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ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION GRADUATE
PROGRAMME DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

ASSESSMENT ON PUBLIC RELATIONS CAMPAIGN
COMMUNICATION
PRACTICES AND CHALLENGES AT ETHIOPIAN NATIONAL BLOOD
BANK SERVICE IN ADDIS ABABA

BY
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Addis Ababa University

School of Journalism and Communication Graduate Programme

Department of Public Relations and Strategic Communication

**Assessment on Public Relations Campaign Communication
Practices and Challenges at Ethiopian National Blood Bank Service in Addis
Ababa**

By

Andualem Melaku

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DECLARATION

I, the undersigned, declare that the thesis which is entitled “**Assessment on Public Relations Campaign Communication Practices and Challenges at Ethiopian National Blood Bank Service in Addis Ababa**” and submitted in partial fulfilment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality. Therefore, it is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

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This is to certify that this thesis is prepared by Andualem Melaku entitled “**Assessment on Public Relations Campaign Communication Practices and Challenges at Ethiopian National Blood Bank Service in Addis Ababa**” and submitted in partial fulfilment of the requirements of Master of Arts Degree in Public Relations and Strategic Communication. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality. Therefore, as advisor hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree.

Advisor: Nigussie Meshesha (PhD)

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ACRONYMS AND ABBREVIATIONS

ABC	American Blood Center
ARC	American Red Cross
AIDS	Acquired Immuno-Deficiency Syndrome
BB	Blood Bank Blood Donor
BDCCA	Blood Donation Campaign Communication Activities
BDCC	Blood Donation Campaign Communication
BTS	Blood Transfusion Services
CDC	Centre for Disease Control
CSA	Central Statistical Agency
EDREF	Ethiopian Disaster Relief Emergency Fund
ENBBS	Ethiopian National Blood Bank Service
ERCS	Ethiopian Red Cross Society
FDRE	Federal Democratic Republic of Ethiopia
FGDs	Focus Group Discussions
GPS	Global Positioning Satellite System
ICT	Information and Communications Technology
IFRCRCS	International Federation of Red Cross and Red Crescent Societies
IMHFW	Indian Ministry of Health and Family Welfare
INACO	Indian National AIDS Control Organization
IWD	International Women's Day
KAP	Knowledge, Attitude and Practice
KNBTS	Kenyan National Blood Transfusion Services
MoH	Ministry of Health
MNBTS	Mauritius National Blood Transfusion Service
MRA	Mauritius Revenue Authority
NBBSE	National Blood Bank Service of Ethiopia
NBTS	Botswana National Blood Transfusion Services
NGOs	Non-Governmental Organizations

NPC	National Planning Commission
PR	Public Relations
PRU	Public Relations Unit
SMS	Short Message Service
SOP	Standard Operating Procedures
SPSS	Statistical Package for the Social Sciences
SSA	Sub-Saharan Africa
TTI	Transfusion Transmissible Infections
VBD	Voluntary Blood Donation
VBS	Vietnamese Blood Service
VNRBD	Voluntary Non-Remunerated Blood Donation
WHO	World Health Organization

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Abstract

The demand for blood and blood products are public health concerns for healthcare systems throughout the globe, including Ethiopia. However, the supply for them shows a noticeable gap. The purpose of the study intends to assess practices and challenges of PRs Campaign Communication at ENBBS in Addis Ababa. It employed descriptive mixed methods research which involved both quantitative and qualitative research methods to collect quantitative data from 252 sample respondents and 63 informants, respectively. For this purpose, the researcher used structured questionnaires for conducting the survey, while interview guides for semi-structured interviews and checklist for FGDs, and documentary analysis template for documentary analysis of those relevant documents and materials. Quantitative data was analyzed using SPSS software, and thematic and content analysis techniques were employed to the respective qualitative data. Findings of the reveal that Institute had gap in designing and implementing both short-term and long-term PR research-based campaign strategies for proficiently selecting, implementing and distributing blood donation messages targeted to raise knowledge, inform attitudes and motivate behaviour change, through the controlled media tools; the existing BDCs were excessively and partially focused at a very few sections of the greater mass, which were mainly communities of schools, football teams, and religious groups. Practices of PRs blood donation campaign communication at ENBBS are not also given due attention by the management, lack of basic input resources, not planned based on research-inspired approach, and the communication used text and audiovisual messages which were not well-organized and tailored to potential audiences. However, ENBBS employed TV, radio, various events, brochures, leaflets, t-shirts and caps and other tools to communicate voluntary blood donation campaigns. These efforts were undertaken with some encountered challenges like shortage of skilled manpower and resources and lack of implementing research-inspired PR strategies. Finally, it recommends employment of professionals in PR Department, allocation of adequate resources, use of appropriate and audience-friendly communication tools, and preparation of all messages based on research findings.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The demand for blood and blood products are increasing in all parts of the globe. Blood donation is also a public health concern for healthcare systems throughout the world. However, the concern in Sub-Saharan African countries is even greater than elsewhere. Inadequate blood donation in this region is a major public health problem (WHO, 2019). This problem mainly occurs due to the shortage of blood and blood products in the blood banks, and even the quality and safety of blood transfusion have been a pressing issue in these developing countries, including Ethiopia (MoH, 2018).

There are insufficient blood donations to meet patient needs (Bates *et al.*, 2008; WHO, 2011); gross blood insufficiency as well as geographical variation in access to the blood in Ethiopia, the relatively high prevalence of HIV, poor community awareness of the importance of voluntary non-remunerated blood donation, a consequent lack of voluntary donors, social taboos, and misconceptions about blood donation within the community (Destaw, 2014); the absence of donor database and an effective strategy for donor retention and other blood related services as well as campaign communication systems, frozen discrepancy between the supply and demand of safe blood, and lack of commitment and systematization in the management of the blood banks and their services in general and their respective Department of Public Relations PR in particular (EDREF, 2017; WHO, 2011); mismatch between population living in rural areas with very limited access to education and media, and the greatest potential of blood donation (Daniel, 2008); lack of knowledge of how to attract and retain the highest possible number of voluntary blood donors, and of motivating more and more people to the blood donation sites (NPC, 2018). Therefore, WHO (2009) encourages all countries to achieving 100 percent voluntary blood donation.

Consequently, having recognized the need; the World Health Assembly, the International Federation of Red Cross and Red Crescent Societies, and the International Society of Blood Transfusion have urged the countries to enact effective legislative policies governing operations of blood transfusion and donation services (EDREF, 2011). The

voluntary non-remunerated blood donation is the safest form of blood donations (Rao, 2007). These call for a successful blood donation campaign strategy or technique in blood banks. This motivational and communication technique is thought to be more effective and convincing mainly when it purposively targets and wins the people's hearts from every locality and the whole region (Gillespie & Hillyer, 2002).

The efforts made at recruiting voluntary regular blood donors and the standardization of the quality of service in the banks through distributing more blood donation messages targeted to raise knowledge, to inform attitudes and motivate behavioural change through different media that can reach every element of urban areas in those countries (Siromani & Mammen, 2016). The most successful blood donor service centres should recruit voluntary blood donors as their important and usual duties. Hence, every blood bank should adopt socio-culturally tailor-made motivation techniques on the basis of the nature and realities of each group of audiences that would be the subset of the greater whole population. These techniques are thus designed they can consider and reflect the basic socio-cultural background of the locality and should be communicated to sufficiently sensitize the importance and necessity of the voluntary blood donation to each group of audiences (NPC, 2018).

Strong stakeholders' relationships may contribute to the former's attaining goals and objectives. The blood service banks are the main contributors to donors' satisfaction because they would provide them with relevant education and comfort during the blood donation process. Hanna Stensson (2017) argues that the concepts and principles of public relations with health communication would appear so vital to be followed to the fullest in such banks. Most importantly, public relations combined with two-way health communication which focuses on enhancing the outcomes of their relationships thereby assisting the blood banks in recruiting and retaining voluntary non-remunerated donors of blood, plasma and other blood products (Wiggill, 2017) appear an inescapable approach. Accordingly, blood service banks need engagement in public relations campaign, health communication interventions that are of the utmost importance for these Organizations (MacFarland & Custer, 2017). Nowadays, public relations campaign health communication are increasingly planned and based on research – what practices and challenges exist in the world? Different scholars in the field of study have conducted empirical studies on these issues (Destaw, 2014; Getachew, Seada, &

Endeshaw, 2017; Harrison, 2019; LaMarre & Suzuki-Lambrecht, 2013; Macnamara, 2017; Wiggill, 2017; Yang & Taylor, 2013). It is imperative to study these issues in Ethiopia where there are various socio-cultural contexts. There is also a shortage of active voluntary non-remunerated blood donors to meet the increased demands of blood, recurring problem and other related issues (MoH, 2018) which would lead to a decision of questioning and inquiring for practices of the responsible blood bank service, the jobs done and the challenges encountered with or being faced in these regards. Thus, this study intends to assess on public relations campaign communication practices and challenges at the Ethiopian National Blood Bank Services in Addis Ababa.

1.2. Statement of the Problem

The purpose of this study was to assess on public relations campaign communication practices and challenges at the Ethiopian National Blood Bank Services in Addis Ababa. Voluntary non-remunerated blood donations from the public at large require for evidence-based, well-planned and organized step-wise public relations campaign which involves two-way communication using appropriate PRs tools to send health and related messages to sensitize, create awareness, impart knowledge, build confidence, motivate people for blood donation and to keep them for long in blood bank services. Lee, Neeley and Stewart (2012) state public relations is an important tool of governance just like other tools used in government agencies. Thus, PRs practices in its campaign communication towards addressing the problem under investigation.

Public relations as fundamentally a profession of relations, and it is through building and maintaining relationships, and facilitating communication among different social actors that the profession of public relations contributes to the accumulation of social capital and the supports in a society (Yang & Taylor, 2013). Scholars and practitioners in public relations accept their profession contributes to organizational survival. The practice of public relations builds relationships and helps organizations and publics to understand each other. Empirical studies suggest that the public relations professionalism benefits from societal conditions such as economic growth and democracy (Sriramesh & Vercic, 2009). Highly professionalized public relations practice could contribute to and enhance societal relationships.

Southwell and Yzer (2014) recommend the use of public relations for strategic campaigns. Yang and Taylor (2013) note that public relations professionals have intended such campaigns to generate specific outcomes or effects among a relatively large group of people through an organized set of communication activities, usually within a specific period of time. Organizations pay for the campaigns based on their potential to foster obvious and consequential behaviour change (Wellings, 2002).

Health communication is integral to the effective public health response to the continuing threat posed by communicable diseases in European Union (EU) and European Economic Area (EEA) Member States. Public health practitioners, programme managers and policymakers need to be aware of health communication interventions aimed at enhancing opportunities and strengthening evidence-informed action in health-related activities (Sixsmith, Doyle, D'Eath M, & Barry, 2014).

Destaw (2014) suggests the practice of PRs campaign communication towards attracting voluntary blood donors at blood bank service centres or organizations would be worthy to improve the supply. Worldwide, regarding these issues, there are various kinds of message and media strategies in blood donation campaign communication practices of public relations (Cutlip et al., 2000; Wilcox et al., 2003). Such campaign communication could be facilitated by employing strategies for blood donation. These include: made via the mass media (e.g. local newspapers, magazines, publication agents, TV, radio and others). In addition, the professionals could use electronic media and other sources (like SMS, e-mails, websites, electronic and social networks through popular social networks like Face book, Twitter, Linked In, Google plus, Orcus, and Tagged) to reach, motivate, and recruit more blood donors in a broader area (Siromani & Mammen, 2016).

However, these concerted efforts could not escape some multi-dimensional challenges encountered while practising the PRs campaign communication in blood donation activities at blood banks in various socio-cultural contexts. The challenges could be problem in achieving 100% voluntary non-remunerated blood donation, lack of governmental commitment, frequent governmental changes, limited financial resource and lack of trained personnel, and racism controversy (McQuilten et al., 2014); cultural and social factors (Muthivhi et al., 2015). These multi-faceted factors may trigger for the following research questions.

1.3. Research Questions

1. What are the major campaign communication practices of public relations that have been accomplished during blood donation campaigns in the ENBBS?
2. How has the ENBBS used the PR tools for blood donation campaign communication purposes?
3. Are there PR strategies implemented in the ENBBS for planning and programming of campaign communication within its overall goals, objectives, and for selecting the defined target audiences using appropriate media usage in the blood donation campaign?
4. Have the audiences of the PR activities and blood donation campaigns of the ENBBS responded well?
5. What are the challenges of blood donation campaign communications of the ENBBS?

1.4 Objectives of the Study

1.4.1. General Objective of the Study

The general objective of this study is to assess the practice and challenges of campaign communication of the public relation activities in the Ethiopian National Blood Bank Service in the blood donation campaigns in the country, taking the main office in Addis Ababa as its study area.

