and analysis of the authority's stakeholder organizations PR managers' and practitioners' viewer is treated. Here, a questionnaire aimed at finding out ECTA's public relations practices, its effectiveness and the major challenges it faces

while carrying out their duties was administered. In addition to the survey questionnaire an interview with two senior officials selected based on their responsibilities in the authority's management and their knowhow to the public relations practices was also conducted.

The documents from ECTA and GCAO are also analyzed so as to consolidate the findings with the finding obtained through the analysis of survey questionnaire and interviews which helps to answer the research questions.

Finally, discussion of research findings should be employed. Hence, discussions about the structure, position, practices and the major challenges of the authority's public relations and communication department of the authority are held in relation to its effectiveness in helping the country's coffee export promotion.

4.2 Data analysis

4.2.1 Respondents' profile. The questionnaires are filled and collected with great effort in such way that respondents those were available and volunteer to fill the questionnaires were selected from ECTA, MOA, ECEA, Coffee Exporters, MOTI and ECX who are PR department managers and practitioners.

Table 1.1 Respondents' profile

variable		No. of frequency	Percentage
Gender	male	14	87.5
	female	2	12.5

Age	less than 25	1	6.25
	25-35	7	43.75
	30-35	2	1.25
	More than 35	6	37.5
Level of Education	Diploma	0	0
	BA/BSC	12	75
	MA/MSC	4	25
	PHD	0	0
Work experience on the field	Less than 5 years	0	0
	5-10 years	7	43.75
	More than 10 years	9	56.25

Source: Questionnaire survey April, 2020

4.2.2 The Structure, Professional Standards and position of PR in ECTA. As elaborated in chapter two the professional standard and excellence in PR are the generic principles and decisive factors for the effectiveness PR and communication practices in an organization. The participation of PR in the strategic management gives power to the effectiveness of the practices as well as to achieve the organizational mission. Some of the 10

generic principles are the organization of the PR department, its accountability and participation of PR manager in the organization's dominant coalition to be considered in this analysis.

In the document analysis, the restructured GCAO office directive, before dissolving to press secretariat under Prime Minister Office, which was formulated in January 2014 entitled as “federal government offices, public relations, working procedures and structures decree” clearly shows the impact of globalization. The decree stated that all federal government offices are obliged to set up an independent PR department. In all, government offices the PR head must be a member of the top level management, PR department must organize as line functioning in every federal office in every reform the PR department must play a crucial role.

Furthermore, the government documents of Ethiopia especially "PR for fundamental change" and "the working procedures and organizations of public relations at the federal government institutions" have acknowledged the importance of PR for consensus and image building. To achieve these two missions the two documents enumerated the knowledge, skill and ethical criteria that the practitioners should acquire and perform in their day to day activities.

The knowable standards that Ethiopian government PR practitioners shall acquire are Public relations theory and practice ,Public relations principles ,Maintaining and building relationship with the public , analyzing of issues and trends ,understanding and respecting legal issues , conducting research ,predicting outcomes , understanding of national and international current affairs. The technical skills that the practitioners are expected to acquire are , the skill to craft and disseminate message , Writing skill , Media monitoring ,Technology usage skill ,Listening skill ,the ability to communicate ,the ability to work under stress conditions and to control emotion (MOI, 2008, 42). This indicated that Ethiopia is trying to structure the professions in the

way similar to Grunig's universal generic principles. It also gives emphasis for the availability skilled and professional practitioners and managers to meet governments mission of building the country's image. But still there are limitations in the practices.

On the other hand most respondents are asked on the questionnaire agreed that the PR and communication department of Ethiopian Coffee and Tea Authority has failed to meet these most important PR principles. In this regard the respondents are asked to give their view on issues related to these principles which are described below in the table 1.2.

Table 1.2 Response of the questionnaire survey on the organizational position of PR & Communications of ECTA

No.	variables	Frequency of respondent			Percentage of respondents		
		yes	no	rarely	yes	no	rarely
1	Is PR & Communication department of ECTA member of the dominant coalition/Top management of ECTA?	7	0	0	100	0	0
2	Is ECTA's PR manager directly accountable to the authority's Director General?	7	0	0	100	0	0
3	Do ECTA top level managers understand and gives due attention to its PR &	1	1	5	14.3	14.3	71.4

communication?							
4	Do you agree that ECTA have Professionals PR practitioners those can communicate with foreign publics?	7	0	0	100	0	0
5	Do you agree that PR and Communication of ECTA have sufficient and skilled number of PR practitioners those helps to meet its goal?	2	3	2	28.5	43	28.5
6	Do PR and Communication department is the core process ECTA?	0	7	0	0	100	0

Source: Questionnaire Survey, April 2020

According to this, the entire respondents replied the same answer in such a way that ECTA's PR department isn't the member of the authority's top management; it isn't directly accountable for the director general of authority; and PR is given little attention by the authority's senior management to meet its role towards the country's coffee export. They also responded that the PR structure is not organized as a core process of the authority.

Additionally, senior management's attention and all rounded support towards PR are sought. In this regard 71.4% the respondents agree that the senior management rarely understand and gives little attention to PR; 14.3 % said agreed that give less attention; and the rest 14.3% agreed that they have no understanding and also give no attention to it at all.

Likewise, the availability of skilled and sufficient number of Professional PR practitioners and strategic manager are sought. In this regard, 28.5% of the respondents are replied ECTA's PR and communication has sufficient of number of practitioners, 43% are replying that it hasn't sufficient number of practitioners and the rest 28.5% replied that the average number of PR practitioners the Authority employed.

On these similar issues interviewees was conducted with two senior officials from ECTA. Their views gave the research additional related information. In this regard, they expressed their view.

"Initially PR and communication department was not organized as a separate function when the ECTA reestablished in 2015. But the management made its effort and restructured it as separate function which was with the department of Information Technology. In another way the department isn't a core process and it is also accountable to the head of the office of director general. It has not represented in the Top level management." (Interviewee 1 & 2, April 2020)

To summarize that the department of PR and Communication of Ethiopian Coffee and Tea Authority isn't organized as core process; the manager isn't directly accountable to the director general of the authority; it is not a member of the authority's dominant coalition/senior management; and has not sufficient and professional numbers of practitioners. It wasn't also empowered and hasn't involvement in the strategic management of organization. As a result, the PR department of the authority loses to develop programs to communicate with its strategic public, both external and internal, who are affected by the consequences of organizational decisions and behaviors and who either demand or deserve a voice in decisions that affect them.

4.2.3 The practices of PR and Communication of ECTA. In this section the respondent's views on the practices of Public relations with references to the Ethiopian coffee export promotion are examined. The news releases, coffee branding, participation in international coffee events and trade fair, exhibition, media monitoring activities, publications and online magazine preparations and disseminations and social media and website usage of ECTA have been analyzed. In this regard, respondents' view is described and analyzed below.

Table 1.3 .The Practices of PR and Communication of ECTA

No	variables	Frequency			Percentages (%)		
		yes	no	rarely	yes	no	rarely
1	Does PR and Communication of ECTA give news worthy stories that can influences or persuade international Publics?	6	5	5	37.5	31.25	31.25
2	Does the PR & Communication of ECTA promote Ethiopian coffee brand regularly?	0	11	5	0	68.75	31.25
3	Does the PR & communication of ECTA participate in international	0	16	0	0	100	0

	trade fair exhibition & coffee events to promote Ethiopian coffee?						
4.	Does the PR & communication of ECTA use social media and website to promote Ethiopian Coffee?	16	0	0	100	0	0
5	Does the PR & communication of ECTA Monitors International media concerning coffee exchange and gives feed back to Authority`s Management?	10	0	6	62.5	0	37.5
6	Does the PR & communication of ECTA prepare and disseminate print or online publications in international languages to disseminate information to its foreign publics?	0	0	16	0	0	100

Source: Questionnaire Survey, April 2020

As described in the table above, among the respondents, 37.5% replied that ECTA's PR and Communication give newsworthy stories to international public. The other 31.25% replied that it gives rarely and the rest 31.25 % answered that the authority gives no news releases to the international public at all. This tells us the news release given by ECTA to international media

isn't the regular and goal oriented practices. According to D.Smith (2002), News releases are news written by the PR that information about the organization's success, promotion, new product and other events prepared for different media.

