

**Addis Ababa University**

**Graduate School of Journalism and Communication**

**Specialized in Public Relation and Strategic Communication**



**Assessment of Public Relations Practices at the Ministry of Women,  
Children and Youth Affairs, Federal Democratic Republic of  
Ethiopia**

**By: Aklilu Kibur Eticha**

**June, 2019**

**Addis Ababa, Ethiopia**

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Assessment of Public Relations Practices at the Ministry of Women,  
Children and Youth Affairs, Federal Democratic Republic of Ethiopia

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By: Aklilu Kibur Eticha (Mr.)  
[ethichah@gmail.com](mailto:ethichah@gmail.com) +251-(0)-911553599

Advisor: Hailu Gutema (PhD)

June, 2019

Addis Ababa, Ethiopia

Addis Ababa University  
Graduate School of Journalism and Communication  
Department of Public Relation and Strategic Communication

This is to certify that the thesis is prepared by Aklilu Kibur Eticha entitled “Assessment of Public Relations Practices at the Ministry of Women, Children and Youth Affairs, FDRE” and submitted for the partial fulfillment of Master’s degree in Public Relations and Strategic Communications. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Examining Board:

Advisor \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

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Chair of Department or Graduate Program Coordinator

## ABSTRACT

*The purpose of this study is to assess the public relation practices in Ministry of Women, Children and Youth Affairs Office of the Federal Democratic Republic of Ethiopia. Moreover the study sought to assess how the activities of public relations are practiced, the significance of public relation in contributing to the ministry's overall objectives and to identify the factors inhibiting and challenges of public relation practices. The study adopted mixed method research approach which is qualitative and quantitative. Open and closed ended questionnaires, unstructured in-depth interview and focus group discussions were data collection tools used to conduct the study. By conducting purposeful sampling 150 questionnaires, unstructured in-depth interview of 6 respondents and 6 focus group discussions were conducted and reflected their opinion. Frequency and percentage statistical techniques were used for quantitative data analysis by using SPSS statistical software. The outcome of the data analysis revealed that the practices of public relation in MWCY affair are limited to some activities of PR, the practitioners are perceived as the spy of government and neglected by employees of the ministry, the practitioners are delegated by the external line office of the government for political advantages without giving attention to the profession, skill and experience. The internal and external communications are very limited, there are misunderstanding of PR practice among the employees and the accessibility of PR tools that are mostly used by the ministry are found limited. Finally, the researcher recommended both short and long term major recommendations that are presented in order to improve the public relation practices of the ministry of women, children and youth affair of the federal democratic republic of Ethiopia.*

## Declaration

The researcher hereby declares that this thesis is his original work and has neither been presented in any other University nor was published before and that all sources of material used for the thesis have been duly acknowledged.

Aklilu Kibur Eticha

Signature \_\_\_\_\_

Date \_\_\_\_\_

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## List of Abbreviations

FDRE	Federal Democratic Republic of Ethiopia
MWCY	Ministry of Women, Children and Youth
GPR	Government Public Relation
PR	Public Relation
FGD	Focus Group Discussion
SPSS	Statistical Package for the social Sciences
IC	Internal Communication
EC	External Communication
PRP	Public Relation Practice
SC	Strategic Communication
AAU	Addis Ababa University
TV	Television
IM	Issue Management
CM	Crises Management
PO	Public Outreach
ETV	Ethiopia Television
GCAO	Government Communication Affair Office

# **CHAPTER ONE**

## **INTRODUCTION**

### 1.1. Background of the study

This study is aimed to assess the public relation practices at the FDRE Ministry of Women, Children and Youth (MWCY) affair to investigate the current activities; how public relation is being practiced and helps the government sector in contributing to the objectives and goal of its establishment. The related theoretical knowledge of the field which is written by different scholars and empirical studies are discussed about what PR practices in government sectors should be and should be implemented.

The MWCY has a public relations directorate/department with listed organizational PR activities practiced in the organization. This ministry is one of the minister offices in Ethiopia, established in the vision of ensuring women's equal participation to benefit from economic, social, political and cultural sphere, protect the right and welfare of children, in addition it promotes gender equality in the country. Having the duties to create awareness and mobilization on the question of women and children; collects information's, compile it and disseminate it to all stakeholders on the objective realities faced by women and children ([www.mowca.gov.et](http://www.mowca.gov.et)).

Many state that the Public relations was invented in the United States and crossed the ocean together with Marshall Aid after World War II. This is certainly true for the term, but not for the practice. The origins of Dutch communication management can be found as early as in the seventeenth century. When industrialization became a fact, industries started to provide information on their well-being to the press as well as to the general public. The government followed soon and founded departments to inform journalists. Dutch journalists, however, preferred to keep direct access to administrators and politicians (Ruler & Vercic 2004: 265).

*It is very safe to say that what we now refer to as public relations had actually been with us from the beginning of man's existence. Although the phrase "public relations" was invented in the twentieth century, the practice of public relations had been since the dawn of recorded history (Olusegun 2006: 28).*

Government touches every aspect of society, and virtually every facet of government is closely tied to and reliant upon public relations. In a very real sense, the purpose of democracy itself closely matches the purpose of public relation. Successful democratic government maintains responsive relationships with constituents, based on mutual understanding and two way communications (Cutlip, Center & Broom 2005: 490).

The importances of PR according to Cutlip, Center & Broom (2005), PR plays very important role in government sectors in building mutual understanding with its public at large and create two way communications to maintain responsive relationship. This two way communication, building common understanding and responsive relationship is accomplished by proper planning of PR: ways of communications, what appropriate PR tools to be used, media relations and ethical considerations. Therefore, appropriate use of PR for an organization is very important to deliver the information to the public to create awareness, capacity building, and Promoting social issues, to create trustworthiness, build the image and reputation of the organization.

*Public relations is the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse (Smith 2009: 10).*

The purpose of public relation practice is to establish two way communications to resolve conflict of interest by seeking common ground or areas of mutual interest, and to establish understanding based on truth, knowledge and full information (Black 2004: 5).

Area of PR researches according to Lerbinger (1977) distinguishes four major categories of PR research as: environmental monitoring (or scanning); PR audits; communication audits; and social audits. The scope of Public relations audit is identified to assess an organization's public relations activities (Tench and Yeomans 2009: 200).

*The core questions for every public relations researcher are how does public relations work and what does it do in, to, and for organizations, publics, or the public arena, in other words, society as a whole (Ihlen and Ruler 2009:2).*

Public relations will continue to transform, and the changes you see are monumental. For better or for worse, a career in PR means handling communications in the public spotlight because of the increasing use of social media. In the wake of democratized content and businesses satisfying the needs of the digitally connected consumer, PR had to evolve with a new approach. This approach required a shift in thinking, from strategy and planning all the way through to implementation and measurement. Professionals must discover new research methods, develop specific policies to guide employee and public participation, experiment with content through a variety of social media channels, and learn to connect and build relationships with stakeholders through new technologies (Breakenridge 2012: 1).

Contemporary everyday life is influenced by increased complexity, rapid change, globalization and the deconstruction of social structures. As a result, corporations and other organizations today have a greater need to build relationships with their stakeholders and to communicate with them about their aims and behavior. In this interaction, it becomes essential to offer answers to such questions as “Who are we?” “What are our goals?” and “How should we act to reach our goals?” This not only gives public relations new frames of reference, but also gives it a much more prominent position in the management of organizations. Corporations increasingly tend to see public relations as a senior management function, and a wider range of organizations have started to utilize public relations (Ihlen and Ruler 2009:2).

However, the term ‘public relations’ is often either misunderstood or deliberately misinterpreted, so that it is used in a pejorative way, associating it with propaganda, ‘economy of the truth’ or evasion. Different people therefore have different perceptions of public relations. Those who work in the industry are often viewed with suspicion by those who work in the media, who misunderstand its roles. There are some individuals, often highly placed in industry, who expect public relations to be used as a tool for whitewashing reputations, or for covering up acts of ineptitude or dishonesty (Henslowe 1999: 2).

*The profession has its roots in press agency and propaganda, activities that society generally holds in low esteem. Most of its practitioners have little training in the social sciences. Few have been trained in public relations . . . We must admit that many people today who call themselves public relations practitioners still do not measure up to professional standards (Theaker 2001: 53).*

It can be assumed that a practitioner has a duty to support their profession and their professional colleagues. In this way common standards of behavior can be agreed and the bounds of acceptable practice established. These encapsulate principles of ethical practice and provide the basic standards for practitioners. It is a tough decision to argue with an insistent client or employer, but, at a minimum, the codes will alert them to the fact they are asking the practitioner to act unethically and will provide the practitioner with tangible support for an argument against taking a particular course of action (Tench and Yeomans 2009: 281).

In this stage the definitions of public relation are described as per the perspectives of different scholars and it will be elaborated and discussed in chapter two of the study with different aspects of PR theoretical framework.

## 1.2. Statement of the Problem

Government public relations specialists play a variety of roles. The diversity of goals and activities in government is greater than in any other area of public relation practices. One public affair specialists tries to explain how the internal revenue service will become more user friendly where as another conducts a campaign to recruit pregnant women to women, infant and children nutrition education classes. Where as one practitioner publicize the introduction of a new commemorative postage stamp, another promote youth basket ball at the local community center. As one practitioner seeks to gain public compliance with the mandatory use of children safety seat in cars, another attempt to intemperate national public opinion to assists in domestic policy formulation (Cutlip, Center & Broom 2005:74).

*Some PR practitioners have managed very well for many years without theory; or rather they have relied on their own version of common-sense theory (Tench and Yeomans, 2009:299).*

According to the establishment of the PR department/directorate of MWCY affair of FDRE the objectives are: to lead and coordinate the overall PR and communication activity, develop communication strategies and plans in line with national communication strategies and plans, facilitates cooperation and dialogue between the stakeholders, produces programs for broadcasting and publication purposes focusing on the policies and directives issued by the ministry on the implementation of projects and programs financed development partners, publicizes the activities using different PR tools, establishes a system for the smooth flow of information to the directorate, organizes data and makes accessible them for users, organizes press conferences for domestic and international medias, gathers, organizes and analyzes public opinions and submits the findings to the concerned bodies to improve the service delivery and meet the demands of its customers, undertakes media monitoring and takes corrective measures whenever wrong/negative information is aired or published to sustain the positive image of the organization, plays a pivotal role in creating a conducive working environment

for the employees through organizing different events, uploads information on the ministry's website and updates them in regular basis, responds for inquiries from public and other bodies about the ministry and serves as implementing agent for freedom of the mass media and access to information, Proc. 590/2008 in the ministry ([www.mowca.gov.et](http://www.mowca.gov.et)).

However the PR activities in the ministry are not implemented or practiced adequately to accomplish the above described commitments of the departments and the ministry's in general. The PR practices are outmoded and not promising to outreach the public about the sensitive national and international issues of women, children and youths in the country by implementing PR activities toward the development of the sector.

The study thus, attempts to answer the following questions:

- What are the PR strategies and activities implemented in MWCY affair?
- How are the practices of PR and media relation procedures of MWCY affairs in light of PR theoretical framework?
- What are the major challenges of PR practices in MWCY affairs?
- Are the MWCY affair uses appropriate PR tools?

### 1.3. Objectives of the Study

The general objective of this study is to assess the practices of public relations in the Ministry of Women, Children and Youth (MWCY) affairs of the Federal Democratic Republic of Ethiopia.

More specifically, the study aims:

- to identify the activities of public relation practices in the MWCY affair.
- to identify the PR tools implemented in MWCY affair.

- to find out the factors inhibiting the practices of PR and define problems.
- to find out the significance of PR practices in contributing to fulfill the objectives of MWCY affair.

#### 1.4. Significance of the study

As the study assesses the current status of PR practices in government sector according to the theoretical models; the researcher believes that the study will contribute for the development of the profession in Ethiopia, helps the policymaker or higher institutes as a stepping stone to develop a curriculum in the field area, benefits as a secondary source of data for researchers, it provides information for the MWCY affair office to understand what the current PR practice look like in their sector and the factors inhabiting PR practices to plan ways of its development.

Research plays a crucial role for many different reasons in public relations. First, it is an integral part of the PR planning process. Without research it is difficult to set communication objectives, identify publics or develop messages. Second, research is also undertaken to evaluate PR efforts. Evaluation has been one of the biggest and most talked about issues over many years for the entire PR industry. Evaluation helps practitioners understand and improve program effectiveness through systematic measurement and proves the value of PR efforts to clients, management or other disciplines, such as marketing or integrated communications. Research and evaluation can also reveal a lot about the current state of PR practice as well as contribute to the development of the PR theoretical knowledge base (Tench and Yeomans 2006: 199).

#### 1.5. Research design

Even though the research design and methodology will be discussed in detail in chapter three of the study, the research approaches, sources of data, methods and tools of data collection and methods of data analysis are identified in this stage. Therefore both qualitative and quantitative research approaches are convenient for

this study which the researcher tends to base knowledge claims on pragmatic grounds.

The data was collected from primary source for this study and it is collected by using unstructured in-depth interview, focus group discussion and open and closed questionnaires data collection tools. The collected data was analyzed and interpreted.

### 1.6. Scope of the Study

The study focuses on assessment of the current public relation practices in government sector particularly in FDRE Ministry of Women, Children and Youth (MWCY) affairs. The ministry is working on very sensitive and hot issues of social activities in the country such as promotion of gender equality, empowering women, promoting and protecting children's rights, creating awareness and movement on the question of women, children and youth. The MWCY have directorate level public relations department with lists of PR activities to meet the objectives and goal of the ministry. Thus, the researcher selected the particular sector to assess the practices of PR to define the research questions. Therefore the study is delimited to the MWCY affair located at Kirkos sub city, Addis Ababa, Ethiopia.

