



Using Social Media Effectively in Relation Building: The case of Ethiopian Federal Government Institutions'

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Approval Sheet

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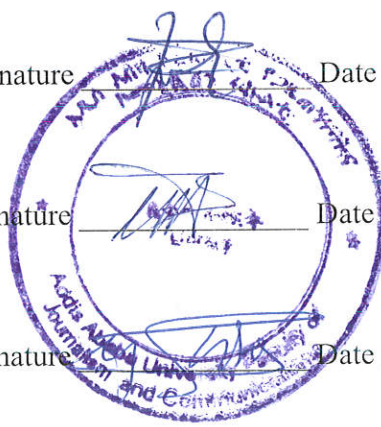
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Abstract

The principal purpose of this study is to investigate whether public relations practitioners in federal government institutions are using social media or not. Mixed methods approach was used by employing questionnaires and in-depth interviews as data collection techniques. The study revealed that public relations practitioners in federal government institutions lacked, skills and knowledge, social media goals, defined target audience, social media content strategy, and tactics to track the achievement of social media goals. The study also indicated that the problem that was hindering them from using social media effectively was not only lack of knowledge and skills but also bureaucratic and managerial issues that required commitment from the top management of their respective institutions.

CHAPTER ONE

Introduction

1.1 Background and Justification

Historically, governments have relied heavily on traditional media, specifically newspapers, television, and radio, to get information to citizens. Because of this, they, in undemocratic governments had total control, had limited control over what was disseminated to publics and when it would be distributed. Traditional media accommodate a one-way communication model, but a one-way power over news generation and dissemination is largely obsolete (Shirky, 2008).

According to Gillin (2008), senior fellow, Society for New Communications Research, social media are giving rise to a new style of communications that is characterized by conversation and community. The boom of the Internet and particularly social media has changed the landscape for communications. Traditional media are now not the only source of public government information influencing public thought and discourse. The advent of blogs, podcasts, and social networks provides government officials the means to communicate directly with their publics without the intervention of editors and reporters, who can act as gatekeepers or censors of information (Smith, 2010). In addition, with declining newspaper readership, the quality of local coverage of news and information could be waning (Kingsley, 2011), thereby forcing officials to find new outlets to reach their publics.

With social media, users are able to post, share, and republish information easily and quickly. Social media are a rapidly moving and vigorous domain (Kaplan & Haenlein, 2010). It is crucial for organizations to have strategies in place for utilizing social media. Administrators have begun to embrace them to encourage civic engagement and build community, because, as user-generated media, social media allow public relations practitioners in government the ability to inform and to seek input and opinions from relevant publics (Hand & Ching, 2011). Social media can enhance governments' abilities to interact with and engage citizens as well as to meet their expectations for transparency. Practitioners in government public relations have more tools to engage and communicate with the public than ever before.

A social media presence is a trademark of a vibrant and transparent communications strategy, and, to that end, social media offer particular utility to local government public relations. Social media tools can improve interactivity between a government and the public, and they reach populations that do not consume traditional media as frequently as others (Bertot, et al., , 2010).

This new technology allows officials in government to build relationships with key stakeholders, namely the citizens it represents. Especially social media is very powerful communication tool to engage with the youth. As noted by Tancer (2008), the world's leading online competitive service, social media have replaced pornography as the number one use of the Internet which used to be visited people at younger age. This shows how powerful social media is to grab the attention of the youth.

According to the national census conducted in 2007, about 70% of the Ethiopian population is under 40 years which means the country has a predominantly youth population. This can be taken as an opportunity to be benefited from the dialogic nature of social media. Therefore, government agencies need to assess what the youth expects from them, what they can afford and how to communicate that.

Therefore, because of the increasing popularity of these new technologies and Ethiopian social political context, it is important to examine the social media usage of government public relations in government institutions. Moreover, it is important to understand these new channels of communication properly and use it strategically and effectively.

Ethiopia is among developing countries that are struggling to emancipate itself from deep rooted poverty and non-democratic system where maladministration is among major challenges which need strategic solutions. In the Ethiopian context, getting rid of poverty is among top priority agendas. Millions of Ethiopians are still living in extreme poverty. "In the year 2000, 55.3% of Ethiopians lived in extreme poverty, but by 2011 this figure was 33.5%." (World Bank, 2017)

Ethiopia's vision, as is stated in the Growth and Transformation Plan , is to become a country where democratic rule, good-governance and social justice reign, upon the involvement and free

will of its peoples, and once extricating itself from poverty to reach the level of a middle-income economy as of 2020-2023." Eradicating poverty is something that needs concerted efforts from the government, the public and the support of international community which demand very engaging public relations work that mobilizes all the resource toward development efforts in a very inclusive manner.

Ethiopia is also where democratization is at its nascent stage. For democracy to flourish, it requires active and constructive involvement and ownership of the citizens so that the people become the real owner of the public authority, and those in public post are accountable. People deserve quality service from the government agencies, and when the agencies fail to deliver, there should be platforms where the public can air out concerns and challenge the responsible parties.

To address such societal demand, developing long-term and positive relationships by government agencies with publics and managing the relationships strategically is important. In this regard, the social media provide a number of opportunities for government agencies in terms of building relationships and engaging with publics, developing relationships based on dialogue, ensuring the public participation in decision making and implementation.

Taking advantage of the opportunities provided by the social media in terms of relationship building between government agencies and publics depends on full utilization of the interaction and participation supporting characteristics and the dialogic capacity that it provides is something that needs to be considered carefully as a communication tool.

To engage with the public using such new technology, public relations offices and the public offices at large need to understand in what context we can use the technology what the platforms can provide. Effective use of the social media also requires defining goals and target audience and having a matrix to evaluate the status likes, shares, followers and comments to the contents posted to social media pages and accounts. Without determining which sites are most beneficial to post to and when to post to them, deciding how large you want your social media presence to be, identifying the right metrics to use to measure your progress towards social media goals and

how and why to engage current and potential audience online, opening a page and dropping some writings is just wasting time. It is in light of this background that this study tries to investigate to what extent public relations offices in selected government agencies are strategic in their use of social media in building relationships with their publics.

1.2 Statement of the problem

Perhaps, the use of social media came into existence in Ethiopia not by the will of the government or the public relations professionals. It was rather by its penetrating capacity, and, later, on one hand, it became an opportunity by creating a platform where citizens directly engage with each other and with the government. On the other hand, it became a threat to the growing democratic system by eroding public trust on the government.

As a senior social media content developer and analyzer, the researcher observed that the scenario changed to a great extent since 2008 E.C. Having recognized the increasing in accessibility of the telecom infrastructure by the government endeavor and the growing number of social media users, the social media users with conflicting political interest began posting fake news with viral videos (See appendix ii, a pregnant woman assassinated in Congo and posted on a social media page as “this, an Oromo mother, was killed by the Ethiopian Police” and I was in hurry to check if the tragedy was in Ethiopia, Appendix I). Since social media was a new phenomenon to the context of Ethiopia, users liked and shared what happened in Ethiopia.

It initiated and aggravated the public anger in different parts of the country. Attempts were made by the government communicators to disprove such fake news, but it did not get the public trust. Moreover, various interest groups continued posting such news faster than ever before. The government federal government, considered social media as a tool for communication, though too late, and urged the federal government Communication Affairs Office to consider social media as a platform for communication, and so it was incorporated in the public relations sectors across the country.

Social media is now part of everyday life of Ethiopians. The number of social media users has been increasing virally. Social media, specially Facebook, accounts are being created in the name

of every village, public office, social entity and the like at all levels using any form of available device like the mobile without being limited by the broadband internet coverage. Reports from government agencies show that the government public relation practitioners are using it as a tool for communication. However it is hardly possible to know whether they are using this powerful media strategically or not.

Moreover, there is little research on the extent to which local governments in Ethiopia are actually using social media to inform and engage publics, despite the enormous value the social media offer to strengthen government-citizen relations. Given the extraordinary growth and popularity of social media over the past few years, it is important to evaluate if government public relation practitioners were using this technology to communicate with their publics and how they were incorporating it into their communication plans.

It is, therefore, important to study how public relations practitioners in Ethiopian federal government institutions are using social media. Thus, this study aimed to examine whether the public relations practitioners were using social media strategically or not.

1.3 The Research Objectives of the Study

1.3.1. General Objective

The general objective of this study is to investigate to what extent public relations practitioners in selected federal government agencies use social media strategically.

1.3.2. Specific Objectives

The specific objectives of this thesis are:

1. To investigate public relation practitioners in federal government institutions have defined social media goals and target audience.
2. To look into their social media usage if they are using various social media platforms as a tool for communication in alignment with their organization's mission.
3. To look into the content created by the public relations offices were appropriate to

their target audiences.

4. To witness if they have organizational structure and capacity that is required for effective use of the social media platforms.

1.4 The Research Questions of the Study

1. Do public relation practitioners in Ethiopian federal government institutions conduct a research on over all social media status in the country, the social media presence of their competitors and what the public is looking for online?
2. Do they have clearly defined target audience good set of social media goals?
3. Do they use various social media platforms in alignment with organizational mission?
4. Do they use social media analytics to track progress?

1.5 Significance of the study

This study inspected how effectively public relations practitioners in Ethiopian federal offices use social media as a communication platform. . It also explored which social media platforms were being used by the practitioners to reach out to the Ethiopian public. Then, it recommended effective way of using social media for strategic communication in relationship building based on the findings and the conceptual and theoretic frame work. Thus, the result of the analysis will have importance to government agencies at federal level in particular and public relations practitioners in the country in general. It might also be of some use to policy makers and academicians who work in the areas of relationship building especially between publics

1.5 Scope of the Study

The main objective of this study is to know if public relation practitioners in the Ethiopian government institutions were using social media strategically or not. However, because of resource, and time constraints, its scope was limited to the federal level and more specifically to selected federal government institutions. So the study did not consider the case in private organizations and government institutions at regional level. Cognizant of time and finance constraints, only the current status of the social media use for public relations and communications has been focused. As a result, the study focuses on usage of the social media,

specially Facebook, YouTube and Twitter , in 2016/17 fiscal year.

1.6. Limitations of the Study

The researcher believes that the results of this study would be more comprehensive if it embraced more settings, subjects and first hand information. However, because of resource, budget, and time constraints, this study is confined only to specified settings, subjects and first hand information.

1.7. Ethical Considerations

This study was conducted in the way that ethical issues of research were taken into consideration. The participants were initially informed about the nature of the research and responses were used for purpose of objectives of the study only. Participants were also made aware of their unconditional right not to participate or withdraw at any time. They were told that anonymity of their identity would be respected unless they are willing to be mentioned. All the interviews were audio recorded.

Letters that required different concerned bodies support was written by the Graduate School of Journalism and communication to get trust and cooperation of concerned organizations and participants in the process of gathering the necessary information

1.7. Organization of the thesis

The study is organized by four chapters. While the first chapter introduces the study and gives some highlights on background of the study, the second chapter deals with on the conceptual and theoretical framework of the study as well as review of related literature. The third chapter makes arguments for choice of methodology and explains the methods of data collection used. The fourth chapter presents data followed by analysis while the fifth chapter provides conclusion, and recommendations.

CHAPTER TWO

2. Literature Review

This chapter of this research work tries to review different literature works that can serve as theoretical and content background on which the research bases itself.

2.1 Concepts and definitions

2.1.1 Background

Public relation used to be considered as one way flow of information from institutions to the public. This is an observable phenomenon especially on government agencies. However, this has been changed because of changes and developments in terms of state administration in the foreground in recent years have increased the need for interactive form of public relations by government agencies.

With the transition to the paradigm of governance from the traditional administration approaches, power centrality has disappeared and a citizen-focused perspective started to dominate the state administration. In today's environment where the boundary between the governors and governed has completely become blurred and the administration power is shared among the layers that form the community, the obligation to get the support and approval of publics in decision-making and policy-making process of government agencies has been of great importance (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

It is know that government agencies that exist in order to fulfill the public requirements are in an unbeatable situation in terms of the services they provide and that they are considered as unique. However, this advantages that government agencies hold does not mean that the need for developing positive relationships with publics disappears or can be ignored. On the contrary, it also draws attention to the fact that a strong connection exists between ensuring public interest which is the main goal of the discipline of public relations and the efforts of government public relations. In order to reveal the mission of providing the public interest by strategically managing the relationships and communication of government agencies with publics, it is necessary to

identify the expectations of publics and to meet these expectations, to develop relationships based on dialogue between the parties of government public relations, to develop public awareness for various social issues or problems and achieving these goals is only possible by government public relations practices(ibid).

Public relations as a strategic management function focusing on building, maintaining, developing and managing relationships between organizations and publics with different characteristics cover the efforts in order to have positive and long-term relationships based on principles of mutual benefit, trust, understanding and goodwill. New media formed as a result of the recent developments in information and communication technologies made new tools that organizations can benefit during the building and managing relationships with publics available to the use of public relations. The communication medium formed of these new tools defined as social media brought significant opportunities on the agenda with its structure supporting the participation at the stages of establishing, developing and maintaining relationships between organizations and publics and supporting interaction and dialogue between the parties of the relationship.

2.1.2 Government Public Relations from the Governance Perspective

It can be said that government agencies feel the need to have positive relationship with the governed target audience. However, transformation in the form of transition from the approach of management in which power is collected under one authority to a type of management in which the power is shared by all actors forming the society carried these needs of the government agencies to the top level (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

Concept of governance in relation with changes occurring in the core of the state administration is different from the decisions taken in parliament by the elected deputies and traditional management model implemented by public administration authorities; and governance points out the changes in both the creation and implementation of policies and in the actors in style of political governance. Governance expresses the cooperation among the actors in the state administration and working together harmoniously (Treib, Bähr& Falkner, 2007; Jordan & Schout,2006;Frahm &Martin;Kooimn,200).

Governance approach considers the target audience that consists of the governed, which are the citizens, one of the actors that holds shares in the state administration and therefore, it emphasizes the strategic administration of relationships between government agencies and publics by government public relations.

Governance did not only bring the need to revise the relationships between government agencies and publics on the agenda but also attributed even greater importance to positive relationships to be developed. Government public relations as an important field of expertise and application of public relations have aroused attention as it provides important contributions to the government agencies with strategies and applications focusing on the management in line with the two-way symmetrical communication based on the principles of dialogue and interaction as required for relationships between government agencies and publics by contemporary approach of public relations(Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

The purpose of public relations practice is to establish two way communication seeking common ground or areas of mutual interest and to establish understanding based on truth, knowledge and full information (Black, 1989: 1). Depending on the main purpose of public relations discipline, government public relations practices help government agencies to find a common ground with their citizens. In this way, government public relations make a significant contribution to achieve corporate objectives and guarantee the occurrence of public interest.