Respondents are asked about the role of ECTA's PR and communication department on Ethiopian Coffee branding and brand promotion. In this regard, 68.75% of respondents replied that ECTA has been rarely promoting Ethiopian coffee brand internationally and the other 31.25% are replying that it is not promoting Ethiopian coffee brand internationally at all. Pahwa (2020), anticipating, analyzing, and interpreting the public opinion and attitudes of the public towards the brand and drafting strategies which use free or earned media to influence them expected from PR and communication agencies. And PR has to participate in drafting strategies to support the newly developing umbrella of the Ethiopian coffee brand and its every campaign both in national and international level. But according to the respondents view branding and brand promotion of Ethiopian coffee weren't given due attention by PR and communication department.

On the hand the annual reports of ECTA in the last three consecutive years' coffee export performance of Ethiopia with reference to Public relations practices of ECTA are sought. Accordingly, Ethiopian Coffee export has been declining in performance on the last three consecutive years, i.e. from 2016/17-2018/19. Hence, the authority's planed to solve this problem through promotion by using international events in collaboration with coffee exporters in the coming years. Similarly, the authority will be planning to implement the coffee branding project (ECTA's annual report, 2018/19). Thus, one of the solutions put by the authority to solve the decline in coffee export performance of Ethiopian are using international coffee events and

implementing coffee branding project were indicators of the weak coffee export promotion practices of the authority.

Likewise, the respondents asked on ECTA's PR utilization of international coffee events for promoting Ethiopian Coffee globally replied the same answer. ECTA's PR and communication had not yet participated in such international events and trade fair exhibition organized in abroad. However there were many international coffee events organized by ICO to promote its member country's coffee internationally but ECTA utilization of these advantages were found weak.

Social media is the new buzz area of marketing that includes business, organizations and brands which help to create news, make friends, make connections and make followers. If an organization has established a brand, social media may help this organization to develop the existing brand and give the business a voice. With the help of social media organization can make their strategy to promote their organization (Siddiqui and Singh, 2016). In this regard, the respondents are asked about the authority's social media and website usage for information dissemination. The entire respondents are agreed that the authority uses its social Media and Website for the purpose of information dissemination.

Media monitoring activities and using the result as a source of information for the authority and the coffee exporters so as to act on properly and to take better decisions on the international coffee market. It should also help the authority's management to think strategically and act actively to enhance the country's coffee export. Similarly, it helps coffee exporters to plan how and when they to supply their coffee to the international market to get a better price. In

this regard, 62.5% of respondents answered that the authority PR monitors international media and use the results to consult the authority`s management and coffee exporters and the rest respondents that account 37.5% have no information on it.

Print and online publications are the PR tools that help to promote the company`s products and services. On this regard the respondents replied on whether ECTA prepare and disseminate print and online publications in international languages to address their international publics. So as the respondents replied that it rarely prepares and disseminate publications prepared in international languages.

The theory of public relations models which are elaborated on chapter two are the PR theory that used to differentiate effective organizations. The two way symmetric communication models is the best model than the rest three models of which it is the indicator of modern PR practices used in developed nations Organizations' PR which is devoted both for the interest the organization and its public is characterized by this model. The other three models are widely used by developing countries in the world. In this regarded the respondents are asked about the types of communication model that ECTA`s PR and Communication department are using. So 37.5% of the respondent replied that public information model , 31.25% of the respondent replied that two way asymmetric model and the rest 31.25 replied that mixed of the public information & two asymmetric models of communication are used. This tells us the modern and effective PR model "two way symmetric model" not yet applied by the authority.

Photo documentaries, video documentary production, production and dissemination of local radio programs, disseminating brochures, organizing national events, crisis management

and giving exclusive interviews for journalists are PR and Communication practices of ECTA that added by respondents to the open-ended question. This PR tools helps the organization if they are used to inform not only public at home but also public overseas since coffee export promotion is targeted to influence international publics.

Besides the respondents' view , personal interviews are conducted with ECTA`s senior officials on this similar issues , about the practices of PR and Communication of the authority with reference to coffee export promotion and their views are expressed as follows.

"PR and communication of the authority gives news releases to national government and on government medias almost in regularly basis but gives for international media based on international event hosted inside , write and publish articles on some website and newsletters , monitor both national and international news related with the authority activities , rarely prepare publications such as Magazine and brochures both in Amharic and English languages , organizing some national events and coordinating conferences , using social medias and website" (Personal Interviewee1 & 2 , April 2020) . According to these senior officials interview results the news releases given to international Medias are the rare practices of the authority. Likewise, ECTA`s PR participate only national events. This indicates that ECTA's coffee export promotion practices using press releases and international events aren`t clearly focused on international publics who are the key target audiences. So that the coffee export promotion has to be done using different international languages through international medias, social medias and website which aren`t yet given due attention.

4.2.4 Effectiveness of ECTA's PR and Communication practices. The overall PR effectiveness is determined by its outputs and outcomes. These outputs and outcomes can be measured by the communication materials and messages which were disseminated have results in any opinion, attitude and behaviour change on part of those targeted audience to whom the message were directed (Lindenmann, 2002). In the case of this research international coffee buyer are considered as the major target publics of ECTA who are to be communicated using different ways communication channels so as to result change in attitude towards Ethiopian coffee. But the respondents' view indicated that isn't taken as the authority's prior practices. Accordingly, the study attempts to analyze and discusses the respondents' view on the effectiveness of each PR practices done to in order to promote Ethiopian practices.

The production and dissemination of news releases by ECTA's PR which has been discussed above indicated its clear limitations in addressing information to its public overseas. Similarly, those produced and disseminated news releases in order to address these target audiences through international Medias so as to enhance Ethiopian coffee export promotion have been assessed. In this regard 68.75% of the respondents agreed that the news releases are less effective and the rest 31.25% agreed that it is ineffective. So that the study identified that ECTA gives news releases to both national and international media, but the news releases given for international media are a rare practice and also ineffective. This shows that the practice of PR and Communication of ECTA isn't effectively using press releases that helps to promote Ethiopian coffee globally.

The effectiveness of the use of international coffee events, trade fair exhibition and bazaars aren't a debatable issue since PR's participation the neglected practices of authority.

They only participate in international trade fair and exhibitions if it is only hosted at home country. This shows that the participation in international coffee events when organized abroad is not goal oriented and well planned to help coffee export using PR. However the international coffee events and trade show were tools of PR used to promote Ethiopian coffee in the global market but it is not yet utilized properly.

The respondents are asked about the effectiveness of the use of social Media and Website of the authority in information dissemination to persuade and influence its international public whether effective or not. So that 56.25% of the respondents are replied that the authority uses its social media effectively and the rest 43.75% agreed as they use it less effectively. ECTA using its social media such as Face book page and YouTube besides its lately developed website as sources of information for its foreign Publics but its effectiveness is under question. Since there aren't any indicating hints on its achievement.

The effectiveness of ECTA's PR & Communication on the utilization of Media monitoring activities as a source of information is sorted. So that 68.75% are agreed that it is effective and the rest 31.25% have no information on this practice.