### 1.7. Limitations of the study

Taking into account the constraint of time and budget the study is delimited to MWCY affair of the FDRE.

- There is no sufficient related studies of the subject area in the country
- There is no published history of PR practices in Ethiopia
- To conduct FGD with directors are found difficult in the ministry due to unavailability and busyness.

## 1.8. Organization of this study

This research paper contains five chapters in which each chapter are well described. The first chapter is categorized as background of the study, statement of the problems, objectives of the study, significance of the study, research design and scope of the study. The second chapter is literature review and a critical analysis of relevant knowledge on the proposed research topic. The third chapter is research methodology; it describes how the research is conducted and types of tools or instruments employed in data collection and methods of analyzing data. The fourth chapter is data presentation and analysis. The fifth and the last chapter is summary, conclusion and recommendations based on the study.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURES

#### 2.1. Introduction

This chapter focuses on the reviews of related literatures such as books, articles of scholars and empirical studies that are relevant to investigate the research problems. In which it helps the reader to understand the existing knowledge of public relation practices in government sectors like PR concepts, theories and empirical evidence of the research title. Thus the researcher employed integrative types of literature review to put the study in contribution to the research problems by including literatures that are related to the study.

#### 2.2. Definitions of Public Relation

There is no universally agreed definition of public relation due to the diversity of linguistic and cultural difference in the world and the difference in practices has a great impact on its definitions. Even though there is no consensus on PR definitions there are common key words described as follows:

*Public relations is the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse (Smith 2009: 439).*

Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation 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 ethical communication techniques as its principal tools (Harlow, quoted in Theaker 2001: 3).

*Public relations is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programmes of action which will serve both the organization's and the public interest (Theaker 2001:3).*

Public relations are a leadership and management function that helps achieve organizational objectives, define philosophy, and facilitate organizational change. Public relations practitioners communicate with all relevant internal and external publics to develop positive relationships and to create consistency between organizational goals and societal expectation. Public relations practitioners develop, execute, and evaluate organizational programs that promote the exchange of influences and understanding among an organization's constituent parts and publics ( Freitag and Stokes 2009: 5).

*Public relation is a social philosophy of management expressed in policies and practices, which, through sensitive interpretation of events based upon two-way communications with its publics, strives to secure mutual understanding and goodwill (Moore and Kalupa 2002:7).*

Scholars defined PR in different perspectives such as, "PR is strategic communication, distinctive management function, art and social science, leadership and management function". In the above definitions PR is defined in different angle of understanding thus the implications shows that there is no globally agreed definition of PR. According to Ihlen and Ruler (2009) defines PR as a strategic communication which emphasis on relationship with publics; Strategic communication in this definition is the techniques of both internal and external communication practiced by PR practitioners to build or maintain the relationship of the public with its organizations. According to Harlow quoted on Theaker (2001) PR is defined in perspective of management function that seeks information for problem or issue identification, serve public interest, helps management keep

abreast of effectively utilize change, serving as an early warning system to help anticipate trends and uses research and ethical communication techniques as its principal tools. Since there is a controversy in the origin of historical development of PR discussed above there are different perspectives of PR definitions by the scholars in which there are no globally agreed definitions of the professions. In general most of the definition of PR emphasized on strategic communication techniques practiced in the organization to maintain relationship with publics. The management function uses the strategic communication to address issues by seeking information to serve public interest.

### 2.3. Roles of the public relations practitioner

The role of PR in government described by Theaker 2001 are all about establishing, maintaining and projecting the authority's corporate character and identity. In this case the role of PR is what the character or nature of the organization, what it is aimed to accomplish, its objectives, policies adopted and what the general identity or establishment of the organization is.

PR in government is to establish, maintain and project the authority's corporate character and identity

- To create understanding of the policies, procedures and activities of an authority, by keeping customers as fully informed as possible
- To respond, where appropriate, to criticism of the authority
- To establish and maintain effective channels of public communication available to the authority, and to develop a full range of appropriate techniques
- To create and maintain within the authority an awareness of the need to communicate with its various customer groups, and to ensure a sustained level of responsiveness to customer needs and opinions
- Generally to manage the authority's public relations function and to advise on the public relations implications of the policies and activities of the authority and on the formulation of public relations policies (Theaker 2001: 176).

Olusegun 2006 described the role of PR in government by stating many important points such as strategic communication, building relationship, creating public awareness and understanding, minimizing friction and creating conducive environment. PR helps the organization and its publics equally as a mediator by solving disputes or misconception by minimizing friction and conflict which establishes smoother relationships that benefits the society. PR is an essential element in communication system that enables individuals to be informed on many aspects of subjects that affect their lives. Especially most of government PR plays an important role in informing, promoting and influencing the society at large by using strategic communication tools. For examples in MWCY there are many social issues to inform, promote, create awareness and influence the society by adopting different important and useful societal policies as a social responsible government sectors. The very sensitive and hot issues of the society that are planned to be accomplished in the ministry are promotion of gender equality, empowering women, child right, child labor and empowering youth for social development. In doing so PR plays a pivotal role in government for social development. Without good relationship between the organization and its public it is difficult to give information and build mutual understanding, influence, persuade and create conducive environment between the stakeholder and the public's in general.

#### 2.4. Definition of Government Public Relations

Government public relations is the type of communication function that deals with the interaction of the citizenry with the government, with governmental regulators, and the legislative (elected and appointed) and regulatory arms of government. Government public relations help to facilitate communication with constituencies and with governmental publics. Public affairs are normally a corporate function that helps the organization maintain ties with legislators and government regulatory agencies, and to engage in lobbying on behalf of its interests (Mordecai, Grant & Kendra 2012: 159).

Olusegun 2006 definition of government public relation describes that the interaction of the citizenry with the government regulatory, legislation and lobbying. In which its emphasis is on government legislation and regulatory so that it facilitates communication with constituencies and government. Government sector PR is a communication function that the way in which the policies and regulations are communicated to the public's and also promotion of social values, awareness raising, capacity building, social campaign and crises are communicated by using appropriate media to the public.

The focus on the purposes of government public relations also is helpful because once that particular goal has been identified; the specific communications techniques to use to accomplish that purpose will flow naturally from the purpose itself. For example, a news release might be useful for notifying the entire populace about a new regulation that affects the citizenry at large. However, if a new program targets, say, new immigrants from a specific country, then there are likely to be communication channels that are much more specialized to reach such a narrowly defined demographic (Mordecai, Grant & Kendra 2012: 14).

As the government sectors touches and communicates different parts of the public that the communication channels and ways of communications are very important to reach the public at large with the information aimed to be communicated or messages to be delivered.

## 2.5. Strategies of Government Public Relation

Good agency communication strategies and tactics require an agreed-upon approach with your top administrators of how you are going to act in both planned written and interview media opportunities and in unplanned sudden critical situations. In this regard, timing can mean everything to your overall public relations approach. You should be fully aware of local, state, and national news and actions by other government agencies and the private sector that may occur on a given day that will cloud, impede, and reduce to irrelevance your "important" message. With all of your professionalism and the release of what your top people

consider as real news or the considered “excellent” response to spontaneous negative happenings, you may not succeed in your communication goals because of what have been characterized as barriers to effective communication. Public apathy to and suspicion of the credibility of your statements in print or on TV, a lack of public knowledge and interest, or a lack of understanding of your agency’s complex issues and programs may defeat your good media-smart intentions. Your best efforts may be dismissed by the media and public if on specific issues your agency’s words and actions are interpreted as “spin” or even outright propaganda (Mordecai, Grant & Kendra 2012: 31).

Strategies are very important task for the communications as it is described in the above part of this chapter. It is the skill of making or carrying out plans to achieve a goal. Government PR plays an important role in sensitizing and creating awareness by communication organizational messages and information that contributes to social development. Therefore PR answers on strategies in government especially how and when to communicate, what appropriate mediums and who will communicate in crises, how messages reach the public’s and what ethical aspects are to be considered. Strategies in PR are not a sudden act it is a planned communication that practiced in the organization by PR practitioners as per the goal and objectives.

## 2.6. Public Relation as Planned Communication

Finally, the communication plan must be formalized and specific tasks or tactics must be outlined to support the identified strategies, objectives, and goals. These are the actual messages to be distributed and the tools or media by which messages are disseminated. (For example, a tactic would be the actual scheduled and developed presentation to meet the objective “to schedule at least one external presentation per quarter to a local civic or school group” to fulfill the organization’s reputation goal to “become more visible in the community.”) The development or updating of such communication tools or tactics, including any brochures, websites, and standard news releases during particular times of the year or around scheduled events, must be included in the plan. Each communication tool or tactic developed

should include a specific call to action, which tells people what they can do to act on the message (Mordecai, Grant & Kendra 2012; 151).

Considering the fact that the public relation department within the airlines established in tending to communicate both the internal and external public to resolve conflict of interest and create maximum common understanding based on truth, knowledge and full information, this study concluded that the PR department of the airlines have weakness on planning and implementing programs which readily enable them to create common understanding the overall public who had relation with the airlines (Demoz 2013: 40).

*The functions of public relations at the strategic planning level rarely exist due to lack of public relations qualified persons. This resulted in the confusion of recognizing public relations as communication expert, as management body and as marketing discipline (Teresa 2017:152).*

Planning is very important for every activity before trying to implement what the appropriate timing is, estimated budget, techniques and tactics etc. In PR it is also very important task to carryout practices in the organization. According to Breakenridge 2012, formalized and specific tasks or tactics must be outlined. This indicates that the objectives and goal should be clearly described to address the set objectives of messages to be communicated and tools of communication should be appropriate to deliver to the society at large. It also helps to understand the audience or the general public's geographical location, tools of communication such as broadcast media, print media, telephone, websites and campaigns to be used to address the public equally and what messages to be communicated before delivering. The contents and socially unaccepted words should be checked to avoid any misunderstanding and the wording that may cause conflict or friction between the public and the organization that leads to destroy the reputation. Budget and time is also important things to consider in planning for communication. Without appropriate budget allocation, it is impossible to accomplish any task as a communication practitioner. This includes airtime if the messages are disseminated by broadcast media, printing cost for print media, telephone, websites and

campaigns costs should be considered. Timing is also an important thing for planning communication for example it is easy to communicate with students during school time than off season.

### 2.6.1. Internal Communication

Internal communication (IC) is a growing specialism inside the broader field of PR. While PR has traditionally communicated news and information to an organization's employees through a house magazine or staff newsletter (and still does), this internal communication role has expanded alongside the need for organizations to communicate strategically with all their internal stakeholders. From the early days of internal communication, some organizations made audiovisual presentations to induct new staff, organized events such as long-service awards and created foyer displays to explain company policy to employees. Today, technology has provided a wealth of new media channels and formats – so that continuous internal news, information and feedback opportunities can be delivered direct to the desktop PC (Tench and Yeomans 2009: 317).

*The function of internal communication is to let employees know what the managements are thinking and to let management know what employees are thinking. Internal communications presents difficult problems. Communications from management to employees in a large organization must be passed down through several level of authority (Moore and Kalupa 2002:86).*

The internal communication is very crucial for every organization in which all employees from top management to lower level workers understand the aim and purpose of the organization to build common understanding by communicating new information and polices. Employees working in different departments especially in large organizations need well developed internal communication to communicate with the external publics with confidence without damaging the image of the organization. This helps the employees communicate strategically to the external audiences. According to Moore and Kalupa 2002, information passed from top to down be often misunderstood and management in different level. In addition

employees interpret communications not as intended by management. Especially in large government sector with many employees and departments working different tasks such as social and cultural issues needs strategic internal communication. These internal communications uses different PR tools that are appropriate in addressing all employees in different departments such as notice board, employee platforms, internal memos, email, telephone, staff meetings and trainings. In general the internal communication helps the organization to build common understanding of organizational policies, aims and purposes among the employees that enable them communicate with external publics in strategic way and it also helps for fast progress of the organizations.

## 2.6.2. External Communication

External communication of management with its various publics presents similar problems. Population growth has increased the size of most groups and hence the magnitude of the communication problem. The cost of mass communications has increased so greatly that many corporations are unable to use comprehensive public information program. Despite these obstacles to the free flow of information communication with consumers, community neighbors, educators and governments are increasing in volume and effectiveness. Specialists with communications skills staff public relations departments. Communication consultants advise management, and numerous books and periodicals discuss improved techniques of communication. Employees are being informed about corporate policies and practices and so that they can communicate more effectively with the outside publics (Moore and Kalupa 2002:86).

*External communications techniques can be used to help fulfill the obligation of government managers to the public: to report to the citizenry on the accomplishments and stewardship of the agency; to be held accountable; and to contribute to an informed public, the basis of democracy (Mordecai, Grant & Kendra 2012: 6).*

The community is only consulted on a pre-determined issues and this is considered as participation. Many of the top-down communication sessions are employed to publicize or diffuse development plans that are pre-determined by external body. These form of participation created a high degree of dependency on government efforts. Regarding to the communication style, the Zone employs a transmission model. Starting from the Zone office, woreda experts, HEWs to HDAs, messages flow in a linear fashion. There is no transaction of knowledge/ideas among stakeholders horizontally or in a manner that creates favorable condition for dialogue. This may helps the Zone to enhance the awareness of the community but ended with lack of commitment and ownership in the implementation stages (Shemelis 2013: 118).