Government public relations play a crucial role in keeping the public informed about issues, problems, and actions at all levels of government. Government public information officers seek citizen approval of government programs, help explain what citizens want from the government, strive to make government responsive to citizens' wishes, and attempt to understand and affect public opinion (Baskin et al., 1992: 392). Government public relations efforts in compliance with governance paradigm should focus on building positive and long- term relationships between government agencies and their publics. Therefore these efforts will be able to serve the purpose of building mutual understanding, trust and goodwill between government agencies and their

publics based on dialogical communication and maintaining positive relationships(Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

2.1.3 Social Media and Relationship Building

Relational paradigm which has come into prominence in public relations literature in the recent years pointed out a new definition of public relations concept. With relationship management approach, a consensus has emerged that public relations is a discipline that focuses on the strategic management of relationships between organizations and publics. (Bruning&Ledingham, 2000a; Jo, 2006; Grunig, 2006; Jo, Hon & Brunner, 2004; Watson & Noble, 2005; Bruning &Ledingham, 2000b). With relational paradigm, public relations has started to be defined as a management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip et al., 2006: 6). Also concept of relationship has drawn attention in the public relations discipline.

Strategies and practices of relationship management focus on the aim of having positive, long-term relationships based on the principles of mutual benefit, trust, understanding, goodwill and the organizations who want to achieve this goal successfully should adapt to the principles of two-way symmetrical communication.

If the purpose of public relations is to build relationships between organizations and publics, however, then corporations must conceptualize and measure both communication processes and outcomes as two way communication processes by looking for effects on management as well as on publics. Corporations can build relationships more effectively if they build symmetrical ones, which benefit both organizations and publics, than if they build asymmetrical ones that benefit only the organization (Grunig& Huang, 2000: 27). Using a symmetrical model results in more positive, long-term relationships with an organization's publics, helping the organization achieve its goals (Wise, 2007: 154).

Demonstration of the communication process based on two-way symmetrical communication and balance of dialogue and mutual power in the organization-public relationships is supported in the relationship management that conceptualizes the organizations and publics as parties of the

relationship with equal power. Efforts in terms of public relations through the implementation of two-way symmetrical model do not only allow achieving the goal of establishing relationships with publics but also allows the realization of the dialogic approach of public relations. The data obtained in the research by Bruning, Dials and Shirka (2008) in order to reveal the importance of the use of dialogue in the relationship between organizations and publics points out that organizations have the opportunity to establish the best relationships by dialogic process and highlights that the dialogic approach requires to be engaged with publics in the communication process (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

The emergence of the Internet and the World Wide Web opened up new opportunities for dialog and relationship – building between organizations and their publics (Avidar, 2013: 440). Two way communication and the theory of symmetry can be neatly related to the characteristics of a new medium, such as interactivity or reciprocal performance (Jo & Kim, 2003: 200). Internet based communication tools which have emerged as a consequence of development on information and communication technologies have put new tools into service of public relations such as corporate web sites and social media environments. These new tools especially social media environments have a huge potential to build relationships based on dialogue between corporations and their publics.

Social media providing opportunities in order for organizations to build relationships with publics and to be in dialogue arouses attentions in terms of relationship management with the characteristics of participating and interacting. Social media ensures an environment that allows organizations to use of capacity allowing to receive feedback from publics, to understand the needs and expectations of them, to be engaged with conversation and dialogue rather than one – way message transmission which develops the relationships between the organizations and publics (Lovejoy, Waters, & Saxton, 2012; Smith, 2012; Briones, Kuch, Liu & Jin, 2011). Social media is based on a dialogue in organization – public relations and also enable two way communication and interactivity due to their structure. For this reason social media should be used and utilized in relationship management processes.

The organizations that would like to establish relationships with publics via social media should fully use the capacity in terms of realizing the dialogic public relations approach of the social media; it is important to benefit from the social media for the purpose of establishing dialogue rather than one - way transfer of corporate context and messages (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016). To do so it is equally important that public agencies should fully understand what social media mean, its tools, and the impact it has on the public relation practice.

2.1.4 What Are Social Media

When many people think of social media, they think of Facebook and Twitter. However, social media do not just include social networking sites, but also blogs, forums, message boards, photo sharing, podcasts, RSS (really simple syndication), search engine marketing, video sharing, Wikis, social networks, professional networks, and micro blogging sites (Wright and Hinson, 2009).

As stated by Wright and Hinson (2009) and reported by the International Association of Business Communicators, “more than half of all Internet users have joined a social network, social networks have become the number one platform for creating and sharing content and nearly 75 percent of all Internet users have read a blog” (Young, 2009).

Although social media are impacting the way many organizations communicate and more and more people are becoming active with these new channels, the definition of what social media encapsulates is undetermined due to the rise of many different forms. No two people are defining this media the same way (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

2.1.5 Government Agencies and Social Media Usage

Social media is among web 2.0 technology features accommodates a huge potential for public institutions that wish to remain in contact and establish relationship with the target audience formed of citizens (McNutt, 2014). Today, the use of various social media environments by government agencies is increased in order to provide the interaction with the governed (Agostino, 2013). Social media comes to the front in terms of ensuring the connection and

interaction of state administration with publics as well as publics to be participating by providing the opinions and suggestions, taking administrative decisions and ensuring the public participation in the process of policy making(Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016). Nevertheless, social media-based public engagement is an uncharted territory and government agencies generally lack experience and knowledge about implementing social media (Lee & Kwak, 2012: 492).

Ensuring the participation of publics in the decisions and policies with their opinions and suggestions, shaping the decisions and policies in line with the expectations and requirements of publics and creation of a common ground on the reconciliation axis with publics is directly related to the power in order to build positive relationships between government agencies and publics.

Therefore, social media should be used in accordance with symmetrical communication principles. It can be said that government agencies which use social media environments as one – way communication tools do not take advantage of dialogical capacity of social media adequately(Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

2.1.6 How Social Media are impacting the Public Relations practice?

According to Larry Weber (2009), as stated by Wright & Hinson (2009), “The communications world is dramatically moving in a digital direction and those who understand this transformation will communicate much more effectively than those who do not.” Public relations practitioners are in the business of communicating with publics and therefore must understand this transformation in order to communicate effectively.

However, due to the fast paced growth of social media, it is difficult for these professionals, as well as the universities training future professionals, to keep current status (Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016). Blogs, for example, are increasing in popularity because they give independence from traditional editors and media gate keeping (Pavlik, 2007). The use of blogs as a means to gather information is increasing as well as the posting of blogs to better position oneself in the eyes of the public. In

the past, public relations practitioners were responsible for packaging content and then distributing it to the media in hopes of being published. Today, practitioners are still responsible for packaging the content; however, they are now able to publish the content themselves through blogs, social networks and other online media outlets. Practitioners still send information to the traditional media, but they are now also able to talk directly to the public, view the public's responses, and act accordingly. For example, when a consumer tweets about a bad experience, the company can view these comments and respond immediately to provide more direct service to its customers(Online Journal of Communication and Media Technologies Volume: 6 – Issue: 1 January – 2016).

2.1.6 Major Platforms of Social Media

A social platform is a web-based technology that enables the development, deployment and management of social media solutions and services. It provides the ability to create social media websites and services with complete social media network functionality (techopedia).

2.1.6.1 Facebook

Facebook jumped by 60 million monthly active users from 1.94 billion in March 2017 to 2.20 billion as of March 31, 2018. The rate of growth seems to continue at 20 million active users per month. So, by the end of the year we should see 2.35 billion Facebook monthly active users. “As of this morning, the Facebook community is now officially 2 billion people! We're making progress connecting the world, and now let's bring the world closer together. It's an honor to be on this journey with you.” (Zuckerberg, 2017).

2.1.6.2 YouTube

YouTube stands second having 1.80 billion active user per month. Where does everyone go to watch or share video content online? It's obviously YouTube. After Google, YouTube is the second largest search engine. Despite being owned by Google, YouTube can still be recognized as a separate social network all on its own as the premiere place online to go to watch videos on every topic under the sun and upload your own as well. From music videos and movies, to personal vlogs and independent films, YouTube has it all. YouTube also launched a premium

subscription option, called YouTube Red, which removes all advertisements from videos. It also now offers YouTubeTV, a separate live streaming subscription service.

2.1.6.3 Twitter

Twitter is known as the real-time, public microblogging network where news breaks first. Most users love it for its short message limit (now 280 characters) and unfiltered feed that showed them absolutely everything in the form of tweets. Twitter has changed dramatically over the years, and today it's criticized a lot for going the way of looking and functioning almost exactly like Facebook.

2.1.6.4 LinkedIn

LinkedIn is a social network for professionals. Anyone who needs to make connections to advance their careers should be on LinkedIn. Profiles are designed to look sort of like extremely detailed resumes, with sections for work experience, education, volunteer work, certifications, awards and all sorts of other relevant work-related information.

2.1.6.5 Instagram

Instagram has grown to be one of the most popular social networks for photo sharing that the mobile web has ever seen. It's the ultimate social network for sharing real-time photos and short videos while on the go.

Now it's even a leading advertising platform for brands as well as Instagram Influencers, who legitimately generate income through the network

2.1.6.6 Pinterest

Pinterest has become a major player both in social networking and in the search world, proving just how important visual content has become on the web. As the fastest standalone site ever to reach 10 million monthly unique visits, Pinterest's beautiful and intuitive pinboard-style platform

is one of the most enticing and useful resources for collecting the best images that can be categorized into separate boards.

2.1.6.7 Tumblr

Tumblr is an extremely popular social blogging platform that's heavily used by teens and young adults. Like Pinterest, it's best known for sharing visual content. Users can customize their blog theme, create blog posts in all sorts of different types of content formats, follow other users to see content in their dashboard feed and be followed back.

2.1.6.8 Snapchat

Snapchat is a social networking app that thrives on instant messaging and is totally mobile-based. It's one of the fastest growing apps out there, building its popularity on the idea of self-destructing "snaps." You can send a photo or short video as a message (a snap) to a friend, which automatically disappears a few seconds after they've viewed it.

2.1.6.9 Reddit

Reddit has never really had the nicest design but don't let that fool you – it's a happening place on the web. It has a very strong and smart community of people who come together to talk about the topics they love while sharing links, photos and videos relevant to the subreddit topic thread where they're participating.

2.1.6.10 Flickr

Flickr is Yahoo's popular photo-sharing network, which existed long before other popular competing networks like Pinterest and Instagram entered the social photo sharing game. It's still one of the best places to upload photos, create albums and show off your photography skills to your friends.

2.1.7 Social Media Strategy

Social media is not where we just dump what we have. We go there to interact. Social media is an open dialogue between us and our audience. Once we are in social media, we share what we think relevant, we listen to what others say, we ask what we do not understand, and we respond to those who ask us, we demonstrate knowledge in our field, champion our stakeholders and establish our voice. This is how it works.

Just having a presence on social media platforms, only using a cheap bribe for liking or following you, expecting results without investing money and time and using it only to sell will never take anywhere. You need to work out the message you are going to deliver, the tools you are going to use, how you are going to promote this content etc. Thus, we need to develop social media strategy that takes us from where we are to somewhere where we would love to go.

2.1.7.1 What is not a Social Media Strategy?

In order to gain public trust, PRs need to establish expertise, and meet potential target audience; every PR partitions need to have strategic social media presence. It's simply not enough to have social media sites up for your institution; without a clear strategy for social media use, your institution will struggle to get the public engagement levels and increased trust and effective relationship you're looking for. To get the most out of one's social media efforts, its strategy should include social media goals of the institution, auditing current social media status of the institution, developing content strategy and using analytics to track progress.

Elements of social media strategy

According to Houssem Daoud, there are eight social media marketing strategy elements.

Identifying Goals

"Every piece of your social media strategy serves the goals you set. You simply can't move forward without knowing what you're working toward. Look closely at your company's overall needs and decide how you want to use social media to contribute to reaching them." (Daoud, 2016).

Houssem Daoud states that you one can undoubtedly come up with several personalized goals, but there are a few that all companies should include in their strategy—increasing brand awareness, retaining customers and reducing marketing costs are relevant to everyone. “I suggest you **choose two primary goals and two secondary goals to focus on**. Having too many goals distracts you and you’ll end up achieving none.”(ibid)

Setting Marketing Objectives

Houssem Daoud says goals aren’t terribly useful if one doesn’t have specific parameters that define when each is achieved. Marketing objectives define how one get from Point A (an unfulfilled goal) to Point B (a successfully fulfilled goal). Objectives can be determined with the S-M-A-R-T approach: Make your objectives specific, measurable, achievable, relevant and time-bound. In order to measure your progress, choosing which analytics and tracking tools you need to have in place is important.

Identifying Ideal Customers

Identifying your ideal customer help you define and target the right people, in the right places, at the right times with the right messages. When you know your target audience’s age, occupation, income, interests, pains, problems, obstacles, habits, likes, dislikes, motivations and objections, then it’s easier and cheaper to target them on social or any other media. The more specific you are, the more conversions you’re going to get out of every channel you use to promote your business.

Researching Competition

“When it comes to social media marketing, researching your competition not only keeps you apprised of their activity, it gives you an idea of what’s working so you can integrate those successful tactics into your own efforts.”(ibid)

Houssem Daoud recommends that one can start by compiling a list of at least 3-5 main competitors. He also says it is necessary to search which social networks they’re using and

analyze their content strategy and then look at their number of fans or followers, posting frequency and time of day. He adds that it is good to pay attention to the type of content they're posting and its context (humorous, promotional, etc.) and how they're responding to their fans.

Choosing Channels and Tactics

Houssem Daoud believes that many businesses create accounts on every popular social network without researching which platform will bring the most return.

“You can avoid wasting your time in the wrong place by using the information from your buyer personas to determine which platform is best for you. If your prospects or customers tell you they spend 40% of their online time on Facebook and 20% on Twitter, you know which primary and secondary social networks you should focus on. When your customers are using a specific network, that's where you need to be—not everywhere else. Your tactics for each social channel rely on your goals and objectives, as well as the best practices of each platform.” (ibid)

Creating a Content Strategy

According to Houssem Daoud, Content and social media have a symbiotic relationship: without great content social media is meaningless and without social media nobody will know about your content so use them together to reach and convert your prospects.