1.4.2 Specific Objectives of the Study

The specific objectives of this study are:

- To assess the campaign communication practices of public relations during blood donation campaigns in the ENBBS;
- To find out the PR tools that the PR officers use for campaign communication purposes;
- To investigate the PR strategies implemented in the ENBBS for planning and programming of campaign communication within its overall goals, objectives, and for selecting the defined target audiences using appropriate media usage in the blood donation campaign;
- To examine the responses of the audiences to the PR activities and blood donation campaigns in the ENBBS; and

- To identify the challenges and prospects of campaign communication of the ENBBS.

1.5 Significance of the Study

The annual blood collection level rate in the nationwide in Ethiopia is only very much below the demand and its possible positive impact on the survival of the blood-needy patients. The shortage has put a huge strain on caring for patients in desperate need of blood transfusions. Owing to the very high number of deaths nationwide happening due to the lack of blood, the PR in the ENBBS should be timelessly hardworking and so widely systematic as well as technical sensitization the real extent of the problem to its potential audiences everywhere in the country.

In this regard, the general significance of such a research practically made on the campaign communication and the PR challenges, practices and campaign activities for blood donation in the country's main blood bank would be quite contributive in the process of ensuring the reduction of deaths that would be caused in the cases of the shortages of safe bloods in the health facilities.

The significance of studying the relationship between the communication source and the audience is to understand the operation of cause and effect, which enables to give recommendations to the work, in particular as to what should be continued and what should be changed and developed. The present study would be significant in the sense that it would be providing pieces of vital information that would help improve the quality of the blood donation campaign to be conducted by ENBBS in the illumination of the most successful PR principles and strategies. For instance, an effective PR work can be produced through meeting the major PR needs of the work space, basic communications equipments (telephone, fax, computers, and internet) as well as using the other modern ICT results in the campaign communication activities (Davis, 2013). The finding of this study would, therefore, be useful in justifying the most possible interventions to be made in the independent PR activities of these types in the ENBBS so as to enhance the level of utilizing potential donors, who would be lacking the initiation and the favourable opportunity in the cases of the appropriate media and audience selection processes are missed.

On top of these, substantial data regarding the PR practices and challenges in the blood donation campaign communication is relevant for policy makers and health care

authorities to make decisions towards the subject. This study can also be used as a source for those who would be interested in conducting any further study in the area. All the above facts along with the absence of, as far as this research is concerned, any prior research particularly in the study area and the theme would also make this study significant.

1.6 Definition of Terms

- **Blood bank** is a place where blood is collected from donors, typed, separated into components, stored, and prepared for transfusion to recipients.
- **Bloodmobile** is a blood collection system that uses a number of innovations, including the mobile refrigerated trucks.
- **Donation** is to make a donation to charity/the act of giving blood.
- **Extraction** is the act or process of removing or obtaining something from something else.
- **Repeaters** are those retained return blood donors.
- **Return donors** are volunteer donors. The relationship between the donor and the charity is probably tense if a return has been demanded by the donor.
- **Sensitization** is to make somebody more aware of something, especially a problem or something bad.
- **Transfusion:** Blood transfusion is generally the process of receiving blood or blood products into one's circulation intravenously.

1.7 Scope of the Study

This study is delimited to assess the PRs practices and challenges of campaign communication in the blood donation campaign of the Ethiopian National Blood Bank Service in Addis Ababa. To this end, the target populations of the study were the ENBBS employees, selected blood donors and potential audiences of the PR activities, and people who had been served by the blood transfusion services of the Institute in Addis Ababa. Moreover, the available potential documents in the ENBBS and other related health care centres in Addis Ababa, which are relevant to the messages of the planned and the implemented blood donation PRs campaign communication of the Institute were critically assessed.

In addition, the scope of the study was delimited within the ENBBS and its stakeholders in the City Governance of Addis Ababa. Generally, the study mainly focused on the campaign communication for voluntary blood donations in the Blood Bank since 2013 because its leadership was shifted from its former leader, the Ethiopian Red Cross Society to the Ethiopian Federal Ministry of Health.

1.8 Limitations of the Study

There were certain problems and challenges encountered while conducting this study. These situations might limit the findings of the study and then affect the possible conclusions drawn and the plausible recommendations forward for action on the part of concerned stakeholders at different levels in various contexts. Questionnaires were used to assess the respondents' responses to PRs campaign communication to audiences for blood donation in Addis Ababa. However, the researcher experienced one disadvantage of using the questionnaire. There were a series of standardised, but inflexible questions. Here, respondents had different viewpoints on a particular, which required for spaces to express their ideas. Contrarily, such conditions may take the respondents' time to complete the questionnaire. Consequently, their responses might be limited.

On the other hand, I employed different types of interview method which provided me with various advantages for getting profound information about a specific issue in the study. But the verbal communication between the key informants and me sometimes caused difficulty in understanding and reaction between both parties during the session of semi-structured interviews. In the same vein, contents of some documents might not be actual reflections of what had been realized on the ground, but in air.

Along with these methods of data collection, focus groups were employed to investigate the responses of blood donors to blood and blood donation media messages communicated during the public relation campaign communication. During the focus groups, there was sometimes dominance in which some discussants raised and discussed a specific topic for longer time than the rest that could share other discussants' time to share their views on the topic under discussion. Consequently, I intervened in the due course of discussions which may affect independence of the FGD participants thereby preventing them from sharing certain important viewpoints that might be forthcoming. Finally, the researcher

would accept (because of lack of experiences and skills), no absolute perfection was seen during the focus groups sessions. It is also worth noting the possible limitation of this study in that the sample might not be fully representative of the rural population around Addis Ababa as the survey was conducted in the settings of the seat of the Head Quarter of the ENBBS where it is situated in Addis Ababa.

1.9 Structure of the Thesis

The thesis has five chapters. The first chapter describes background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, definition of key terms, and limitations of the study. Chapter Two dwells on reviews of related literature. Next, it discusses the research design and methodology. The fourth chapter presents both quantitative and qualitative data collected from the respondents and the informants, their analyses, interpretations and discussions in the light of other related studies conducted elsewhere in the world. Finally, it highlights the conclusions drawn from major findings which have been running throughout the text and the recommendations suggested for action by concerned stakeholders.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 Introduction

This chapter dwells on review of related literature on what previous researchers have studied on the issues under investigation and discovered. It is also organized into sub-sections. The chapter discusses about blood donation in terms of strategies, tools and methods; public relations; PRs role in campaign communication; PRs campaign communication models; PRs campaign communication practices in developed and developing countries; and challenges of blood donation PRs campaign communication and related issues.

2.2 Blood Donation: Strategies, Tools and Methods

2.2.1 Blood Donation

Blood is an invaluable, life-sustaining fluid. Without a sufficient amount of blood, the cells of the human body could not receive the oxygen and nutrients they need to survive. Similarly, the body could not combat infections, rid itself of toxic waste products, or regulate other aspects of its internal environment (Whittemore, 2009). The critical importance of blood to life necessitates for blood donor recruitment and blood donor retention are significant public health issues in elsewhere in the world (Masser et al., 2009).

Here, blood banking becomes indispensable as it is the core aspect of the blood related services and the public relations (Dhingra, et al., 2004). Blood bank is a place where blood is collected from donors, typed, separated into components, stored, and prepared for transfusion to recipients. The blood bank may be a separate free-standing facility or part of a larger laboratory in a hospital, where the blood donation campaigns and public relations activities are a matter of necessarily (Tagny et al., 2010). Blood donation public relations campaign communication can be defined as a collective name for varieties of efforts and activities that are mainly intended Blood donation campaign communication is considered as the main public relations duty in the blood donation activities of the health organizations to mobilize people to donate blood (Rahul, 2017).

It is communication between donors and blood bank(s). It needs efficient and effective communication ways and activities that help the donors and blood banks correspond and coordinate with each other to minimize donation efforts (Rahul, 2017). Hence, one can

see how blood donation campaign communication practices can be better done by responsible staff in a Department of Public Relations and Communication which aims at introducing different campaign schemes with attractive attentiveness and cadence. Further, the Official would be involved in systematizing the flow of financial and non-financial resources in line with encouraging the potential donations and channeling the supplied blood to the potential beneficiaries (Suoud & Rebik, 2018).

2.2.2 Strategies, Tools and Methods

Blood donation related activities require for engaging in campaign. Blood donation campaign furthermore dictates a strategy. Strategies can be a short or a long term and a direct or an indirect and supplementary strategy. An effective blood donation campaign appears to use those variety strategies, as well as those strategy-oriented, methods and tools accordingly to the audience, time, situation, etc. (IWD, 2017). The short term strategy is any program supporting and helping to propagate the message of particular blood collection drive, which may include seminars, talks, meetings, poster, banner, hoarding, leaflet, radio, TV, newspaper announcements and reporting.

In contrast, the long-term strategy is any donor recruitment strategy that is meant for recruiting donors of tomorrow. These are the methods for recruiting donors of tomorrow: walk, rally, hoarding, articles in print media and general awareness programme to inform and educate common people. School education programme, incorporation of lessons in school text books, demonstration of blood donation camps in schools. Converting blood donors and young adults to honorary donor recruiters through structured training programme to spread the message of blood donation deep down in the community helps building up a healthy people's movement (Anju et al., 2014).

After successful completion of school education programme, the school may be encouraged to organize blood donation campaigns with teachers, parents, ex-students and people of the locality as donors and the children as organizers and motivators (Kotler & Lee, 2008). The children can further motivate their parents and relatives to donate blood in the camp organized at their schools may be presented with a badge with an inscription like "I am proud. There is a blood donor in my family" (IWD, 2017).

Mass blood donation drives after a general awareness campaign by bringing in a number of blood banks to work side by side and pre-donation announcements and post-

donation reporting are also considered as long term strategies. These camps help in spreading of the messages of voluntary blood donation in the community which in turn would help organize smaller drives throughout the year (Rahul, 2017).

On one occasion, there can be concurrently a number of camps in different places. The quiz contests, debate, elocution contest, sit and draw contest, slogan contest, essay contest on blood and blood donation are also parts of long-term strategies (IMHFW, 2016). The most common methods employed generally under the direct strategy are lectures/discussions/ seminar/symposia/group-meetings, etc. These are particularly applied to organized target groups like industrial and commercial establishments, clubs or locality based organizations, schools and colleges as also for organized professional bodies like those of medical professionals, para-medicals, nurses, teachers and those of sportsmen, intellectuals, performing artists and the like (IWD, 2017).

The areas covered in such talks would include: brief history of blood donation movement and blood transfusion; present status of blood transfusion service of the region; indications of blood transfusion, as a life saving measure; blood requirement of the region vis-a-vis availability and their source; evils of blood procured from commercial sources; eligibility of the donor; actual material loss" after donation and recuperation thereof: advantages of blood donation; importance of safe blood donation; blood donation as safe procedure; possible role of the target audience in this regard; an appeal to participate in the movement. In conclusion, some time should always be made available for a question and answer session (Anju et al., 2014).

As to the indirect strategies, the common and useful methods applied for group or community motivation includes putting up of banners; and displaying hoarding posters in public places and distribution of leaflets and handouts. Furthermore, indirect methods of blood donation campaign also comprises puppet shows, drama, songs and poems with the theme of blood donation; presentation of badge, lapel pin, and watch-stickers; awarding donors certificate in public ceremonies to help motivate the non-donor general public; addressing impressive thanks letters to the donors that can generate lasting warmth and induce the donors to repeat the act of donation; providing group recognition and trophies that are awarded for mobilizing the maximum number of blood donors; organizing 'know your blood group' stalls decorated with colourful slogans, posters and allied visuals at fairs,

exhibitions, festivals etc, accompanied by short talks and distribution of leaflets; organizing a short-film show and skit on the theme of blood donation (Appiah, 2013).

Moreover, such methods include: displaying cinema slides and mobile audio-visual campaigns; using the mass media like news papers, periodicals, radio and TV in roundabout; organizing debate, poster, quiz and slogan competitions; distributing special donor-badge for multiple donations; printing blood donation slogans on the outdoors of hospitals and health centers and bills presented by the electricity/water board and on premium notices, receipts, milk pouch or food packing and postal cancellations; organizing national/state level awards for donor organizations; and calling the appeals from religious leaders to their followers and the general public (IWD, 2017).

The supplementary methods of blood donation campaigns are of motivation of the blood users (i.e., medical professional, para-medicals, nurses and those in the administration who run the service); laying stress on the importance of a well-organized and standardized blood transfusion service as part of the national health care service; giving an emphasis on avoidance of injudicious use of blood; impressing upon the blood bank personnel the need to be courteous in approach to the donors; introducing a comprehensive in-service trainings for blood bank staff members in updating their knowledge and skills; setting up pleasant housing for blood banks and appropriate collection apparatus so as to impress the donors; and following the strict donor-screening procedures according to the standard norms to instill confidence in the donors (IMHFW, 2016).