The external communications aims the public at large to deliver appropriate messages and provides up to date information to promote certain social and cultural issues by awareness creation and educating them in order to prevent transmitted diseases, to empower the public by communicating polices and regulation and capacity building to prevent harmful traditional practices. Taylor & Francis 2012 explained that external communication helps government public relation reporting to the public on organizational activities to create informed public, to create citizen participation in government sector decision making and listening to public opinion. Moore and Kalupa 2002 explained about the PR tools and media relation in addressing the public as a cost of mass communications has increased so greatly that many corporations are unable to use comprehensive public information program. Appropriate and up to date information is very important especially in government sector to create trustworthiness among the public. Therefore the use of PR tools for mass communication is very crucial.

## 2.7. Media Relation of Government Public Relations

Media relations and public relations are repeatedly used as interchangeable terms, especially by journalists. The latter often express a knee-jerk antagonistic reaction to public relations – one journalist has even been heard to remark, ‘Without PR

people, journalists would be the lowest organism in the food chain.’ It is true that early practitioners were publicists and press agents whose main aim was to gain ‘free’ press coverage at any cost, and the truth was not allowed to get in the way of a good story (Theaker 2001: 122).

For government agency media relations practice, or for that matter for all kinds of media relations, there are few laws or statutes, regulations or rules (outside of your own agency) that you must follow or must obey—unless, of course, you step over the line into criminal activity. The practice of media relations is not like the practice of law with statutes and court decisions or math with geometric and trigonometric proofs. What you have in media relations in order to succeed are parameters of good and empirical public relations (PR) knowledge, of good media relations writing and practice, and of good and acceptable approaches of working with the media. Knowledge of Print, Broadcast, and online Media You should know not merely the publications, major TV stations, and online no media news and opinion sites by name, but also the ownership and syndicate groups that interconnect newspapers and broadcast outlets, especially if you’re a public affairs officer for an agency on the national or state level (Mordecai, Grant & Kendra 2012: 29).

Organizations are paying huge amount of many for medias to advertize their services, activities and products and this causes to weaken the capacity of the organization because it pays a lot of money. Therefore the PR practitioners of the organization has a great role on making the medias to come to them rather than going to the media to advertise their activities or services by creating different media attracting techniques such as organizing events, raising sensitive issues and the like.

## 2.8. Government Public Relations Crisis Communications

Crises are complex, often unpredictable and unique. However, that does not let government communicators off the hook for planning and strategically responding to crises. The moment a crisis starts is not the first time to think about which media

contacts to prioritize and how to oversee a coordinated response. Communication takes place at every level and stage of a crisis. To best manage crises, government communicators must identify an emerging crisis as early as possible. The five common characteristics of all crises help government communicators accomplish this goal: crises involve the destruction of property, injury, loss of life, and/or reputation damage, crises adversely affect a large number of people, crises have identifiable beginnings and endings, crises are relatively sudden; and crises receive extensive media coverage and public attention. These characteristics can help government communicators determine when an issue or risk becomes a crisis and thus requires activation of a crisis communication plan. An issue is a “contestable point, a difference of opinion regarding fact, value, or policy, the resolution of which has consequences for the organization’s strategic plan and future success or failure, An issue becomes a crisis when “an event that creates an issue, keeps it alive, or gives it strength, A risk is a weakness that could develop into an issue or crisis, such as being located in a region prone to severe weather or diseases or having a service delivery process that is prone to breakdowns (e.g., airport passenger screening) and A quick test to determine when an issue or risk becomes a crisis is that key stakeholders such as citizens, media, and governmental partners perceive that a crisis is occurring (Mordecai, Grant & Kendra 2012: 103).

According to Mordecai, Grant & Kendra 2012, Crises are complex, often unpredictable and unique. It may occur any time in the organization and the issue to be considered is how the crises are managed. Prior to the crises, planning for communication system by strategically responding to it and the moment a crisis starts is not the first time to think about which media contacts to prioritize and how to oversee a coordinated response. Planning for crises communication is very important for an organization to address the crises in smooth strategic way and it needs to identify the cause of crises, how it happens, why it happens and the consequence it results. In this case the media to be used is identified and the person who communicates the media to address the crises should also be consulted with top level management prior to any communication. Therefore planning for crises communication in government sector helps the PR practitioners to maintain

relationship, trustworthiness and social responsibilities of the government sector. Therefore if the crises communications are not planned prior to any crises and not communicated properly it destroys the image and reputation of the government sectors and may cause a conflict that result to the failure of the system.

## 2.9. Issue Management

*Issues management is the capacity to understand, mobilize, coordinate and direct all strategies and policy planning functions, and all public affairs/public relations skills, toward achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny (Tench and Yeomans 2009: 365).*

When calamity strikes at a company, reputation and crisis management become a priority. The executives immediately call in the PR team to identify and neutralize the situation by creating an appropriate response to the public outcry. Why is the PR team called upon after the crisis occurs? As a communications professional, you should be thinking proactively about the possible levels of crisis escalation long before an issue arises. You need to be well informed and have intelligence at your fingertips. Your strategy and planning for a crisis starts long before the incident actually occurs (Breakenridge 2012: 71).

In many organizations serving the public; different social issues are emanated from social interests, implementation policies or bylaws, question of economic developments, cultural and social issues. According to MWCY affair there are many social issues such as child labor, education, promotion of gender equality, empowerment and development of youth in economic aspects. In different stages those issues may be raised thus if it is not managed well on time by using different strategies it results on damaging image. When such issues are raised the PR practitioners should identify and neutralize the situation by creating an appropriate response to the public.

## 2.10. Corporate Culture and Public Relation

The practice of corporate social responsibility is usually regarded as a public relations function because this is where the company meets the public outside the usual roles of producers (or service providers) and customers (Gandy 1992: 133 quoted on Theaker 2001: 115).

The culture of the organization matters the ways of PR practices and this differs according to the nature of the organization. Service giving sectors such as telecommunications, post offices, airlines etc are somewhat different than the other government sectors such as MWCY affairs sector. When the first lists of sector give emphasis on their service providing they can choose the means of communication and timing depending on their service status and the policies they follows are determined by their service they provide. But in case of the second example the MWCY affairs sector focuses on child right, promotion of gender equality, empowering women and youth both in economical and social engagement by awareness creation and capacity building activities. Therefore since the corporate cultures are diverse from organization to organization PR practices may differ and it can't be perceived as similar activities and practices even in government sectors.

## 2.11. Social responsiveness and public relation

The same purpose of responsiveness also belongs in the category of a public relations tool that can improve the pursuit of the agency's policy mission, the doing of public administration. For example, some governmental units have an ombudsman. This office is usually tasked with the duty to investigate complaints from clients and customers and then to correct authentic mistakes. This has the purpose of improving service delivery to enhance the central work of the agency, in contradistinction to the preceding purpose when responsiveness to public opinion was one way that public relations improves democracy in public administration (Mordecai, Grant & Kendra 2012: 20).

Change advocates stress that any communication strategy which ignores the cultural settings of folk media will not be successful. These media are too close to a society's life style and context. They also disseminate messages that are simple and straightforward, characters are credible, and problems are often selected resonating in the mind of the community. In general, implementing participatory communication practice for development and building a community to this social change has never been an easy undertaking. Most importantly, it needs contextualizing every local reality to fit the local development queries. In addition to this, empowering a community is a whole mark through amalgamated venture to minimize the impact of malaria in the Zone (Shemelis 2013: 121).

Since the government sectors are established to serve the public, being responsiveness to the complaints and societal issues are important task to be done as public relation practitioners. This plays crucial role in building relationship and trustworthiness between its public. In addition responsiveness should be timely to solve the complaints, social issues, conflict and disputes, misunderstanding or misconception to smoothen the flow information and its acceptability.

## 2.12. Public Education and Public Service Campaigns

By using paid and free media coverage, an agency can accomplish its mission and reduce its expenditures by encouraging behavior that has broad social approval and reflects widely held values. These are sometimes called public service campaigns. Whether it's about using seat belts to save lives ("click it or ticket"), washing hands frequently during flu outbreaks, or reducing consumption of junk food, these government agencies are reaching out to the public as a way of accomplishing their public policy goals. In these instances, there are more service-intensive and expensive ways to pursue those objectives, such as more law enforcement officers focusing on seat belt violations, more public health nurses to deal with the effects of flu, or more obesity-related health service projects (Mordecai, Grant & Kendra 2012: 21).

Public education or campaigns are one of the important tools to be used and practiced among the society to raise awareness in order to mitigate or avoid harmful practices such as female genital mutilation, early marriage and how to use disease preventing tools or medicines such as condoms, environmental protections and preservation etc and this helps to deliver messages in more attractive and participatory ways. It also helps to teach the society for new technologies by creating awareness and introducing publicly.

### 2.12.1. Public Outreach

A popular saying is “If a tree falls in a forest and no one hears it, did it make a sound?” Similarly, one could ask a public administrator, “If your agency offers a service, but no one knows about it, did you really provide that service?” Baldly put, a public servant managing a program is a failure if only a small percentage of eligible citizens utilize it. Part of public administration is to engage in outreach that informs potential customers and clients of services that they may be able to use. Opening your doors every morning is not enough. One must engage in multiple communication activities that are likely to reach the demographic you are seeking. People must know about your program if you want them to use it (Mordecai, Grant & Kendra 2012:21).

Parents are easily adopting the new behavior using their cognitive thinking, because they have understood the negative impact of child marriage through the new information they heard. The other basic concept of the social cognitive theory is establishing model behavior to let others learn through observation. The current communication strategy mostly became effective through the interpersonal communication approach is because, parents are free to discuss each other's' experience, this helped them to see role model families who acted against child marriage. Parents were also provided with economic support, as Bandura weights the advantage of economic incentive to drive parents to the new behavior. Identifying which media device is available on individual households helped to assess the existing programs and the frequency of messages against child marriage.

This in turn would contribute to suggest what needs to improve in using mass media further. Therefore, the researcher endeavored to raise which medium of communication was available on individual households (Molla 2017: 58).

The publics are diverse by their geographical location, culture and language. Thus, the organization should outreach its heterogeneous publics equally and efficiently. The government sectors have the responsibility to disseminate the messages or information to all its publics or nations by considering their language, culture, geographical locations and mobility patterns of the society which are pastoralist, semi pastoralists, farmers and civil servants. For example outreach child education in pastoralists community is much difficult than the other society due to high mobility rate to look after cattle for grazing land and watering their animals in dry season. Therefore the appropriate tools, techniques and tactics of communications are expected to address such cases in outreaching the society at large with equal and appropriate information.

### 2.13. Public Relations and Propaganda

Critics of PR say that much of PR is propaganda; its practitioners insist PR is only practiced for the public good. Both agree that propaganda is harmful; the latter deny it has anything to do with them. These views are very simplistic and have a strong 'either/or', 'good/bad' approach to the subject. One group assumes all PR is propaganda; the other that none is. It is also much easier to accuse others of propaganda than to examine one's own practices – you do propaganda; I do PR. A historian and communications academic, suggests that propaganda is a 'practical process of persuasion', neither good nor bad, and that that the issue of intent is important – not just who says what to whom, but why. The removal of value judgments from the communication act is useful and allows a much cooler appraisal of the place of propaganda in the post 9/11 world. This seems a useful insight to bring to the debate between those who claim PR is propagandist and those who seek to create a more ethical practice (Tench and Yeomans 2009:253).

There are different perspectives according to PR scholars that propaganda is either being beneficial or harmful to the public. In some case propaganda used to influence the relation of the public to attract to the wanted issues by the organizations. According to Olusegun 2006 Propaganda can be information like facts, arguments, rumors, half-truth or lies to influence public opinion even though propaganda has negative connotation.

## 2.14. Persuasion and Public Relation

Persuasion is a common feature of everyday life. It is present in everything we do, from persuading oneself to persuading others. In a family life, persuasion manifests in children convincing parents on the kind of product to buy for then and even for general family use. A prospective employee through his application and at interviews attempts to persuade an organization to employ him. Governments attempt to persuade citizens to accepts its policies, corporate organization attempt to persuade their several publics to support them on some corporate matters (Olusegun 2006: 144).

According to Olusegun 2006 Public relations practitioners are among the greatest users of persuasion strategies, often with the objective of influencing people in some desired ways.

Generally, persuasion is used to:

1. Change or neutralize opinions
2. Crystallize latent opinions and positive attitudes, and
3. Conserve favorable opinions.

Persuasion plays pivotal roles in the government sectors to influence the public to accept government policies, to perform and act towards the desired activities, to raise awareness and create favorable opinion. This helps the organization that its public can have positive opinion and attitudes for it.

## 2.15. Organizational Image, Reputation and Identity

As the word implies, image is a reflection. In this particular case, it is the reflection of an organization in the eyes and minds of its publics. Over time an individual might accumulate a number of different images of the same organization. Metaphorically speaking, we could think of the relationship between image and reputation in terms of photography. Organizational image could be equated with a photograph of an organization taken at one moment in time by an individual; organizational reputation is when that individual collates all the photographs (or images) taken over a period of time into an album and forms an opinion of the organization by looking at the entire collection of photographs. When the term identity was applied in a corporate communications context for the first time, authors referred specifically to those visual elements organizations used to portray themselves to their publics. The main element here was the organization's logotype (or 'logo', for short) – this was a visual emblem designed by the organization with the aim of conveying a number of characteristics it wanted its publics to think of in relation to the organization. Logos were also intended to help those publics recognize and differentiate the organization from others (Tench and Yeomans 2009: 239).