He suggests three main components to any successful social media content strategy: type of content, time of posting and frequency of posting. The type of content you should post on each social network relies on form and context. Form is how you present that information—text only, images, links, video, etc.

Buffer understands their audience will respond to content that keeps them updated on changes in social media.

“There are many studies that give you a specific time when you should post on social media. However, I suggest using those studies as guidelines rather than hard rules.

Remember, your audience is unique, so you need to test and figure out the best time for yourself.”(ibid)

Posting frequency is as important as the content you share. You don’t want to annoy your fans or followers. “Finding the perfect frequency is crucial because it could mean more engagement for your content or more unlikes and unfollows. Use Facebook Insights to see when your fans are online and engaging with your content.”(ibid)

Allocating Budget and Resources

To budget for social media marketing, it is good to look at the tactics you’ve chosen to achieve your business goals and objectives.

“Make a comprehensive list of the tools you need (e.g., social media monitoring, email marketing and CRM), services you’ll outsource (e.g., graphic design or video production) and any advertising you’ll purchase. Next to each, include the annual projected cost so you can have a high-level view of what you’re investing in and how it affects your marketing budget. Many businesses establish their budget first, and then select which tactics fit that budget. I take the opposite approach. I establish a strategy first, and then determine the budget that fits that strategy.” (ibid)

Assigning Roles

Knowing who’s responsible for what increases productivity and avoids confusion and overlapping efforts. Things may be a bit messy in the beginning, but with time team members will know their roles and what daily tasks they’re responsible for.

“When everyone knows his or her role, it’s time to start planning the execution process. You can either plan daily or weekly. I don’t advise putting a monthly plan together because lots of things will come up and you may end up wasting time adapting to the new changes. You can use tools like Basecamp or ActiveCollab to manage your team and assign tasks to each member. These tools save you tons of time and help you stay organized.”(ibid)

2.1.8 Public Relations in Ethiopia

Practicing public relation activities in Ethiopia is a recent phenomenon. Though so far, the Ethiopian public relations practitioners do not have a national association and there is no national data about when public relations started, practice of public relation goes back to some decades. In the last regimes public relation profession was being underway in a traditional way (hornaffairs.com). It is during this regime that government and private institutions actively engaged though how they practice it is to be questioned. This how public relation is understood in government institutions as my 9 years as government public relations practitioners taught me. Especially now a days, PR is being used and well understood as institutional image building by private and governmental organizations. Sometimes PR practitioners close their doors to media just to protect images of their institutions which lead to a question what strategy they are using to practice PR. From my personal observation, it is still at infant level which needs to be advanced. It is also true that when it is measured objectively from scientific point of view, the practice is at very low level.

From the government point of view, public relation has two fundamental national missions: that is to create national consensus locally and building Ethiopia's good image in the outside world (establishment proclamation of government communication affairs office). As it is stated in the vision and mission of government communication affairs office (www.cgao.gov.et), public relations has these two broad missions though its manifestation is reflected though how each public institution practice PR based on its own institutional mission.

As Zeray Hailemariam (2016) stated in his article "PR and Media Works: The Most Misguided Profession in Ethiopia", government PR was established to create awareness locally of the benefit of unity based on diversity and the need to intensify the democratic institutions and fair and fast economic development which are reportedly said pillars to save the nation from disintegration and engulfed by civil war. It is also equipped with the aim of building the good image of Ethiopia in the external world in the spirit of the investment, trade, tourism sectors flow steadily to the country so that the sectors can contribute hugely to the steadily growing and diversifying economies and aspires that Ethiopia should get its deserved place in the

international politics through creating the true image and conditions of the country (Hailemariam, Horn Affairs, 2016).

When we see the practice against the policy framework, effectiveness of the industry is under question though it needs a scientific survey to know how effective it is. That is why this study aims to know how effectively they are using social media. From my personal experience as a government public relations practitioner, every government institution has public relations post. In some places, there is a directorate which is well structured and other places as a team or even at individual level within other departments.

Professionally, most of them recruited from different professional back ground. There are places where you find public relations practitioners who have no know how about what public relation is as. In the name filling these gaps, workshops are being organized for two days or more in which most which I personally participated as either participant or organizer.

Currently more than 140 federal government institutions have public relations department at least. Nine regions and two City administrations also have public relation department. As a public relations expert for nine years and work in an organization that leads government public relations in the country, not matter number of practitioner may be, almost in all federal government institutions, there are public relations practitioners. The number of public relation practitioners depends on the how board areas they cover. The numbers starts from two people and in some organizations it goes to twelve.

Till this year there have not been any public relations schools or departments in Ethiopian universities. Thanks to Addis Ababa University, it is just now the country is to have public relations as a field to be studied. However, that does not mean courses are not being given under either in language and literature or since recently in school of journalism and communication in different colleges and universities. Therefore, public relation practice in Ethiopia, especially PR in government agencies, should be seen from this back ground.

2.1.9 Federal government public relations in Ethiopia

According the cabinet affairs office of the prime minister of federal democratic republic of Ethiopia, there are 26 ministries in Ethiopia. Based on the information got from federal

government communication affairs office, there are 142 federal government institutions which had public relations department. All these institutions had social media accounts especially Facebook pages in the name of their institutions.

"The practice of public relations in Ethiopia is a recent phenomenon. During the previous regimes, public relations were conducted in a traditional manner. However, various public and private organizations came to understand its benefits. Yet, the profession is still in its infancy." (Hailemariam, 2016)

2.2 Theoretical Framework of the Study

The purpose of this thesis is to know the status of social media usage in public relations and its impact in practice so that to come up with possible recommendation. To do so, a theoretical framework for the study is required. Therefore, for Public relations, an overview of the existing theory will avail. However, to understand social media more effort is required, which is why the exploration of the concept of social media is approached.

Currently, the PR academic community defines PR as "a management function concerned with relationship building among publics from a symmetrical perspective to build trust, preserve or reduce conflict, and build community" (van Ruler & Vercic, 2005, p. 2). According to van Ruler and Vercic (2005), there seems to be no more discussion about this definition-in-use. Although the purpose of PR may be agreed upon, the same does not seem to hold for the way in which PR is practiced (van Ruler & Vercic, 2005).

A method of exploring the PR practice which has often been used is describing organizational roles, a method which was first introduced to PR by Broom and Smith in 1978 (Dozier, 1992). Roles can be defined as "abstractions of behavior patterns of individuals in organizations (Dozier, 1992, p. 327). Dozier and Broom exclaim the usefulness of roles, stating that "in the conduct of inquiry about public relations practices, perhaps no concept has proven so theoretically and empirically useful as organizational role" (1995, p. 3).

In this thesis, PR approaches toward using social media in relationship building are defined according to the reflective model of communication management by van Ruler and Vercic (2005) and the social network theory.

2.2.1 Dependency theory

Media system dependency theory (MSD), or simply media dependency, was developed by Sandra Ball-Rokeach and Melvin Defleur in 1976 (Defleur, 1976). The theory is grounded in classical sociological literature positing that media and their audiences should be studied in the context of larger social systems. MSD ties together the interrelations of broad social systems, mass media, and the individual into a comprehensive explanation of media effects. At its core, the basic dependency hypothesis states that the more a person depends on media to meet needs, the more important media will be in a person's life, and therefore the more effects media will have on a person (Ognyanova,2012).

Dependency theory proposes an integral relationship among audiences, media and the larger social system. This theory predicts that you depend on media information to meet certain needs and achieve certain goals, like uses-and-gratifications theory. But you do not depend on all media equally. Two factors influence the degree of media dependence. First, you will become more dependent on media that meet a number of your needs than on media that provide just a few. The second source of dependency is social stability. When social change and conflict are high, established institutions, beliefs, and practices are challenged, forcing you to reevaluate and make new choices. At such times your reliance on the media for information will increase. At other, more stable times your dependency on media may go way down.

One's needs are not always strictly personal but may be shaped by the culture or by various social conditions. In other words, individuals' needs, motives, and uses of media are contingent on outside factors that may not be in the individuals' control. These outside factors act as constraints on what and how media can be used and on the availability of other non-media alternatives. Furthermore, the more alternatives and individual had for gratifying needs, the less dependent he or she will become on any single medium. The number of functional alternatives, however, is not just a matter of individual choice or even of psychological traits but is limited also by factors such as availability of certain media.

2.2.1 Social Network Theory

A social network is a specific kind of network where nodes are social entities (Van den Bulte & Wuyts, 2007). Nodes or entities are called actors. Actors are linked by social ties or relations. Social ties have a number of properties including directionality, reciprocity, strength, and homophily. Directionality refers to the flow of direction between nodes. For example, a tie may flow from node A to node B. If a tie flows back from B to A, then ties are reciprocal. Tie strength refers to the intensity and tightness of a tie such as the amount of time, intimacy, or valence associated with the tie (e.g. the affective, supportive, or cooperative character of a tie). Ties are homophilic when actors interact with one another on the basis of shared values or interests. Properties of social networks include transitivity, density, and closure. Networks high in transitivity are those for which ties stress reciprocity. Networks are said to be dense if a high proportion of actual to possible ties exists. Closure means the density among those in a network with whom an actor has a tie. Closure tends to increase with transitivity, which itself tends to be higher for ties with positive valence. If closure among the neighbors of a focal actor is low, then this actor may represent a bridge and span a structural hole or gap in the network. (Van den Bulte & Wuyts, 2007). An actor's importance in the overall network is measured by centrality. Degree centrality is the number of ties an actor has. This can be measured as out-degree versus in-degree. Closeness centrality is how close an actor is to each of the other actors in the entire network such as the "degrees of separation". Eigen value centrality measures the extent to which an actor with high prestige is connected to others with high prestige. Finally, centralization reflects the importance or prominence of the actors in the network. A centralized structure means that the network is organized around focal actors (Van den Bulte & Wuyts, 2007).

CHAPTER THREE

3. Research Methodology

3.1. Introduction

This research aimed to study the use of social media use by government institutions public relations units. Therefore, this chapter attempts to design a method that can help the study investigate how selected federal offices choose social media platforms, how they use it to engage effectively and how they track the progresses.

3.2. Research Design

Both qualitative and Qualitative research methods were employed in this research. This approach was preferred to others as it gives chances to come up with reach and in-depth findings which may not easily be gathered through quantitative or qualitative method alone. A mixed method focuses on collecting, analyzing, and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone. "The overall purpose and central premise of mixed methods is that the use of quantitative and qualitative approaches in combination may provide a better understanding of research problems and complex phenomena than either approach alone" (Creswell and Clark, 2007, p.---).

Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and integrating quantitative and qualitative research in a single study or a longitudinal program of inquiry. The purpose of this form of research is that both qualitative and quantitative research, in combination, provides a better understanding of a research problem or issue than either research approach alone (Creswell, 2015).

In qualitative research, one interviews people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, or to analyses certain types of discourses (Lindlof, 1995). That is why researchers seek explanations to understand not to predict or control as in quantitative research method.

Bryman (1998) states that qualitative research paradigm would be used in social research to which research takes its conclusion to insider perspective in social action. Qualitative research studies human action from the perspective of the social actors themselves or groups which are engaged in any kind of work (ibid). For these reason, the study used qualitative research tools, mainly in-depth interviews.

According to Creswell (1994) quantitative research is a type of research that is 'explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics).' To collect quantitative data for this study, a survey was conducted. To this end, a questionnaire was administered and filled out by 100 purposively selected public relations staffs, all of they filled, of federal government offices.

3.3 Population, Samples and sampling Procedures

The population of this study incorporates the public relations practitioners in the federal government institutions (ministries, agencies, authorities, etc). According to the current information from federal Government Communication Affairs Office, the number of federal government organizations that have the public relations and communications department is 142. There are institutions where one can find more than five public relation staffs working as a team and the departments have a directorate status. There are also institutions where one or two public relations experts are acting as event organizing experts and speech writers for the head of the institutions. On the average one can find 3 to 4 staff members in a PR department of a federal government agency.

Purposive sampling methods were mainly employed in this study. Understanding from related literature reviews, most sampling techniques in qualitative inquiry depend not on random probability, where every population element has an equal chance of being selected instead they depend on purposeful selection. As Deacon et al. (1999) mentions what is common to all qualitative section sampling /informants/ procedures, is that selection of sample units is deliberately shaped by research agenda. Thus, the key informants for the study were purposely selected.

The inclusion of the above data sources implies that the study design calls for triangulating methods of data gathering. Triangulation helps to avoid a weakness in one method by using a second method that is strong in the areas that the first is weak.

3.4. Data Gathering Procedures and Tools

The study is concerned with looking at the extent to which public relations units in government institutions use social media strategically. Therefore, data was collected from questionnaire, in-depth interview and review of face book pages of major institutions with more emphasis on ministries.

3.4.1 Questionnaire

Questionnaires are a very convenient way of collecting useful comparable data from a large number of individuals. They are research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents.

Questionnaires can be classified as both, quantitative and qualitative method depending on the nature of questions. Specifically, answers obtained through closed-ended questions with multiple choice answer options are analyzed using quantitative methods and they may involve pie-charts, bar-charts and percentages, whereas answers obtained to open-ended questionnaire questions are analyzed using qualitative methods and they involve discussions and critical analyses without use of numbers and calculations (Dudovskiy,205)

The questions, in the questionnaire designed for this study, were closed ended with multiple choices that respondents were offered a set of answers they have to choose from. The

questionnaire was downsized to avoid confusion and to make the respondents not get bored, and discouraged to answer the questionnaire. One hundred (100 public relation practitioners filled the questioners.

3.4.2. Individual In-depth Interviews

In-depth interviews are useful learning mechanisms about individual perspectives. They are also effective for getting people to talk about their personal feelings, opinions, and experiences. It is known that those who are afraid to talk in front of people about a topic would explain if they get chance of talking in front of one person or the researcher (Lindlof, 1995).

In-depth interviews also are useful in the field of qualitative research for their effectiveness in giving in a human face to research problems. According to Lindlof (1995) it is believed that the interview is a remarkably adaptable tool because it can be conducted anywhere and it can be conducted for short or long period of time as it is necessary. Different informants can offer a variety of insights because they have had unique experiences in the scene.

In-depth interviews involve not only asking and answering questions, but also the systematic recording and documenting of resources combined with a deep probing for deeper meaning and understanding of the people's responses. Unlike focus group interviews, in-depth interviews occur with one individual at a time to provide a more involving experience.