2.3 Public Relations

Scholars in the field understand public relations as fundamentally a profession of relations, and it is through building and maintaining relationships, and facilitating communication among different social actors that the profession of public relations contributes to the accumulation of social capital and supports the existence of society (Sriramesh & Vercić, 2009). There are a number of definitions of this concept. For example, Spacey (2017) defines public relations as a strategic communication process companies, individuals and organizations use to build mutually beneficial relationships with the public. Thus PR is the process of managing an organization's communications with stakeholders. This plays a role in the reputation, compliance, marketing, risk and crisis management of a firm.

The main objective of PRs is to maintain a positive reputation of the brand and maintain a strategic relationship with the public, prospective customers, partners, investors, employees and other stakeholders. Functions of PRs include: establishing the relationship among two groups (organisation and public), developing reciprocal understanding and goodwill, and analysing the public perception and attitude, identifies the organisation policy with public interest and then executes the programmes for communication with the public. Generally, there are common types of PRs - media, investor, government, community, internal communication, customers, and marketing relations.

Regarding elements of PRs, UNDP –India (2019) identifies the following: a planned effort or management function; the relationship between an organisation and its publics; evaluation of public attitudes and opinions; an organisation's policies, procedures and actions as they relate to said organisation's publics; steps taken to ensure that said policies, procedures and actions are in the public interest and socially responsible; execution of an action and or communication programme; and development of rapport, goodwill, understanding and acceptance as the chief end result sought by public relations activities.

2.3.1 Areas of Public Relations

Public Relations practitioners undertake a variety of PR activities throughout the communications life cycle as they seek to identify and build relationships with the media and understand and influence the conversation about them, their organizations try and competitors across print, broadcast, online and social media. Accordingly, external communications, internal media relations, paid advertisement, corporate social responsibility, corporate sponsorship and lobbying, promotion, publicity and public relations research are some areas of PRs. In addition, there components of public relations are public, relationships/relations, propaganda and campaigns (Wiggill, 2017).

2.3.2 Public Relations Tools

As stated earlier, the public relations is all about communicating effectively with the public. But how is this managed? This is done with the help of different channels of communication. these are the different tools used for communication in public relations. In this lesson, you will learn about these tools and how exactly they enable the process of public relations. Broadly, the PR tools classified into oral communication, printed and graphic communication, print media, outdoor media (e.g. electronic displays, hoardings, and posters),

broadcast media (e.g. radio, television, and films), and other media (websites, endorsements, and exhibitions) (Piperopoulos, 2017).

Accordingly, the professionals use one or more public relation tools. The various types of public relation tools available are: media relations. Public relations experts create awareness and market their organization and its products/services to various media sources which include TV, radio, internet, newspapers, magazines, and so on. The professional experts develop and design various interesting and creative stories about their organizations and products and pitch it to various media people. There are the following types of tools used in the media relations: press kits, audio releases, matte releases, website, press room, media tour, newsletters, events/functions, speaking engagements, employee interactions on a regular basis, and charity/corporate social responsibility (Macnamara, 2014).

Media relations, media tours, newsletters, special events, speaking engagements, sponsorships, employee relations, community relations and philanthropy. Thus, online types of public relation tools and online tutor media relations, tours, newsletters, speaking engagements, and employee relations help the realization of objectives of PRs. This further requires for engaging in a PRs campaign.

New media tools could be used in PRs campaign blood donation communication. 'New media' encompasses digital, computerized, or networked information and communication technologies in the later part of the 20th century. New Media actually refers to a wide range of changes in media production, distribution and use. These are more than technological changes; they are also textual, conventional and cultural. The key terms in discourses about new media are digital, interactivity, hyper textuality, dispersal and virtuality (Lister et al., 2009). Most technologies described as "new media" are digital, often having characteristics which could be manipulated, networked, dense, compressible, interactive and impartial. Some examples are: M-health, Internet, websites, computer multimedia, computer games, CD-ROMS, DVDs and Mobile phones (Siapera, 2019). Finally, new media is viewed as Individuation Media or "many to many". New media also consists of combinations of print and/or electronic media. It encompasses enrichment of traditional media, and it includes entirely new areas, such hypermedia and virtual reality (Stier et al., 2017). Next, such a campaign should be carefully planned and implemented.

2.3.3 Steps in Planning Campaign

Before planning a campaign, the PRs Official should have an overall PRs plan for his/her organization, which itself aligns with the business plan. Growth (2017) argues there are a few things to consider before the Official starts planning a campaign. There should be a created PRs campaign by following the following steps: conducting preliminary research and goal setting, engagement of key stakeholders, audience research, strategic and tactical planning, implementation, and monitoring and evaluation. Macnamara (2014) furthermore suggests seven major steps in successfully implementing the campaign planning. These steps include: set objectives; set a campaign budget; profile the market, the competition, and your audience; shape your messaging; develop a creative platform; create a campaign plan; and implement, review and adjust. Generally, scholars contend that the PRs professionals could successfully plan and implement their organizations' PRs campaign by carefully practising Map and involve the campaign stakeholders, Develop the campaign description, Choose the right materials, design and pilot the campaign, print and distribute, install the campaign, and take care of the materials during and after the campaign (Smith, 2018).

2.4 PRs Role in Campaign Communication

PRs has its role in creating relations, campaigning blood donation in the public at large and communicating different messages using various PR tools in the world. Blood donation is dependent on the goodwill of people, to voluntarily donate blood, without financial reward. There is a continuous need for new blood donors because the donors' demand for blood is increasing. Motivation to donate blood would be the donor's personal and human decision. To motivate more people for the donation, there is a need to inform and educate the population regarding blood donation. These functions, therefore, are among the central purposes of campaigning for blood donation. Further, the blood donors could come from the local community or anywhere (Gillespie & Hillyer, 2002). Nonetheless, as their awareness and motivation to voluntarily donation is essential, effective blood donation can be best achieved through campaign communication that works to persuade and influence respective interests of each type of community sensitizing each member to the issue of donations (Kotler & Lee, 2008).

Therefore, those community-based communications must always be encouraged and actively involved in donor education, recruitment and retention programs, which meant are blood donation campaigns. Blood supplies in blood banks significantly rely on donations; the donations in return rely on at least three values of blood donation campaigns: advocacy, networking and education, Gillespie and Hillyer, (2002). However, although the effect of such campaign methods is undeniable, significant increase in voluntary blood donation practice could also be determined more on the basis of more factors related to communication activities. There are several communication linked problems that would well affect the goal of blood donation campaign and its success.

These problems frequently are communication issues, like, for instance, associated with (Toth, 2007). Awareness messages, which usually are blindly sent to too many people regardless of their current location and eligibility to donate in terms of proper blood type, health status, time between successive donations, etc. Thus, for improved and more efficient campaign communication, emphasis should typically be given to send the right message to the right person, who is nearby and eligible to donate; lack of effective communication between donors and blood banks that accept the donation; lack of effective communication channels between donors and blood donation center, blood donation centers work in isolation with no mechanism for exchanging blood information, etc.. Likewise, in a recent survey, the Red Cross found the two main reasons why people choose not to donate blood is because they are either afraid of the myths about blood donation or because nobody asked them to do so. ABC (2018), however, experts in the American Blood Centers estimate that if everyone that is qualified to donate would participate in donation at a blood drive two to three times a year, blood shortages would be eliminated. Consequently, blood donation campaigns, PRs and communication activities deserve paramount importance.

Additionally, the need for blood donation campaign communication is justifiable in association with different factors. For instance, to raise awareness of the need for blood, it is important to have education programs, good communication from blood banks and health services, and the endorsement of mass media. Further, to move from the perception of the need for blood to actual donation, organizations should increase the perceived benefits of donating and reduce its perceived costs. Most importantly, donors must be made aware that it

is completely safe to donate blood and that without generous donations people might die (Satawedin, 2010).

In the same framework, there is a need to implement PRs campaign communication for successfully implementing blood donation in Addis Ababa, Ethiopia. A report estimates that blood donation by 1% of the population are generally the minimum needed to meet a nation's most basic requirements for blood. In addition, there must be advocacy for 100% non-remunerated voluntary blood donation (VBD), aimed at ensuring the safety of blood. According to the 2011 report, 107 million blood donations were collected globally; approximately half of these were collected in the high-income countries, home to 15% of the world's population. Unexpectedly, 38 African countries collected fewer than 10 donations per 1000 people. It shows that the number of blood donors is very few in number (WHO, 2011).

In this sense, the literature of the WHO also assures that there have been gross inadequacy and in-equitability, too, in access to blood safety in those African countries like Ethiopia. Moreover, it further justifies the demand for blood transfusion in the country is significant due to the prevalence of maternal morbidity, car and construction related accidents, physical clashes among people, under-nutrition and the heavy burden of communicable diseases like malaria.

Similarly, a survey made in Ethiopia reveals that there is a big discrepancy between the general public's perception of blood donations and the realities to patient transfusion needs. Nearly 75% of those surveyed underestimated how frequently blood transfusions occur in health centers and more than one third of them never considered that blood may not be available until one self or a loved one needs it (Abnet & Dereje, 2014). Therefore, encouraging more people to become regular blood donors remains a very useful tool to ensure that most health care centers can have a safe and plentiful supply of blood that would be available wherever and whenever it's needed.

Regarding the majority of, if not the whole, societies in the developing world like that of Ethiopia have not placed a high priority on blood donation; but it is a social responsibility. The donors, however, should be donating it with confidence that it will be used in saving lives of the fellow human beings. This should be an important point of conveyance, therefore, when marketing information about blood donation through the campaigns. People

have a desire to do what is morally right (Kotler & Lee, 2008). Educating and communicating the public is another key element that is needed to increase the public's general understanding of the need to have a constant and abundant blood supply (Anju et al., 2014). Therefore, as to such of the aforementioned and possibly more justifications, the need for enhanced and progressively modernized blood donation campaign and communication in Ethiopia, remain essential; and it persists the same so long as it persists serving its such incontestable purposes of developing blood-related services and its supply nation-wide. Hence, let me discuss about those important concepts in this section of the thesis.

2.4.1 Campaign Communication

Campaign communication is the business of carefully selecting messages and aiming them effectively at target groups of people. Thus, planning the communication goals and objectives thereby defining the target audiences is part of campaign communication so that effective communication and implementation can be ensured. In this regard, the involvement of PR is crucial as much of the work of PR can be of selecting and exploiting the channels, targets and opportunities of the communication, of which the most predominant are the audiences, the press and broadcast media (Piperopoulos, 2017).

2.4.2 PRs Role in Campaign Communication

Theoretically, it would be difficult to find one unifying definition of the preliminary term- public relations (Toth, 2007). Literarily, it is a management function separate from other functions within an institution. Many organizations splinter the function of public relations by making it a supporting tool for other departments such as marketing, human resource management, law, or finance (Satawedin, 2010). However, it has been found that when the function of public relations is sublimated to other functions, its success would be so diminished. Anyhow, PRs is the collection of various and resolute bustles that involves as well as operates campaign and communication functions of an institution. Hence, public relation communication is conceptually defined as the administration of communication between an institution and its stakeholder communities: strategic publics, clients, potential audiences, etc. Likewise, PR communication experts are those specialists, who plan, administer and accomplish the communication for the institution as a whole (Nelson et al., 2014).

Haider (2005) describes public relations campaign communications as important elements of institutions that are so purposed, instrumental and efficient to achieve both of the specialized and general goals present, through possibly using varied systems and creating as well as enhancing relationships within, between and among the strategic publics and the institution and the goals. Strategic publics refer to the individual campaign communication programs such as media relations, audience and client relations, or customer relations. The strategic publics of a certain institution are successful when they affect the cognitions, attitudes, and behaviors of both the communities and its staff members. Likewise, success in a certain PR campaign communication is possibly determined via affecting the cognitive, attitudinal, and behavioral relationships among the organization and its strategic publics as well as the communities.

Moreover, the same author argues that effective public relation campaign communications are valuable to organizations because of their contribution to the organization's mission, goals, and achievement level. Furthermore, public relation campaign communications are also defined as the ongoing strategic efforts of an organization to communicate and develop relationships with its communities. And there are cases when public relation campaign communications involve communication strategies that end at a specific point (e.g., after a certain amount of time elapses, after the objectives of campaign are achieved). Typically, such campaign communications are commonly referred to health-related themes, just like those of blood donation; and they are mostly remaining as ongoing movements without a predetermined end point (Grunig & Dozier, 2002). In this case study, there are analyses of the public relations campaign communication at the ENBBS level and its loyalty to the normative principles of excellent public relations campaign communications.

2.4.3 PR Role in Blood Donation Campaign Communication

PR is a collective description for a number of planned and continuous efforts to establish and maintain goodwill and understanding between an organization and its target audience. In this sense, It is the process of drawing purpose, and how programmes. Moreover, PRs in organizations and in term of work quality means assistance to organization management in achieving organizational goals. Usually, the major duties of public relations are now revolving around three main categories of communication: informing; advertising

and encourage; and seeking cooperation, integration and optimizing affairs (Hough, 2003).