Print and online publications such as magazines, newsletters, brochures and others are prepared and dissimilated to international public in foreign languages have been ineffective practices as 75% of the respondents agreed and the rest 25% respondents believed that it has been less effective. So that, the preparations and disseminations of different publications those helps promote Ethiopian coffee globally using international languages are the rare and ineffective practices of ECTA's PR and communication. But the authority can prepare and

disseminate quality Publications using international coffee events regularly that helps to create opportunities to promote Ethiopian coffee to international buyers.

4.2.5 The Strength of PR and Communication practices of ECTA. Exploring information related to the strength of ECTA's PR & Communication practices is sought and the respondents' view is described and summarized as follows.

"The department has professional and committed staff, utilizing face book and website for information dissemination, strong and continuous media monitoring and sharing it for decision makers and video production by self-initiative" (Questionnaires survey, April 2020). However the respondents gave their view as the department posses professional and committed practitioners but they are few in number compared with the authority's mandate to reach international publics. Similarly the utilization of face book and website have been seen as the strength of the department but their contents aren't sufficient enough to give timely , accurate and reliable information to its publics besides the inactive website of the authority.

Although, the video production by self-initiative and strong media monitoring have to be considered good practices of the authority but measuring their values in promoting Ethiopian coffee internationally is insignificant.

4.2.6 Limitations of ECTA's PR & Communication practices. Limitations of the PR and communication department of ECTA are the contributing factors those affects the practices effectiveness. The respondents those asked on the questionnaire survey are agreed on the practices limitations. In this regarded the respondents' view is expressed as follows.

"The PR & communication department has not been participating in international trade fair exhibitions , bazaar or any events those organized abroad ; inactive website and YouTube pages ;weak international relations ; the department lacks cooperation with key stakeholders those helps to mobilize its public ; the department can't act strategically since its practices couldn't supported by research; the PR models used by the authority are mostly one way communication models ; it lacks in scanning international coffee marketing activities; the department can't effectively use the authority employees to communicate with its public using social medias , even they haven't using activist and Ethiopian celebrities to mobilize the communication towards our coffee brand promotion activities and "(survey questionnaires , April 2020). However participation in international events , trade fair exhibitions and bazaars organized abroad are an important occasions for companies or countries to promote their product and services or to build their countries' image using different PR tools but ECTA aren't using these good opportunities to promote Ethiopian coffee globally. According to the respondents' view this also makes the authority to lose the opportunities to influence or persuade international potential coffee buyers towards Ethiopian coffee.

Lack of international public relations strategy is the authority's gap that hinders its coffee promotion effectiveness globally according to the respondents idea given. However international public relations is the practices of public relations that has to be done overseas to

influences public overseas but it is the rare practice in developing countries so as in Ethiopia. Whereas Ethiopian celebrities can help closing this gap but not yet have tried.

The utilization of key stakeholders and the authority`s employees to be part of the promotion programs through their social medias and other occasions haven`t given due attention.

The one way communication models as elaborated in chapter two, press a gentry and public information models of PR are based on one way dissemination of information. They aren't management-based models. According to respondents` research and two way symmetric communication model doesn`t practiced by the ECTA`s PR and communication.

4.2.7 ECTA's PR major challenges. The respondents' view on the major challenges of PR and Communication of ECTA are treated and summarized below.

"Due to the infant stage of the field top managers can't utilize PR effectively and they never consider PR as a discipline and underestimate. As a result of this, PR lack logistics and budget, it isn't core-process, viewed as spokesperson only , poor integrated communication approach, lack of sufficient skilled professionals and internet network problem are the major problems of ECTA's PR".(Questionnaire Survey , April 2020)

One of the important considerations of excellence principles of PR is that the chief executive officer must be aware of the contributions that public relations and communication in general can make towards the effectiveness of the overall organization. He or she is probably aware of how reputation can impact the bottom line of the organization, and that reputation can be enhanced and protected by the public relations function. According to the respondents one of the major challenges of ECTA`s management is misses to understand PR role in the authority. It

consequently contributes for the all over challenges such as possession of poor position in the authority, lack of budget and logistics and insufficient skilled man power. Aisyah and Samat (2018) stated that skills have the most critical influence on effectiveness in public relations practice. Public relation practitioners and skills cannot be apart as public relation is not just about having an excellent degree. It wants more. To be a successful practitioner, they need to have several skills, including writing, communicate, creative, research and also skill in managing social media. The respondents` view indicated that the lack of sufficient skilled practitioners is a challenge for PR in ECTA. These challenges of PR and Communication of ECTA expressed by respondent are the major factors affecting its PR practices that contribute its own share for the ineffectiveness of the coffee export promotion.

Similarly, the personal interview with the senior officials of ECTA explained as follows.

"According to his observations, the challenges of PR and communication of ECTA are the lack of appropriate resources such as manpower since reshuffling to other processes in the organization; lack of adequate budget and logistics; PR and communication department have not clear platform or strategic documents to interact with the authority key stakeholders and employees; and the management understanding of PR's role as stage facilitator at organization meetings " (Interviewee 1, April 2020).

Interviewee 2 expressed his view as:-

"The major challenges of PR and communication concerning coffee export promotion are lack management support for the process, abstaining the PR practitioners or manager to participate international coffee events or trade fair exhibitions which organized abroad; the practitioner

capacity and their turnover; allocating little budget for the department; and the management's poor understanding" (Interviewee 2 , April 2020).

Getting a clear understanding of an organization's business goals is the first step of public relations activities to set measurable objectives for a communication program (Anderson and Handley, 1998). PR department lack of clear strategic document to communicate with the authority's stakeholders is one of the challenges added by interviewee 1 is the result of losing clear understanding of the authority's business goal by PR. Most of the Public relations challenges replied by the two senior officials during personal interview are similar with the respondents' answer given on the questionnaire survey.

4.3 Discussion of Findings

Based on the results obtained, this section presents the discussion of the research findings that help to draw possible conclusions and to give appropriate recommendations. Likewise, it attempted to answer the leading research questions, and showed the study's relevance to prior research and theory. The discussion interwoven with the extensive literature went on under the leading research questions raised earlier as thematic priorities.

4.3.1 The public relations' structure, professional standard and position in the ECTA. The PR structure, its professional standard and the position given in the authority's top level management are decisive factor for the practices effectiveness. They are determinants of the public relation effectiveness in most of the world according to the excellence PR theory which is elaborated in chapter two. The involvement of public relations in the strategic management function, empowerment of the department and arrangement of its structure allows

for more inclusive decision making besides enhancing excellence in public relations. As most of the respondents' view which was analyzed, ECTA's public relations and communication department isn't organized as core process. Furthermore it lacks sufficient numbers skilled practitioners comparing with its mission. Thus, these imply that PR can't directly considered to involve in the authorities strategic activities which are the purpose of ECTA reestablishment.

Moreover, missing of PR's involvement in the top level management affected ECTA's two communication practices which help to maintain mutual beneficial relationship with its public. Moreover the authority's PR may face difficulties in order to communicate proactively with medias , the authorities stakeholder and publics because of lack of accesses to information which may be available on the hands of the authority's senior management.

4.3.2 The practices of PR & communication of ECTA. As YeoMans (2006) stated that PR profession fundamentally has a bridging and bonding purpose, rather than a buffering, function to build relationships with the organization's stakeholders, clients, and the public. PR strives to influence how public interpret concerning the organization by creating an impression in the minds of the public. In this regard it has different functions to be practice based the effective PR model and following the generic principles to meet its organization objectives. Both most respondents' in the questionnaire survey and the interviewees' response in the PR practices of the authority which is analyzed indicates the limitation of practices.

However the news releases, social Medias, website administrations and media monitoring practices are regularly done by the PR and communication of ECTA but not in a planed and systematic way that helps to reach its international public.