Thus, the researcher conducted in-depth interviews with 52 key informant individuals who were using social media either as blogger or information seeker and those who were working as the public relations experts and department leaders in federal government institutions that aspire to build relationships with publics. The interviewees reflected their own opinions and beliefs about the effectiveness of social media use by government institutions. The main focus of the interviews with public relations practitioners was to understand how effectively their organization used social media engagement. It also aimed at learning how much they understand the nature of social media and tactics and strategies it requires.

Though it helped the researcher to have the inside view on how much effectively they are using social media from the inside, there were times some interviewees tried to cover up inefficiency

of people at both the managerial and technical level. "In-depth interview has also its limitations such as individual factors make it difficult to draw general conclusions. Furthermore, in-depth interviews are based on personal experience and as a result they suffer from subjectivity." (Deacon, et al., 1999, p.---). To minimize such subjectivity, the researcher also included some interview outside public relations practitioners who are using social media as a blogger to entertain their views or as an information seeker just to be updated on what is out there. Therefore, focus group interview discussions were used as a means of getting additional information.

3.4.1.1 The Interview Guides

In this study, semi-structured interview guides were administered in the interview sessions with the respondents. Even though the areas touched by the interviews question similar to the three type of key informants, some additional points were added to get their perspectives based the role they had in public relations use of social media. Questions designed for individual social media users (Ethiopians at home, members of Diaspora community and foreign national living in Ethiopia), targeted to encourage them to evaluate the engagement of public relations practitioners of federal government institutions as a customer or citizen seeking to engage with government institutions online via social media. Semi-structured interviews were chosen by their characteristics of modification according to the context of the conversation.

Furthermore, the designed guides were open-ended questions and the objective of this kind of question is to encourage the interviewees to talk. This enabled the researcher to probe for examples and asking for clarifications. The main variable in this research is social media strategy. So the researcher tried to check if institutions had social media strategies. The questions also addressed institutional social media goals and clear identification of target audience. It also gave chance for the interviewees, special public relations practitioners, to respond if they conducted a research on their social media usage. Checking if the institutions had content production schedule and content strategy in general were also among issues addressed by the interview questions.

3.4.2 Review of face book pages of federal government institutions

Before going into in-depth interviews, the researcher reviewed selected Face-book and Twitter pages and accounts of federal government institutions and over all status of social media use in Ethiopia in general. Accordingly, Face-book pages of 26 ministries and 5 federal agencies were reviewed. In addition to these selected institutions, all active social media accounts being run by Ethiopia were highlighted to understand the general social media status in the country (See Appendices III).

CHAPTER FOUR

4. Data presentation, discussion and analysis

In this chapter data from different sources are presented, discussed and analyzed with the relevant theoretical underpinnings of the two way communications and the strategy to maintain effective public engagement by using social media. Questionnaires and Interviews were designed to get information on the institutions to look into their social media engagement quantitatively and qualitatively. For this reason, close ended questionnaires were carefully analyzed which was supported by in-depth interview which helped in some areas to come up with more finding which was not clearly some presented in the questionnaire. The finding were thematically categorized, presented and analyzed

4.1 Data presentation

4.1.1 Interview

Q1. Do have defined properly defined social media goals?

Thirty three Interviewees said they have social media goals. However when they were asked if the goals were smart enough to measure where their social media usage was effective or not, they said social media had no separate goal rather than being one of PR goals to disseminate institutional information.

Twenty one of the interviewees said they had no social media goals. They stated that there were times even they face a very vague goals of public relation such building national image and creational consensus. According to them national image building is not something a single institution can realize. They also said national image building needs concerted efforts of every actors and stakeholder but they expected to set it a goals which cannot be measured and difficulty to evaluate.

Q2. Do you have defined social media audience?

Out of 52 key informants interviewed, 35 said that there is no need to research social media target audience. The point of reference for these interviewees is that Ethiopia has more than 75% youth population. So, they concluded that youth is a target audience for all public relation practitioners working for government. “We do not need to study who our target audience. It is the youth. 75%% of our population is youth. If you reach the 75%, it is easy to reach the remaining 25%. We have to reach you and make them a motor for the development efforts” (Interviewee 27, on 16 April 2017). Ten interviewees seconded what the 35 interviewees stated but differently. For them it is obvious that youth is their target audience in Ethiopian context. Seven interviewees stated that they had properly defined target audience clustered into age, rural and urban, gender and gender.

Q3. Have you identified social media platforms that best fit to your institutions and organized social media team?

All Fifty two interviewees said Facebook was their number one choice. Ten interviewees said they found Fscebook, Youtube and Twitter appropriate for their institutions. Forty four interviewees said they use Facebook and twitter. They were asked why prefer the two for others; they said the two are easily adoptable. And they also said that since most of Ethiopians are using the two, it is enough to use the effectively.

Q4. Do you use social media progress tracking tools?

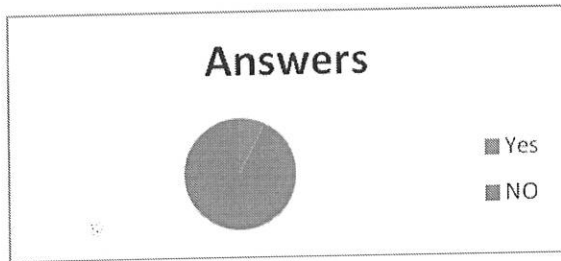
Only five informants had idea about social progress tracking tools. Two informants stated that they are properly using the tools specially Facebook and twitter insights. Forty seven informants said they had no idea about social media progress tracking tools.

4.1.2 Questionnaire

Q1. Did you conduct a research on over all social media status in the country, the social media presence of their competitors and what the public is looking for online in relation to the mission of your organization before you started using social media?

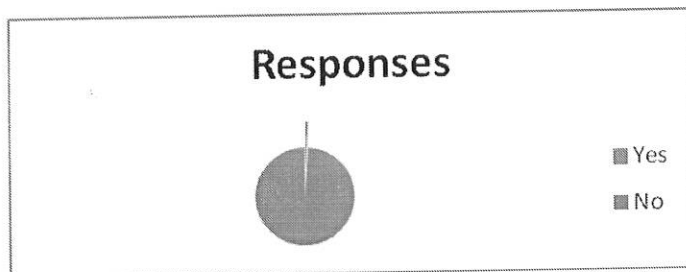
- 93 participants responded “No ”=93%

- 7 participants responded “yes”=7%



Q2. Have you ever conducted a research for both officially sanctioned and unauthorized pages such as fan sites, rogue employee sites or malicious sites posing as you or your organization, representing your organization?

- 99 participants responded “No ”=99%
- 1 participants responded “yes”=1%



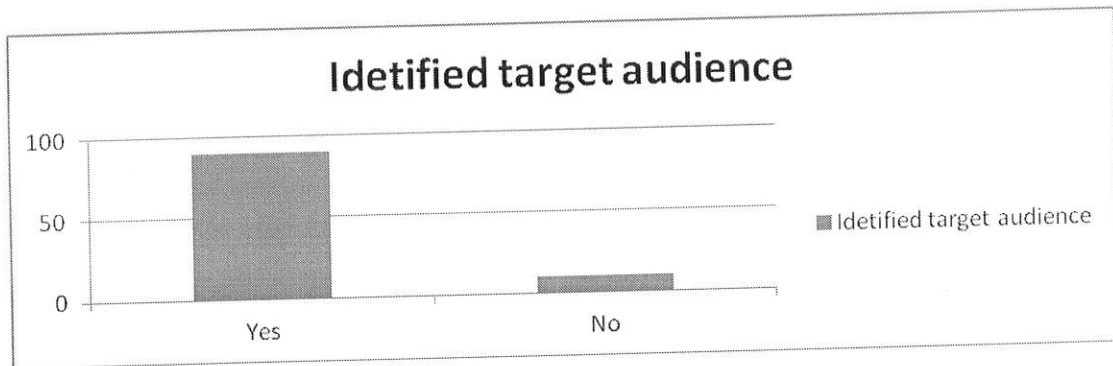
Q3. If you found out that there are officially sanctioned and unauthorized pages such as fan sites, rogue employee sites or malicious sites posing as you or your organization, representing your organization, have taken any action let the public know it is not you?

All the participants answered no=100%

Q4. Have you identified your target audience? Please tick or circle the chosen answer.

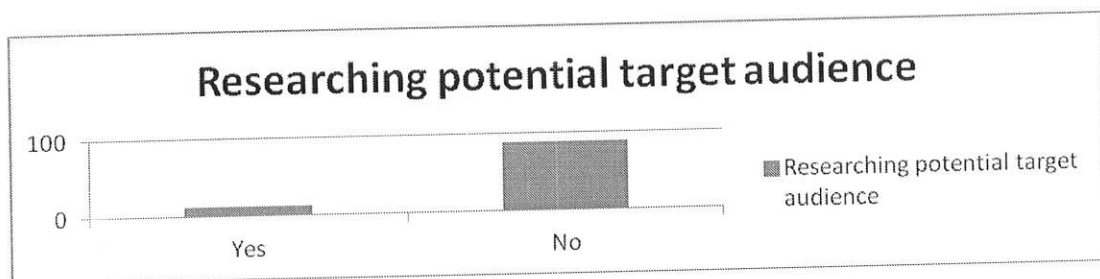
90 answered “Yes”=90%

10 answered “no”=10%



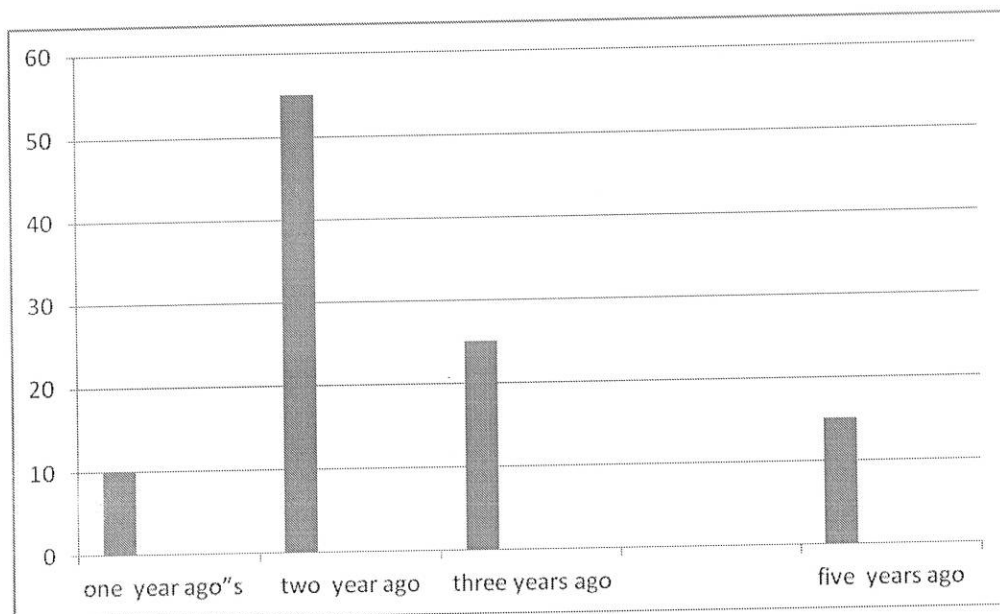
Q5. Do you do research on who is actively engaging with your institution online?

- 85 answered “no”
- 15 answered “yes”



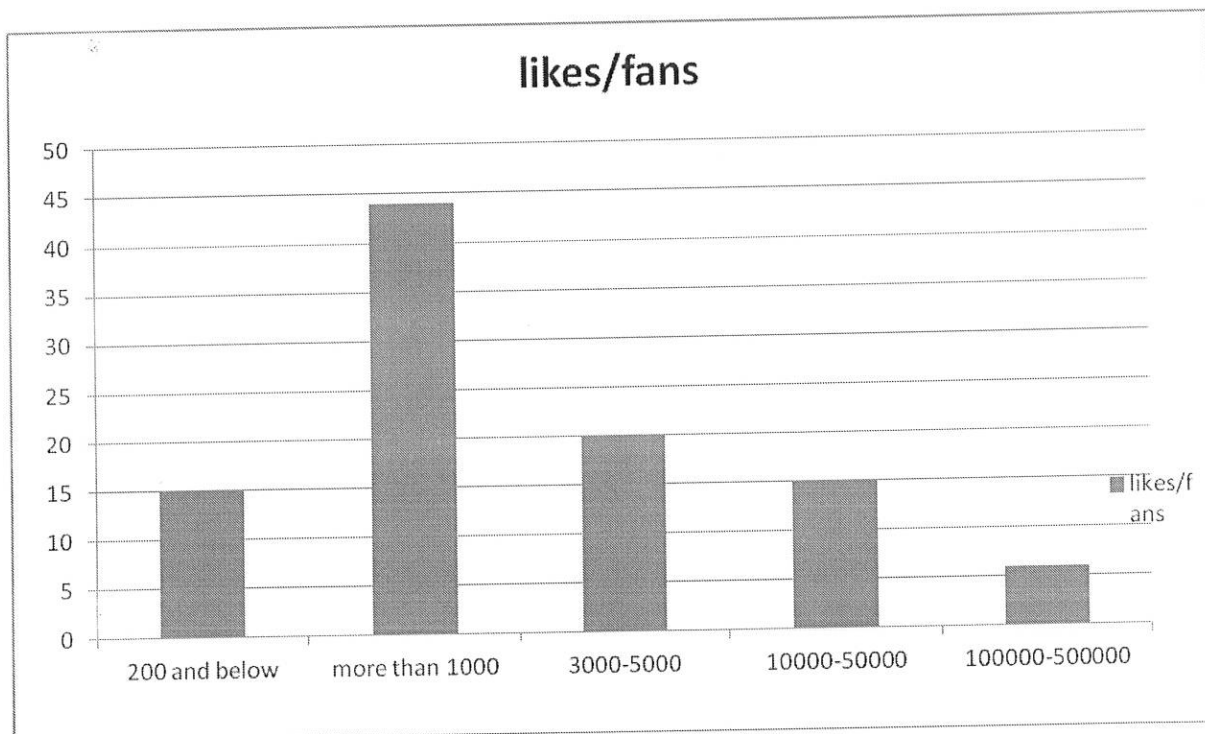
Q6. When did your institution start using social media to engage with the public?

- 55 participants responded “Two years ago”= 55%
- 10 participants responded “one year ago”=10%
- 25 participants responded “three years ago”=25%
- 15 participants responded “five years ago”=15%



Q7. How many fans/likes does your organization's face book page have?