When it comes to the role of PRs in blood donation campaign communication, the task of the field will mainly involve and targets the task of donor motivator activities. These include: building up a general awareness campaign and spread the message of voluntary blood donation deep down into the community; recruiting new donors and expand the donor base; to retain donors and make them regular donors; organizing outdoor blood donation camps; maintaining a panel of rare group and on call donors; making and facilitating liaisons; coordinating donor organizations and blood banks; assisting in relieving emergency and blood shortage cases (Satawedin, 2010).

Nowadays, the field of public relations has progressed far from its original research rituals. It is getting into keener involvement and innovative progression on those activities related with production of messages, campaigns, and mass media effects on the audiences (Bruning, 2000). Similarly, the role of the field in the modern blood donation campaign communications is being vividly and delightedly made operational on those activities of communicating crises and managing events against issues related with the shortage of blood and on those vital functions of dealing with topics of social mobilization, advocacy, lobbying, media affairs, etc. in the effort of promoting and accelerating the practice and culture of blood donation (Hendrix, 2015). Therefore, in taking the role they would have in substantiating the conceptual argument of the current study, due emphasis and illustrations on some of such generic principles and accomplishments in the field of the PRs, being accompanied with scholarly researched and referenced suggestions and discussions. Next, these are described separately.

2.4.3.1 Event Management

The involvement of public relations as a proficient tool of managing a certain event is due meriting in blood donation campaign programs and drives. The strength of the PRs in organizing events or blood donor programs is so useful in meeting blood requirements of a certain blood bank in particular and a country in general. Well-managed, organized and established donor programmes, therefore, have to work constantly to bring in new donors while maintaining contact with existing donors and encouraging them to donate again. Without a coordinated and adequately resourced voluntary blood donor program, achieving a

safe and sufficient blood supply will remain an aspiration rather than a realistic goal (Haider, 2005).

An organization that practices the fruits of public relations purposefully is the one which carefully develops programs to communicate with strategic publics, both external and internal those provide the greatest threats to and opportunities for the goals of the organization. To exploit a certain event to the most possible level of achievement, proper management should involve very clear integration and conscious coordination that rule out most campaign activities throughout the event. All public relations functions needs to be integrated into a single department or have a mechanism to coordinate the departments and communicate the programmes. Of course, despite PRs unit is usually headed by a manager rather than a technician, communication technicians are also essential to carry out day-to-day communication activities. In this sense, excellent public relations units must have at least one senior communication manager who conceptualizes and directs or manages public relations such event-based programmes (Bentele & Wehmeier, 2007).

2.4.3.2 Advocacy

Advocacy involves activities of supporting, backing, encouragement, sponsorship and promotion. In this sense, the PRs in blood donation communication is both an advocator itself and a recruiter of another more advocators among the mass, augmenting and disseminating its roles possibly through media and research programs. Successful advocacy usually rudiments and requires the advocator's acquisition of sufficient knowledge on the area to advocate. The qualities of effective advocacy work in blood donation campaign communication are operated, ruled, regulated and achieved through the level of prevalence of those values like: compassion and empathy; understanding; patience; polite and pleasant personality; imagination and innovation; enthusiasm; strong motivation; conviction and dedication; knowledge of blood donation and transfusion services; competence in public relations and communication skills (Haider, 2005).

Accordingly, excellent advocacy works are staffed by professionals-people who are educated in the body of knowledge and who are active in the professional association and read professional literature. Also, excellent advocacy PRs are those usually nourished by participative rather than authoritarian cultures. And such advocacy pressures from the

environment; and it involves organic rather than mechanical management structures (Ihlen, 2008).

2.4.3.3 Lobbying

Lobbying is a kind of communication activity in the PRs that involves the processes of convincing, recruiting, diffusing, empowering and using the advantages of certain activist individuals as well as campaigner groups towards the realization of the campaign's major and associated goals of the campaign. The PRs in blood donation campaign communication can operate this method in a dominant coalition or a direct reporting relationship that would be made between the institution and very influential public figures, celebrities, and politicians further the principle of requisite variety.

Nelson et al. (2014) suggest that effective lobbying has to entertain as much diversity inside the organization as in the environment. Excellent lobbying needs to include both men and women in all roles, as well as practitioners of different racial, ethnic, and cultural backgrounds. Nevertheless, collaboration and partnerships remain as the important driving forces of advocacy. The most fruitful partnerships are likely to be built with organizations that are founded on the principles of volunteerism and community service. In some countries, the National Red Cross or Red Crescent Societies play the principal role in donor recruitment. Therefore, most of the lobbyists could be either within the ministry of health or by an autonomous not-for-profit, non-governmental organization (Ihlen, 2005). Similar to advocacy, the lobbying role of PRs in within blood donation campaigns could mainly be of two types: playing the lobbying part by itself and by bringing more other lobbyists into the ground.

2.4.3.4 Social Mobilization

Blood donation campaign communication could benefit great from a social mobilization that is well integrated and persistently functional, and possibly via using one or more of the aforementioned communication activities and schemes. In this regard, both blood transfusion services and PRs must parallel strive to develop positive community attitudes to voluntary blood donation in order to motivate, recruit and retain a sufficient number of safe blood donors. Of course, bringing donors in is only the first step in fostering donor and community commitment.

The longer-term objective must be to create a positive culture of voluntary blood donation and promote it as a normal part of a healthy lifestyle. Identifying information gaps and communication failures is the essential part that the PRs would be playing in building community awareness and social mobilization in the blood donation campaign communications (Appiah, 2013). Communities can be a powerful stimulus for change and blood donor programs cannot function effectively in isolation from them. A pool of regular, voluntary blood donors evolves from the bond between the blood transfusion service and the community it serves. Media campaigns and donor education programs may be very extensive, but can rarely reach directly into local communities to engage in interpersonal communication – one of the most effective ways of attracting new donors and building long-term commitment to voluntary blood donation. The PRs activities could use community-based institutions and organizations within the social mobilization drives, as they know and understand their members better and provide a vital means of communicating with the potential donors at local level.

2.4.4 Strategic Campaign Communication

Public relation-oriented campaign communication strategies serve a pivotal role in building the identity of a health brand by helping to integrate the components of the brand that are implemented in the campaign (Hendrix, 2015). Therefore, this study would also consider the other important area in a certain PR activities working on blood donation campaigns is its campaign strategies. Clifton and Simmons (2004) emphasize, in order for PR to be respected and used effectively by senior managers, it must operate strategically. It should be in a way that delivers real value to the organization and helps it achieve its business goals. To do so, they argue, practitioners should do research into the characteristics of their target audiences, so that they can better understand how they might relate and respond to the organization's communications. Based on relevant characteristics, PR practitioners can then segment target audiences and tailor communications activities more effectively.

Moreover, it has been validated that having a public relation leaders involved in strategic management is a consistent predictor of excellent public relations. Excellent public relations leaders become involved in strategic management largely through environmental scanning and due to their experience and willingness to be team players (Grunig et al., 2006).

Strategic campaign communication can be practiced through media relations using the print, broadcast and electronic media are among the most powerful allies of the PRs in the blood campaign communicating activities. Grunig, Grunig, and Dozier (2002) advocate for excellent public relations departments and their communication programs are likely to be found in organizations with communicative objectives that are more open and organic, and less hierarchical. Such strategic campaign communications should focus on communication objectives and the audience and message strategies to be employed. Before creating and launching health and donation-related campaign messages, the public relations department in the institution needs to conduct communication activities of audience analysis, formative research, and materials testing. The message strategies of such communication should intend to make informed campaigns.

They further need to consider the appropriateness of the respective messages towards: target audience selection, materials development, channel and activity selection, as well as partner recruitment (Nelson et al., 2014). Public relations scholars claim that campaign communications that intend at reaching the emotional appeal of the communities implicated and building the credibility of the source can help a lot and strengthen support for social organizations, improve effectiveness and use of programs by target audiences, help organizations determine the most unique and valuable benefits they can offer to their stakeholders, and provide effective guidance for delivering those benefit (Hendrix, 2015).

In this regard, Nelson and his colleague (2014) argue that such challenges can be overcome if the campaign communications implement the proper strategies. Haider (2005) also claims that such health issue brands would be more successful by communication relationships between the brand and the target audience, and by presenting the target audience with a cost-benefit ratio. Thus, health issue communication campaigns should concentrate on the emotional and self-expressive benefits to come, as it would be very difficult to successfully change a person's behavior simply through the most usual methods of communications.

Ries and Ries (2002), although advertising can be a useful media strategy for maintaining the acceptance of a certain commercial product, health and such donation related motivations should be built and promoted among the potential audiences through public relation communication media strategies like those involving: media campaigns, media events, publicity and advocacy activities. Clifton and Simmons (2004) describe the public

relation communication perspective on health and such donation related campaigns. The authors argue that both public relations and campaign communications have the power to shape perceptions of the communities implicated. The scholars also implied that the two are mutually dependent and must therefore be jointly implemented in health campaigns.

Nelson et al. (2014) support an argument of Clifton and Simmons. They also describe a current shift even in the marketing trends from advertising-oriented to public-relations-oriented marketing. They further explain that this shift to a marketing emphasis on public relation communication happened because public relation communication media strategies are progressively being proved the best outlet for building, launching, and promoting new brand names of institutions and strange ideas like blood donation. The authors argue that public relation communication media strategies are best for such intentions because they are relatively more credible, creative, and able to reach a specific target audience. In general, due to these and such various roles and responsibilities that the profession presents to the PR practitioners and the titular name of the practitioner could range so.

2.5 PRs Campaign Communication Models

In this study, the researcher has considered different models which may have some sort of connections with PRs campaign communication to evaluate and/or assess the practices in mobilizing the members of the public for becoming voluntary non-remunerated blood donors in Addis Ababa, Ethiopia. To facilitate the discussion of these models, it is worth describing some important concepts.

2.5.1 Health Communication

Health communication is the study and practice of communicating promotional health information (such as in public health campaigns, health education, and between medical doctor and patient). The purpose of disseminating health information is to influence personal health choices by improving health literacy (CDC, 2015). Health communication is also the study and use of communication strategies to inform and influence individual decisions that enhance health. Health communication includes verbal and written strategies to influence and empower individuals, populations, and communities to make healthier choices. Health communication often integrates components of multiple theories and models to promote positive changes in attitudes and behaviours. Health communication is related to

social marketing, which involves the development of activities and interventions designed to positively change behaviours.

Effective health communication and social marketing strategies include the following components: Use of research-based strategies to shape materials and products and to select the channels that deliver them to the intended audience; understanding of conventional wisdom, concepts, language, and priorities for different cultures and settings; consideration of health literacy, internet access, media exposure, and cultural competency of target populations; and development of materials such as brochures, billboards, newspaper articles, television broadcasts, radio commercials, public service announcements, newsletters, pamphlets, videos, digital tools, case studies, group discussions, health fairs, field trips, and workbooks among others media outlets (Macnamara, 2014).

Using a variety of communication channels can allow health messages to shape mass media or interpersonal, small group, or community level campaigns. Health communication strategies aim to change people's knowledge, attitudes, and/or behaviours. For example: increase risk perception, reinforce positive behaviours, influence social norms, increase availability of support and needed services, and empower individuals to change or improve their health conditions Media strategies to convey health messages include the following components: radio, television (TV), newspapers, flyers, brochures, internet, social media tools (i.e., Twitter, Face book, and YouTube) (Smith, 2018).

2.5.2 Campaign Communication Evaluation and Assessment Models

Macnamara (2014) states communication evaluation has had a patchy track record throughout its history. This is because practitioners have been slow in accepting and using measurement tools and their focus is primarily on measuring media clippings or relying on their 'gut feel' when making decisions (Gorpe & Saran, 2005). Macnamara (2002) further cites several surveys conducted where practitioners across the world agree on the importance of evaluation and measurement, but highlights that the practitioners do very little about actually conducting measurement and evaluation; let alone budget for it.

Phillips (2001) states a number of measurement and evaluation models exist for campaign communication today. In the spirit of this thesis, only models that may contribute toward the purpose of this study are considered and assessed. These include: the Scientific

Management Approach and the incorporation of the output and outcome measurement while considering the elements of the Information Processing Model. Some of the identified models include: Best Practice Approaches to measuring campaign communication and measurement systems with strategic intent (Shackle, 2007).

2.5.2.1 Best Practice Models for Evaluating Campaign Communication

The Campaign Communication Evaluation Models have been developed over the last two decades and gained tremendous popularity over the years. Consequently, they are labelled as Best Practice Approaches to measuring campaign communication (Gorpe & Saran 2005; Sandin & Simolin, 2006). These Approaches also include: the PII Model, the PR 'Effectiveness Yardstick' Model, the Continuing Model of Evaluation, the Unified Evaluation Model, the Pyramid Model of PR Research, and the IPR PRE Toolkit (Smith, 2018).