The organizations or any other institute has different images, reputations and identity according to their activities and the way in which they promote their organization. The public can visualize or understand the organizations positively or negatively depending on what they see and hear about it. The image is created in the mind of the public once the take away message or information about the organization is disseminated and this affects their reputation negatively or positively depending on the information about the organization. Most of the time once the image is damaged the reputation are perceived negatively and this results in lack of trustworthiness in the organization. The logo and motto are the most important image and identity of the organizations that can be easily observed by the public but many of the organization ignore or didn't give much attention on it and even the employees didn't memorize well and know the implication of the meaning.

## 2.16. Communication Channels

The development or updating of communication tools or tactics, including any brochures, websites, and standard news releases during particular times of the year or around scheduled events, must be included in the plan. Each communication tool or tactic developed should include a specific call to action, which tells people what they can do to act on the message (Mordecai, Grant & Kendra 2012: 151).

According to Mordecai, Grant & Kendra 2012 these are communication tools for informing and persuading the Public.

- News releases
- Flyers, posters, banners announcing activities
- Interviews with local officials that you organized
- New documents uploaded to the website
- Public service announcements submitted to the local radio or television stations
- Community forums or meetings organized
- Speeches by government leaders to community groups
- Visitors to your website
- Forms downloaded from your website

Public relation tools help the government sectors to deliver messages or up to date information. Without the tools it is impossible to communicate therefore the PR practitioners identifies the appropriate tools to be used to disseminate information that is ease and accessible to the public at large. The government sectors should identify its public's status, demographical location and what types of PR tools are accessible for all to cover the whole public with the same information and messages within wanted periods of time.

## 2.17. Ethics and Professionalism in Government Public Relations

The ethical challenges faced by those who work in government public relations are perhaps more complex than those found in any other arena. The sheer magnitude of ethical challenges involved in government public relations belies their import

hundreds or thousands of people can be impacted by the consequences of each decision made (Mordecai, Grant & Kendra 2012: 158).

Josephson (1993) has identified 10 universal principles that form the basis of ethical life: Honesty, integrity, promise keeping, fidelity, fairness, caring for others, respect for others, responsible citizenship, pursuit of excellence accountability (Tench and Yeomans 2009: 278).

Ethics and professionalism is an interrelated feature and important aspect of any practices of fields. Especially in government PR practices, ethical issues and professionalism plays crucial roles in relationship between the government and society at large. Professionalism in the field is important to know ethical consideration in practicing the activities and knowing or specializing the subject with detail do's and don'ts do's, how to perform, when to perform, which appropriate communication tools to be used, identifying and knowing the audience, social values, national and international laws and all perspective should be analyzed. Once unethical and unprofessional information's are disseminated to the public it immediately damage the trust of the society, destroy the image of the organization, cause conflict and harden the relationship. In this manner the PR practitioners should consider the ethical practices and specialize in the knowledge of the field.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods/techniques but also the methodology (Kothari 2004: 9).

The research methodology of the study “Assessment of public relation practices at the FDRE Ministry of Women, Children and Youth (MWCY) affair” is designed to solve the research question by applying appropriate research approaches, source of data, suitable tools for data collection and methods of data analysis.

#### **3.2 Research Approach**

Data are also divided into two other categories, referring not to their source but to their characteristics; basically whether they can be reduced to numbers or presented only in words. This affects the way that they are collected, recorded and analyzed. Numbers are used to record much information about science and society, for example pressures, bending forces, population densities, cost indices etc. This type of data is called quantitative data. Numbers can be analyzed using the techniques of statistics. However, a lot of useful information cannot be reduced to numbers. People’s judgments, feelings of comfort, emotions, ideas, beliefs etc. can only be described in words. These record qualities rather than quantities, hence they are called qualitative data (Walliman 2011: 71).

A research study classified as a descriptive study attempts to describe systematically a situation, problem, phenomenon, service or programme, or

provides information about, say, the living conditions of a community, or describes attitudes towards an issue. For example, it may attempt to describe the types of service provided by an organization, the administrative structure of an organization, the living conditions of Aboriginal people in the outback, the needs of a community, what it means to go through a divorce, how a child feels living in a house with domestic violence, or the attitudes of employees towards management. The main purpose of such studies is to describe what is prevalent with respect to the issue/problem under study (Kumar 2011: 168).

Depending on the nature of the study, the researcher convinced that both qualitative and quantitative data are suitable to assess the practices of PR in the MWCY affair. Most of data collected by in-depth interview, focus group discussion and open ended questionnaires are generated as qualitative data and quantitative data are generated for the study by closed ended questionnaires. Thus, to get thorough understanding of public relation practices in the ministry without limiting the source of data type to single research approach both qualitative and quantitative is used to address the research questions. The study employed descriptive research type in objectives perspectives.

The mixed methods model has much strength. A researcher is able to collect the two types of data simultaneously, during a single data collection phase. It provides a study with the advantages of both quantitative and qualitative data. In addition, by using the two different methods in this fashion, a researcher can gain perspectives from the different types of data or from different levels within the study (Creswell 2004: 25).

With the development and perceived legitimacy of both qualitative and quantitative research in the social and human sciences, mixed methods research, employing the data collection associated with both forms of data. These procedures developed in response to a need to clarify the intent of mixing quantitative and qualitative data in a single study (or a program of study). With the inclusion of multiple methods of data and multiple forms of analysis, the complexity of these design calls for more explicit procedures. These procedures also developed in part to meet the need to

help researchers create understandable designs out of complex data and analyses (Creswell 2004:24).

### 3.2.1 Qualitative Approach

Qualitative research depends on careful definition of the meaning of words, the development of concepts and variables, and the plotting of interrelationships between these. Concepts such as affluence, happiness, comradeship, loyalty etc. are real and detectable, even if they are difficult to record and measure. Qualitative data cannot be accurately measured and counted, and are generally expressed in words rather than numbers (Walliman 2011:73).

Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis. Generally, the techniques of focus group interviews, projective techniques and depth interviews are used. All these are explained at length in chapters that follow (Kothari 2004:5).

The qualitative approaches of data are generated for this study by unstructured in-depth interview of key informants, focus group discussion and open ended questionnaire that are distributed to the sample size of the research respondents.

### 3.2.2 Quantitative Approach

Quantitative data can be measured, more or less accurately because it contains some form of magnitude, usually expressed in numbers. You can use mathematical procedures to analyze the numerical data. These can be extremely simple, such as counts or percentages, or more sophisticated, such as statistical tests or mathematical models. Although some forms of data are obviously expressed as numbers, e.g. population counts, economic data, scientific measurements etc (Walliman 2011: 72).

The quantitative data are collected by closed ended questionnaires of the study and distributed to the respondents in the sample size which are described by quantity that helps the researcher to analyze the data by frequency and percentage by using SPSS.

The quantitative involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari 2004:5).

### 3.3 Methods and Sources of Data Collection

#### 3.3.1 Source of data for the study

Data come in two main forms, depending on its closeness to the event recorded. Data that has been observed, experienced or recorded close to the event are the nearest one can get to the truth, and are called primary data. Written sources that interpret or record primary data are called secondary sources, which tend to be less reliable. The primary data are the first and most immediate recording of a situation. Without this kind of recorded data it would be difficult to make sense of anything but the simplest phenomenon and be able to communicate the facts to others. Primary data can provide information about virtually any facet of our life and surroundings (Walliman 2011:69).

The primary source of data are employed in the study to get first and most immediate recording of situations that enable the researcher to note and well describe the current practices of public relation at the MWCY affair. It is generated by using unstructured in-depth interview of key informant, focus group discussion and by distributing research questionnaires to respondents.

### 3.4 Sampling Method

Non-probability sampling is 'non-random' sampling and it is also known by different names such as deliberate sampling, purposive sampling and judgment

sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole ( Kothari 2004:59).

The primary consideration in purposive sampling is your judgment as to who can provide the best information to achieve the objectives of your study. You as a researcher only go to those people who in your opinion are likely to have the required information and be willing to share it with you (Kumar 2011:188).

The researcher implemented non-probability purposive sampling design for the study to purposefully select the respondents from the total population in which it is aimed to get the required information to meet the research questions of the study. The researcher believed that by using non-probability sampling, experienced and professional respondents are addressed to select true representative sample of the total population. Thus, since the study focuses on the assessment of PR practices the researcher alleged that the responses of all PR department/directorate are very important and also the respondents from others departments are deliberately selected that are believed to provide important information for the research questions.

### 3.4.1 Sample Size

The total populations of the study are the total numbers of the employees in the MWCY affair, FDRE which is located at Kirkos sub city Meskel square area, Addis Ababa. According to the data source of human resource department of the ministry there are total numbers of 278 permanent employees are currently working in the ministry. From the total 278 numbers of the employees 137 are females and 141 are males. The MWCY are structured as one main minister office, three acting or deputy minister offices and 16 departments/directorates offices.

The sample sizes of the study are 162 respondents from the total population of 278 by the confidence level of 95% and 5% margin of error which is calculated by using online sample size calculator software [www.surveymonkey.com](http://www.surveymonkey.com). After the determination of the sample size the in-depth interviews of six (6) key informants, one FGD which has six (6) members are conducted and one hundred fifty (150) questionnaires are distributed to respondents whom are purposefully selected by the researcher. In order to be gender sensitive the researcher tried as much as possible to include 50% of respondents from each genders in the sample size and addressed 56% male and 44% females. The 12 % differences are made due to the majorities in the expert level are males.

### 3.5. Tools of data collection

#### 3.5.1 In-depth interview

In-depth interviews are those interviews that are designed to discover underlying motives and desires of the participants of the study. Such interviews are held to explore needs, desires and feelings of respondents. It is an important tool that assists in the elaboration of data concerning respondents' opinions, values, motivations, recollections, experiences, and feelings (Wimmer and Dominic 2011: 139).

The in-depth interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. Personal interview method requires a person known as the interviewer asking questions generally in a face-to-face contact to the other person. (At times the interviewee may also ask certain questions and the interviewer responds to these, but usually the interviewer initiates the interview and collects the information.) As such we call the interviews as structured interviews. Such interviews involve the use of a set of predetermined questions and of highly standardized techniques of recording. Thus, the interviewer in a structured interview follows a rigid procedure laid down, asking questions in a form and order prescribed (Kothari 2004: 97).

Tench and Yeomas 2009 described that the main purpose is to explore attitudes and attitude-relevant contexts. The biggest advantage is the wealth of detail that they can provide.

The researcher conducted unstructured in-depth interview of six (6) key informants in MWCY affair, those are the respondents who are expected to provide necessary and important information and have knowledge in the area. Therefore the researcher identified the experts from different positions such as; public relation directorate, promotion of child right, mainstreaming and participation enhancement directorate, office of strategic management directorate, mainstreaming of women participation and assurance directorate are interviewed as a key respondents of unstructured in-depth interview questions. It was conducted in April 2019 at the MWCY affair office by using sound recordings and the interviewer's note and collected data's from the respondents.

The unstructured in-depth interview tool of data collection is used for the study for its advantage in getting first hand data in its natural setting, it provided detail information about a topic or issue from few but key respondents and provided more accurate responses on different issues.

### 3.5.2 Questionnaires

This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organizations and even by governments. In this method a questionnaire is distributed to the persons concerned with a request to answer the questions and return the questionnaire. The merits claimed on behalf of this method are as follows:

- There is low cost even when the universe is large and is widely spread geographically.

- It is free from the bias of the interviewer; answers are in respondents' own words.
- Respondents have adequate time to give well thought out answers.
- Respondents, who are not easily approachable, can also be reached conveniently.
- Large samples can be made use of and thus the results can be made more dependable and reliable (Kothari 2004:100).

The combination of both open and closed-ended questionnaires consist a set of questions distributed to a respondent for answers. The purposes of using the combination of both types of questions are that the open-ended questions give the respondents to answer the questions without any restriction by their own words and a chance to provide detail answers. In the case of closed-ended questions, respondents choose an answer from a choice given by the researcher.

The researcher distributed the questionnaires to the respondents in the twelve departments/directorates offices of MWCY affair by purposefully selecting from each departments/directorates. One hundred fifty (150) questionnaires were distributed to the respondents and collected in the month of April 2019.

The questions are designed to assess the practices of PR in MWCY affair which one hundred fifty respondents were participated from the total population of 278 employees. The respondents were selected non-randomly or deliberately to address the respondents that are believed to provide important information for the questions. The questionnaire contains the Likert scale questions which are analyzed in frequencies and percentages by using SPSS software and the open-ended questions were interpreted by the researcher.

In order to assure the reliability and validity of questionnaires the researcher conducted pilot study of the questions distributing to fourteen respondents of MWCY affair employees in the month of March 2019. After the data are collected for the pilot study it was computed by Cronbach's alpha reliability statistics by using SPSS and the result were accepted to continue the study.

### 3.5.3 Focus Group Discussion

Focus group or group interviewing is like an intensive interview, with 6 to 10 respondents who interact with each other. Focus groups generate qualitative data. The interviewer plays the role of a moderator leading the respondents in a relatively free discussion about the topic. The interactions between the group members create a dynamic environment that gives respondents additional motivation to elaborate on their attitudes, experiences and feelings (Tench and Yeomans 2009:206).

Finally, focus group responses are often more complete and less inhibited than those from individual interviews. One respondent's remarks tend to stimulate others to pursue lines of thinking that might not have been elicited in a situation involving just one individual. With a competent moderator, the discussion can have a beneficial snowball effect, as one respondent comment on the views of another (Wimmer and Dominick 2011:147).