- 15 participants answered 200 and below listed face book as number one
- 44 participants responded "more than 1000"
- 20 participants responded "3000-5000"
- 15 participants Responded "10000-50000"
- 6 participants responded "100000-500000"

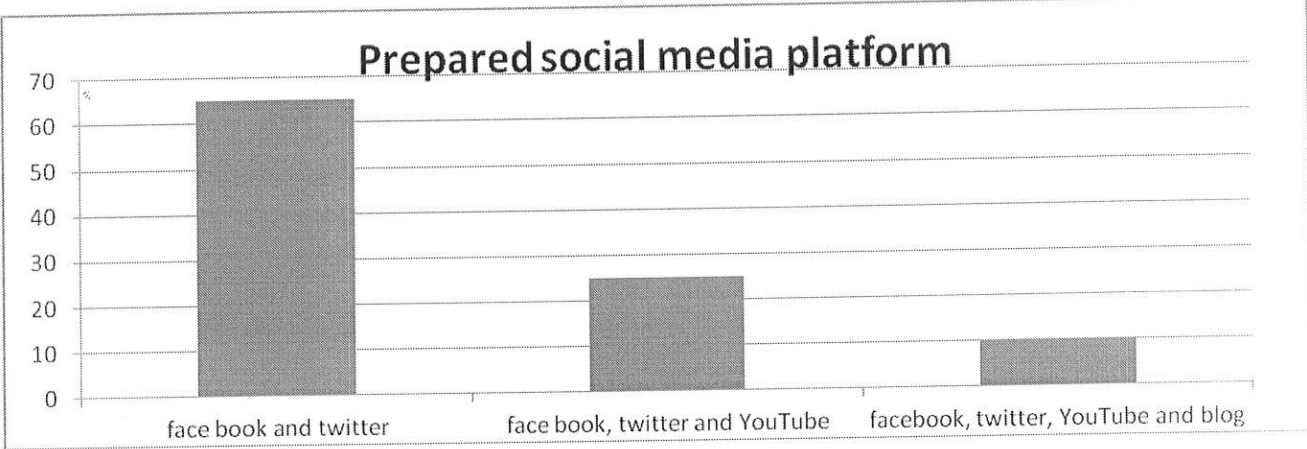


Q8. Did you identify social media platform that can work for your institution?

All the participants answered “yes”=100%

Q9. If the answer for question number four is yes, which social media platform/tools are appropriate for your organization?

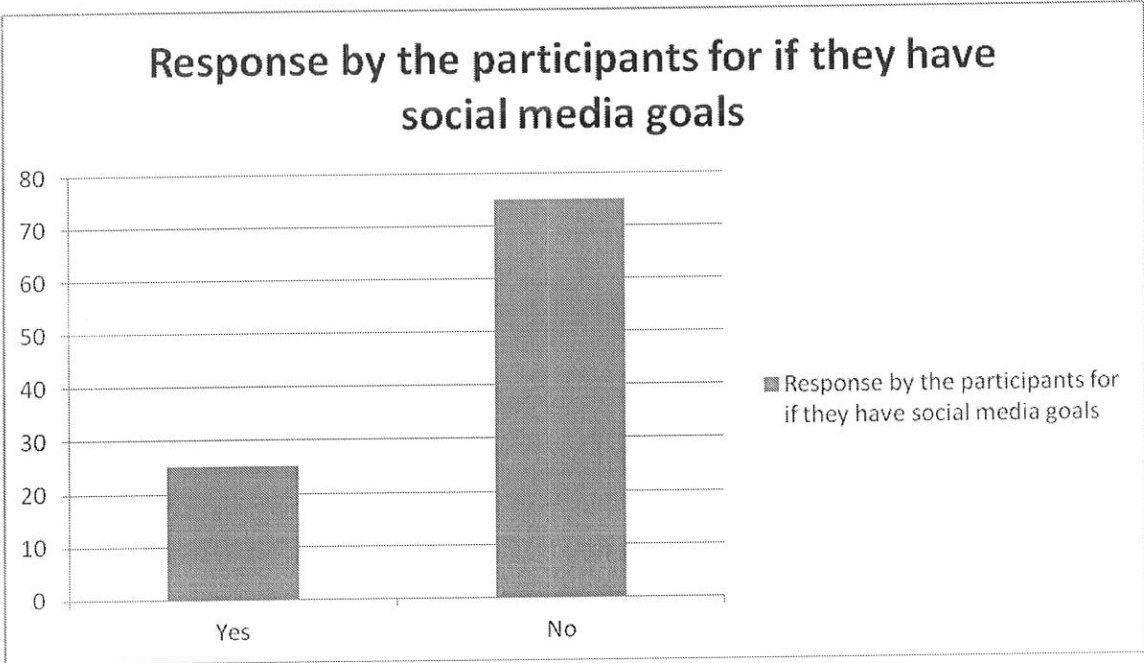
- 65 participants answered face book and twitter
- 25 participants answered face book, twitter and YouTube
- 10 participants answered Facebook, twitter, YouTube and blog



Q11. Do you have social media goals?

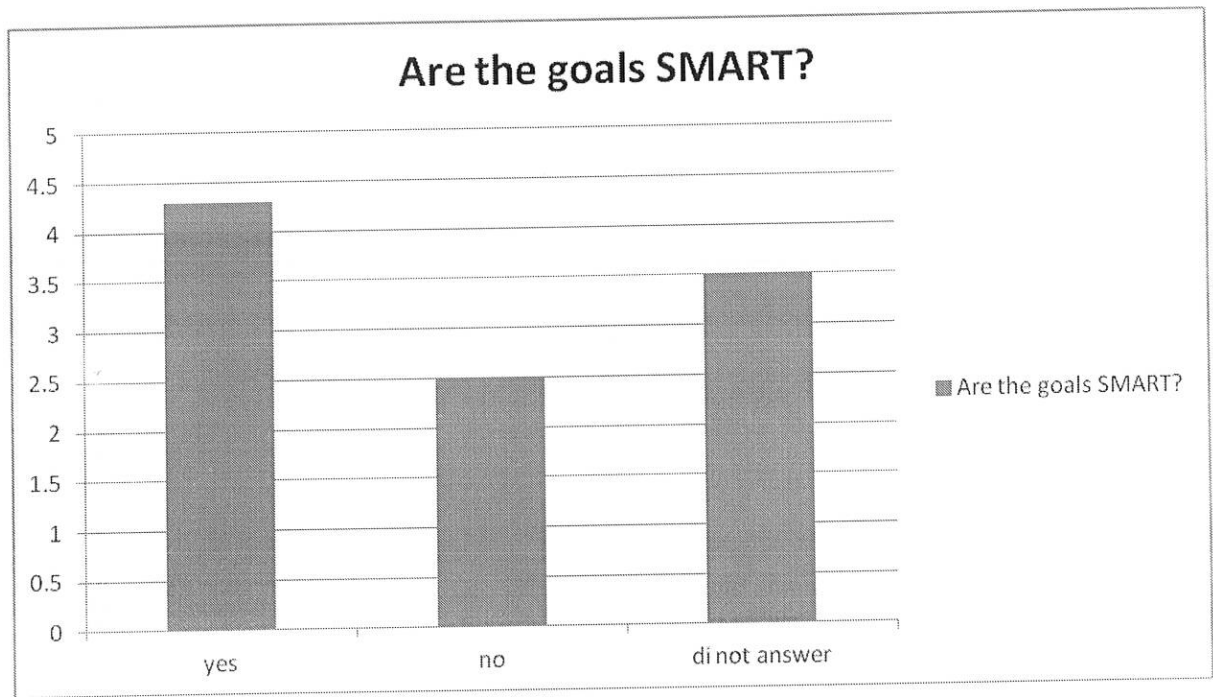
75 participants answered “No”

25 participants answered “Yes”



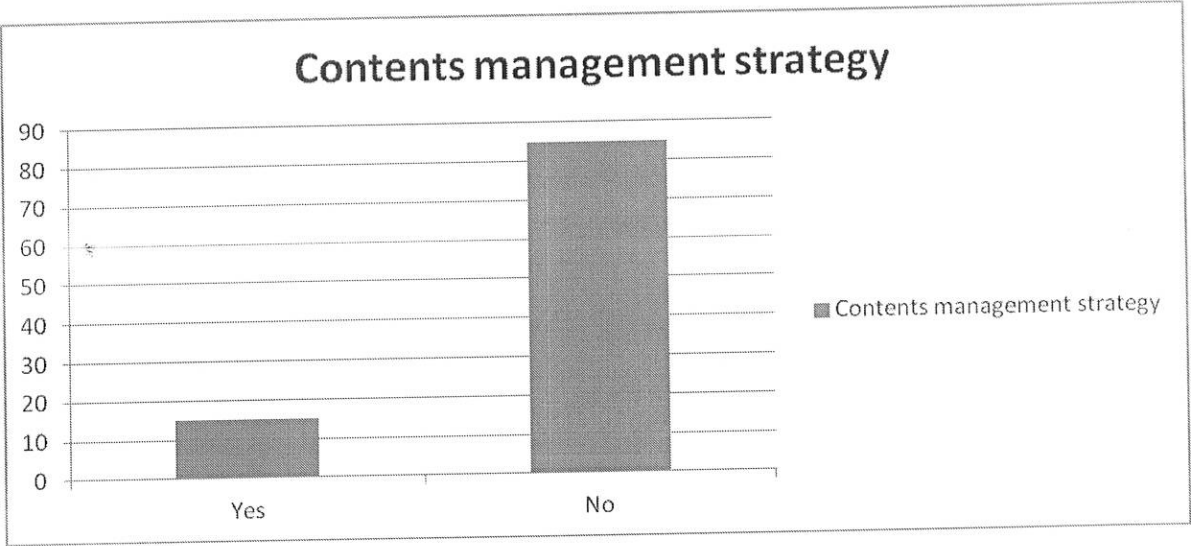
Q12. If your answer is “yes”, do think they are specific, Measurable, Attainable, Relevant and Time-bound?

- 20 participants answered “No”
- 2 participants answered “Yes”
- 78 participants did not answered the question



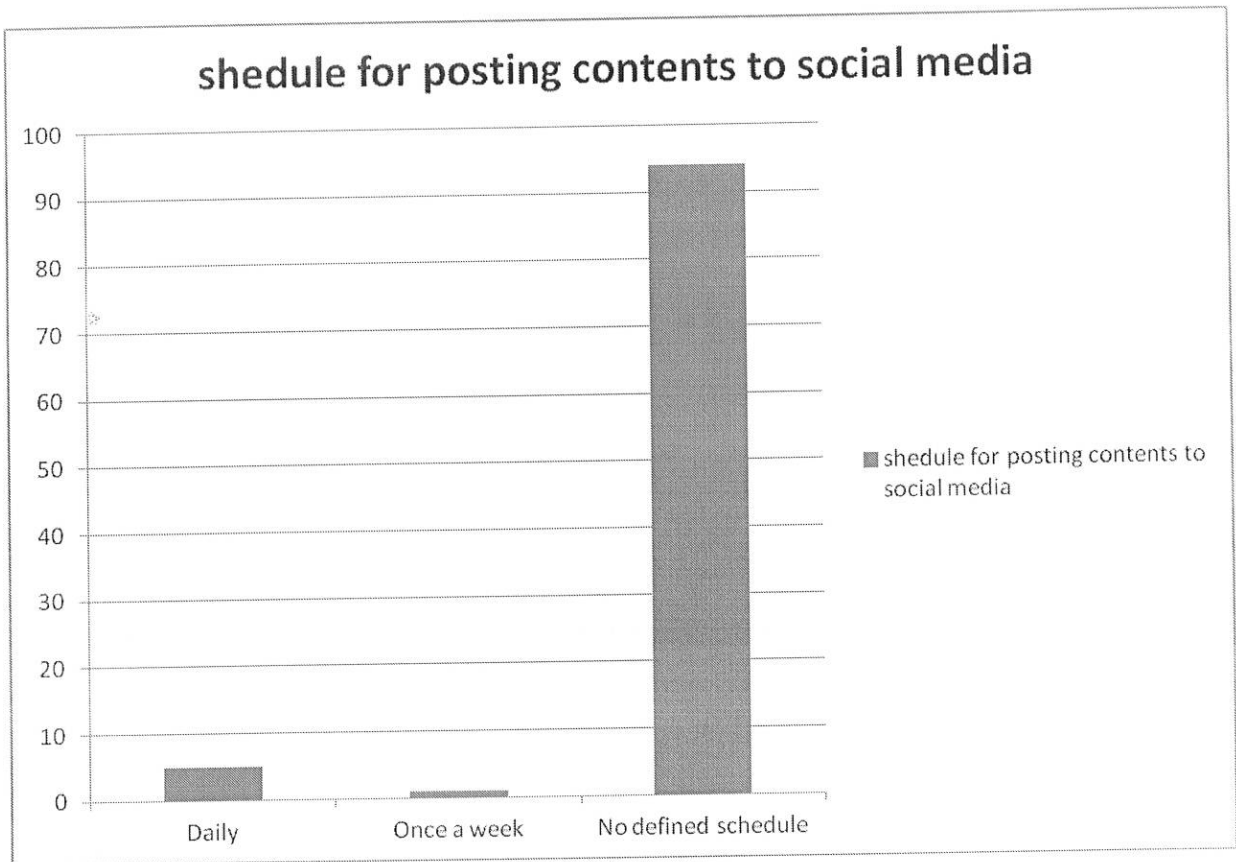
Q13. Do you have content management strategy?

- 85 participants answered “No”
- 15 participants answered “Yes”



Q14. How often do you produce news story and craft messages for your social media pages and account?

- 5 participants answered “Daily”
- 1 participant answered “once a week”
- 94 participants answer “No define schedule”



Q15. Have you assigned role for content creation and management of the content and the accounts and pages?