2.5.2.1.1 The PII Model

In 1985, Cutlip developed the PII Model. Centre and Broom (1994) indicate that the PII Model derives its name from three levels or steps of research termed: *Preparation (Panning)*, *Implementation* and *Impact* (Gorpe & Saran, 2005). Cutlip et al. (2002) contend that the PII Model finds its place in the last step of the Four-Step Public Relations Process as a means to evaluate communication campaigns or programmes. These steps are: defining public relations problems, planning and programming, taking action and communicating, evaluating the programme, preparation level, implementation level and impact level (Cutlip et al., 2002; Growth, 2017; Macnamara, 2002; Macnamara, 2014; Rensburg & Cant, 2003; Watson & Noble, 2005).

2.5.2.1.2 PR 'Effectiveness Yardstick' Model

This Model was developed by Lindenmann in 1993. This Model presents a set of guidelines or standards that practitioners can follow when measuring communication effectiveness (Macnamara, 2002). Lindenmann (1993) furthermore describes the Model as involving a two-step process of setting objectives, and then determining what level the practitioner should use to measure the communication effectiveness. In this Model, ultimately practitioners want to send their messages, themes or ideas to specified target audiences through predetermined channels and have short- or long-term effects

(Lindenmann, 1993). Setting objectives around these four areas is generally the first step of the process (Sandin & Simolin, 2006).

The second step of the Model determines the levels that communication practitioners wish to measure (within their set of objectives). This Approach is based on three levels of sophistication and depth, rather than the previous Models suggested chronological process of communication. Macnamara (2002) also elaborates that these levels of effect include *outputs*, *outgrowths* and *outcomes*. It focuses on what the practitioner or organisation actually did and how practitioners present and handle themselves. Evaluation and research at this level is low in cost and uncomplicated. The measurement includes media placements and impressions (total audience reached); the amount of exposure generated; content analyses and public opinion polls (Sandin & Simolin, 2006). This level of measurement introduces a fourth stage of communication called *outgrowths*, also known as *out-takes*, and refers to what audiences receive or 'take out' of communication activities. Several academics and researchers regard *outgrowths* as an additional stage in the chronological communication process (Gorpe & Saran, 2005).

The reasoning is that audiences have to receive, retain and understand messages (out-takes), before they can change their opinions, attitudes or behaviours (outcomes) (Macnamara, 2002). At this level, practitioners usually rely on a mix of quantitative and qualitative data collection techniques (such as focus groups, in-depth interviews with opinion leaders, extensive polling of target audiences through mail, telephone or face-to-face communication (Sandin & Simolin, 2006).

Level three focuses on measuring opinion change, attitude change or, at the highest level, behavioural change (Gorpe & Saran, 2005). This level is concerned with *outcomes* (Lindenmann, 1993). This author further suggests utilising pre- and post-tests, experimental and quasi-experimental research designs, unobtrusive data collection methods, advanced data analysis or comprehensive and multi-faceted communication audits.

Macnamara (2002) commends it for its ability to identify that the communication process might not always appear chronologically. Watson and Noble (2005) state the Model emphasises the setting of objectives, and indicates it even separates cognitive and behavioural impact objectives, which will require different evaluative techniques.

Conversely, the same authors classify this Model as largely educational and not necessarily practical; labelling it as an encouragement to practitioners rather than an effective evaluation technique.

2.5.2.1.3 The Continuing Model of Evaluation

Watson and Noble (2005) relay studies conducted in the United Kingdom, the United States of America and Australia beginning from 1990 to 1996. These studies proved practitioners' reluctance to use the above-mentioned Models. Based on these studies, this Model criticises the previous Models for complexity and the lack of identified integral relationships with the creation of effects. Macnamara (2002), however, criticises the Model for not expanding on the research methodologies needed, especially in the formal and informal analyses.

2.5.2.1.4. The Unified Evaluation Model

In 1999, Noble and Watson developed the Unified Evaluation Model attempted to combine the best of each of the previous Models (Macnamara, 2002). Watson and Noble (2005) furthermore observe that the PII Model, the 'Effectiveness Yardstick' Model, the PR Pyramid Model and the IPR PRE Toolkit all described evaluation for communication in four steps. However, the same authors argue that each of the Models did contain something of value. Hence, the Unified Evaluation Model combines the stages of the 'Effectiveness Yardstick' Model with the stages from the other Models and terms them as *Input*, *Output*, *Impact*, *Effect* and *Results* Levels.

In this way, research is encouraged during the planning phase with inputs; and depth is added to the Model by separating outcomes into cognitive (impact), emotional (effect) and behavioural (result) changes. This Model therefore indicates the level of change that receivers will need to go through before results in behavioural change will become evident. Furthermore, the Model makes provision for feedback, and differentiates the types of feedback as either management or tactical feedback.

Despite the attempt to synergise all the previous Models, criticism is ascribed to the concept of substituting out-takes and outcomes with impacts and effects. Critics claim that this substitution could confuse practitioners, rather than clarify the effects of their communication, resulting in further complications (Macnamara, 2002). These unnecessary complications may advance practitioners reluctance to conduct research, measurement and

evaluation. Lastly, Macnamara (2014) and Watson and Noble (2005) underline the lack of suggested research methodologies or techniques at each stage of the Model for data collection purposes.

2.5.2.1.5 The Pyramid Model of PR Research

The Pyramid Model of PR Research was developed in 1999 (Macnamara, 2002). This Model is a revised version of his previous Macro Model of PR Evaluation which was developed in 1992. It incorporates the input, output and outcome communication effects. The Model graphically illustrates the communication process in the form of a pyramid to illustrate the large amount of information accessible to practitioners in the starting phase of a campaign (Watson & Noble, 2005). The base of the pyramid indicates the wide range of media and activities that practitioners have to consider before decisions can be taken to narrow down the media options, based on target audiences and messages (Macnamara, 2014). Additionally, the Model schematically signifies the amount of work that has to be done in the input phase before sufficient outputs are created and outcomes achieved. The Model makes use of the scientific management approach to research by incorporating both formative and evaluative research throughout each phase. The middle section depicts the physical materials and activities that would provide a series of outputs. Ultimately, the top section indicates the achievement of a desired outcome (attitudinal or behavioural) known as the impact or outcomes (Macnamara, 2002).

The Model is also useful in conveying applicable methodologies that can be used at each level (Watson & Noble, 2005). It encourages both pre-testing and post-testing campaign messages for effectiveness purposes with both quantitative (closed system evaluation) and qualitative (open system evaluation) techniques (Macnamara, 2014). It further focuses on the actual processes that practitioners need to undergo and deliver outputs (e.g., designing a brochure or writing a media release). It is possible to argue that, the intangible value communication contributes, is captured at every step in the communication process and translates this value into numbers and figures that portray accountability to executives.

This Model is generally comprehensive and makes a significant contribution to the concept of measuring communication activities by considering the actual business processes that occur between each phase (Macnamara, 2002). The Pyramid Model deliberately combines formative and evaluative research. This is so in the belief that the two types of

research must be integrated and work as a ‘continuum’ of information gathering and feedback in the communication process, rather than separate discrete functions. Nevertheless, Watson and Noble (2005) criticise the Model for its lack of concern with mid-campaign adjustment and highlight its focus on media relations, which are a strategic and important part of communications.

2.5.2.1.6 IPR PRE Toolkit

Public Relations Research and Evaluation Toolkit was issued by the United Kingdom Institute of Public Relations. This toolkit consists of a five-step approach to planning, research and evaluation (Phillips, 2001). These include: conducting an audit, setting objectives, devising the strategy and plan, conducting ongoing measurement, and finding results and evaluation. These steps give practitioners practical tools to undertake evaluation and overcome on the problems that hinder them from conducting evaluation (Watson & Noble, 2005). Graphically, it emphasises how the evaluation process should remain an ongoing circular process (Macnamara, 2002). In conclusion, it is possible to deduce that there is no single simplistic method for measuring campaign communication effectiveness. This process of inquiry is extremely complex due to the multi-faceted levels against which PRs campaign communication practitioners need to measure effectiveness.

2.6 PRs Campaign Communication Practices: Global overview

Access to safe blood is a principle of the World Health Organization which is a universal right. Unfortunately, this is often not the case (especially in developing countries) on the ground. According to available figures, more than 80 million units of blood are donated every year in the world, but only 38% are collected in developing countries, where 82% of the global populations live. About 60% of the global blood supplies go to only 18% of the world's population and most of them are in developed countries (WHO, 2016).

In almost every country around the world, blood donation campaigns are there to promote the act of voluntary non-remunerated blood donation as a voluntarily donated blood is considered by WHO, IFRCRCS and other health bodies to be the safest source of blood. Nevertheless, Anju and his colleagues (2014) note that many countries have opted for different forms of blood donation campaign schemes, in which their respective blood banks and health care systems are expected to pay attention and follow towards benefiting the needy patients in their lands. In the globe, there are comparative experience in blood

donations in developed and developing countries. Accordingly, Vietnam is selected for the strong commitment that its government showed to resolve the issue and meet the local blood demand. As one of the highly developed countries of the world, the experience of the USA (ABC, 2018) is a case in point, but India is an example of shortcomings (ARC, 2018) in such an endeavour (WHO, 2016).

In Vietnam, there has been a programme focused on increasing the number of voluntary blood donations since 1994. Mostly, it is where intensive campaigns in the major cities of Vietnam where the rate of voluntary blood donation often exceeds 80% or 90% (IWD, 2017). Similarly, the literature on the blood donation campaigns of African countries is so limited. However, the three African countries with a considerable blood donation campaign and related experiences are Botswana (NBTS, 2012), Mauritius (Mauritius Revenue Authority [MRA], 2016) and Kenya (Luana & Wilson, 2016).

2.7 Challenges of Blood Donation PRs Campaign communication

Blood donation campaign is an activity performed to develop programmes that aim to create awareness about the importance of the voluntary donation among the population. Owing to the shortage of blood supplies almost prevailing everywhere in the world, the very common issue for campaign services is recruiting regular donors and making every health centers always have blood. The challenges in achieving 100% voluntary blood donation still remain unresolved almost in the globe (McQuilten et al., 2014).

Major problems encountered in achieving the targets are cultural and social factors, myths and misconceptions, weak management of donation programs, inadequate resources and inappropriate use of blood. The other problems in developing a proper blood donation campaign programmes are also identified as the lack of a national policy, strategic plan, promotional and educational material and inadequate donor database. WHO argues for the need to overcome all these deficiencies and to have long-term and medium-term programmes in donor recruitment have repeatedly been highlighted (Muthivhi et al., 2015). Moreover, despite having a national policy, the blood donation campaigns of many countries in the developing world is far from satisfactory due to different reasons (such as lack of governmental commitment, frequent government changes, limited financial resources and lack of trained personnel (McQuilten et al., 2014).

There are also challenges in different countries of the world in different times against blood donation campaign because of the racism controversy. Certainly, it would not be the only issue blood donations ran into social controversy. During the early years of the AIDS crisis, national blood banks would bar gay men from donating blood, citing public health concerns; that policy, while softened, still exists in a modified form to this day, and is frequently criticized. On top of these, campaign programs need be able to realistically assess community needs, with clear objectives, keeping in mind the ethical issues. There should be adequate and qualified staff. Donor recruitment officers with good organizational, marketing, communication and public relation skills should be appointed (Macnamara, 2014; Smith, 2018).

In summary, the PR 'Effectiveness Yardstick' Model which presents a set of guidelines or standards that practitioners can follow when measuring communication effectiveness (Macnamara, 2002). The Model further involves a two-step process of setting objectives, and then determining what level the practitioner should use to measure the communication effectiveness. At the second level of the Model, practitioners usually rely on a mix of quantitative and qualitative data collection techniques (such as focus groups, in-depth interviews with opinion leaders, extensive polling of target audiences through mail, telephone or face-to-face communication (Sandin & Simolin, 2006). Accordingly, the researcher would consider the premises of this Model to assess the practices and challenges of PRs campaign communication at ENBBS in Addis Ababa, Ethiopia.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 The Study Area

The Blood Bank in Ethiopia was first established in 1969. Since then, the Bank was run by the Ethiopian Red Cross Society until it was handed over to the Ethiopian Federal Ministry of Health in 2013. The Ministry of Health made a policy decision to revert the responsibility for the national blood transfusion services and related activities from the Ethiopia Red Cross Society (ERCS) to the Ministry and the Regional health bureaus, a process which started in 2010. The Ministry made the decision to organize the ENBBS as a non-profit government organization to work with the aim of improved efficiency as well as for core functions of community mobilization and education on voluntary blood donation, blood collection and enhanced qualities of other services in the BTS, International Federation of the Red Cross and Red Crescent Societies' strategy (IFRCS, 2015).

Currently, the main centre of the ENBBS is located in Addis Ababa. The Blood Bank is also working with the responsibility to oversee, support and monitor the activities of regional and city governments' blood banks in the country which are mutually administrated under their respective regional health bureaus and the Bank. The main office of the ENBBS in Addis Ababa has a total of 230 employees with 12 static blood collection centres and undertakes 200 mobile clinics each year. Annually, more than 60% of blood is mainly collected from the schools in different parts of the country (MoH, 2018).