The FGD was designed to enhance understanding, to reveal a wide range of opinions and most of the questions to be asked were predetermined. The sequence of the questions was established and the discussion points were structured to further the goal of the research. However the researcher was free to depart from the structure when the participants present the relevant information. The focus groups discussion was allowed the researchers to collect preliminary information about the topic.

The researcher used the FGD tools of data collection to raise some issues that are often misunderstood and very sensitive in government PR such as PR and politics, internal and external communication and organizational image building. Such issues were discussed among the group to reflect understandings and experiences. Therefore the researcher conducted one FGD with the deliberately selected of six (6) members of from MWCY affair. Three discussion questions were conducted in the office of the ministry in April 2019.

### 3.6 Validity and Reliability Measures

The concept of validity refers to what the test or measurement strategy measures and how well it does so. Conceptually, validity seeks to answer the following question: “Does the instrument or measurement approach measure what it is supposed to measure?” Although reliability is a necessary and essential consideration when selecting an instrument or measurement approach, it is not sufficient in and of itself. Reliability refers to the consistency of the measure, (Wiley & Sons 2005).

The pilot study for the questionnaires were conducted by distributing the questions to fourteen (14) deliberately selected respondents in the MWCY affair in order to assure the validity and reliability of the questions that are aimed to extract the important answers for the study.

After the pilot study was conducted, both reliability and validity were established. The Cronbach’s Alpha reliability statistics was calculated by using the SPSS.

The results of the Cronbach’s Alpha reliability statistics of the pilot study are:

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.715	28

Based on the pilot study’s result and the respondents feedback the content validity of the tools was checked. The researcher made some correction of wordings, adjustments of questions and orders by the lesson learned from the respondents and constructive comments on different points. Additional fifteen (15) questionnaires which is 10% of the sample size were added to avoid none responses.

Thus, the researcher accepted the reliability and validity of the questionnaires and implemented it in the study to collect the necessary and important information to assess the practices of PR in the MWCY affair.

### 3.6 Data Analysis and Interpretation Procedure

The data after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. This is essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparisons and analysis. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. Thus, in the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions (Kothari 2004:122).

According to Kothari 2004 after the data are collected the following processes are employed for data analysis and interpretation:

- Editing of data is a process of examining the collected raw data to detect errors and omissions and to correct these when possible.
- Coding refers to the process of assigning numerals or other symbols to answers so that responses can be put into a limited number of categories or classes.
- Classification: Most research studies result in a large volume of raw data which must be reduced into homogeneous groups if we are to get meaningful relationships.
- Tabulation: When a mass of data has been assembled, it becomes necessary for the researcher to arrange the same in some kind of concise and logical order.

The collected qualitative and quantitative data were categorized and checked whether all are filled or some questionnaires was omitted. Having the checked data, it was organized and coded according to the data type and it was analyzed. The

qualitative data's were separately identified and organized together and then it was interpreted by the researcher's personal interpretation. Similarly the quantitative data's were also organized, coded and analyzed by using the SPSS software in frequencies and percentage then it was interpreted accordingly.

### 3.7 Ethical Consideration

**Informed consent:** closely related to voluntary participation is the notion of informed consent. For people to volunteer for a research project, they need to know enough about the project to make an intelligent choice. Researchers have the responsibility to inform potential subjects or respondents of all features of the project that can reasonably be expected to influence participation (Wimmer and Dominick 2011:69).

Before starting the data collection, the informed consent was clearly stated for mutual understanding of both the researcher and the respondents. The aim and objectives of the study were informed to respondents to attract their attention and that there is no any harmful or unethical practices were allowed.

**Confidentiality:** Assuring participants that what they say will be kept in confidence is important for earning their trust and thus for eliciting good data. You should understand the procedures outlined in the study protocol for protecting participants 'privacy and be able to explain those steps clearly. If the participant raises concerns about confidentiality that you cannot address, offer to postpone the interview until you can respond to the stated concerns (Mack and Woodsong 2005:31).

The researcher showed commitments to the confidentiality of the respondents by clearly informing the aim and objectives of the study and not writing the name and other personal issues of the respondents prior to their approval to mention names.

## **CHAPTER FOUR**

### **PRESENTATION AND ANALYSIS OF DATA**

This chapter deals with the presentation and analysis of data collected by purposefully selected directors, team leaders and experts in the FDRE ministry of women, children and youth (MWCY) affair. The data were collected through questionnaires, unstructured in-depth interview and focus group discussion which are aimed for an assessment of public relation practices in the ministry. The data was presented and analyzed according to their categories as follows.

#### **4.1. Presentation of Data**

##### **4.1.1. Data from the questionnaire**

###### **a) Responses to the closed ended questions**

The respondents of the questionnaires among the distributed 150 questions are 84 males (56%) and 66 females (44%).

88 respondents (58.7%) are first degree holders, 42 (28%) are second degree holders while 20 (13.3%) are diploma/level IV holders. The specialization areas of the respondents are social studies (137, 91.3%), Journalism and communication (6, 4%), natural science (5, 3.3%), language and literature (2, 1.3%).

The work positions of the respondents are; directors (9, 6%), team leaders (8, 5.3%) and experts (133, 88.7%). The years of experiences of the respondents are; (43, 28.7%) between 1 to 3 years, (60, 40%) are between 4 to 6 years, (31, 20.7%) are between 7 to 10 years and (16, 10.7%) are above 11 years.

Table 1: Major activity of the PR department/directorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Event management	49	32.7	32.7	32.7
Prepare news release and magazines	81	54.0	54.0	86.7
Advisory function	6	4.0	4.0	90.7
Management function	14	9.3	9.3	100.0
Total	150	100.0	100.0	

The respondents were asked to indicate the public relation function of their organization. Based on table 3, it is possible to identify which PR functions are the most common activities of the PR department/directorates of the MWCY affair. Therefore preparing news release and magazines are the most common activities that are practiced by the PR department/directorates of the MWCY affair as it is described by the respondents. Event management is the second practiced activity by the PR department/directorate as it is described by the respondents. Management and advisory functions are the least practiced PR activities in the PR department/directorates of the MWCY affair as the data shows in the table 3.

The result shows that high emphasis are given to preparing news release, magazines and event management by the PR department/directorates of MWCY affair to carryout activities that are pertinent to PR whereas management and advisory functions are insignificant activities of the PR department/directorates.

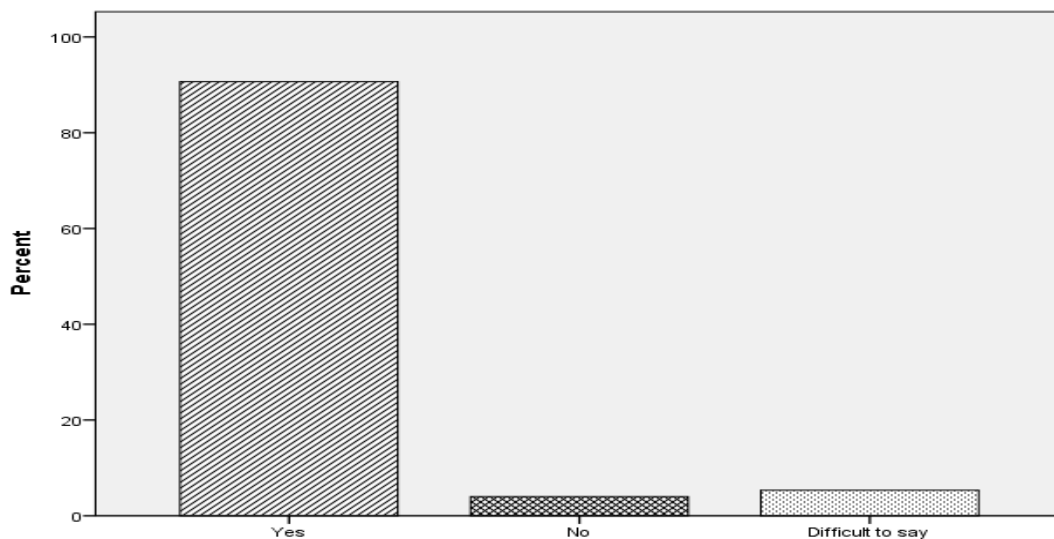
Table 2: Most common PR practice in the PR department/directorate

	Frequency	Percent	Valid Percent	Cumulative Percent
Promotion and Advertising	32	21.3	21.3	21.3
Event management	61	40.7	40.7	62.0
Publicity	44	29.3	29.3	91.3
Image building	13	8.7	8.7	100.0
Total	150	100.0	100.0	

The respondents were asked to indicate the most common PR practices in their organization. Therefore, based on the results described in table 4 it is possible to identify which PR activities are most common PR practices of the PR department/directorate of MWCY affair.

According to the data shown in table 4; event management is the most common practiced activity and high attentions are given to it by the PR department/directorates in the MWCY affair. Publicity is also one of the PR activities that are the second common practiced by the PR department/directorates of the MWCY affair as the data indicate in table 4. The data shows that emphases are not given to promotion, advertising and image building by the PR department/directorates of the MWCY affair.

Figure 1: Perceived importance of the PR department/directorates



The figure summarizes the respondent's response to the question of importance associated with the PR department/directorate in the MWCY affair.

The figure 1 which is described by bar chart shows that the importance of public relation directorate/department is very important for the MWCY affair. From the total of 150 respondents (136, 90.7%) responded PR department/directorate is important, (6, 4%) respondents described it is not important and (8, 5.3%) respondents are not decided whether it is important or not by describing difficult to say so. In this graph it's understood that the majority believed that the PR department/directorate is important for the Ministry; very few respondents do not believe and agree with it and few of them don't decide that whether it is important or not.

Table 3: Important issues in organizational communication

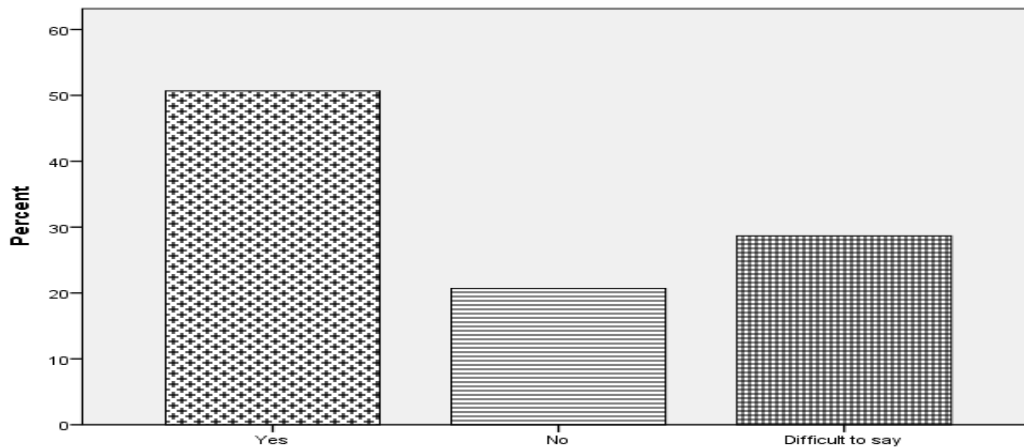
		Frequency	Percent	Valid Percent	Cumulative Percent
	Development issues	29	19.3	19.3	19.3
	Societal issues	106	70.7	70.7	90.0
Valid	Political issues	13	8.7	8.7	98.7
	Environmental issues	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

The respondents were asked to identify which issues get more attention in the organizations practices of communication.

As can be seen in the table 5, the societal issues get more importance in MWCY affair practices of communication. Development issues are also the second issues that get importance in practices of communication in the Ministry while political and environmental issues are not got more importance.

There for this data describes that the practices of communications in the MWCY affair are more of societal issues.

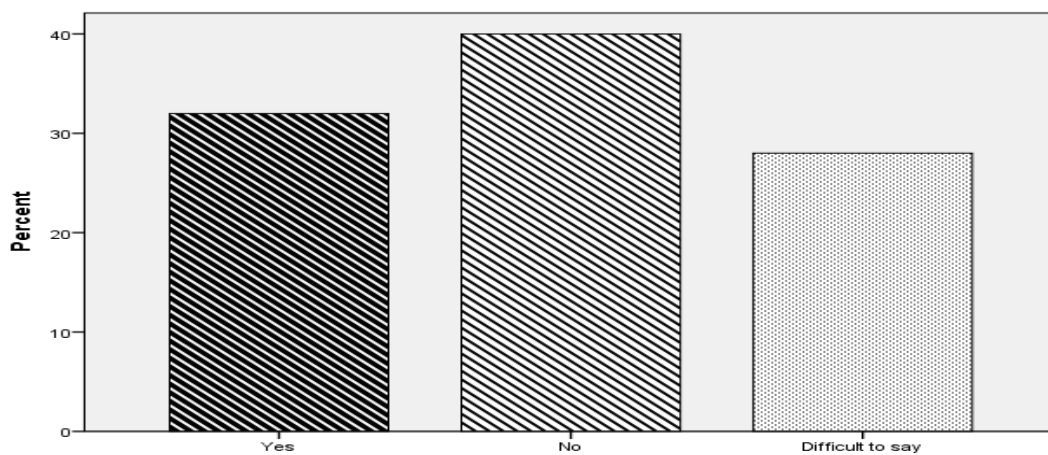
Figure 2: Accessibility of PR tools in disseminating information



The figure summarizes the accessibility of PR tools used to disseminate information and policies by PR department/directorate of MWCY affair.