On the other hand, Ethiopian coffee brand promotion and using international coffee events isn't considered as the PR and communication practices by authority. Hence, the PR and communication department hasn't any role on these activities.

The PR model used by the authority are mixed models of the two one way communication models i.e. Press Agency and public information models. These models used to inform the authority publics rather than establishing mutual beneficial lines of communication which results in limitations to the success of its communication practices. But the most effective PR of the world uses two way symmetric communication models that help to established good mutual beneficial relationship with its key publics.

4.3.3 ECTA's PR and communication major challenges. According to respondents' view the public relations isn't considered as a discipline because of the miss guided understanding of ECTA's managers. Likewise, lack of adequate skilled professionals in ECTA is findings obtained from data analysis which are similar with the major public relations challenges of developing countries facing today. As it was elaborate on the research literature in chapter two, it was learn that major challenges of Public relations practices in developing countries are poor understanding of the concept by organizations and lack of specialization in the field. Furthermore, the senior management's interviewees gave the research concrete evidence that acknowledged the challenges are major problems affecting the practices success negatively. Most other challenges indentified through analysis of data obtained from respondents are the results of management's poor understanding for the field. The challenges are lack adequate budget and logistics; lose involvement organization's strategic team, not organizing at core

process which can be solved through increasing the awareness and understanding of the authority's top managements on public relations role in the organization.

The infrastructure problem such poor internet networks should need the government effort for different economic policy reforms such as privatization and opening accesses for international telecom companies to invest in Ethiopian.

5. Summary, Conclusion and Recommendation

5.1 Summary

The whole attempt of this research is to assess the effectiveness of PR and Communication practices of ECTA in promoting Ethiopian coffee export. Documents, survey questionnaires and interview are used as data collection tools. And also appropriate data analysis method and ethical consideration are employed. The major findings of the study were:

- The entire respondents indicated that ECTA's PR department isn't the member of the authority's top management; it isn't directly accountable for the director general of authority; and it isn't organized as core process of the authority.
- About 62.5% of the respondents indicated that ECTA either rarely or not gives newsworthy histories to international Medias. And 68.75% of these respondents confirmed that the rarely given news releases were less effective.
- According to 71.4% of the respondents that the senior management of ECTA rarely understood and gives little attention to its public relations and communication function.
- About 68.75% of respondents indicated that ECTA has been rarely promoting Ethiopian coffee brand. All the respondents confirmed that ECTA's PR and communication had not yet participated in international events and trade fair exhibition organized in abroad which helps to promote Ethiopian coffee globally.

- About 68.75% of the respondents indicated that ECTA is utilizing that the public information and two asymmetric communication models which are used by most African countries.
- Respondents indicated that the major challenge for ECTA's public relations and communication is comes from the authority's senior official miss guided understanding for the dicipline. Because of this the departement was facing different challenges such lack of representation in the authority appropriate possition , lack of budget and logistics and insufficient skilled man power.

Finally, the study reached at valid conclusions and recommendations. Accordingly, the Public Relation and Communication practices of ECTA haven't been practiced according to the principles of Public relations that failed to meet excellence PR position. ECTA hasn't been practicing most important PR functions that the contemporary Public relations needed. Moreover, the overall ECTA's PR practices isn't as such effective to help the coffee export sector of the country.

5.2 Conclusion

ECTA's PR and Communication has responsibilities of leading and practicing its overall communication practices to promote its organization and building a good image of Ethiopian coffee globally. So as to persuade , influences and establish mutual beneficial relationship with its national and international public can't be reilized with out effective public relation practices. Thus, the study conducted on assessing the effectiveness of ECTA's Public relations and communication practices in relation with Ethiopian coffee export promotion and obtained different finding. Based on those findings of the study drawn the following conclusions:

ECTA's PR and communication department aren't empowered since the manager hasn't any position or involvement in the authority's top level management meeting. This made the PR lose to have important information of the authority which should have to be communicated for its publics. Consequently, the PR establishment of mutual beneficial relationship with the authority's publics couldn't be succeeded. Thus, the research concluded that ECTA's PR isn't an effective process of the authority since it failed to meet almost all the Grunig's generic principles of PR.

The authority isn't promoting Ethiopian coffee globally using effective PR tools since to promote Ethiopian coffee globally. Since the news releases, participation in international events and Ethiopian coffee brand promotion are the ineffective public relation practices of the authority. The utilization of the new medias of ECTA utilized in order to promote some activities of the authority but not used as an important tool to reach the authority's key publics.

Thus, we can conclude that the ECTA's relationship with internal and external stakeholders was not yet advanced. Its external stakeholders, those have the potential to promote Ethiopian coffee can't be utilized by the authority since it loses to use one of the best communication models which helps to maintain the mutual beneficial relations between the organization and its public.

On the other hand. The overall PR practices of PR and communication practices of ECTA aren't being supported by the authority top managements. These hindered the practices not to act globally which was very useful to build the authority's image and to promote Ethiopian coffee globally.

5.3 Recommendations

Based on the findings those obtained from the analysis, the following recommendations are forwarded.

- Creating opportunities for the ECTA's senior management committee to have a better understanding of the role of PR and Communication in Ethiopian Coffee export promotion.
- ECTA has to allow its PR and Communication to attend and participate in selected international coffee events, Exhibitions and workshops with the aim of promoting and changing the poor images of Ethiopian coffee that the international publics possess.
- ECTA's PR and communication must use different PR tools such as press releases, publications, social media and its website to disseminate and promote Ethiopian coffee in well organized and articulated messages designed with different international languages to influence foreign publics.
- ECTA has to hire additional professional PR and to deliver trainings to all in a planned manner, aiming at scaling up of its practitioner's performance in relation to international public relation practices. Likewise the PR has needed to maintain the highest standards of professional endeavor, integrity, confidentiality, financial propriety and personal conduct though these trainings.
- Scholars should give attention to conduct further studies on the role of Public relations in Promoting Ethiopian coffee export to adopt modern communication models and practices

Appendix A

Questionnaire for Ethiopian Coffee and Tea Authority and Ministry Of Agriculture PR and communications practitioners and managers

Objective of the Questionnaire

Dear Respondents, The objective of this questionnaire is to secure the necessary and relevant first-hand information that may be useful to conduct a thesis regarding "Assessment at the effectiveness of the Public relations and communications practices in promoting Ethiopian Coffee exports; the case of Ethiopian Coffee and Tea Authority " which will be used to do a thesis required for my MA degree in Public Relations and Strategic Communication. The study focuses specifically on the public relations and communications practices with reference to Ethiopian coffee export promotion. Therefore, your response in this regard helps a lot to undertake the study. The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose only. I, the researcher appreciate in advance your cooperation and spending your valuable time in filling this questionnaire.

Section one

Issues related to general matters

(Please specify your choice by putting the sign x where ever choice is available)

I .Are you currently working in public relations A) Yes B) No

II. Gender: Male Female

III. Age: less than 25 25-35 30-35 More than 35

IV. Your Work experience in public relations _____

IV Educational status: Diploma BA/BSC MA/MSc PHD

V. Field of education _____

Section Two: Issues Related to structure and Practices of PR and Communications of ECTA

1. The Public relations and Communications department structure and professional standards of the authority

1.1 Is PR & Communication part of the dominant coalition/Top Management member of the Authority?

A. yes B. No

1.2 Does it responsible to the Director General of the authority?

A. yes B. No

1.3 Does the authority`s top level management understand and give due attention to the PR and communication?

A. yes B. No C. Little attention

1.4 Does the authority has professional PR practitioners those can communicate foreign publics effectively?

A. yes B. No C. Few

1.5 Does the department have sufficient numbers of PR practitioners that can meet the minimum numbers of practitioners needed by the PR and Communications department Of ECTA to meet its objective?