3.2 Research Design and Methods

Research on PRs is not far from using the quantitative and qualitative research methods such as focus group discussions (FGDs), interviews, and surveys (Wimmer & Dominick, 2006). Based on its major research questions, the current study is a case study that employed these research methods (e.g., semi-structured interviews, in-depth interviews through probing, FGDs, surveys, and documentary analysis), and also research instruments (e.g., interview guides, FGD guide/checklist, structured questionnaires, and documentary analysis template).

Knight (2012) argues that the way in which we define the world and how it works has serious implications for how we acquire knowledge about it. He also opines that the same phenomenon can be investigated from different perspectives. Research design and methodology also determine how the researcher goes about investigating what is to be known (Zikmund, 2013). Implicitly, the selection of particular research methods is ultimately based on one's implicit or explicit view taken of reality and the role of knowledge regarding that reality. In this study, reality of practices and challenges of PRs campaign communication at Ethiopian Blood Bank Service in Addis Ababa exist outside the researcher's mind and then knowledge about this reality could be created based on empirical investigation. With these arguments, let me discuss about the research design and methods to be employed.

3.2.1 Research Design

Among the available research designs, a case study enables researchers to identify or grasp the holistic nature and the significant uniqueness of the actual dealings of a certain system (Yin, 2013). Here, it can be deduced that the case study using mixed methods research seems appropriate to answer the research questions and to address the study objectives. Mixed methods research involves the collection of both quantitative (closed-ended) and qualitative (open-ended) data in response to research questions. It includes the analysis of both forms of data. The procedures for both quantitative and qualitative data collection and analysis need to be conducted rigorously. The two forms of data are integrated in the design analysis through merging the data, connecting the data, or embedding the data. These procedures are incorporated into a distinct mixed methods design that also includes the timing of the data collection (concurrent or sequential) and the emphasis (equal or unequal) for each database (Creswell, 2014).

3.2.2 Research Approach

Specifically, the researcher used convergent mixed methods research approach which involved both quantitative and qualitative research methods. The convergent mixed research approach consists of combining the quantitative and qualitative data. In this approach, the researcher collects both quantitative and qualitative data, analyzes them separately and then compares and contrasts the two results to see if the findings confirm or disconfirm each other (Yin, 2013). The key assumption of this approach is that both quantitative and qualitative

data provide different types of information — often detailed views of participants qualitatively and scores on instruments quantitatively — and together they yield results that should be the same (Creswell, 2015).

3.2.3 Research Methods

Based on its major research questions and study objectives, the current study used both quantitative and qualitative research methods. Quantitatively, the researcher used descriptive sample survey method. On the other, qualitative research methods such as semi-structured interviews, in-depth interviews through probing and FGDs were employed. In addition, the researcher used documentary analysis method to analyze potential relevant document, materials and other related files from secondary sources of data. Consequently, 252 individuals participated as respondents in the descriptive sample survey; 48 persons served as FGD discussants and 15 individuals participated as key informants in semi-structured interviews and/or case informants in the study. Moreover, a number of relevant secondary sources like documents, research reports, published and unpublished theses as well as dissertations and other related materials were identified as inputs.

3.3 Target Population and Sampling

3.3.1 Target Population

The target population of a research is the entire class or group of units, objects or subjects to which one wants to generalize the findings (Babbie 2013). In Addis Ababa City administration, there were 3,434, 000 persons in a total of 116 woredas/districts in 2017. Out of these, six woredas in two sub-cities (i.e., three woredas from Bole Sub-City Administration, and three woredas from Kirkos Sub-City Administration) with a total of population of 328,000 (154,542 males and 174,358 females), and 235,441 people (110,069 males and 125,372 females), respectively (CSA, 2018) were selected as study sites. Based on international standards for potential blood donors from different sections of the population and also available resources, the researcher used calculated sample size determination tables of total 134,709 (70,498 in those three woredas of Bole Sub-City and 64,211 in those three woredas of Kirkos Sub-City).

Accordingly, the total sample size considered was 285 persons, who were selected from the employee of the ENBBS Main Office and the Ministry of Health Head Office, frequent blood donors, the Blood Bank’s clients and the potential (target) audiences of its blood donation campaign activities in Addis Ababa. The clients of the ENBBS were disaggregated as the benefited ex-patients and the medical doctors/physicians. The benefited ex-patients were those who had been served by the Institution’s blood service, while the physicians were those medical professionals working in those health centres with the highest records of blood consumption the City.

In this study, a total of 86 employees of the Ethiopian National blood Bank Service main Office; two professionals from the Ministry of Health; 16 frequent voluntary blood donors, 12 benefited ex-patients, four medical doctors/physicians and 132 potential audiences of the Blood Bank Office from randomly selected households in the six woredas/districts of Addis Ababa participated. Table 3.1 shows the profile of these study participants.

Table 3.1 Profile of the Target Population in Addis Ababa

Category	Interviews	FGDs	Survey
Target audiences	-	-	12
ENBBS employees/staff members	5	-	69
MH employees	2	-	2
Frequent voluntary donors	4	12	18
Benefited ex-patients	4	8	16
Medical doctors/physicians	-	4	4
Health professionals of ENBBS	-	8	7
PR/marketing practitioners	-	4	4
Potential audiences (PA)	-	12	120
Total	15	48	252

In this study, the sample size for the descriptive survey was 285 respondents, 48 for focus group discussions and 15 for interviews. Thus, these members of the target population served as primary sources of data which were collected using appropriate research instruments by following the accepted procedures.

3.3.2 Sampling Techniques

To select the desired sample size, the researcher used multi-stage sampling technique of the probability sampling technique which involves four stages while conducting the

descriptive sample survey in the Ethiopian National Blood Bank Service Main Office. At the first stage, Addis Ababa was stratified into ten sub-cities administrations and 116 woreda/district administrations. At the second stage, *Bole* Sub-City Administration among the stratified partly border sub-cities and *Kirkos* Sub-City Administration from the stratified inner sub-cities were selected as strata for the actual survey. At the third stage, these sub-cities were stratified into woreda/district administrations. By so doing, a total of 120 households were randomly selected as sample respondents residing in six woredas/districts with households were selected. Finally, a total of 252 respondents were selected as representative samples for the actual survey. Therefore, the researcher employed multi-stage stratified, cluster and random sampling design to achieve the objectives of the quantitative aspect of the survey.

In addition, the investigator used purposive/judgmental sampling technique of the non-probability sampling design to collect the required qualitative data from relevant primary sources such as key informants, case informants and FGD participants. In what follows, both quantitative and qualitative data were collected primary, as well as secondary sources through appropriate data collection procedures and instruments.

3.4 Data Sources

3.4.1 Primary Data Source

Primary data sources were the overall target population that comprised of 252 persons. They were composed of the aforementioned groups (categorically, the service providers in the ENBBS, their overall clients and the audiences).

3.4.2 Secondary Data Sources

Secondary data sources were those documents related to the blood donors, clients and medical personnel/officials overseeing the blood donation campaign communications at the ENBBS and other concerned bodies (possibly in the Ministry of Health) were consulted. These data were more or less collected from published and unpublished documents, and magazines that are made available and found relevant. Other books, research reports, published and unpublished theses and dissertations, web-based source files were also used in the process of the secondary data gathering. Likewise, the blood Policy of the Ministry of

Health, minutes, and progress reports compiled by the concerned officials were also consulted.

3.5 Data Collection Instruments

The essential data for this study were gathered through the use of different research instruments. In this regard, the primary data pertinent to the study were collected through structured questionnaires, interview guides, FGD checklist, whereas document reviews were undertaken using as documentary analysis template to generate pertinent data from secondary data sources. These further involved the processes of obtaining and analyzing those published and unpublished documents and sources. Generally, the quantitative data collected using administering the questionnaires were used to assist, corroborate, augment and triangulate evidence generated from the FGDs and the face-to-face semi-structured interviews, as well as in-depth interviews through probing from case informants. Hereunder, let me describe details of each research instrument used in the study separately.

3.5.1 Questionnaires

The researcher designed questionnaires with both closed- and open-ended questions so as to elicit the required data from the respondents with the intention of reducing biases to the most possible level. These questionnaires were prepared in both Amharic and English versions and were then self-administered on the convenience of the respondents. The structured questionnaires were distributed to the sample respondents to be filled in.

The total number of 252 face-to-face, self-completion and anonymous questionnaires were distributed to the sample respondents. Of these, the 120 questionnaires were self-administrated to the sampled potential audiences of the blood donation campaign communications of the ENBBS; a total of 63 questionnaires filled in by target audiences, employees of Ministry of Health, frequent voluntary blood donors, benefited ex-patients, medical doctors/physicians, and PR/Marketing practitioners who were employees of the ENBBS Head Office; and 69 questionnaires were self-administered by the randomly selected staff members of the Institute.

3.5.2 Interview Guides

In order to conduct the semi-structured and in-depth interviews with sample informants in face-to-face context in convenient venues. For this purpose, the researcher purposively identified and selected a total of 15 key informants. In disaggregation, four were

frequent donors, four benefited ex-patients and five were also selected from the ENBBS Management and PR staff members, and two were employees of the Ministry of Health. The major aims of the interviews were intended to gain their insights into how the disciplinary concepts of the PRs and its strategies were considered in the planning and implementing of the blood donation campaign communications at the ENBBS. These interviews were undertaken with the key informants to assess the level of achievements of the machineries of the campaign communications and their messages (like those possibly deserve to be targeted at behavioural changes) in the ENBBS. These interviews were organized and conducted at the Main Office of the ENBBS beginning from March 19, 2019 to March 25, 2019 and took 30 minutes, on average.

3.5.3 FGD Checklist

In this study, a total of four FGDs were organized and conducted with 12 participants per each session who were selected from different groups, namely, three potential (target) audiences, three frequent donors, two benefited ex-patients and one PR/Marketing practitioner as well as 2 health professionals from the ENBBS, as well as one medical doctor/physician selected from those four sampled health centres in Addis Ababa. Generally, this made the total number of the FGD discussant/participants involved in those four sessions of FGDs was 48. Moreover, each session lasted for 45 minutes, on average.

3.6 Reliability and Validity

The questionnaires used in this study were tested for their reliability and validity. The Cronbach Alpha testing of the software is the most well-accepted reliability test tool applied by social researcher (Creswell, 2014) which was employed here. Creswell (2015) argues that the closer the Cronbach alpha reliability coefficient to 1.00 is the better. Generally, reliability values than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. Responses for ten questionnaires filled in by the staff members and the potential audiences, respectively during the pilot study conducted before the actual survey was collected had reliability result of .884. Consequently, this value is acceptable as reliable for further study undertaking and data analysis in this study.

To measure the reliability and the validity of the questionnaire items in the study, the researcher conducted the Cronbach's alpha coefficient. Accordingly, the computed Cronbach's alpha coefficient was .956 for those Likert types of questionnaire items in the

two types of questionnaires used in the actual study in Addis Ababa. Based on the accepted Cronbach's alpha coefficient value of .700 and above (Babbie, 2013; Creswell, 2015), the structured questionnaires are reliable to measure the different components of the practices and challenges of PRs campaign communication at the ENBBS, and the Likert scaled data are also valid for this purpose.

3.7 Data Analysis Methods

In order to extract useful results for reaching at a strong conclusion and decision-making, it is important to analyze the quantitative and qualitative data separately. The procedure of transforming all the obtained data into useful data and then obtaining a clear conclusion about the data is the process of analysis. Analysis process also includes examining the data, building relation of different data types with each other and trends of different factors. A software known as Statistical Package for Social Sciences (SPSS) version 25 was used to analyze the quantitative data using descriptive statistics. The quantitatively measurable data were tabulated and the results were expressed in percentile in frequency distributions.

On the other hand, the qualitative data collected through semi-structured and in-depth interviews with the key informants and the case informants, respectively were then analyzed using thematic data analysis technique/method in which the data were generally summarized and organized thematically. These themes were related to those major issues under investigation in this study.

The data obtained from secondary sources like different documents and materials were further analyzed using content analysis techniques. Those relevant contents were organized in labelled folders for further use in writing-up the thesis.

Finally, the interviewees' speeches were prioritized as a source of information and a thorough and exhausting reading of the testimonies were conducted in an attempt to capture the meanings, arguments, and justifications present in their speeches. In the second step, results were organized into empirical categories. Further on, the thematic analysis of the content was used aiming at identifying qualitative evidence for meanings, arguments and justifications which emerged from the empirical data and its particularities that were articulated to the study objectives. The researcher thus converged and used results found from survey, interviews and documentary analyses conducted while writing-up the thesis.

3.8 Ethical Considerations

The study undertakings may raise moral and ethical issues. For the purpose this study, the researcher considered ethical issues which could be concerns for the sample respondents. The ethical issues to be considered in the process of data collection in this study include: securing informed consent of the intended respondents, preserving their privacy or anonymity, and making them to remain confidential while writing-up the thesis to present broad view on the subject of the study.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1 Introduction

This chapter presents the data collected from both primary and secondary sources. Then these data are analyzed, interpreted and discussed in the way they answer the research questions raised in the study. The first part of the chapter presents the basic socio-demographic characteristics of the respondents. Next, it sequentially provides the readers with data collected, analyzed, interpreted and discussed on those issues related to the status of blood services and donations in Ethiopia, factors affecting the BDCCA (Blood Donation Campaign Communication Activities) in the ENBBS, the institutional functions of PRs, as well as the potential audiences' responses to the strategies, media, messages, etc.