The figure 2 shows that the PR tools used by PR department/directorate in the MWCY affair are accessible to the audiences by the majority of the respondents. Few respondents described the PR tools used by the PR department/directorate are not accessible to the audiences while a few of respondents are unable or unwilling to describe whether it is accessible or not.

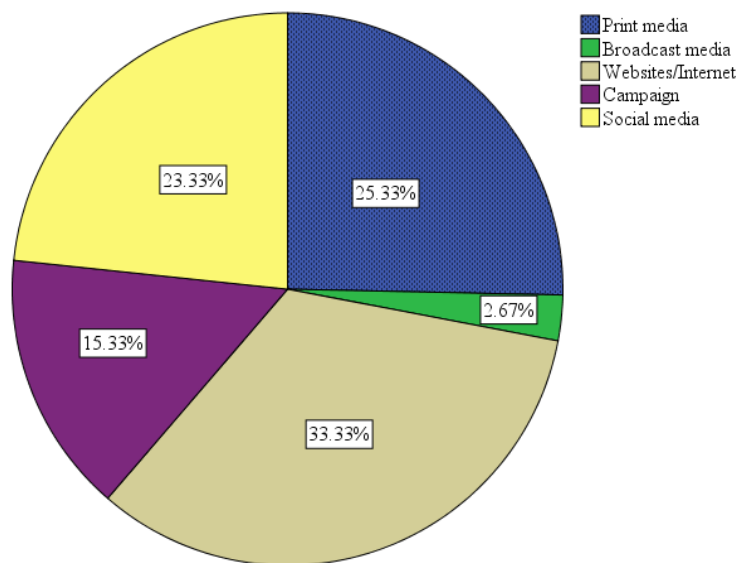
Figure 3: Attention given to internal and external communication



The respondents were asked to indicate the attention given to both internal and external communication by the PR department/directorate of MWCY affair.

According to most of the respondents described by bar graph in the figure 3 both internal and external communications in the MWCY affair don't get high attention. The figure also shows some respondents described attentions are given to both internal and external communication while few of the respondents don't decided or unwilling to describe whether attentions are given or not.

Figure 4: Most common tools of communications



The respondents were asked to identify the mostly used communication tools in the MWCY affair.

In the above figure 4 the communication tools that are mostly used in the Ministry are described. According to the respondents websites/internet is identified as mostly used communication tools in the MWCY affair among the other. Print media is the second most used communication tools in the Ministry whereas social media and campaign are third and fourth level used communication tools respectively. Broadcast Medias are used in event based and not mostly used communication tools

in the MWCY affair. Thus the data shows that emphases are given to updating websites and disseminating information through it and print media (brochures, leaflets and newspaper) are also one of the media channels which attentions are given to it.

Table 4: Knowledge, capacity and skills of experts

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	81	54.0	54.0	54.0
	No	34	22.7	22.7	76.7
	Difficult to say	35	23.3	23.3	100.0
	Total	150	100.0	100.0	

The respondents were asked to indicate that the PR experts are assigned based on knowledge, capacity and skills or not.

According to the table 6 the result shows that the experts of PR in MWCY affair are assigned based on knowledge, capacity and skill. Whereas, few of the respondents responded the assigning of the PR experts in the Ministry are don't based on knowledge, capacity and skills while some of the respondents are don't decided or unwilling to describe whether the assigning of PR experts are based on knowledge, capacity and skills in the MWCY affair.

Table 5: Professional trainings of public relation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	136	90.7	90.7	90.7
	No	8	5.3	5.3	96.0
	Difficult to say	6	4.0	4.0	100.0
	Total	150	100.0	100.0	

The respondents were asked to indicate that the public relation requires professional trainings in the PR department/directorate of the MWCY affair.

The table 7 shows that the professional trainings are required for the PR department/directorates of the MWCY affairs. While few of the respondents are described professional trainings are not required for the PR departments/directorates and a few respondents don't decided or unwilling to describe whether professional trainings are required or not.

Therefore the result shows that the professional training is required for public relation departments/directorates as it can be seen the majority of the respondents are described it.

Table 6: Public relation professionalism

S/n	Question	Strongly agree		agree		neutral		disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
1	PR practitioners are assigned based on profession and skill	31	20.7	57	38.0	35	23.3	10	6.7	17	11.3
2	PR professionals have knowledge and skill of PR	15	10.0	64	42.7	37	24.7	21	14.0	13	8.7
3	PR Professions and skills are not priority	12	8.0	20	13.3	30	20.0	45	30.0	43	28.7

1. As reflected in table 8, the questions of public relation professionalism in MWCY affair are described. Such questions are asked to address how the profession of the PR is related with its practice. For the questions PR practitioners are assigned based on profession and skill; the result shows that the PR practitioners in MWCY affair are assigned based on their profession and skill which is described by more than 50% of the respondents (strongly agree plus agree). However less than 50% respondents (disagree plus strongly disagree) reported that the practitioners of PR doesn't assigned based on their

profession and skill while few respondents reported that they don't decided or unwilling to describe by being neutral.

2. For the question PR professionals have knowledge and skill of PR, the result shows that more than 50% of the respondents (strongly agree plus agree) are reported that the PR practitioners have knowledge and skill in the department/directorate of MWCY affair. Whereas less than 50% respondents (disagree plus strongly disagree) described the PR professional don't have knowledge and skill while few of the respondents don't decided and unwilling to describe by being neutral to the question.
  
3. For the question PR profession and skill are not priority, the result shows that more than 50% (disagree plus strongly disagree) of the respondent reported profession and skill are priority in the PR department/directorate of the MWCY affair. Whereas, few of the reported that PR professions and skills are not priority while a few of respondents don't decide or unwilling to describe whether profession and skill are priority or not in PR department/directorate of the Ministry by being neutral to the question.

Table 7: Public relation roles and practices.

S/n	Question	Strongly agree		agree		neutral		Disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
1	PR activities are more of protocol	11	7.3	42	28.0	56	37.3	26	17.3	15	10.0
2	PR activities are more of promotion and publicity	21	14.0	64	42.7	39	26.0	17	11.3	9	6.0
3	PR activities are more of preparing newsletter or magazines	17	11.3	48	32.0	44	29.3	28	18.7	13	8.7
4	Public relation is very important for image building	65	43.3	37	24.7	31	20.7	15	10.0	2	1.0
5	Public relation is a management function	21	14.0	53	35.3	61	40.7	5	3.3	10	6.7
6	Public relation is advisory function	38	25.3	28	18.7	49	32.7	18	12.0	17	11.3
7	Public relation is very important for reputation management	34	22.7	51	34.0	38	25.3	15	10.0	12	8.0
8	Public relation practices are more of propaganda	21	14.0	28	18.7	51	34.0	37	24.7	13	8.7
9	Public relation is a bridge between organization and public	50	33.3	56	37.3	10	6.7	21	14.0	13	8.7

Data analysis of public relation roles and practices questions in MWCY affair are described by frequency and percentage in table 7 as per the answer of the respondents. Such questions are designed to assess the roles and practices of PR implemented in the ministry.

1. For the questions that PR activities are more of protocol, more than 50% respondents (strongly agree plus agree) reported that PR are more of protocol in the Ministry. On other hand less than 50% of respondents (disagree plus strongly disagree) reported that the PR activities are not more of protocol in the Ministry while some of the respondents reported neither more of protocol or not by answering neutral to the question.
2. According to the results shown in table 9, PR activities are more of promotion and publicity in the MWCY affair that are described by more than 50% respondents (strongly agree and agree). Whereas, few of the respondents described PR activities are more of promotion and publicity (Disagree and strongly disagree) while some of the respondents are don't decided or unwilling to describe by being neutral to the question.
3. The data shows that PR activities are more of preparing newsletter or magazines in the PR department/directorates of the MWCY affair which is described by majority of respondents (strongly agree and agree). Some of the respondents (strongly disagree and disagree) described PR activities in the Ministry are not more of preparing newsletter or magazines. Whereas, few of the respondents are don't decided or unwilling to describe about it by answering neutral.
4. According to the table 9, the data shows PR is very important for image building of the MWCY affair, which is described by more than 50% respondents (strongly agree and agree), on other hand few respondents (strongly disagree and disagree) are don't believe that the PR is very important for image building of the Ministry. While some of the respondents are don't decided or unwilling to describe whether the PR is very important in image building of the MWCY affair or not.
5. As it can be seen in the table 9, public relation is a management function in the PR department/directorate of MWCY affair described by the majority of the respondents (strongly agree and agree). Whereas few of the respondents

(disagree and strongly disagree) reported PR is not management function in the Ministry while some respondents are don't decided or unwilling to describe the asked question.

6. For the question public relation is advisory function the result shows that, PR is advisory function in the PR department/directorate of the MWCY affair as it can be seen the majority of the respondents (strongly agree and agree) reported. On other hand some of the respondents (strongly disagree and disagree) reported PR is not advisory function in the Ministry while few of the respondents are don't decided or unwilling to describe.
7. For the question PR is very important for reputation management the result shows that, public relation is very important for reputation management in MWCY affair described by more than 50% respondents (strongly agree and agree). On the other hand some of the respondents (strongly disagree and disagree) reported PR is not very important for reputation management in the ministry while few of the respondents don't decided or unwilling to describe it.
8. As reflected on table 7 for the question public relation practices are more of propaganda the data shows that, public relation practices are not more of propaganda in the MWCY affair which is described by the sum of (disagree and strongly disagree) while some of the respondents (strongly agree and agree) reported public relation practices are more of propaganda in the MWCY affair. However the majority of the respondents don't decided or unwilling to describe whether the PR practices are more of propaganda or not in the Ministry.
9. As it is described on table 7 for the question PR is a bridge between organization and public, the result shows PR is a bridge between the MWCY affair and the public which is described by the majority more than 50% of the respondents (strongly agree and agree). Whereas some of the respondents (strongly disagree and disagree) reported PR is not a bridge between the

Ministry and public while few of the respondents are don't decided or unwilling to describe the question.

Table 8: Challenges of public relation

S/no	Question	Strongly agree		agree		Neutral		disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
1	Insufficient budget allocation for PR department	20	13.3	34	22.7	73	48.7	7	4.7	16	10.7
2	The number of professionals are low	19	12.7	33	22.8	52	34.7	32	21.3	14	9.3
3	PR employees are not professionally assigned	18	12.0	28	18.7	56	37.3	39	26.0	9	6.0
4	The importance of PR is underestimated	29	19.3	23	15.3	61	40.7	37	24.7	0	0
5	There is no PR code of conduct	16	10.7	27	18.0	59	39.3	41	27.3	7	4.7
6	PR does not play management function and advisory role	22	14.7	31	20.7	60	40.0	29	19.3	8	5.3
7	PR practices are politicized	43	28.7	38	25.3	34	22.7	26	17.3	9	6.0

As it is shown on table 8, challenges of PR department/directorate in MWCY affair are described depending on the opinion of the respondents to the questions.

1. For the question budget allocation for PR department/directorate in the MWCY affair are insufficient the result shows that, the budget allocated for PR

department/directorate in the Ministry are insufficient that are indicated by majority of the respondents (strongly agree and agree). Whereas few of the respondents (strongly disagree and disagree) indicated sufficient budget are allocated for PR department/directorate in the Ministry while majority of the respondents are don't decided or unwilling to describe that whether sufficient budget are allocated or not.

2. For the question that the number of PR professionals are low in the MWCY affair the result shows that, the number of professionals are low in the ministry that are described the majority of the respondents (strongly agree and agree). On other hand some of the respondent (strongly disagree and disagree) are described there are sufficient number of PR professionals while, few of respondents are don't decided or unwilling to described it.
3. For the question PR experts are not professionally assigned the result shows that, PR experts are assigned professionally in the MWCY affair that is described by the majority of the respondents (strongly disagree and disagree). Whereas some of the respondents (strongly agree and agree) are reported PR experts are not professionally assigned in the Ministry while majority of the respondents are don't decided or unwilling to describe it.
4. For the question that the importance of the PR department/directorate is underestimated in the MWCY affair the result shows that, the importance of PR is underestimated in the ministry described by the majority of the respondents (strongly agree and agree). On the other hand some of the respondents reported that the importance of PR is not underestimated in the ministry while some of the respondents are don't decided or unwilling to describe it.
5. Regarding the PR code of conduct in the MWCY affair the data shows that, there is PR code of conduct in the ministry that are described by (strongly disagree and disagree) respondents. Whereas some of the respondents (strongly

agree and agree) reported there is no PR code of conduct while the majority of the respondents are don't decided or unwilling that there is PR code of conduct in the Ministry or not.

6. For the question PR does not play management function and advisory role in the MWCY affair the data shows that, PR does not play management function and advisory role in the MWCY affair that are described by the respondents (strongly agree and agree). On the other hand some of the respondents (strongly disagree and disagree) reported PR plays management function and advisory role in the ministry while some of the respondents are don't decided or unwilling to describe it.
7. As it can be seen in table 10 for the question PR practices are politicized in the MWCY affair the result shows that, PR practices are politicized in the ministry that is described by more than 50% respondents (strongly agree and agree). Whereas some of the respondents (strongly disagree and disagree) reported that the PR practices in the Ministry are not politicized while few of the respondents are don't decided or unwilling to describe whether the PR practices are politicized in the ministry or not.