- All of the participants responded “yes”

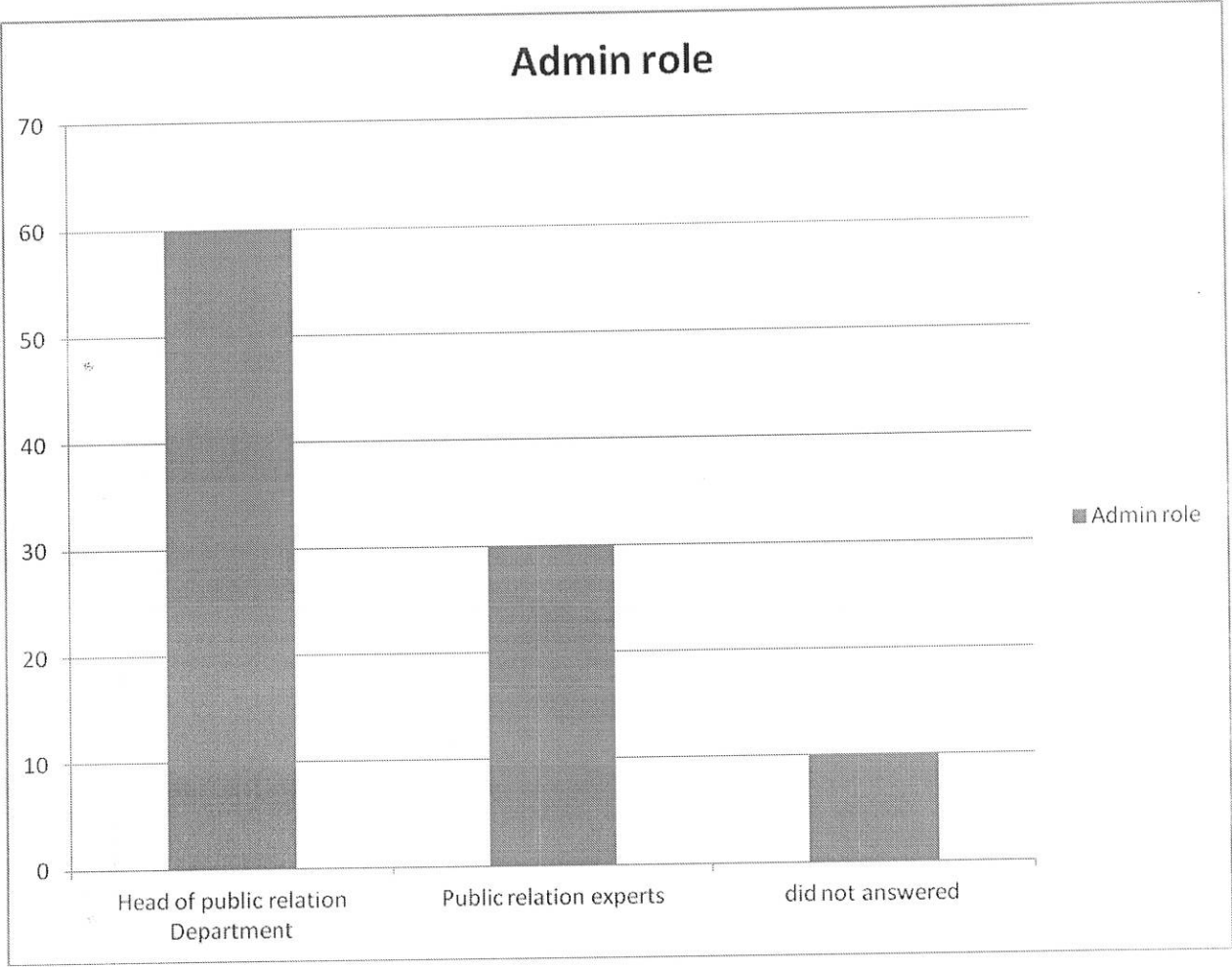
Q16. If the answer is yes for question number 5,

- 1) Who creates contents? Please tick or circle the chosen answer.

60 participants answered “Head of public relation Department”

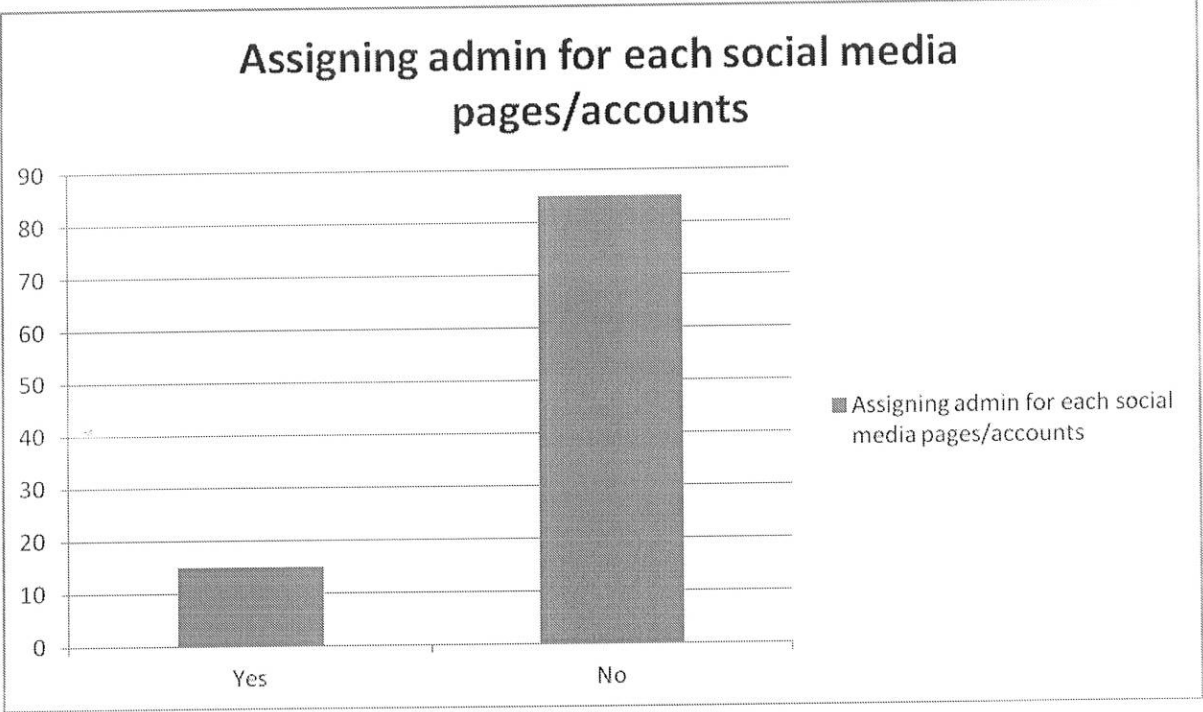
30 participants answered “Public relation experts”

10 participants did not answered the question



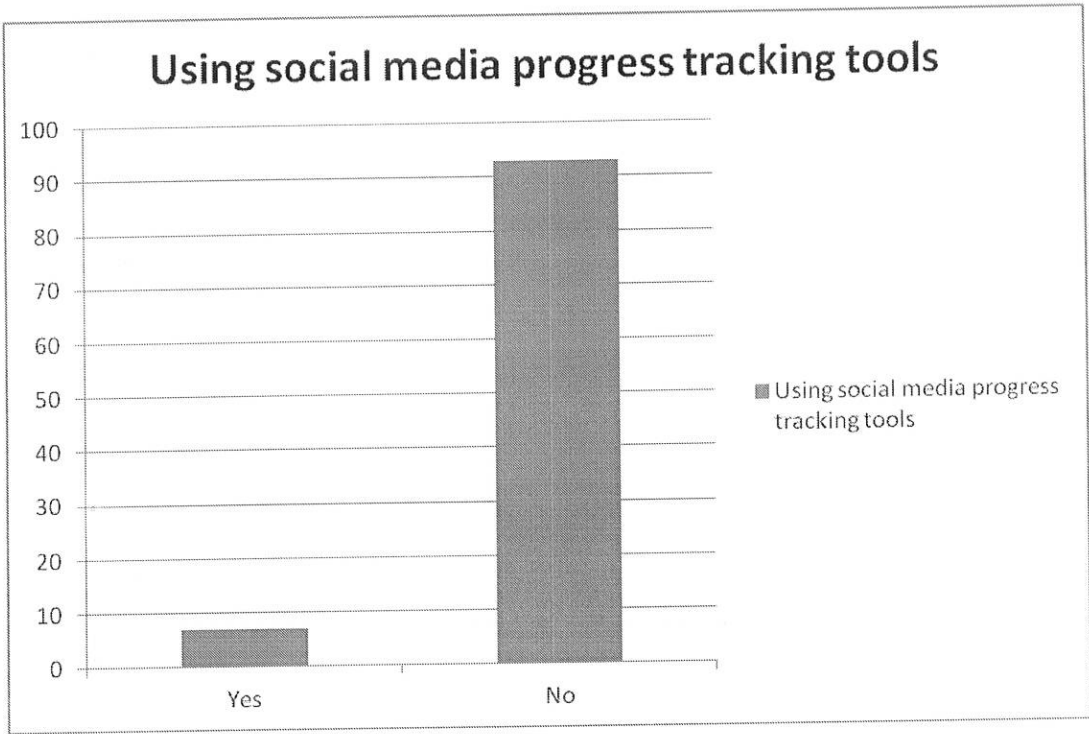
Q17. Do you have responsible person who manage the pages/accounts and assigns other admin members?

- 15 participants answered “yes”
- 85 participants answered “no”



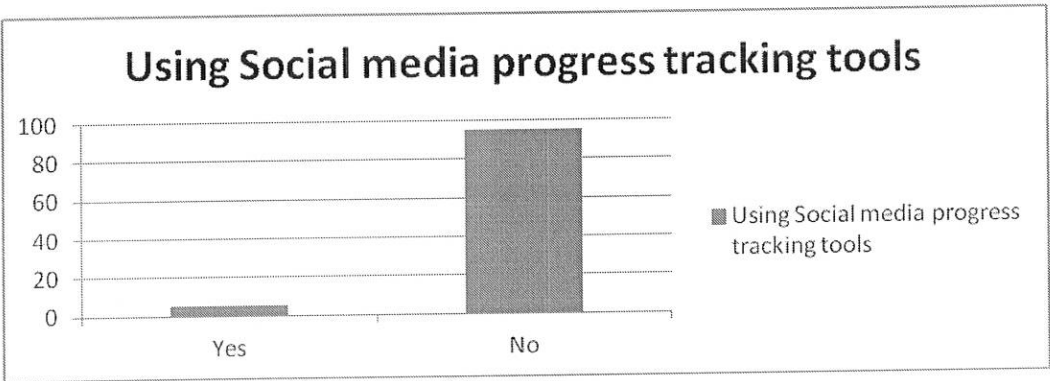
Q18. Do you use social media analytics to track progress?

- 7 participants answered "Yes"
- 93 participants answered "no"



Q19. Do you know social media progress (mentions, sentiments(positive ornegative) tracking tools such as hootsuit, socialpilot_co, the counter, social mention, buffer, boardreader, talkwalker, topsy, Facebook insights etc?

- Ninety five responded they did not know.
- Five responded they know.



4.1.3 Face book review

Q1. Are the Facebook phages of federal government institutions liked by the public and popular?

Out of 142 Facebook of federal government institution only five government institutions had more than 50,000 likes. Only two pages had more than 100, 0000 likes.

Q2. Are the pages updated regularly?

Out of 142 Facebook of federal government institution 72 pages are outdated and some of them were updated one year (even more) ago. Only five pages are were updated regularly. One page had been updated every day and had minimum 15 stories posted each day. However, more than 90 percent of the contents were copied and pasted from Ethiopian Broadcasting Corporation, Ethiopian News Agency and Fana broadcasting corporate.

Q3. Do the pages respond comments of the audience?

None of the pages responded to the comments from the audience.

Q4. Do the contents being posted to the pages consider diverse interest of the audience?

Out of 142 pages reviewed, only three pages had contents in Amharic and English. Contents of the rest pages are, there are pages where one or two out of hundred stories are in English and other local languages, in Amharic. It only two institutions pages that had contents categorized based on audience cluster(age, education, rural-urban etc).

CHAPTER FOUR

4.2 Discussion and Data analysis

As it can be seen from the response by the participants, using social media in federal government institutions is not supported by doing research. Ninety nine percent of the participants did not know who may be using their names by creating fake accounts in the names of their institutions. Only one person responded “yes” but when it comes to taking appropriate action, the answer was “no”. Ninety three percent of the respondents said they conducted a research on over all social media status in the country, the social media presence of their competitors and what the public is looking for online in relation to the mission of your organization before you started using social media.

Having the questionnaire collected and gaps identified, face book accounts of 70 ministries reviewed and in-depth interviews conducted. During face pages review, pages were purposefully selected in order to fill the gaps observed in the questionnaire. Out of 70 institutions’ pages reviewed, in the names of 45 institutions more than three pages in name of each institution. Sixty five institutions did not respond to what their competitors disseminating negatively regarding their institutions. Only five institutions responded indirectly without touching the point.

Out of 52 institutions whose public relations practitioners participated in the in-depth-interview, ten had plan documents, two had social media guidelines (yet to be approved by head of their institutions) and none of them had social media strategy. None of the institutions researched social media presence and strategy of their competitors. Since those pages, pages that advocating against what government public relations practitioners promotes, are advocating against the selected government institution’s mission, government public relations experts are at a cyber-battle field to be champion but based the document review they had no strategy protect their intuitions’ interest from the advocates attach and promoted and fulfill their social media objectives.

In order to fill find the facts which could not revealed by both the questionnaire and face book page review, point were included in the interview guides. Out of 52 key informants selected for the interview, 45 said they did not conducted research to social media. Five responded that since social media is dominating information dissemination, they did a short assessment on how to incorporated social media as means of disseminating information. There pages were having more than three in of, and social media strategy documents of selected ministries and agencies were thoroughly reviewed and the results are presented, discussed and analyzed as follows.

As it was stated in chapter two, defining target audience is one of the key indicators to check whether one is using social media strategically or not. When target audience is properly identified, the contents being posted to social media pages consider the interest of the identified target audience. For example, if the page is about sport, it is good to know what our target audience if seeking online to know about Ethiopian sport. When one properly defines what hi/her target audience I looking for online, then designs a strategy that helps him or her to address what defined target audience is looking for. If we manage to identify what our target audience is looking for and address it properly, the pages likes/fans increases quickly because it grabs the attention of the audience. In this regard, four questions designed to look at if the federal government institutions identified their target audience and are acting accordingly.

During face book analysis, it was found out that only three institutions out of 70 institutions who face book pages was selected for this study has more than 100000 face book pages fans and others have below 5000 fans. It was also revealed that there were up to four pages created in the name of the same institutions. The face book page review also showed that stories being posted to face book page were telling how the institutions were successful in accomplishing their mission. Some page post contents that has no relation to their institutional mission.

As it can be seen from the response to the questionnaire, ninety percent of the respondent answered that they identified their target audience. However, all of the respondents said they did not do research to identify who is looking to engage with them online. The questionnaire revealed that majority of the federal government institutions are new comers to the social media

scene. Seventy nine percent of the respondents answered that number of their face book fan is under 5000 which complements the finding from the face book page review.