A. yes B. No C. It has an average number of practitioners

1.6. Do PR department of the authority is part of core process/ function of the Authority?

A. yes B. No

2. Questions related to the practices of PR and communications of ECTA

2.1. Does the department give newsworthy histories to influence international publics /coffee buyers regularly?

A. yes B. No C. Rarely

2.2. Does the ECTA promote Ethiopian coffee brands internationally in regular bases?

A. yes B. No C. Rarely

2.3 Does ECTA PR participates in international trade fair exhibitions and coffee events to promote Ethiopian coffee?

A. yes B. No C. Sometimes

2.4 Does ECEA use its social Medias and website to promote Ethiopian coffee export?

A. yes B. No c. Sometime

2.5 Does ECTA monitors news coverage concerning coffee exchange in global markets and gives feedback to the management?

A. yes B. No C. sometimes

2.6 Does the Authority prepare and disseminates print or online Magazines, News papers or other publications by international languages to promote the country`s coffee export regularly?

A. yes B. No C. sometimes

2.7. Specify if there are other PR activities done by ECTA to enhance the coffee export sector _____

3. The effectiveness of PR practices of ECTA in the coffee export?

3.1 Does PR and communications of ECTA effective in persuading and influencing international coffee buyers to enhance Ethiopian coffee export using media relations such as news release?

A. yes B. No c. less effective

3.2 Do Ethiopian coffee brand umbrella have been promoted effectively?

A. yes B. No

3.3 If the authority had been participating in international trade fair exhibitions and international coffee events, was it effective to influence international coffee buyers' to have interest towards Ethiopian coffee?

A. yes B. No c less effective

3.4 Do the authority`s social Medias, website and blogs have been visited by the international coffee buyers as credible and relevant source of information concerning Ethiopian coffee export?

A. yes B. No C. some

3.5 Does PR and Communications uses the international media monitoring results to consult the authority management to take appropriate actions to support the country`s coffee export?

A. yes B. No C. some times

Section three: (Weakness, strength and major challenges of public relation practices)

What are the strengths and weakness of PR and communications practices of ECTA with reference to Ethiopian coffee export promotion? Specify if there are other Pr tools and practices done to influences the authority`s publics of overseas including their effectiveness?

4.1 strengths.....

4.2 weaknesses.....

5. What are the major challenges of PR and communications practices of ECTA at all?

Appendix B

ለኢትዮጵያ ቡናና ሻይ ባለሥላጣን እና ለግብርና ሚኒስቴር የሕዝብ ግንኙነት ኃላፊዎች እና ባለሙያዎች የተዘጋጀ ማጠቃለያ

የማጠቃለያ ዓላማ

ወደ የማጠቃለያ ተሳታፊዎች የዚህ ማጠቃለያ ዓላማ የኢትዮጵያ ቡናና ሻይ ባለሥላጣን የሕዝብ ግንኙነት እና ኮሚኒኬሽን ተግባራት የኢትዮጵያ የወጪውና ግብይትን በማስተዋወቅ ውጤታማነት ላይ ለማድረግ ጥናት የሚያስፈልግ ሚሊዮን ለማስቀመጥ ነው፡፡ የእርሶምሚሊዮን ለጥላቱ ትልቅ ዋጋ ያለው እና ለጥናቱ ዓላማ ተገቢ የሚያስፈልግ ነው፡፡

በሚሆኑ ምወድ ጊዜዎችን በማጠቃለያ ማጠቃለያን ለመመላት ለሚያደርጉ ልኝ ትብብር በቅድሚያ አማካኝ ለሆኑ!

ክፍል አንድ፡ የተጠየቁው/ዋ አጠቃላይ ሚሊዮን

(እባክዎን ለምርጫዎች የ x ምልክት ይጠቀሙ)

I. አሁን በሕዝብ ግንኙነት ስራ ላይ ይገኛሉ? አዎ ይደለም

II. ጾታ፡ ወን ሴ

III. እድሜ፡ ከ 25 ዓመት በታች ከ 5 ከ 30 ከ 35 ዓመት ላይ

IV. በሕዝብ ግንኙነት ስራ ላይ ያለዎት ልምድ

IV. የት/ት ደረጃ፡ ዲፕ ቢኤ ሲ ኤምቤ/አ ስሲ ቴችዲ

V. የት/ት ዓይነት.....

ክፍል ሁለት

የኢትዮጵያ ቡናና ሻይ ባለሥልጣን የህዝብ ግንኙነትና ኮሚኒኬሽን አደረጃጀት እና ተግባራት የተመለከቱ ጥያቄዎች

1. የህዝብ ግንኙነት እና ኮሚኒኬሽን የስራ ክፍል የባለሥልጣኑ ውሳኔ ሰጪ ሆነ ውይይት አሟራ

አባል ነው?

ሀ. አዎ ለ. አይደለም

2. የህዝብ ግንኙነት የስራ ክፍል ተጠሪነቱ ለባለሥልጣኑ ዋና ዳይሬክተር ነው?

ሀ. አዎ ለ. አይደል

3. የባለሥልጣኑ የስራ አሟሪ የህዝብ ግንኙነት ማንን በሚዳት እና ትኩረት በሚሰጠው የኢትዮጵያን ቡና የወጪ ግብይት ይደግፋል?

ሀ. አዎ ለ. አይደል ሐ. ወስን ትኩረት ጣል

4. ባለሥልጣኑ ከወጪዎች ጋር ውጤታማ በሆነ ማከኛ ተግባራት ለማድረግ የሚችሉ ቡቁ የህዝብ ግንኙነት ባለሙያዎች አሉ?

ሀ. አዎ ለ. የሉ

5. የህዝብ ግንኙነት እና ኮሚኒኬሽን የስራ ክፍል ስራውን ለማስተካከል የሚያስችሉት በቂ የሰው ኃይል አሉት?

ሀ. አዎ ለ. የሉት ሐ. ማከለፍ ቁጥር ያለቸው ባለሙያዎች አሉት

6. የህዝብ ግንኙነት እና ኮሚኒኬሽን የስራ ክፍል የባለሥልጣኑ ኮር የስራ ሂደት ነው?

ሀ.አዎን ለ.አይደለም

2.የኢትዮጵያ ቡናና ሻይ ባለሥልጣን የሕዝብ ግንኙነትና ኮሚኒኬሽን ስራዎች የተሟላ ከተ

2.1 የስራ ክፍሉ የወጪዎችን በሾቹ ላይ በጎ ተጽዕኖ ለመፍጠር የሚያችሉውን የዜና መረጃዎችን

አዘጅቶ ለራሽ ያደርጋል?

ሀ.አዎን ለ.አይደለም 3. አልፎ አልፎ

2.2 ባለሥልጣኑ የኢትዮጵያን ቡና ብራንድ በአለም አቀፍ ደረጃ በቋሚ ትያስተዋወቃል?

ሀ.አዎን ለ.አይደለም ሐ.አልፎ

2.3 የባለሥልጣኑ የሕዝብ ግንኙነት በዓለማዊ የቡና ሁነቶች እና ፍትህዊ የንግድ ባዘር እና

ትዕይቶች ላይ ይሳተፋሉ?

ሀ.አዎን ለ.አይደለም ሐ.አልፎ አልፎ

2.4 ባለሥልጣኑ የቡና የወጪዎችን ለማስተዋወቅ ማህበራዊ ሚዲያ እና ድረ-ገጽን ይጠቀማል?

ሀ.አዎን ለ.አይደለም ሐ.አልፎ

2.5 ባለስልጣኑ የዓለም አቀፍ የቡና ግብይት እና ተያያዥ ሚዲያ ዜናና ዘገባዎችን በማስተላለፍ

እና ወጪዎችን ስራ ላይ ያውላል?