#### b) Responses to the open ended questions

There were two open ended questions distributed to the purposefully selected respondents. They reacted to the questionnaires as follows:

1. For the question stated, what are the major activities of public relation directorate/department in your organization?
  - News writing, event organizing, press release and management and speech writing
  - Promoting and advertising the activities of the ministry especially through social medias and magazines
  - Organizing campaign and disseminating information to the public

- Recording and organizing information of event programs
- Advocacy and media relations
- Image building
- Updating information on social medias, websites and notice board
- Keeping the public informed about the activities of the ministry
- Publicizing the major activities of the ministry
- Carryout the political activities assigned by the top management
- Organizing information and processing for national medias

2. For the question stated, are public relation experts are assigned based on knowledge, capacity and skill?

Most of the respondents more than 85 % are responded that the public relation experts are not assigned based on knowledge, capacity and skill by describing the following reasons:

- The experts were assigned by the external government communication office
- The experts are also assigned based on their political view or perspective
- The experts are assigned for the political benefit as spy
- Mostly experts or professionals are assigned because of promotion or level change rather that skill and knowledge
- The level of educations are considered rather that the profession and experience of public relation
- There are limited number of Public relation professionals in the country
- The human resource department and the organization in general have limited knowledge of the requirements of PR professionals
- Weakness of Human resource department in assigning professional experts in the department.

#### 4.1.2. Data from key informants' in-depth interview

In this part of an in-depth interview of data collection six key informants are selected deliberately from the MWCY affair departments and interviewed by an unstructured interview questions. Those are, two key informants from PR directorate/department the director and one expert, one key respondent who is the director of youth mobilization and awareness creation directorate/department, two key respondents one team leader and one expert from women mobilization and ensuring participation directorate/department and one team leader from children right promotion, mainstreaming and participation enhancement directorate. Therefore, the data are presented and analyzed as follows:

1. For the question stated, what are the major activities of PR in your organization please explain?

The respondent 1 stated that the major activities of PR are:

- a) Institutional image building

*“The major role of PR in our office is institutional image building when we do institutional image building indirectly there will be the national image building. Then when we express and publicize the tasks and works that are done by our institution, national consensus and good image will be created” (April 18, 2019, Addis Ababa).*

- b) Crises management

There are so many social distractions in the country in the aspects of children, women and youth. Such as: rape insult and beatings, being deprived of basic necessities such as food or clothes and being made homeless, abduction and early marriage, female genital mutilation, child labor, youth unemployment and violence, gender inequality and so many social crises are the great concerns.

Managing those crises is also one of our tasks. We work on such crises by providing the information prior the crises to avoid it in order to not happen and also after the

crises are happen to manage it immediately without wasting much time. We create understanding and awareness on the public by maintaining policy strategy and planning. If the problem happened we react as fast as possible with collaboration with our law department. Therefore the major responsibility of PR in this regard is dissemination of information and policies with appropriate tools to create understanding and awareness by reaching the public's as much as possible.

c) Media relation

They use different media according to PR directorate/department to deliver their messages and reach the public's with new information and institutional polices. Those Medias are broadcast media TV and radio mostly owned by government or broadcast authority: they simply produce and send the messages that they broadcast. Print media is also one of the mostly used in their department they print different announcement, awareness creation and mobilization messages on different brochures and leaflets however they are not actively using magazines and newspaper. Social media is one of the major media they are using actively in daily basis specifically the face book.

Respondent 2 stated that additional to the above major activities of PR:

d) Event management

Event management is organized to create awareness and understanding on the community, mobilizing the society specially the youths to have a culture of volunteering in social activities.

e) Peace building

Mobilizing youth to be associated with civic society and help themselves and their parents. Mobilizing and empowering youth to have the knowledge about peace value and peace building.

Respondent 3 stated: Event management to promote and create social awareness in terms of women, children and youth social issues.

Respondent 4 and 5 described that: the major activities of PR are passing information on social Medias, documenting information based on image and videos, news release and event organizing

According to the respondent 6 the different major activities of PR in their organization is organizing campaigns and mobilizing awareness creation tools.

2. For the question stated, what are the strength and weakness of public relation department/directorate in your organization?

The respondent 1 stated that the strength and weakness of PR are as follows:

Strength:

Currently professionalism in the PR department/directorate is developing by hiring relevant experts. During the establishment of the department at the first stage there were no concerns for the professionalism of the field. Employees from different professions such as mathematics, biology and others were trained for three months and assigned. Thus, now days the ministry are aware about the value of the value of public relation and communication however it is not totally solved

Respondent 2 stated additional opinion as follows:

Addressing the public at large by small number of PR department is one of the strength of the department and fast dissemination of information as much as possible in order to create awareness and provide necessary information to the public.

Respondent 3 additional opinions:

Actively posting events and messages on social media to reach the public.

Respondent 4 and 5 stated similar idea that is: it is difficult to describe the strength of PR in their organization at this stage.

Respondent 6 described that the strength of PR Practitioners in their organization is fast information posting and updating on social media.

Weakness:

Respondent 1 described the weakness of PR in their organization as follows:

There is no sufficient measurement of media outreach, gap of using selective media potentially to reach the public's in four angles of the country, the PR's are assigned by government (government communication affair office) according their interest of political networking, PR expert works as journalists, PR is wrongly perceived. "If you are PR professionals or practitioners you will be considered as spy and you will be isolated from the organization's community".

*"Surprisingly there are the management who tell that they don't have FACEBOOK, twitter accounts and other social media as it is very good personality. However it is not good personality and backwardness when the developed country leaders are using such social media to influence their audiences and deliver their messages" (April 18, 2019 Addis Ababa)*

Respondent 2 stated the weakness as follows:

Issues of quality problems in terms of editing pictures, videos and texts, "the weakness of PR department in our organization is there is a problem on the aspect of quality of work like a problem on editing, the presentation of news and the selection of pictures that are appropriate for the news" and inefficient experiences of media relations.

Respondent 3 stated additional weakness of PR in the organization as follows:

There are no international relation activities and strategies, sometimes different directorates/departments give press release without the consent of PR directorates, lack of trust in PR by to managements and mostly PR activities are limited in event management

Respondent 4 stated that: “The weakness of PR department in our organization is that the PR Practitioners didn’t come and ask the information we need to announce and messages we want to deliver to the public”

Respondent 5 and 6 stated their opinion on the weakness of PR department in the organization: broadcast media is only used in event based and it is only ETV.

3. For the question stated, what are the administrative challenges and problems of public relation department/directorate in your organization?

The respondent 1 stated that the administrative challenges and problems of PR are as follows:

Budget allocation is one of the great administrative challenges in the PR department/directorates. From its structure PR departments/directorates is not established as core work department. Therefore the department/directorates don’t have their own budget allocations as other directorates/departments.

*“We are paid our salary and dependent to other departments/directorates to accomplish our activities. Being tightens your hands and foots and by waiting for others hands it is difficult to accomplish according to your planned strategies” (April 18, 2019, Addis Ababa).*

Insufficient or lack of skilled man power, the structural adjustment doesn’t have organized supportive form, Insufficient office equipment and lack of communication production instruments: Such as video and photo cameras and computers

*“As you observe, I don’t have desktop computer and printing machines I am working by my personal laptop. In general if the perceptions of top management are good the communication and PR activities are challenged” (April 18, 2019, Addis Ababa).*

Respondent 2 stated additional opinion as follows:

Lack of quality and advanced tools, lack of career and personal development and lack of motivation among experts, no organizational ethics and code of PR are practiced.

Respondent 3 stated additional opinion to the above as follows:

The department lacks attention by the higher officials, lack of motivation of professionals, low or weak skill and contribution, the PR department doesn't have attachment and good relationship with other departments/directorates

Respondent 4 and 5 additionally described the challenges of PR in their organizational are:

Lack of audiovisual equipments, advanced communication technologies

The information and messages from the organization are not equally reaching the whole public equally and at the same time.

According to the opinion of respondent 6, the PR challenges in the organization are that the departments/directorates office doesn't go to PR department to announce information or deliver their messages on different Medias rather they do by themselves.

4. For the questions stated, do you think the Public relation department/directorate needs to restructure in your organization? Explain why?

The respondent 1 stated that:

Restructuring of PR department/directorates or structural adjustment is very important in the ministry. It has to be established as a core work department to be independent from other departments/directorates that enables to be strengthened to accomplish PR tasks or activities in better ways. Restructuring also helps to get separate budget allocation and to equip the department with necessary materials.

Respondent 2 added his opinion as follows:

“There must be a way that will make them maintain their professional right so that they make their job by their own decision. And also there must be appropriate or moderate situation that helps increase PR professionals communication with mass media and other media”.

Respondent 3 stated his opinion regarding restructuring of PR department as follows:

The public relation department/directorate doesn't need to be restructured it needs strengthening as it is and assigning professionals.

Respondent 4, 5 and 6 similarly stated their opinion that the PR directorates/departments in their organization need to be restructured and professionals have to be assigned based on their profession and experience.

5. For the question stated, what should be done for improving public relation practices of your organization?

The respondent 1 stated what should be done for improving PR activities are as follows:

Restructuring the PR department, empowering the practitioners by providing trainings, awareness creation on the concept of PR, assigning PR professionals and experienced practitioners in the area.

Respondent 2 additionally stated:

Strengthening media relation independently, equipping the department with necessary tools and materials and promoting professional freedom of PR department

Respondent 3 described it as follows

Recruiting external PR consultants should enhance the capacity and experiences of the practitioners.

*“To improve public relation practices in our organization, there must be professional assistance, providing training to improve skill and high attention should have to be given both by the department and top level management”(April 18, 2019, Addis Ababa).*

Respondent 4 stated that:

*“The public relation practices in our organization can be improved by building the capacity of the practitioners and by creating understanding among the organizations departments/directorates about the PR activities and values”(April 18, 2019, Addis Ababa ).*

Respondent 5 and 6 also described similar opinion on the issues of improving the PR practices in their organization as follows:

The PR department/directorates activities in their organization can be improved if PR professionals are assigned, necessary equipments should be fulfilled, collaboration and building relationship among the ministry’s different departments especially with PR directorate/department.

#### 4.1.3. Data from focused group discussion

The focus group discussions were three open ended questions which is designed for a group that have six members and in which all members reacted to them. The responses were collected both by recording in tape recorded form and in an extensive write up. The responses of the group members are presented as follows.

1. For the discussion question stated, what are the roles of public relation that helps in image building of your organization and do you think that your organization have good image in the country in terms of it’s over all activities and services?

The points raised during the discussion concerning the roles of PR in image building are as follows:

Disseminate information actively to the public by using different media, working actively on awareness creation activities, using appropriate media and appropriate messages, issue management, working together with different stakeholders to manage different social issues and mobilizing and empowering the public by delivering important messages by using accessible media.

According to the reflections of the focus group discussion the above listed activities are accomplished as much as possible but there is limitation that hinders the PR practitioners to perform adequately. Due to insufficient budget, limited resources and the demography that the majority of the public lives in the rural part of the country thus, it is difficult to outreach by using limited media. Most of the activities are limited to the cities and towns in the country.

Regarding the question that the good image of the Ministry in the country, it was discussed that it is difficult to determine about the good image of the ministry. It is mentioned the flow of information are not equally reach the public in the country at a time, there is a gap of common understanding between the minister office and the regional offices. There is no common understanding between internal and external stakeholders, there is no any image study conducted in the ministry on their service that they provide. Channel of communications are limited.

2. For the discussion question stated, how are the internal and external communication in your organization in terms of common understanding, public outreach and in building stakeholder relationship?

There was a debate in somehow that the internal communication is strong and weak, and finally arrived on consensus that the internal communication in the ministry are always top to down communication to deliver messages or order to accomplish tasks. In this case mostly meetings are preferred and organized frequently and conducted by the top level managements. Each departments/directorates conducts and accomplishes their activities by their ways and it's discussed that there is no common understanding regarding what's happening in different departments/directorates of the ministry.

The internal communications can be said one way communication that is top to down communication. Therefore it needs further accomplishments to develop internal communication for the progress and reputation of the ministry.

Regarding the external communication with different stakeholders and the public that gets the service from the ministry, there are many stakeholders that the ministry works with, such as government sectors in federal and regional levels, both international and local nongovernmental organization and the public at large. The ministry works different organizational activities with its stakeholder indifferent level, by organizing events, training, awareness creation activities, mobilization activities and capacity building programs. Such activities are in somehow delivered to the public by using different PR tools such as: social Medias, TV and radio, newspaper and magazines and notice board or billboards. However there is also much to do to strengthen the external communication of the ministry.

3. For the discussion question stated, do you think Public relation practices are free from politics in your organization?

The result of the focus group discussion indicates that it is difficult to express that the public relation practices in the MWCY affair are not free from politics. Since the organization are government sector there are some political biases or influences the PR activities. Before government communication affair office (GCAO) were closed by the reformation of the government the Public relation experts were assigned by the GCAO for the benefit of political agendas rather than the profession and experiences of PR.

Sometimes the PR practitioners are involved in political agendas in different meetings by reflecting political issues. And also the experts are even perceived as spy of the political issues by internal and external stakeholder. Information are checked and edited in political viewpoint, the experts or professionals cannot freely react to the issues as an expert due to the political influences.

## 4.2. Discussion

### 4.2.1. Public relation strategies and activities implemented

The responses of all respondents gathered through questionnaires, in-depth interview and focused group discussion indicated that the PR strategies and activities implemented in the MWCY affair are limited. The activities of PR in the Ministry are mostly limited to event management and news releases. The PR practitioners are not taking the time to proactively think through and plan their public affairs work. Therefore PR activities are implemented in the Ministry without the concrete PR strategies. Since the sector touches very large part of the society and strives to solve or mitigate different aspects of social issues, implementing strategies of PR practices helps to meet goals and objectives.