4.2 Socio-demographic Characteristics of Respondents

A sample of 285 persons participated as respondents in the study. Among these people, 189 of them voluntarily and properly filled in and returned the completed questionnaires to the researcher. This made a calculated response rate of 88.42%. Babbie (2013) and Creswell (2015) argue that 70% and above response rate could be acceptable for further engaging in the data analysis. Thus, the response rate in this study could be accepted to continue analyzing the quantitative data collected from the respondents.

Among the 252 total respondents, 167(66.26%) were males and the remaining, 85 (33.74%) were females. A total of 162 (64.28%) of them were married, 83(32.93%) were singles respectively, the rest, 7 (13.46%) were either divorced or widowed. Regarding the educational status of the respondents in the study, 107 (42.46%) of them were BA/BSc graduates, 78 (30.95%) were diploma holders and lesser, 54 (21.42%) of the respondents were MSc/MBA holders, while only 13 (5.15%) held Doctorate Degrees (MD & PhD) as shown in Table 4.1. As to their age composition, adults that fall under the age category of 35-45 years accounted for 152 (60.31%) of the total sample respondents, 69 (27.40%) of them reached at 46-50 age category, the age ranged 51-60 accounted for 12 (2.70%), while those young respondents within the age category of 25-35 years constituted 19 (7.53%) of the total respondents. Consequently, it is possible to deduce that the respondents are married males who are older educated adults. These characteristics seem to be favourable social group for

donating blood. From such ranged socio-demographic characteristics of the respondents, the student researcher, therefore, believes that it is likely to get balanced data that would represent different sections of the society based on sex composition, age category, marital status and academic qualifications.

Table 4.1 Socio-demographic Characteristics of the Respondents

Demographic characteristics	Frequency(f)	Percentage (%)
Sex		
Male	167	66.26
Female	85	33.74
Total	252	100.00
Age category (years)		
25-35	19	7.53
35-45	152	60.31
46-50	69	27.40
50 and Above	12	2.70
Total	252	100.00
Marital Status		
Married	162	64.28
Single	83	32.93
Others	7	13.46
Total	252	100.00
Educational Background		
Diploma & lesser	78	30.95
Bachelors	107	42.46
Masters	54	21.42
Doctorate (MD & PhD)	13	5.15
Total	252	100.00

Source: Own Survey (2018/19)

4.3 Status of Blood Services & Donations in Ethiopia

In this section of the thesis, data presented was primarily collected from the documents, the semi-structured in-depth interviews and the FGDs. The document data were

compiled from the published and the unpublished archives of the ENBBS and internet-based sources.

The section provides a synopsis about the overview of the blood services in Ethiopia, together with the current situation of the blood donation. The purpose of presenting this part is in order to build understanding and background about the place where the entire study has been focused at the ENBBS - which is the Head Quarters of the blood donation and other blood-related services in the country. Correspondingly, this section could also be a significant start up to validate one of the major functions of the study: why should the ENBBS imagine responsibly about revising the existing BDC system in comparison to the attributes of PR? This question was the core tract of the study.

The WHO Office for Ethiopia states that safety blood supply encompasses those actions aimed at ensuring everyone has access to blood and blood products that are as safe as possible, available at reasonable cost, adequate to meet the needs of patients, transfused only when necessary, and provided as part of a sustainable blood program within an existing health care system (WHO, 2018).

According to the FDRE Council of Ministers Regulation No. 330/2014, the ENBBS is responsible to ensure the availability of sufficient stock of blood at national level and, coordinate, network and technically support regional blood banks (FDRE, 2015). When the MH decided to reverse the responsibilities of running blood donation and related services from the ERCS to the newly established ENBBS by 2013, the aim was improving efficiency, access and quality of the services that were mainly fragmented and organized into hospital-based system. Prior to this change, the system and services could only be accessed by hospitals in the regional capitals, heavily reliant on family replacement donors, with neither universal nor quality assured testing of blood and inappropriate use of blood at the hospitals. Moreover, it was also intended at increasing the supply of blood via developing the capacity of blood collection and voluntarily donation in the country.

In this regard, in the intention of assessing the current level of achievement of the BDCC in the ENBBS in accordance to the blood demand, 69 questionnaires were distributed among the employees of the institution, with 100% of response. Out of them, the majority of the respondents, 53 (76.81%), replied that they did not think that the ENBBS was fully

supplying the blood demand that should be met, while the rest, 16 (23.18%) said that they thought that it was supplying the demand.

Although the minority of the investigated staff members attempted to argued against the finding in the questionnaires, a staff member informant said, “The proportion of the current blood donors in the Institution is 0.25%, but the WHO expects us to reach at least 1% of the total population.” Therefore, the reliability and sustainability of the blood supply of the Bank still remain questionable.

Likewise, even some interviewed members of the staff did openly admit that blood is lacking mainly outside the city of Addis Ababa, and particularly around much of the rural areas of the country. Considering the fact that the rural areas are the residences for the greater majority (more than 83%) of the country’s whole population, the country’s blood supply problem could still be hardly trivial.

The key achievements that came along with the establishment of the ENBBS in 2013 included those like: the autonomous status of the blood transfusion program granted under the MH; the increment in the number of functional blood banks from 12 to 25-each covering hospitals within 100km radius; rise in the number of hospitals accessing safe blood and blood products from 48% in 2012 to over 90% in 2014; growth in the number of active mobile blood collection teams from 4 in 2012 to 31 in 2014. The achievement in the blood related services also involved more national outcomes like those of: increased total number of units of blood collected from 24,000 per annum in 2004 to 95,466 in 2013; improved proportion of voluntary blood donation from 10% in 2012 to 92.10% in 2014; strengthened community involvement and ownership; etc. The Addis Ababa center collected over 40,000 units from 100% voluntary blood donations (ENBBS, 2018).

In spite of the afore-stated progress claims in the ENBBS, still more jobs need to be done in the blood collection system and sustainable blood supply, which is mainly linked with the ENBBS’s campaign communication. Possibly, the PR activities, as still many people are believed to die annually due to the prevailing blood shortages in healthcare centres of country, mainly around different corners of the country side.

Though the major responsibility of the ENBBS is to sustainably balance the supply and demand of blood in the city in particular and the country in general, evidences indicate those major blood shortages have been frequenting the country before long. As to the matter

of achieving sustainability, the existing campaign system of the ENBBS has never been ever proven as the most reliable one and even not yet during the last three years, which would possibly be taken as the assessment indicators of its evolutionary stage of development to date. In this regard, the validity of this allegation is evidenced due to the frequent shortages of blood the country has faced not only throughout the older years but also during the last three fiscal years (2016-2018), for which evidences are explained in the subsequent.

WHO (2018) states that the sustainability of blood supply is largely corresponding to the reliability of the donor recruitment or campaign system of an institution. Thus, paying critical (if not sceptical) interrogation towards the habituated BD recruitment activities would still be a substantial input at least for maintaining (if not for sustaining) the safe supply of blood in the Institution.

4.4 The BDCC Patterns, Practices & Systems of the ENBBS

In this study, the respondents were asked about this major issues - there was a question that says: “Do you think that the ENBBS’s campaign communication strategies and plans are essentially comparable and effective with the blood demand in the country? “ Out of 69 staff respondents, 52 (75.36%) answered no they were not, while only 17 (24.63%) of them said yes. The observation of the WHO is also supporting this opinion in that there has been lack of the campaign communication system in the ENBBS.

According to the achievement standard set by the WHO, among the developing countries like Ethiopia, blood should annually be collected from at least 1% of the mass population of a country. However, currently, with regard to the amount of blood collection and population coverage, the BDCC of the ENBBS is not meeting the minimum requirement set by the WHO. The percentage of the current donors in the Institution was only 0.25%, which is one-fourth of the standard of the WHO. The findings of the semi-structured interviews and the FGDs conducted indicate that this gap was associated with the prevalence of different issues related to the patterns, policies and systems of the existing BDCC in Addis Ababa.

As the data obtained from the FGDs and the interviews, most of the participant ENBBS employees frequently explained that their institution is currently running its BDCs mainly through several teams that are structured under the Marketing, Educational and Awareness Creation Unit towards addressing the shortage of blood in the bank. However,

many of these participants tended to also agree that each unit involves much of the non-PR staff members, and who mainly are health professionals.

Consequently, the shortage of a professionalized BDC system together with budget, manpower, structural and bureaucratic constraints the problems has become quite serious. An interviewee, for instance, expressively stated: “It is the name of the ENBBS which is big in the country, but its PR activities are being run and operated by only one PR practitioner/professional, that is, ridiculous.”

Similarly, the Director of the Blood Donation Directorate in the ENBBS stated that the lion share of the job in a blood bank is that of the PR. However, he stated that the professional PR activities in the institution are now almost missing as they are being attempted to be conducted by single professional PR personnel. So far, the BDCCs of the institution are mainly being conducted by a number of teams that are structured under the Marketing, Educational and Awareness Creation Unit. Each team is composed of a group of non-PR professionals, who are mainly medical experts like nurses and medical doctors.

It was indicated that the teams follow different traditional and jumbled campaign communication systems and patterns, among which are those drives like school-centered and beneficiary-oriented, private or group-led voluntary campaigns, etc. In one of the FGDs, a participant from the ENBBS said that the schools are made targets for they are the greatest potential areas of getting healthy bloods.

However, the campaign that has been excessively relying on the schools appears to require less expertise and less effective as well as superciliously risky to secure sustainable blood supply. Validating this argument, health centres in Ethiopia’s capital Addis Ababa fell short of donated blood, said the officer of the ENBBS, in a press release made on Friday-20/10/2017 on Friday, 20/10/2017 (ENA, 2017).

Concerning this, in the joint press conference by the Ministry of Health and the National Blood Bank (2017), it was indicated that the blood deficit had reached critical stage over the period as less volume of donated-blood have been collected. The Bank was not supplying the required volume of donated-blood to hospitals and health centres and that left their patients to suffer more, said the Director. Therefore, it was expressed that mothers after birth, children, and cancer, heart diseases and kidney patients and victims of traffic accidents are suffering from their illness and scarcity of donated blood. The Director added, “the

scarcity was caused during the closure of schools where frequent blood donations were taking place. The volume of donations has now reduced.”

Therefore, this might reveal that the campaign programme has not been done strategically since it heavily was dependent on schools, which were not only being discriminatorily and unfairly burdened due to the existing lethargic BDC system of the Bank but also the risk of a campaign system had created panics on those who frequently urged to donate blood on some specific target groups as the main source of the voluntary donors. Additionally, there were some inconsistencies in the Institution’s efforts at the campaign.

This excessive reliance of the existing BDC system in its campaign on the schools would indicate fairness and authenticity problems which never considered the maturity level of the targeted potential donors. Though the relative scale of freedom offered to them in their decision to donate blood is free of imposition, but there was an extended insistence which forced the student donors to face a challenge of perseverance in comparison to any other ordinary citizens of the country. Their decision to donate blood is likely to be made as a result of different pressures like that of from their peers and the school that may force young students to donate blood, but without authenticated voluntarism. Thus, as it would not appear purely voluntarily, it will be concurring with their solitude and liberty rights and result in certain stigma.

As it has been mentioned above, the beneficiary-oriented campaigns are the other types of the traditional BDCC method of the existing system in the ENBBS. The beneficiary-oriented campaigns are explained as those being conducted using the actual testimonies of the benefited ex-patients about the values and roles of donating bloods within the lives of the beneficiaries. In this sense, there are campaigns where those benefited ex-patients would physically appear and testify or through their pictures. For instance, two pictures of a beneficiary each taken before and after the blood service would be posted in posters so that the potential donors could see and got convinced to donate blood - they could make the difference in number of donated blood bags collected so far in Addis Ababa.

Likewise, the other way of the traditional campaign communication of the team is donor-based. It is being made through making telephone calls to former donors. According to the team members involved in the interviews and FGDs, they confirmed, “This method is called tracing or recalling campaign.” During the interviews, the Head of Marketing/PR

Department mentioned that the media institutions and former donors had been the primary partners of the current BDCs of the ENBBS. “The *tracing/recalling campaigns* are usually applied using phones and phone personnel to trace back former donors to come again and donate, especially during disasters,” adduced the Head. Similarly, several respondents’ employee unleashed that they are considering the method as a disaster management strategy of the ENBBS.

Nevertheless, it was the opinion of many of the respondents that the existing BDCC of the ENBBS is more of traditional and hardly PR-oriented. Nonetheless, further investigations were made to identify further details of the matter like those included under the next section, which is focused at presenting more facts of the investigations made about determining the existing BDCC strategies in the institution.