ሀ.አዎን ለ.አይደለም

2.6 ባለስልጣኑ የህትመት ወጪዎች ማስተላለፍ ለጋዜጣ እና ሌሎች ሕትመቶችን በዓለም

አቀፍ ቋንቋዎች አዘጋጅቶ በማስተላለፍ የኢትዮጵያ ቡና ያስተዋወቃል?

ሀ.አዎን ለ.አይደለም ሐ.አልፎ

2.7 የ ቡና ን ዩ ወጪግብይት ለማስተዋወቅ የ ሚረዱ ባለስልጣኑ የ ማያከናወናቸውሌሎች የ ሕዝብ ግንኙነት ስራዎች ጥቀስ? _____

3.ከወጪቡና ግብይት ጋር በተያያዘ የ ሕዝብ ግንኙነት እና ኮሚኬሽን ስራዎች ውጤታማነት

3.1 የ ሚዲያ ግንኙነት ስራዎች እና ኬና ማለጫዎችን በማጠቃለል ማለጫ ቀጠና ቡና ገዢዎችን ለኢትዮጵያ ቡና ለማዘዝ ፍላጎት እንዲኖራቸውለላቸው ማድረግ የ ማያከናወናው ውስራ ውጤታማነት ው?

ሀ. አዎን ለ. አይደለም ሐ. ውጤታማነት ዝቅተኛ ው

3.2 የ ኢትዮጵያ ቡና ብራንድ በተገቢው ሁኔታ በዓለም አቀፍ ደረጃ ተዋወቋል ብለው ያምናሉ?

ሀ. አዎን ለ. አይደለም ሐ. በዝቅተኛ ደረጃ ወቋል

3.3 ባለስልጣኑ በአለም አቀፍ የ ቡና ኸነቶች ትዕይቶች ላይ በማስተካከል እና ዓለም አቀፍ ቡና ገዢዎችን ለኢትዮጵያ ቡና ያላቸውን ፍላጎት ላይ በጎ ተጽዕኖ በማስረጃ ረገድ ውጤታማ ሆኗል?

ሀ. አዎን ለ. አይደለም ሐ. በዝቅተኛ ደረጃ ውጤታማ ው

3.4 የ ባለሥልጣኑ ማህበራዊ ሚዲያ ታማኝነትና ተሞራጭ ሚዲያ ምን ሆኖ በማለገጥ ላይ ይገኛል?

ሀ. አዎን ለ. አይደለም

3.6 የ ባለሥልጣኑ የ ህዝብ ግንኙነት እና ኮሚኬሽን የ ዓለም አቀፍ ሚዲያዎች ዘገባን በማስታተል የ ተቋማት የ ስራ አሰሪ ለማምከር ይጠቀማቸዋል?

ሀ. አዎን ለ. አይደለም

ክፍል 3: የሕዝብ ግንኙነት እና ኮሚኒኬሽን አሰራር ውስጥ ትኩረት ጥንካሬ እና
 ዕንቅፋቶች/ፈተናዎች

4.1 ጠንካራ ጎኖች _____

4.2 ውስጥ ጎኖች _____

4.3 ዕንቅፋት/ፈተናዎች _____

Appendix C

Questionnaire for customers and stakeholders of Ethiopian Coffee and Tea Authority

Objective of the Questionnaire

Dear Respondents, The objective of this questionnaire is to secure the necessary and relevant first-hand information that may be useful to conduct a thesis regarding "Assessment at the effectiveness of the Public relations and communications practices in promoting Ethiopian Coffee exports; the case of Ethiopian Coffee and Tea Authority " which will be used to do a thesis required for my MA degree in Public Relations and Strategic Communication. The study focuses specifically on the public relations and communications practices with reference to Ethiopian coffee export promotion.

Therefore, your response in this regard helps a lot to undertake the study. The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose

only. I, the researcher appreciate in advance your cooperation and spending your valuable time in filling this questionnaire.

Section one

Issues related to general matters

(Please specify your choice by putting the sign x where ever choice is available)

I. Are you currently working in coffee export related job A) Yes B) No

II. Gender: Male Female

III. Age: less than 25 25-35 30-35 More than 35

IV. Your Work experience in this job_____

IV. Educational status: Diploma BA/BSC MA/MSc PHD

V. Field of education_____

Section Two

Issues Related to structure and Practices of PR and Communications of ECTA

1. Questions related to the practices of PR and communications of ECTA

1.1. Does the department give newsworthy histories to influence international publics /coffee buyers regularly?

A. yes B. No C. rarely

1.2. Does ECTA promote Ethiopian coffee brands internationally in regular bases?

A. yes B. No C. rarely

1.3 Does ECTA PR participate in international trade fair exhibitions and coffee events to promote Ethiopian coffee?

A. yes B. No C. Sometimes

1.4 Does ECEA use its social Medias and website to promote Ethiopian coffee export?

A. yes B. No c. Sometime

1.5 Does ECTA monitor news coverage concerning coffee exchange in global markets and give feedback to the management?

A. yes B. No C. sometimes

1.6 Does the Authority prepare and disseminate print or online Magazines, News papers or other publications by international languages to promote the country's coffee export regularly?

A. yes B. No C. sometimes

1.7. Specify if there are other PR activities done by ECTA to enhance the coffee export sector _____

2. The effectiveness of PR practices of ECTA in the coffee export?

2.1 Does PR and communication of ECTA effective in persuading and influencing international coffee buyers to enhance Ethiopian coffee export using media relations such as news release?

A. yes B. No c. less effective

2.2 Does Ethiopian coffee brand umbrella have been promoted effectively?

A. yes B. No

2.3 If the authority had been participating in international trade fair exhibitions and international coffee events, was it effective to influence international coffee buyers' to have interest towards Ethiopian coffee?

A. yes B. No c less effective

2.4 Do the authority`s social Medias, website and blogs have been visited by the international coffee buyers as credible and relevant source of information concerning Ethiopian coffee export?

A. yes B. No C. some

2.5 Does PR and Communications uses the international media monitoring results to consult the authority management to take appropriate actions to support the country`s coffee export?

A. yes B. No C. some times

Section three

(Weakness, strength and major challenges of public relation practices)

What are the strengths and weakness of PR and communications practices of ECTA with reference to Ethiopian coffee export promotion? Specify if there are other Pr tools and practices done to influences the authority`s publics of overseas including their effectiveness?

4.1 strengths

4.2 weaknesses

5. What are the major challenges of PR and communications practices of ECTA at all?

Appendix D

ለኢትዮጵያ ቡናና ሻይ ባለሥልጣን ባለድርሻ አካላት እና ደንበኞች የተዘጋጀ መጠይቅ የ መጠይቁ ዓላማ

ወደ የ መጠይቁ ተሳታፊዎች የዚህ መጠይቅ ዓላማዎ ኢትዮጵያ ቡናና ሻይ ባለሥልጣን የሕዝብ ግንኙነት እና ኮሚኒኬሽን ተግባራት የኢትዮጵያ የወጪና ግብይትን በማስተዋወቅ ውጤታማነት ለመደረግ ጥናት የሚያስፈልግ ሚሳሌ ለመከተል ገብነት ውጤት ለመስጠት ለመቻላቸው ፡ የእርስዎም ሚሳሌ ለጥላቱ ትልቅ ዋጋ ያለው እና ለጥናቱ ዓላማዎን የሚያስፈልግ ውጤት ፡

በመሆኑም ወደ ጊዜዎችን በመጠቀም መጠይቁን ለመመላት ለመቻላቸው ደርጉልኝ ትብብር በቅድሚያ አመክንዮ ለሁ!