Organizational PR strategies address the proactive and reactive actions and communications of the organization as well as trying to minimize any negative unintentional ones. It is through doing this that organizational PR influences the images and reputations of the organization's stakeholder (Tench and Yeomans 2009:240).

### 4.2.2. Practices of PR and media relation in light of PR theoretical framework

The result of the study shows that the PR practices in the MWCY affair are practiced as per the request of the top management for the immediate purpose. The PR practices don't have strategic plan, organizational policy and it is politicized. As a result the PR practitioners are not confident to accomplish PR activities by themselves. High attentions are not given to the PR practices in the Ministry by the top level managements and the PR practitioners are perceived as government spy.

The result of the study also shows the media relation procedures in the MWCY affair are very poor. As per the data gathered by questionnaire, FGD and in-depth interview the result shows the PR department/directorates of the Ministry are majorly depend on single social media which if FACEBOOK and state owned

broadcast media. The trends of PR practices are the media don't come to the Ministry but the PR practitioners go to the media to deliver their messages.

As part of their media relations activities, public relations professionals constantly seek to use the media to communicate messages to relevant publics. In order to maintain effective media relations, public relations professionals must understand who controls the media, and thereby their content, in a given country (Sriramesh & Vercic 2009: 75).

Identifying the appropriate media and using it to disseminate the information helps to outreach the targeted public. However, the results of the study revealed that there are managements who say don't have social Medias such as FACEBOOK and Twitter accounts as it is a good personality. Whereas social Medias plays crucial role in the society in awareness creation, motivating and promoting any issues that are disseminated to the public.

The PR practitioner needs to find the appropriate ways to identify meet and persuade the media target and the relationship then needs to be maintained (Tench and Yeomans 2009:312).

#### 4.2.3. Major challenges of PR practices

The study shows that there are many challenges of PR practice in the MWCY affair which the PR department/directorate faced. However according to the result of the study the major challenges are; insufficient budget allocation, the PR practitioners are assigned by external government sector without giving consideration to knowledge, skill and experiences of PR profession and it hinders the progress of the PR practices in the Ministry. Poor internal communication that caused misunderstanding among the employees about the concept of PR practices and PR are perceived as government spy.

#### 4.2.4. Appropriateness of public relation tools implemented

The study revealed that the PR tools implemented by PR department/directorate in the MWCY affair are inaccessible by the majority of the public. Different PR tools are implemented depending on the activities that are aimed to be accomplished in the Ministry. However website, print and social Medias are mostly used PR tools in the ministry. As the result of the study shows that there are many social distractions in the country that the ministry is striving to solve or mitigate it. Thus the roles of PR practitioners are very important in disseminating awareness creating and mobilizing information by using appropriate PR tools. However the implemented PR tools are very limited in delivering messages and information to the public.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter deals with the brief summary, findings, conclusions and recommendations of study based on data presented and analyzed that are described throughout the study.

#### **5.1. Summary**

The objective of this study is to assess the practices of public relations in the Ministry of Women, Children and Youth affairs of the Federal Democratic Republic of Ethiopia in light of PR theories and communication practices.

The researcher employed qualitative and quantitative (mixed) method research design that was believed appropriate to address the listed research questions and to investigate the statements of the problem. In this regard different data collection tools are conducted. Questionnaires of open and closed ended questions, unstructured in-depth interview and focus group discussions were conducted and the primary data were used in the study. The study involved the purposefully selected employees of the ministry who are working in different department/directorate office in the positions of director, team leader and expert.

The pilot test was conducted in order to check the reliability and validity of the tools and adjustments were executed. The quantitative data were computed by using SPSS and the qualitative data were interpreted by the researcher.

The PR practices were discussed briefly in order to solve the research problems and answer the basic research questions by conducting review of related literature and empirical studies.

In the study, attempts have been made to provide answers to the following basic research questions:

- What are the PR strategies and activities implemented in MWCY affair?
- How are the practices of PR and media relation procedures of MWCY affairs in light of PR theoretical framework?
- What are the major challenges of PR practices in MWCY affairs?
- Are the MWCY affair uses appropriate PR tools?

Thus, by conducting and implementing the above research methods the assessment of PR practices in the MWCY affair were conducted and the following major findings, conclusion and recommendations are provided.

Based on the analysis, the following major findings were obtained:

- The PR department/directorates in the MWCY affair office don't have organizational PR strategies that helps the PR practitioners contributes to organizational effectiveness and helps to reconcile the organization's goals with the expectations of its strategic constituencies. The PR activities implemented in the ministry are very limited to some PR activities and the tools used to disseminate information are very limited and not accessible by the public at large.
- The practices of PR in the MWCY affair are mostly determined by the free will of the top management and the PR practitioners are dependent on other departments of the ministry for budget and facilities. The PR practices in the ministry are politicized and the practitioners are perceived as government spy by most of the employees of the Ministry. The media relation procedures of PR department/directorates are very poor and mostly it is limited to social media and state owned broadcast Medias.
- The PR practitioners in the MWCY affair are assigned by the external government sectors by considering their political point of view without based

on their specialization areas. The budget allocated for the PR department/directorate is insufficient and the department is not established as a core work of the MWCY affair.

## 5.2. Conclusions

Finally, it may be concluded that the public relation practices in the MWCY affair can be improved. However, it will require sufficient budget and combined effort by the PR department/directorates and top management of the ministry. Organized, appropriate PR activities such as; image building and reputation; event management, press release, organized campaign, newspaper and magazines activities; organized crises and issues management activities by developing strategies and implementing appropriate communication tools that can be accessible to all public in different location as much as possible and quickly getting ahead of the problems and mitigating its effect is a vital function performed by the PR department/directorate; conducting employees relationship activities that helps to build internal communication with the ministry to have common understanding on the issues of the major activities accomplished by the PR department/directorates; strengthening the external stakeholder by exerting continuous effort and execute external communication policy; developed strong media relation procedure that will helps the PR practitioner to easily disseminates the information wanted to be communicated. The key tasks in this area include answering questions, disseminating press releases, arranging interviews and placing the right news reports or the right publication at the right time. Conducting formal organizational PR monitoring and evaluation activities then it is possible to identify the problems and understand how the internal and external communication look like to set the way of improvement.

Recruiting PR practitioners based on their knowledge, skill and experiences by advertising officially about the job opportunities to that public to seek for the professional. It will invite competent experts and open that ways hire the right person to the right position. The political biasness should be avoided from the PR

practices and the experts should be hired by the human resource department of the MWCY affair after the set requirements of PR professionals.

Understanding the audience or the public information is very important for the Ministry's information to flow to. The next step is to identify the appropriate communication tools that are accessible and open to the public to ensure that the right information reaches them at the right time. Outreach to the targeted audiences through different institutes such as; schools, community organization, traditional and cultural public meeting or events would help to create awareness and mobilization activities. If these activities can be implemented the PR practices in the MWCY affair can be improved.

### 5.3. Recommendations

Based on the findings of the study, the following short and long term recommendations are provided:

#### Short term recommendations

- ✓ Conduct and establish the organizational PR strategies in the MWCY affair that enables the PR practitioners to perform as per the planned activities.
- ✓ Implement diversified and appropriate PR activities that create opportunities to raise awareness and mobilize the public toward the issues wanted to be communicated.
- ✓ Conduct public opinion research in order to investigate the outreach of information or messages and the accessibility of PR tools that are implemented to address the public.

- ✓ Establish strong media relation procedures in the PR department/directorates of the MWCY affair that harmonize the relationship and creates attractive environment to disseminate information.

### Long term recommendations

- ✓ Employ the PR professionals or experts in the MWCY affairs based on their knowledge, skill and experiences.
- ✓ Restructure the PR department/directorates of the MWCY affair as a core work department in the organizational structure.
- ✓ Conduct long and short term strategic plan for PR practices in the MWCY affair and allocate annual budget.
- ✓ Provide career developing trainings for PR practitioners in the ministry and conduct PR experience sharing practices.

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## APPENDIX A: Background of In-depth interview &FGD respondents

### Background of In-depth Interview Respondents

S/no	Occupation of the respondents	Educational level	Specialization area	Gender
1	PR director	Second degree	Journalism & communication	Male
2	PR expert	First degree	Social studies	Female
3	Director of Youth mobilization & awareness creation department	Second degree	Social studies	Male
4	Team leader of Women mobilization & ensuring participation department	Second degree	Social Studies	Male
5	Expert of Women mobilization & ensuring participation department	First degree	Social studies	Female
6	Team leader of children right promotion, mainstreaming and participation enhancement department	First degree	Law	Female

### Background of FGD Respondents

S/no	Occupation of the respondents	Educational level	Specialization area	Gender
1	PR expert	First degree	Journalism & communication	Female
2	PR expert	First degree	Language & Literature	Male
3	Expert of children right promotion, mainstreaming and participation enhancement department	First degree	Social studies	Female
4	Expert of Women mobilization & ensuring participation department	First degree	Social studies	Female
5	Expert of Women mobilization & ensuring participation department	First degree	Social Studies	Male
6	PR expert	First degree	Journalism & communication	Male

## APPENDIX B: Questionnaires

Questionnaires distributed to the respondents

### **Questionnaires for the Assessment of Public Relation Practices**

The purposes of these questionnaires are to collect data that helps to assess public relation practices in Ministry of Women, Children and Youth affairs to be conducted by MA student from Addis Ababa University School of journalism and communication specialty in Public relation and strategic communication. I would like to inform you that your authentic and accurate answers are very important for reliability of the research findings. I would like to inform you that the answers you will provide are used only for this research purpose confidentially. Thank you in advance for your time and cooperation.

#### **Part I-Personal information**

##### **A. Please encircle for the following questions**

1. Sex

A. Male          B. Female

2. Age

A. 20-30          B. 31-40          C. 41-50          D. >50

3. Educational Level

A. Grade 12 complete    B. Diploma    C. BA/BSc/Bed    D. MA/MSc  
E. PhD

##### **B. Please write your answers for the following personal information**

4. Field of Study \_\_\_\_\_

5. Your work position \_\_\_\_\_ and year of experience \_\_\_\_\_

#### **Part II- Basic Questions**

6. Which one of the following public relation function is **major** activity of public relation department/directorate in your organization?

A. Event management    B. prepare news release and magazines    C. advisory function

D. management function

7. Which one of the following public relation activity is mostly practiced by public relation department/directorate in your organization?
- A. Promotion and Advertising    B. event management    C. Publicity    D. Image building
8. Do you think that public relation directorate/department is **important** for Ministry of women, children and youth affair?
- A. Yes    B. No    C. Difficult to say
9. What types of issues get **more importance** in your organizational communication?
- A. Development issues    B Societal issues    C. Political issues    D. Cultural issues  
E. Environmental issues
10. Do you think the public relation department/directorate uses accessible PR tools to disseminate information's and policies?
- A. Yes    B. No    C. Difficult to say
11. Do you think that both internal and external communications in your organization get high attention?
- A. Yes    B. No    C. Difficult to say
12. Which one of the communication tools is mostly used in your organization?
- A. Print media (newspaper, brochures and notice board etc.)    B. **B**roadcast media (TV and radio)    C. Websites/Internet    D. Teleconference    E. Campaign (public meeting)  
F. Social media. Describe if others \_\_\_\_\_
13. What are the major activities of public relation directorate/department in your organization?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
14. Are public relation experts are assigned based on knowledge, capacity and skill?
- A. Yes    B. No    C. difficult to say

Explain

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Why is it so \_\_\_\_\_

15. Do you think that public relation require professional training?

- A. Yes      B. No      C. Difficult to say

### Part III Major Questions

Please give your answers by **ticking** on the space provided in front of each question according to the following numbered choices.

**1 = strongly agree    2 = Agree    3 = Neutral    4 = Disagree    5 = strongly disagree**

S/No	Items	1	2	3	4	5
	<b>Public relation Professionalism in your organization</b>					
1	PR practitioners are assigned based on profession and skill					
2	PR professionals have knowledge and skill of PR					
3	PR Professions and skills are not priority					
II	<b>Public Relation roles and practices in your organization</b>					
4	PR activities are more of protocol					
5	PR activities are more of promotion and publicity					
6	PR activities are more of preparing newsletter or magazines					
7	Public relation is very important for image building					

8	Public relation is a management function					
9	Public relation is advisory function					
10	Public relation is very important for reputation management					
11	Public relation practices are more of propaganda					
12	Public relation is a bridge between organization and public					
<b>III</b>	<b>Public relation challenges in your organization</b>					
13	Insufficient budget allocation for PR department					
14	The number of professionals are low					
15	PR employees are not professionally assigned					
16	The importance of PR is underestimated					
17	There is no PR code of conduct					
18	PR does not play management function and advisory role					
19	PR practices are politicized					

## APPENDIX C: In-depth interview questions

### In-depth interview questions

**Please give brief explanation for the following questions**

1. What are the major activities of PR in your organization please explain?

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2. What are the strength and weakness of public relation department/directorate in your organization?

Strength

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Weakness

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3. What are the administrative challenges and problems of public relation department/directorate in your organization?

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4. Do you think the Public relation department/directorate needs to restructure in your organization? Explain why?

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5. What should be done for improving public relation practices of your organization?

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## APPENDIX D: Focus Group Discussion Questions

### Focus Group Discussion Questions

1. How public relation role helps in image building of your organization? Briefly discuss. And do you think your organization good image?
2. How is the internal and external communication in your organization in terms of common understanding and public outreach? And in building stakeholder relationship?
3. Do you think Public relation practices are free from politics in your organization?