Points that need further clarity were included into the interview guides. The first point is that the 90% respondent answered they identified their target audience but all them stated that they did not do research to know who is looking for what there are providing. The second point that during Facebook page review, there only three institutions which had more than 100000 fans. Fifteen percent of the respondents answered that their institutions had more than 100000 which seemed contradicting with the finding from Facebook page review.

The interview guides aimed to find out if the federal institution identified their target audience and engage accordingly. Out of 52 key informants interviewed, 35 said that there is no need to research social media target audience. The point of reference for these interviewees is that Ethiopia has more than 75% you population. So, they concluded that youth is a target audience for all public relation practitioners working for government. "We do not need to study who our target audience. It is the youth. 75%% of our population is youth. If you reach the 75%, it is easy to reach the remaining 25%. We have to reach you and make them a motor for the development efforts" (Interviewee 27, on 16 April 2017). Ten interviewees seconded what the 35 interviewees stated but differently. For it is obvious that youth is their target audience but youth can further cluster into rural youth, urban youth, and university graduates and so on.

Our social media target audience is clear. It is all about youth. But all Ethiopian you may not be looking for what my institution provides. For instance, ministry of education and ministry of agriculture have their own category of youth. I do not believe we need a research to identify our social media target audience. You just disseminated information based on your institutional objectives in a way that youth can be attracted (Interviewee 13, on 06 April 2017).

Seven interviewees believe that it necessary to have at least quick assessment on the overall social status in country and who is looking for what kind of information. According to these interviewee, it is wrong to generalized that social media user are politically motivated.

* Social media has become where people update themselves on current affairs, get knowledge on how to improve their lives, meet with news friends and sell what they produce. When each sector is not be able to communicate with their target audience by using social media, social media become a place for only political debate. However, that does not mean all those who engage online interested in politics. We need to identify our own target audience so that we can provide them what they may get on other pages. (Interviewee 42, on 20 April 2017).

As the finding from both the interview and question showed, federal government institutions have no problem in identifying social media platform that works for them. Number one choice of the participants was face book. They considered twitter and youtube as their second choice. Very few stated that they need are trying to used blogs though not that much effective. During the interviewees said that Facebook is the best choice because most Ethiopian youth is using it. They also said that Facebook is easy to use.

As it was stated in chapter two, setting social goals and objectives is a must if one needs to use social media effectively. But the goals need to be smart enough. If they are not smart, it is not clear why you set them, who will accomplish them, numbers to be measure, whether the goals are attainable or not. It should also need to know if social media support institutional mission and objective. The goals need to be time bounded.

If we take face book page as example, we may have goals to grow likes. Them who is going to like it and why? What should be done to make people like it? One may say “we would like to grow our Face book page likes because Face book is a key social media platform that we can engage with the public and serve to participate actively and get benefited.” Then the goal can be “we wish to grow the X Facebook page from X likes to Y likes by May ---, 2015.”

Based on this rationale, Facebook pages reviewed and questionnaire were distributed. The finding from face book page review discovered that social media usage in federal government organizations are not goal oriented. Except five pages, all 65 pages had no regular posting schedule. Some of them had not been updated for eight months and even more. Some institutions there were institutions just copy and paste what media report. Facebook Page updates

of seventy federal government institutions from January 2016 to February 2016. Out of 142 Facebook pages reviewed, 15 institutions had been posting contents once a month, 32 institutions posted less than six post within one year, 23 institutions posted nothing within the year indicated and 70 pages posted less than three posts or not all at all in one year time.

Out of 100 participants filled the questionnaire, only 25 said they had social media goals. Out of 25 who said they had social media goals, only two answered their goals are specific, measurable, attainable, relevant and time-bound. Again 85% of the participants said they have no content management strategy. Similarly, 94 participants answered they had no define schedule to post contents to their pages/accounts. When they were asked if they assigned role for content creation and management of the content and the accounts and pages, all of them said yes. Sixty percent of the participants said that heads of public relation department is responsible person who manage the pages/accounts and assigns other admin members. The findings from both Facebook page review and questionnaires put in the picture that most of federal government institutions had no social media goals.

Out of 52 public relation practitioners interviewed, only eight said they have social media goals. The remaining 44 said they have public ration plan and goals in which social media is one of the outlet to reach the public. Out of eight interviewees who said they had social media goals, only four said their goals are measurable and time bound. However, they had doubt that the goals are relevant to their institutions.

Then the focus of the interview was why they did not have social media goals. There are very few who had the idea to come up with smart goals and all the strategy but stated that they lack support and commitment from the management. Interviewee 7, who was a public relation expert in one of federal government institutions, stated that their social media use is a toothless dog.

I fear social media like a 'chirak' (Amharic term equivalent to a monster or vampire), liker fire and like an acid that burns people's body. Sometimes ago it used to be us who had total control of what was to be disclosed and what was not. When I get my mobile data on, I read about my own institution what I myself even do not know. I do have social media goal to win the heart of the youth who source of information has become social

media. But the technology requires commitment from the top leadership. You need human resource and budget. What can you do if the management does not care about what is needed to organized effective social media team? (Interviewee 07, on 04 April 2017).

Other complains about the work environment and economic hardship. Interview 12 is a junior Public relation expert. According to the interviewee, there are times that public relation goals even public relation experts themselves do not understand.

How can I measure and attain national image building as a goal. Even what my institution can do in this regard is contributing something to the national image building based on its mission and vision. You have someone who even does not properly articulate the vision and mission of your institution and then the vision of the country as head of public relation department, as your boss and tell you to write national image building as a goal at my level. We try to come up with goals, not of course social media goals but just public rations goals; you do not attain them so you just report number of activities. If you see the reports of public relations, they read ‘we tried to disseminate this and that kind of contents’ but they do have anything that tells what result achieved by disseminating the contents. So not only we do have social media goals but also we do not have smart public relation goals (Interviewee 12, on 06 April 2017).

Out of 52 participants 20, joined public relation industry with no knows how about the field. Some of them said they are not happy with their current assignment as public relation experts and even head of public relation departments. While some of them said they were trying to cope up with the profession but said they wanted long term training. There are still those seem frustrated.

According to interview 15, those who came from different woreda’s and zones to join the federal government institutions frustrated because of both economic and professional reasons.

When we joined federal government institutions as public relation experts, we expected that we could have filled the political aspect of communication gap at federal level. When we were assigned as public relations expert or head of the department, minister and state

minister, and head of agencies expected us just to give them a protocol service. Some of them did not want us to even exercise the profession. We also had economic problem. We left our settled life in our respective region for the mission we were assigned. Some of us even sold our house expecting federal government would provide us full accommodation. When we joined federal institutions, we have to struggle with the harshest environment. Therefore, we have been straggling with our personal problems too. That is why we are not effective in the profession. Social media needs commitment, resource and technology. We try to use it but it is not planned, and goal oriented (Interviewee 15 April 07, 2017).

Interviewees 16, 17, 18 and 19 were from the social sectors. What they have in common were that all of them created social media accounts, posts event based news stories to their pages even though not regularly, and follows up what the audience comments on their posts. However, they did have defined social media goals. Some of them believe that there is no need to have separated social media goals.

We do not need to have separate social media goals. We have information dissemination goals for the public relation activity. Social media is one of our outlets. We also do not need a team that works exclusively on social media. All public relation experts, including head of the department, needs to write something whenever we have events and post it to our page. Organizing a team for social media is wasting financial, human and material resource (Interviewee 17 April 08, 2017).

According to interview 20 who is a senior public relation expert and have reach back ground in the area of journalism and communication, the public relation is a profession that needs professionals.

Public relation is a profession that needs professionals. Politics is something you shape and frame the profession but it is not answer to everything. I have been in the profession in the profession for more than a decade. Where experts from the profession handle public relation, you can see good results. When you come to new media it goes beyond that. It needs comment, to be active in using technology and understanding how to

engage with the public professionally, especially with youth. Federal government communication affairs office gives you one or two day orientation how to open social media accounts and how to post. But what to post and setting social media goals, tactics and strategy needs a deeper understanding. We all have Facebook account at least and some of us try to post some stories. The problem is that very few likes or follows our pages (Interviewee 20, April 10, 2017)

According to Interviewee 25, who is head of public relation, public relation work is a forgotten profession in the country. Interviewee 25 argues that political commitment alone take one nowhere unless the very concept, tactics, strategy, techniques and the values of public relations are properly understood.

Public practitioners are there to win the trust of the public on behalf of the public. They need to understand what government needs from the sector properly and also they need to the public well. The industries are supposed to serve as a bridge between the people and an institution in particular and the government in general. However, the field is a forgotten field by government and by higher education. What the higher education produces is something people find difficult to fit our context. They should be there to support the industry. Where there is weak public industry, especially of government, it is difficult to think about using new technology effectively. Yes, we need to have defined social media goal, strategy and objectives. I ask my staff members to come up with an ad hock social media plan, kind of risk management when something is being posted wrong about my institution, then they try it but terminates somewhere (Interviewee 25, April 12, 2017) .

Social disaster such as illegal migration, human trafficking, and awareness creation on issues related to health, education and job creation a very critical area where the country needs effective communication by using both the mainstream and digital means of communication. Health sector is somehow better than other in producing contents regularly. However, it also lacks properly defined goals and objectives that properly tells what the sectors is aiming to get from the social media.

Interviewees 26-35 were from institution related to good governance directly or indirectly. Public engagement is among main agendas in these institutions as the researcher was able to see from their citizen charter though some of them had no citizen charter.

However, the use of social media, which is a powerful tool for public engagement now a day, in these institutions is weak. Interviewee 28 is a senior public relation expert. According this interviewee, using social media is just for the sake of report.

We all use social media for with no clear clue and strategy. When I compare what we try to post to our social media pages with those who campaign against government, it is meaningless. My team produces some news stories based on major events take place by our institutions or in collaboration with other government institutions. There are times no one likes or shares. Whereas, whatever our competitors post, thousands of people share and like. Social media needs resource, technique, skill and commitment. Especially properly defined goals are a must. We do not have any (Interviewee 28 April 13, 2017).

Interviewees 35 to 52 are from those institutions working mainly on service delivery. These institutions just post list of service they are supposed to deliver. They also produce event based new stories and post it to their social media pages. However, in relation to using social media based on daily, weekly, monthly and annual social media plan, they are weak.

To have social media plan, you need properly understanding of the subject matter itself. We were given one or two days training by whom we consider has better experience in using social media. Then we created pages in the name of our institution. Yes, doing something is better than doing nothing. But it is not effective. We do not have national social media strategy. We do not institutional social media strategy. We do not have institutional social media guidelines. How can you ask experts to use social media on behalf of the institution? We, including me, are not willing to come up with social media plan. We know it is difficult achieve issues to be entertained in the social media goals. How can I say "2000 page likes" if I do not know how to make 100 people like page? So we are not willing to come up with social media goals (Interviewee 37 April 18, 2017)

The final topic raised to investigate if the PR practitioners are using social media was looking at if they track progresses. The findings from the questionnaire demonstrated that using progress tracking tools is not familiar to public relation experts in federal government institution. Except five institutions, other institution from which participants were selected did not know how to track social media progress. When the interviewees asked if they use social media progress (mentions, sentiments(positive ornegative) tracking tools such as hootsuit, socialpilot_co, the counter, social mention, buffer, boardreader, talkwalker, topsy, Facebook insights etc, out of 52participants, 39 answered, "what is it?". Very few of the participants said they used Facebook insights. As was seen from the interview, even those five respondents who said they use progress tracking meant Facebook insight.

CHAPTER FIVE

4. 5. Conclusions and Recommendations

5.1. Conclusions

The findings from both qualitative and quantitative method demonstrated that almost all public relations practitioners in various federal government institutions in Ethiopia lacks social media strategy, social media goals, social media tactics and proper structure. Public relations practitioners lack were not using social media strategically. It also revealed that they continue capacity building to use the technology meaningfully.

Almost all of the institutions included in the study did not do research on the overall status of social media in the country, the statues of the competitors social media and what their potential target audience are looking for online. The study also revealed that public relations practitioners believed that there no need to conduct studies to identify their respective social media target audience. As it can be seen from the social media strategy theory, know what is going on in social networking sites. Unless one knows what the public is looking for online, how other competitors are engaging, what the weak and strong side of the competitors and what gaps needs to filled, starting social media is wastage. Public relations practitioners who are working for government institutions in particular and federal government institutions in particular have to have clear picture of social media status in Ethiopia before they start using social media.

The study also revealed that public relations practitioners thought that social media target audiences were given and they are for the most part the youth. Some of them think that since youth are active in using social media no need to look for specific audience. According them, target audience of social media is the use. However, as it was indicated in chapter two, you use are not looking for the same content. Some use are focused on entertainment. Others are active in political affairs. Yet there are others who are active in economic affairs. Therefore, it is good to identify target audience based on institutional mission and direction. As Ethiopia context indicates, target audience can be categorized as urban and rural. If the content does not include the interest of the urban population, the content should be designed for rural community so that

all the formats, elements and channels consider educational and other related background of the audience.

The study further indicated that sampled federal government institutions did not properly set their social media goals. If institutions have no social media and claiming they are using social media, the outcome is just wasting money and other resource. Without clear goal one cannot know what result may come out of all the efforts being made. In some institution, as indicated in the finding, national image building is set as a goal. National image building is a very broad term. Goal needs to be very specific and attainable.

Lack of skills and knowledge seemed to be one of the major problems that hindered the practitioners from using social media strategically and effectively. More than 90% percent of the survey participants said they did not know what social media progress tracking tools are. As commented by some interviewees, the PR practitioners needed to get both short term and long term trainings possibly organized by higher learning. In these regarding, universities and colleges should offer continues support to the community in general and to institutions in particular.

Analysis of the qualitative data indicated that the challenges the practitioners face when they try to use social media were not only of technical nature. Lack of Commitment from top management to create conducive environment was among the frequently mentioned challenges. More specifically, economic hardship, bureaucratic hindrance and lack of material and human resource and organizational structure that supports social media team need quick response if the institutions are to effectively use social media and bring about tangible results.

Among the findings that stood out in the study was lack of national social media strategy. In the absence of a national social media strategy, the efforts toward national relation building may not bear fruit. It is obvious that the separate efforts of each institutions relation building add up to the biggest figure which government relation is building at the macro level.