ክፍል አንድ፡ የተጠየቁ/ዋ አጠቃላይ ሚሳሌ
(እባክዎን ለምርጫዎች የ x ምልክት ይጠቀሙ)

I. በቡና ምርት ግብይት ጋር የተያዘ የስራ አይነት በመስራት ላይ ይገኛሉ? ሀ/አዎ ለ/

አይደለም

II. ጾታ: ወንድ ሴት

III. እድሜ: ከ25 ዓመት በታች ከ25 ከ30 ከ35 ዓመት ላይ

IV. በዚህ ስራ ላይ ያለዎት ልምድ

IV. የት/ት ደረጃ: ዲፕ ቢኤ/ቢአ ኤምኤ/ኤም ኤችዲ

V. የት/ት ዓይነት.....

ክፍል ሁለት: የኢትዮጵያ ቡናና ሻይ ባለሥልጣን የሕዝብ ግንኙነትና ኮሚኒኬሽን ስራዎች የተመለከተ

1.1 የስራ ክፍሉ የወጪዎችን በቆቹ ላይ በጎ ተጽዕኖ ለመፍጠር የሚሞክረውን የዜና መረጃዎችን አዘጅቶ ተደራሽ ያደርጋል?

ሀ. አዎ ለ. አይደለም 3. አልፎ አልፎ

1.2 ባለሥልጣኑ የኢትዮጵያን ቡና ብራንድ በአለም አቀፍ ደረጃ በቋሚነት ያስተዋወቃል?

ሀ. አዎ ለ. አይደለም ሐ. አልፎ አልፎ

1.3 የባለሥልጣኑ የሕዝብ ግንኙነት በዓለማዊ የቡና ሁነቶች እና ፍትሀዊ የንግድ ባዘር እና ትዕይንቶች ላይ ይሳተፋሉ?

ሀ. አዎን ለ. አይደለም ሐ. አልፎ አልፎ

1.4 ባለሥልጣኑ የቡና የወጪዎችን ለመስተዋወቅ መሥሪያ ስራዎች እና ድረ-ገጽን ይጠቀማል?

ሀ. አዎን ለ. አይደለም ሐ. አልፎ

1.5 ባለስልጣኑ የዓለምአቀፍ የቡና ግብይት እና ተያያዥ የሚደረግ ዜናና ዘገባዎች በመከታተል እና ውጤቱን ስራ ላይ ያውላል?

ሀ. አዎን አይደለም

1.6 ባለስልጣኑ የህትመት ውጤቶች ማለትም ማጠቃለያ ፣ ጋዜጣ እና ሌሎች ሕትመቶችን በዓለም አቀፍ ቋንቋዎች አዘጋጅቶ በማስረጃ የኢትዮጵያ ቡና ያስተዋወቃል?

ሀ. አዎ ለ. አይደለም ሐ. አልፎ

1.7 የቡናን የወጪ ግብይት ለማስተዋወቅ የሚደረግ ባለስልጣኑ የሚከናወኑ ችግሮችን የሕዝብ ግንኙነት ስራዎች ጥቀስ? _____

2. ከወጪቡና ግብይት ጋር በተያያዘ የሕዝብ ግንኙነት እና ኮሚኒኬሽን ስራዎች ውጤታማ ት

2.1 የሚደረግ ግንኙነት ስራዎች እና ዜና መግለጫዎችን በማጠቃለያ ዓለምአቀፍ ቡና ገዢዎችን ለኢትዮጵያ ቡና ለማዘዝ ፍላጎት እንዲኖራቸው ለማድረግ የሚከናወኑ ውስራ ውጤታማነት ወ?

ሀ. አዎ ለ. አይደለም ሐ. ውጤታማ ትዘት ው

2.2 የኢትዮጵያ ቡና ብረንድ በተገቢው ሁኔታ በዓለምአቀፍ ደረጃ ተዋወቋል ብለው ያምናሉ?

ሀ. አዎ ለ. አይደለም ሐ. በዘቅተኛ ደረጃ ወቋል

2.3 ባለስልጣኑ በአለምአቀፍ የቡና ሽንቶና ትዕይቶች ላይ በመሳተፍ እና ዓለምአቀፍ ቡና ገዢዎችን ለኢትዮጵያ ቡና ያላቸውን ፍላጎት ላይ በጎ ተጽዕኖ በማስረጃ ረገድ ውጤታማ ሆኗል?

ሀ. አዎ ለ. አይደለም ሐ. በዘቅተኛ ደረጃ ው ማነ ው

2.4 የ ባለሥልጣኑ ማህበራዊ ሚዲያ ታማኝነትና ተሞራጭ መረጃ ምን ሆኖ በማገልገል ላይ ይገኛል?

ሀ. አዎን ለ. አይደለም

2.5 የ ባለሥልጣኑ የህዝብ ግንኙነት እና ኮሚኒኬሽን የዓለም አቀፍ ሚዲያዎች ዘገባን በማስታተል የተቋማዊ የስራ አሰራር ለማሻሻል ይጠቀማል?

ሀ. አዎን ለ. አይደለም

ክፍል 3: የህዝብ ግንኙነት እና ኮሚኒኬሽን አሰራር ውስንነት፣ ጥንካሬ እና ዕንቅፋቶች/ፈተናዎች

3.1 ጥንካሬ ጎኖች _____

3.2 ውስንነት ጎኖች _____

3.3 ዕንቅፋት/ፈተናዎች _____

Appendix E

Questions for Ethiopian coffee and Tea Authority Officials

1. How do you explain the intention given by senior management of ECTA to the authority's PR and communication department on issue related to the department structure, its accountability, and its position in the participation or representation in senior management member so on?

2. What are your opinions and suggestions concerning the public relations practices of the department of PR and Communication of Ethiopian Coffee and Tea Authority that helps to promote Ethiopian Coffee export? What Public relations model the Authority's PR utilizing?

3. What are the major challenges of PR and communication of Ethiopian Coffee and Tea Authority that negatively affects the coffee export promotion process?

Appendix F

ለኢትዮጵያ ቡናና ሻይ ባለሥልጣን የስራ ኃላፊዎች የተዘጋጁ ጥያቄዎች

1. የኢትዮጵያ ቡናና ሻይ ባለሥልጣን ከፍተኛ የስራ አሟሪ ቡድን ለተቋሙ ሕዝብ ግንኙነት እና ኮሚኒኬሽን የሚጠቀሙት ኩረት እንደ አደረጃጀቱን ፣ ተጠሪነቱን ፣ በስራ አሟሪው ውስጥ ያለው ውክልና እና ተያያዥ ጉዳዮች ያልዎት ሃሳብ ብቻ ብራሩልኝ?

2. የባለሥልጣኑ የሕዝብ ግንኙነት እና ኮሚኒኬሽን ስራዎች እና አሰራሮችን ቢያብራሩልኝ? ምን ዓይነት የሕዝብ ግንኙነት ሞዴል ይጠቀሙል?

3. የባለሥልጣኑ የሕዝብ ግንኙነት እና ኮሚኒኬሽን የኢትዮጵያ ቡና ወጪን ግድ ለማስተዋወቅ ያሉበት ፈተናዎችን ቢያብራሩልኝ?