To sum up , public relations practitioners in the federal government institution are not only lacking the strategy to use social media effectively but also most of them have not yet started using it. Therefore, government and higher institutions should give focus to empower the public

relation practitioners so that the public and the government will make the most benefit out of the new technology.

5.2 Recommendations

Here are some recommendations based on the findings of the study:

1. There should be an entity at national level that serves as social media training center, new technology development, endogenous values promotion and social media ethics promotion.
2. It would be good if universities design regular short term training on social media concepts, techniques and management so that public relations experts get trained at weekend or any other time.
3. Universities should take providing training to federal government public relation practitioners and creating awareness as part of their community service mission .
4. It would be good if there is a chance at second and college to specialize on social media.
5. There should be national social media strategy in place so that all interested parties can use it as a reference.

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Appendices

Appendices I: Questionnaire

1. When did your institution start using social media to engage with the public? Please tick or circle the chosen answer.

A/ one year ago

B/ Two years ago

C/Three years ago

D/Five years ago

2. Did you conduct a research on over all social media status in the country, the social media presence of their competitors and what the public is looking for online in relation to the mission of your organization before you started using social media? Please tick or circle the chosen answer.

A/Yes

B/No

3. Have you ever conducted a research for both officially sanctioned and unauthorized pages such as fan sites, rogue employee sites or malicious sites posing as you or your organization, representing your organization?

a. Yes

b. No

4. How many are they? Please tick or circle the chosen answer.

A/ one

B/ two

C/three

D/more than three

E/none

5. If you found out that there are officially sanctioned and unauthorized pages such as fan sites, rogue employee sites or malicious sites posing as you or your organization, representing your organization, have taken any action let the public know it is not you? Please tick or circle the chosen answer.

A/Yes

B/No

6. Did you identify social media platform that can work for your institution? Please tick or circle the chosen answer.

a. Yes

b. No

7. If the answer for question number four is yes, which social media platform/tools are appropriate for your organization?

1) -----

2) -----

3) -----

4) -----

5) -----

6) -----

8. How many Total Fans does your institutional pages/account have? Please tick or circle the chosen answer.

Twitter

Facebook

a) 200 and below

A. 200 and below

b) 1000

B. 1000

c) 2000

C. 2000

d) 3000-5000

D. 300-5000

e) 100000-50000

E. 10000-50000

f) 100000-500000

F. 100000-500000

g) More than a million

G. more than a million

9. Do you do research on who is actively engaging with your institution online? Please tick or circle the chosen answer.

A/Yes

B/ No

10. Have you identified your target audience? Please tick or circle the chosen answer.

A/Yes

B/ No

11. Which social media sites/twitter, blog etc/ are they using? Please tick or circle the chosen answer.

A/ Facebook

B/ Twiter

C/ blogs

C/Youtube

D/others

12. Have you ever conducted a research on your competitor's social media presence and identified their major strengths and weaknesses? Please tick or circle the chosen answer.

A/Yes

B/ No

13. How do you see social media usage of your institution when you compare with your competitor's? Please tick or circle the chosen answer.

A/ Very effective

B/ Good

C/poor

D/very poor

14. Do you have social media goals? Please tick or circle the chosen answer.

A/Yes

B/No

15. Do you have content management strategy?

A/Yes

B/No

16. How often do you produce news story and craft messages for your social media pages and account? Please tick or circle the chosen answer.

A/ Daily

B/Once a week

C/twice a week

D/Once a month

E/No define schedule

17. Have you assigned role for content creation and management of the content and the accounts and pages?

A/Yes

B/No

18. If the answer is yes for question number 17,

2) Who creates contents? Please tick or circle the chosen answer.

A/ public relation experts

B/Management bodies

C/Head of public relation Department

D/Social Media Experts

3) Do you have responsible person who manage the pages/accounts and assigns other admin members? Please tick or circle the chosen answer.

A/ Yes

N/No

19. Do you use social media analytics to track progress? Please tick or circle the chosen answer.

A/ Yes

B/No

C/ I have no idea about the tool

Appendices II: Pictures used in the study

Shocking pictures taken from abroad and posted happened facebookFacebook pages owned by Ethiopian

Source Image:

.(https://www.change.org).

http://www.change.org/p/president-barack-obama-secretary-of-state-john-kerry-and-congress-the-forgotten-genocide-holocaust-in-the-kongo
a separate email to signers of your petition.



PRESIDENT BARACK OBAMA, SECRETARY OF STATE JOHN KERRY, AND CONGRESS: The Forgotten Genocide (Holocaust) in the Kongo

CONGOLESE DIASPORA 'USA' AND CONGOLESE COMMUNITY IN AMERICA PETITION TO PRESIDENT BARACK OBAMA, T.O...

<https://www.change.org>

Posts by using the image throughout Ethiopian Social Media (especially by Oromo activist) and some websites:



1. Genocide | OromianEconomist

2. 
- <https://oromianeconomist.wordpress.com/tag/genocide/>

395 × 312 - Posts about Genocide written by OromianEconomist.

OromianEconomist  <https://oromianeconomist.wordpress.com/2016/02/28/395 × 312 - Feb 27, 2016 - 4 posts published by OromianEconomist on February 28, 2016.>

Ethiopia | OromianEconomist | Page 2  <https://oromianeconomist.wordpress.com/tag/ethiopia/page/2/395 × 312 - Posts about Ethiopia written by OromianEconomist.>

Ethnic cleansing Against Oromo People | OromianEconomist  <https://oromianeconomist.wordpress.com/.../ethnic-cleansing-against-orom...395 × 312 - Posts about Ethnic cleansing Against Oromo People written by OromianEconomist.>

Photographic Documentation of TPLF's Terrorist Crimes Against ...  mereja.com/forum/viewtopic.php?f=2&t=112556&start=10

Mar 22, 2016 - 10 posts - 2 authors

395 × 312 - She was a high school student, but that didn't matter to the terrorists from Tigray hell bent on exterminating the Oromo people. Image ...

The Picture That Shocked The World • Ethiopian News Forum - Mereja



mereja.com/forum/viewtopic.php?f=2&t=112480&start=10

Mar 20, 2016 - 10 posts - 4 authors

395 × 312 - Abdisa wrote: Tigray are desensitized to death and violence caused by their own terrorist squads, it doesn't bother them none whatsoever ...

4. 'BECAUSE I AM OROMO': SWEEPING REPRESSION IN THE ...



<https://oromianeconomist.wordpress.com/.../because-i-am-oromo-sweepin...>

395 × 312 - Posts about 'BECAUSE I AM OROMO': SWEEPING REPRESSION IN THE OROMIA written by OromianEconomist.

5. Oromo mothers are in danger : Fascist Ethiopia's regime military forces ...



<https://oromianeconomist.wordpress.com/.../oromo-mothers-are-in-danger...>

395 × 312 - Feb 27, 2016 - Ethiopian security force killed a 7-month pregnant woman. www.ayyaantuu.net
February 27, 2016 # Oromoprotests this mother is a 7 month pregnant ...

Source image:

(www.rightnow.io)



Posts by using the images

Appendix III: Face Book pages of Federal Government institutions

No	Ink of Facebook page	Pages likes		
1.	https://www.Facebook.com/Ethiopianairlines/posts/1535893326495372	1,081,421		
2.	https://www.Facebook.com/MFAEthiopia/	283,906		
3.	https://www.Facebook.com/Federal-Government-Communication-Affairs-Office-of-Ethiopia-349142568566343/	178,864		
4.	https://www.Facebook.com/MFAEthiopia/	283,890		
5.	https://www.Facebook.com/National-Lottery-Administration-Ethiopia-176396532436575/?fref=pb&hc_location=profile_browser	62,323		
6.	https://www.Facebook.com/fdremoe/	52,874		
7.	https://www.Facebook.com/INSA.ETHIOPIA/?fref=pb&hc_location=profile_browser	42,301		
8.	Federal Ministry of Health, Ethiopia	46,528		
9.	https://www.Facebook.com/MoFEDet/?ref=br_rs	20,090		
10.	https://www.Facebook.com/Ministry.of.Transport.Ethiopia/?ref=br_rs	14,452		
11.	https://www.Facebook.com/etsugar/?fref=pb&hc_location=profile_browser	10,087		
12.	https://www.Facebook.com/pages/Commercial-Bank-of-Ethiopia/112944122052262?fref=pb&hc_location=profile_browser	14,367		
13.	https://www.Facebook.com/Ministry.of.Transport.Ethiopia/?fref=pb&hc_location=profile_browser	14,451		
14.	https://www.Facebook.com/EthiopianConstructionWorksCorporation/?fref=pb&hc_location=profile_browser	12,089		
15.	https://www.Facebook.com/InvestEthiopia/?ref=search	15,332		
16.	https://www.Facebook.com/%E1%8B%A8%E1%8A%A2%E1%89%B5%E1%8B%AE%E1%8C%B5%E1%8B%AB-%E1%8A%95%E1%8C%8D%E1%8B%B5-%E1%89%A3%E1%8A%95%E1%8A%AD-%E1%8B%A8%E1%88%98%E1%88%A8%E1%8C%83-%E1%89%9B%E1%89%B5-1743117895906489/?ref=py_c	11,590		
17.	https://www.Facebook.com/Federal-Democratic-Republic-of-Ethiopia-Ministry-of-Industry-166755056811192/?hc_ref=SEARCH	10,273		
18.	https://www.Facebook.com/Ethiopia-Ministry-of-sciences-and-Technology-130832580420569/	5,495		
19.	https://www.Facebook.com/ephpage/?ref=search	5,660		
20.	https://www.Facebook.com/Ministry-of-Culture-and-Tourism-Ethiopia-868041033279063/	2,166		
21.	https://www.Facebook.com/fdresportcommission/	5,453		

22.	https://www.Facebook.com/hofethiopian/?fref=pb&hc_location=profile_browser	6,976		
23.	https://www.Facebook.com/ambafanta/?ref=br_rs	2,108		
24.	https://www.Facebook.com/Ethiopian-ministry-of-trade%E1%8B%A8%E1%8A%95%E1%8C%8D%E1%8B%B5-%E1%88%9A%E1%8A%95%E1%88%B5%E1%89%B4%E1%88%AD-1933517066877528/	25		
25.	https://www.Facebook.com/Ethiopian-Investment-Agency-318284824971349/?ref=br_rs	139		
26.	https://www.Facebook.com/EthiopianMofa/?ref=br_rs	3,625		
27.	https://www.Facebook.com/meleszenawileadershipacademy/?fref=pb&hc_location=profile_browser	5,143		
28.	https://www.Facebook.com/EIARPR/?fref=pb&hc_location=profile_browser	6,611		
29.	https://www.Facebook.com/pages/Ethiopian-National-Defense-Force/112652922116853?fref=pb&hc_location=profile_browser	4,313		
30.	https://www.Facebook.com/EthioDefence/?ref=py_c	6,461		
31.	https://www.Facebook.com/TccpaEthiopia/?fref=pb&hc_location=profile_browser	1,640		
32.	https://www.Facebook.com/Ethiopian-Agricultural-Transformation-Agency-184079755028557/?fref=pb&hc_location=profile_browser			
33.	https://www.Facebook.com/cbe.winget/?ref=py_c	1,562		
34.	https://www.Facebook.com/pages/National-Bank-of-Ethiopia/103127696394606?fref=pb&hc_location=profile_browser	2,975		
35.	https://www.Facebook.com/Ethiopian-Airports-Enterprise-EAE-111034349003285/?fref=pb&hc_location=profile_browser	4,705		
36.	https://www.Facebook.com/diasporamobilization/?fref=pb&hc_location=profile_browser	4,276		
37.	https://www.Facebook.com/Ministry-of-Women-and-Children-Affairs-1574468536107434/?fref=pb&hc_location=profile_browser	5,418		
38.	https://www.Facebook.com/pages/Ministry-of-Education-Ethiopia/110100992264341?fref=pb&hc_location=profile_browser&rf=757698024273652	135		
39.	https://www.Facebook.com/feac.et/?fref=pb&hc_location=profile_browser	6,697		
40.	https://www.Facebook.com/Ministry-of-Health-Ethiopia-444390355683777/?ref=br_rs	5,780		
41.	https://www.Facebook.com/Federal-Democratic-Republic-of-Ethiopia-Ministry-of-Defence-1948299092073200/?ref=br_rs	177		
42.	https://www.Facebook.com/MefEth/?ref=br_rs	1,273		
43.	https://www.Facebook.com/Ministry-of-Science-and-Technology-Ethiopia-386541651526529/?ref=br_rs	3,097		
44.	https://www.Facebook.com/Etiopian-Conformity-Assessment-Enterprise-604417036347482/?fref=pb&hc_location=profile_browser	56		

45.	https://www.Facebook.com/mowieethiopia/?ref=br_rs	3,851		
46.	https://www.Facebook.com/FederalCooperativeAgency/?ref=br_rs	2,494		
47.	https://www.Facebook.com/Federal-Democratic-republic-of-EthiopiaMinistry-of-Health-210454659042449/?ref=br_rs	153		
48.	https://www.Facebook.com/mocpair/?ref=br_rs	310		
49.	https://www.Facebook.com/Ethiopia-Ministry-of-sciences-and-Technology-130832580420569/?ref=br_rs			
50.	https://www.Facebook.com/Federal-Democratic-Republic-of-Ethiopia-Ministry-of-Industry-166755056811192/?ref=br_rs	10,274		
51.	https://www.Facebook.com/Ministry-of-mines-petroleum-and-natural-gas-979225525527643/?ref=br_rs	1,102		
52.	https://www.Facebook.com/molfethiopia/?ref=br_rs			
53.	https://www.Facebook.com/mudhco/?ref=br_rs	9,256		
54.	https://www.Facebook.com/MoAEthiopia/?fref=pb&hc_location=profile_browser	9,048		
55.	https://www.Facebook.com/EthiopianWildlifeConservationAuthority/?fref=pb&hc_location=profile_browser	5,234		
56.	https://www.Facebook.com/Ethiopian-Grain-Trade-Enterprise-1461547200745562/?fref=pb&hc_location=profile_browser	110		
57.	https://www.Facebook.com/meleszenawileadershipacademy/?fref=pb&hc_location=profile_browser	5,164		
58.	https://www.Facebook.com/Ethiopian-Investment-Agency-318284824971349/?ref=br_rs	139		
59.	https://www.Facebook.com/mcitethiopia/?ref=br_rs	4,259		
60.	https://www.Facebook.com/EthiopianPostalServiceEnterprise/	1,707		
61.	https://www.Facebook.com/mcitethiopia/?ref=br_rs			