References

- Abbott, K. (2011). *Research Design and Method: a Process approaches Eighth Editions*. New York: Mike Sugarman
- Aisyah , Faten and Samat, Muhammed (2018). *Factors Contributing the Effectiveness in Public Relation Practices*, Advances in Business Research International Journal. Available on www.researchgate.net › publication ›
- Alazar, S. (2017). Ethiopia: *Coffee Export Revenue - in the Making*. Retrieved from <https://allafrica.com/stories/201707180486.htm>
- Alison, T. (2004). *The Public Relations Hand Book* (Second edition.). London New York: Routledge Tailor and Francis Group.
- Anderson, W. and Handley, L. (1999). *Guidelines for setting measurable public relations objectives*, The Institute for Public Relations, 1-14
- Birhanu, T. (2017). *Ethiopian Coffee sector strategy and future prospects*. AFCA. Available on [https://afca.coffee/wp-content/uploads/15AFCCE/d1/Birhanu Tsegaye-ACFA-2017](https://afca.coffee/wp-content/uploads/15AFCCE/d1/Birhanu%20Tsegaye-ACFA-2017)
- Blacks, S. (2004). *Practical public relations*. Delhi: Ram printgrahy.
- Books, A. (2002). *Inside the Mind: The Art of Public Relations*. London: Aspatore Books.
- Chand, S. (undated). *Role of Public Relations in Promotion of a Company*. Available on <https://www.yourarticlelibrary.com/marketing/marketing-mix/role-of-public-relations-in-promotion-of-a-company/32304>

- Chris, F. And Barbara, J. (2006). *Marketing communications*. Retrieved from <https://www.ebsglobal.net/EBS/media/EBS/pdfs/Marketing-Communications-Course-Taster.pdf>
- CIPR. (2004). from, www.ipr.org.uk/direct/news.asp?v1=factfile Retrieved on December 13, 2019
- Creswell, J.W. (2012). *Educational Research: planning, conducting, and evaluating quantitative and qualitative research*, 4th ed. Boston, MA: Pearson.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approach* -3rd editions. University of Nebraska, Lincoln, p. 45
- Curri-Memeti, A. (2011). *Public Relations as Promotional Activity*. Theoretical and Applied Economics. Retrieved from <http://store.ectap.ro/articole/657.pdf>
- Cutlip, et al. (2000). *Effective Public Relations*. 8th edition. Upper Saddle River, NJ: Prentice Hall
- Dey, I. (2005). *Qualitative Data Analysis*. A User Friendly Guide for Social Scientist. London and New York: Rout ledge Taylor and Francis Group
- ECTA (2018). *Annual report*. Unpublished
- ECTA (2019). *Annual report*. Unpublished
- Enad, O. (2017, 11th November). *Relationship between Public relations and Export performance*. International journal of Economics & Management Science. Available on

https://www.researchgate.net/publication/320843089_Relationship_between_Public_Relation_and_Export_Performance_Do_a_Commitment_and_Trust_a_Matter

Fombrun, C. and Van Riel, B. (2007). *Essentials of corporate communication*. NY: Taylor & Francis e-Library. Available on www.taylorfrancis.com

Fraser, P. (1994). *The practice of Public Relations* 6th edition, New Jersey, pp.12 & 6

Garcia, J. (2007). *Reputation Management*, The key to Successful Public Relations and Corporate Communication. New York London: Routledge Taylor and Francis Group.

GCAO (2008). *Public relations for fundamental change*, Unpublished

Grunig, J. (1992). *Excellence in Public Relations and Management*. Available at

https://www.researchgate.net/publication/313119200_Models_of_public_relations_and_communication

Grunig, J. (2009). *Paradigms of global public relations in an age of digitalization*. University of Maryland. Retrieved from *PRism* 6(2): http://praxis.massey.ac.nz/prism_online_journ.html,

Grunig, J. and Hunt, T. (1984). *Managing Public Relations*, Holt, Rinehart & Winston

Gürel, E. (2016). *PR serving marketing*. Retrieved from

https://www.researchgate.net/publication/307442206_Public_Relations_in_Service_Marketing

IPR.org.uk (2012). *Public Relations. PR tools and techniques*. Available on
<http://www.ipr.org.uk/pr-tools-and-techniques.html>

Jefkins, b. (2004). *Public Relations and Contemporary issue*. Amsterdam, Boston, London, New York: Elsevier Butterworth-Heinemann.

Joseph, A. (2017). *7 Problems facing Public Relations practice in Africa*. ANIPR. Available on
<https://www.linkedin.com/pulse/7-problems-facing-public-relations-practice-africa-dr-ajihson> published

Kitchen, J. (1999). *Marketing Communications: Principles and Practice*. London: International Thomson business press

Kruckeberg, D. (2013). *This Is PR, The Realities of PR* eleventh edition. Canada: Cengage Learning.

Kothari , R . (2004). *Research Methodology*. Revised Second edition, p.97

Latimore, D. et al. (2004). *Public Relations: the Profession and the Practice* (2ndedn). McGraw Hill.

Legion, A. (2002). *Public Relations Hand Book*, The American Legion. New York.

Lincoln, S., & Guba, G. (1985). *Naturalistic observation*. Thousand Oaks, CA: Sage

Lindenmann, Walter (2002). *Guidelines for Measuring the Effectiveness of PR programs and Activities*. University of Florida. Available on www.instituteforpr.com

Mackey, S. (2003). *Changing vistas in public relations theory*.

Mekee, L (2005). *Applied Public Relations*. London: Lawrence Erlbaum Association Publisher.

Mikáčová, L. and Gavlaková, P. (2014, January 24). *The role of public relations in branding*.

Contemporary Issues in Business, Management and Education. Retrieved from

https://www.researchgate.net/publication/275543171_The_Role_of_Public_Relations_in_Branding

MOI (2008). *The working procedures and organizations of public relations at the federal government institutions*. Unpublished

Oliver, M. (2004). *Handbook of Corporate Communication and Public Relations Pure and Applied*. Londo And New York: Routledge

Pahwa, A. (2020, February 18). *PR function, types and examples*. Retrieved from

<https://www.feedough.com/what-is-public-relations-pr-functions-types-examples/>

Pearson, E. (2012). Other popular names in P. Education, *What Is Public Relations?* (p. 14).

London: Educating Pearson.

Peter, R. (2008). Crisis Communication, *Practical PR Strategies for reputation management and company survival*. London and Philadelphia: Kogan Page.

Price, T. (2008). *A new Guide to Crisis Management When Disaster strikes*. Washington DC:

Foundation for Public Affairs.

"Public relations V.0.1" (2012: December 29). Retrieved from <http://www.lardbucket.org> p. 30

Ritchi, J. and Lewies, J. (2003). *Qualitative research practice*. A guide for social science student and researchers , page 83

Sammut-Bonnics, T. (2015). *Brand and Branding*. Available on https://www.researchgate.net/publication/272184078_Brand_and_Branding

Samuel, G. And Ludi, E. (2008). *Agricultural Commercialization in Coffee Growing Areas of Ethiopia*. Available on https://assets.publishing.service.gov.uk/media/57a08baa40f0b652dd000e02/coffee_paper.pdf

Sebastian, M. (2012). *PR daily news*. Retrieved from www.prdaily.com

Seitel,P. (2011).*The Practice of Public Relations*. New Jersey: Pearson Education, Inc. Publishing.

Siddiqui, S. and Singh, T. (2016). Social media its impact with positive and negative aspects. *International Journal of computer applications technology and research* 2(5), p71 – 75. Retrieved from www.ijcat.com

Solomon, A. (2000). *Public Relations in Ethiopia: Problems and Tendencies*. Ministry of Tourism and Culture

Tench, R. and Yoamans, L. (2009). *Exploring Public relations* 2nd edition.

Weick, S.(2001).*Public Relations and Social Theory: Key Figures and Concepts*; Taylor and Francis.

Wilcox, L. (2003). Public Relations. *Strategies and Tactics*, 7th edition.

Zemedekun, T. (2014). The Practice and challenges of Public Relations on federal government offices, (MA thesis). Unpublished

Zeray, H. (2016, 10th December). PR & Media works: *The most misguided professions in Ethiopia*. An article available on <https://hornaffairs.com/2016/12/10/pr-and-media-works-misguided-profession-ethiopia/>