4.4.1 The BDCC Strategies of the ENBBS

Strategies of a certain activity or institution are those most efficient guidelines of performing its functions at best. The strategies are those roadmaps which are by and large scientifically acquired and designed in the considerations of the overall objectives and goals of that specific activity or institution (Anju et al., 2014). Scholars in the field usually classify blood donation campaign strategies into two major groups as short-term and long-term strategies. According to Appiah (2013), success in the field is correlated to the extent, to which an institution employs these strategies.

The short-term strategy involves those media announcements, organizing events and concerts, dramas, immediate TV and radio advertisement programs, as well as spreading posters, banners, leaflets, and making newspaper announcements and reporting, Dhaka, (2017). On the other hand, the long-term strategy is any donor recruitment strategy that is meant for recruiting donors of the future. The long-term strategies are those campaign activities which are intended to form an optimistic culture of blood donation into the prospective society. This type of campaign strategy involves those activities like developing school curricular education, organizing successive awareness creation workshops, seminars, meetings, talks, and broadcasting persistent advertisements as well as posting long-standing billboards, etc. (Appiah, 2013).

For this purpose, professionalized BDC systems of institutions is sought to prepare the campaign strategies for the mutual involvement of professionals from the PR and

management departments primarily on the basis of the major objectives and goals as well as in the considerations of other factors surrounding the reality.

Interviewees affirmed that the involvement of the PR concord is so minimal and limited within the ENBBS in general. Nonetheless, before it directly embarked on listing the existing BDC strategies of the ENBBS, so as to reasonably measure their respective practicability all along the way, the study first refers the institution's main objectives and goals hereunder.

4.4.1.1 Objectives and Goals of the BDCs in the ENBSS

According to the WHO, there are three common ways of blood donation worldwide. They are classified as voluntary (non- remunerated), family (replacement) and paid donations (WHO, 2009). HIV, hepatitis viruses, and other “blood-borne” diseases are least present in the voluntary and unpaid donations compared to the last two types. It is also widely accepted that the motivating factor of the Voluntary Blood Donations is recurrently altruism. The WHO asserts that the voluntary, non-remunerated blood donations as the most efficient way of ensuring adequacy of safe blood supplies since they are typically regular and repeat blood donations (WHO, 2009). Therefore, the WHO encourages countries to secure 100% voluntary blood donation. In this regard, recruiting voluntary donors is one of the most important objectives of blood banks and their respective BDCs worldwide. Similarly, the ENBBS has this aim of achieving 100% voluntary, non-remunerated blood donations nationwide.

Moreover, Ethiopia is a nation that frequently fails to achieve a balance between blood supply and demand, i.e. lower blood supply than demand. As a result of this, the country is one of those countries that threatened by occasional blood shortages. Therefore, the major responsibilities, objectives and goals of the ENBBS and its BDCs are to provide the essential motivation, knowledge and advice as well as encouragement to the general public so as to increase their attention to the blood donation, through recognizing the benefits of their donations, especially in the process of meeting the demand and saving patients. Moreover, the ENBBS is aimed at providing sufficient and quality blood services nationwide that meet the international standards. In this sense, it regularly campaigns to collect the necessary blood on the basis of different strategies.

4.4.1.2 The Target Audience Strategies of the BDCs in the ENBBS

This sub-section reveals the findings of the study in relation to the fourth research question, i.e. to what extent do the audiences respond to the BDCs and the PR activities of the ENBBS? However, since the involvement of the PR activities was hardly visible within the prevailing BDCs, the sub-section's study would, therefore, be budgeted more in evaluating the efficiency of the target audience strategies within the traditional campaign system, which might appear as the institution's provisional attempts to bridge the gap in the PR practice.

Nonetheless, the impacts of the lack of well equipped, adequately staffed, well-principled and professionalized PR activities have been once again proven to be imminent within the target audience strategies too, since the viewpoints of many of the respondents in the interviews as well as in the FGDs verified this. Many of the respondent employees openly admitted that there are residing limitations within the prevailing campaign practices in reference to strategically exploring and exploiting the maximum short-term and long-term potentials of reaching the majority of feasible target audiences. They associated the origin of such limitations with the deficiencies that the strategies are suffering from the shortage of PR orientations and designs.

As to one of the justifications of such instances, a participant in the FGDs raised issues indicating the flaw of both of the short-term and long-term strategies for failing to extensively promote the requirements of blood donation to the potential audiences. In this regard, the participant said: *“Due to the target audience communication strategies are not that tactically designed, the necessary pieces of information about the physical and medical requirements of a possible donor are hardly being advertised to both of the potentially current and prospective donors in advance.”*

Another respondent reinforced this idea by saying, *“Had it not been that the deprived BDCs were scarcely communicating the potential targets with the requirements ahead, they would have achieved more in increasing the domain of the target audiences, through decreasing the donor deferral rates in the Bank and, at the same time, by increasing the arrival of more appropriate donors.”*

According to a document of the International Committee of the Red Cross, the minimum physical and medical requirements of blood donation in Ethiopia include the donor's being: in between 18 and 65 years of age, more than 45kg of weight and with no

chronic disease history. Further, the screening tests are made in reference to HIV/AIDS, Hepatitis B, Hepatitis C and syphilis (ICRC, 2017).

In this sense, it is worth noting that not all people can be eligible for blood donation. Therefore, especially in the setting of such a developing world cities like Addis Ababa, where the prevalence of HIV and the other communicable diseases like hepatitis would be relatively higher, notifying the requirements ahead of the arrival of inappropriate donors would be among the most inexpensive functions of the BDCCs.

However, this idea of the institution's limitedness in this aspect was also largely the opinion of the data collected from the interviews. For instance, while interviewed, the only PR officer of the Institution mentioned this same idea. He stated that in comparison to the greater opportunity of winning more donors and reducing the donor deferral turnover rate, it is important to program both short-term and long-term campaign strategies for the purpose of informing those physical requirements ahead of the potential donors' arrival to the donation center. "Potential donors fail to arrive at the center for donation due to many important reasons; thus, this type of communication appears mandatory" added the PR officer.

In this sense, it became also the aim of the study to further evaluate the degree to which the quality and relevant pieces of information are being communicated to the potential audiences within the existing campaigns of the ENBBS. As deferral rates are higher in the prevalence of lower communications about the donor selection requirements of a blood bank, the indicators of the blood donor selection and recruitment are taken as useful and appropriate tools to evaluate the overall quality of the existing strategy.

Table 4.2 indicates the level of efficiency of the existing BDCs with regard to whether correctly providing the mass with the necessary pieces of information that can unravel its ever-present confusions and long-been-established thoughts towards and about the practice of blood donation. Therefore, the table is about the data collected from the questionnaires administered to those 120 potential audiences, residing in the city [Addis Ababa].

Table 4.2 Worth of the BDCs in Informing Physical Requirements of the Donor Recruitment

S. No.	Items		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Do you think that you are fairly accessed by the BDCs of the ENBBS?	N	17	24	47	31	1
		%	14.10	20	39.10	25.83	0.83
2	Blood donations would be accepted from people who have had their ears pierced within the last 12 months	N	4	21	68	19	8
		%	3.33	17.50	56.66	15.83	6.66
3	People who have been tattooed during the last six months would not be accepted as blood donors	N	28	35	45	10	2
		%	23.33	29.16	37.50	8.33	1.66
4	The blood bank recommends that average people can safely donate blood every 4 weeks	N	15	41	54	8	2
		%	12.50	34.16	45	6.66	1.66
5	I am afraid of being rejected as a blood donor for some of these reasons	N	44	37	19	18	2
		%	36.66	30.83	15.83	15	1.66
6	Helping you to exactly know whether you are physically fit or unfit to make blood donation	N	22	10	56	29	3
		%	18.33	8.33	46.66	24.16	2.5

Source: Own Survey (2018/19)

As it can be seen from the above table, out of the 120 potential audiences of the existing BDCCs of the ENBBS, the majority of the respondents 47(39.1%) are neutral (not sure) about the campaigns are fairly reaching them. And 44 (36.66%) said that they are afraid of being rejected as a blood donor for the possible reason of not knowing the blood donation requirements clearly. On the other hand, it is only 10(8.33%) of them agreed that the existing campaign messages are helpful to them to exactly know whether they are physically fit or unfit to make blood donation, while 29 (24.16%), which are still significant, disagreed. Moreover, 56 (46.66%) of them are neutral about the matter. Generally, the data in the Table 4.2 reveals that most of the respondents (surveyed potential audiences) are not sure about the worthiness of the BDCs in informing the necessary requirements of blood donation as the majority of the respondents are neutral on the matters picked above. A reasonable proportion of the respondents were neither agree nor disagree to those statements on the issue under

investigation. Thus, it is possible to say that the data illustrates the insufficiency of the existing BDC strategies in reference to equipping the target audiences with such essential messages forward.

The other area where the test on the target audience attraction strategies of the existing BDCCs made is the level of achievement in involving celebrities into the campaign process. That is, involving celebrities and public figures in BDC activities is advocated as one of the very effective campaign systems of attracting more and more target audiences into the donation practice (Haider, 2005). These systems can be applied within both of the short-term and long-term campaign strategies. In this regard, Ihlen (2008) further argues about the significance of PR activities towards achieving the striking advantages of involving celebrities and public figures into such socio-centric acts like blood donation.

However, during the interviews and the FGDs, sizeable participants among the mainstream staff members of the ENBBS frequently revealed that they are feeling the residing shortcomings of the PR communication activities in the institution in reference to utilizing this strategic system too. For instance, a member the campaign staff who participated in one of the FGDs said “I am a physician not a PR professional. Due to lack of the necessary professional skills among us, the trend involving celebrities into our BDCs is so limited and weak. Even if the celebrities are so ready, interested and volunteer to represent and work for the ENBBS, so far, we did not approach them that serious.”

The importance of target audience strategies of BDCs are also measurable upon their exposure to attract as many diverse and liable citizens as possible, who would be proper to donate blood based on the standard of the WHO. In this sense, applying different and diversified audience tailored campaign activities is also another important BDC strategy worldwide (Nelson et al., 2014). Especially, as the blood bank of a much diversified country, Ethiopia, and the city, Addis Ababa, the ENBBS would be benefited more in employing very diversified and audience tailored BDC strategies.

However, participants in the FGDs mentioned that most of the existing BDC activities could be seen as more of sources of tidings to everyone rather than being motivational for the varied audiences so as to result in the desired practice- the blood donation. Moreover, most of them suggested that it is quite important to diversify the prevailing campaign efforts by including such strategies that would be aiming at bringing about the desired decisions of the

potential audiences, especially through the consideration of audience-tailored communication activities and approaches targeting at the different socio-economic, religious and cultural entities of the potential audiences. They emphasized about the need to consider such matters during planning the short-term and long-term campaign communication strategies of the Institution.

The issues presented in Table 4.3 were used to further explore and cross-check the facts prevailing among the other staff members in reference to this idea of diversifying campaign systems. In this sense, they are questioning whether the BDCCs of the ENBBS are really being designed in consideration of addressing differences of the potential audiences like socioeconomic, cultural, religious, etc. These inquiries were made through those questionnaires, which were administered to 69 employees of the Institution.

Table 4.3 Role of the BDCs in Addressing Socio-economic, Cultural and Religious Entities of Audiences

S. No.	Items: whether the BDCs are designed in:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Encouraging, inspiring and stimulating everyone [people] independently to donate blood	N	1	6	40	21	1
		%	1.44	8.69	57.97	30.43	1.44
2	Providing a clear and realistic reason/s and logics for each member of the potential donors to donate blood	N	12	22	7	28	-
		%	17.39	31.88	10.14	40.57	-
3	Instilling independent pride among the existing diverse donors for the blood donation they have made	N	7	24	33	5	-
		%	10.14	34.78	47.82	7.24	-
4	Reaching varied groups of the society through applying some specially tailored communication systems and messages to address those differences like cultural, demographic, language, religion, age, educational, occupational, etc	N	9	9	27	23	1
		%	13.04	13.04	39.13	33.33	1.44

Source: Own survey (2018/19)

In Table 4.3, in reference to the question asked about the role and ability of the existing BDCs' strategies in encouraging, inspiring and stimulating everyone to donate blood, out of the 69 respondents, 40 (57.97%) said that they are neutral, which means that the majority of the staff members of the ENNBS are not sure about the existence of this ability within the existing BDCCs of their institution. Still, significant number of the respondent employees, 21 (30.43%) disagreed about the existence of this ability.

Furthermore, while 28(40.57%) of them said that the campaign strategies are not providing the clear and realistic reasons and logics that would address their respective inimitability, only 9 (13.04%) of them agreed about the existence of a design of reaching varied groups of the society through applying some specially tailored communication systems and messages to address those differences like cultural, demographic, language, religion, age, educational, and occupational status. Still, 27 (39.13%) and 23 (33.33%) of the respondents are respectively neutral and disagreeing with the point. Further, while only 24 (34.78%) respondents agree about that the BDCCs are instilling independent pride among the existing diverse donors for the blood donation they have made, still the majority of them, 33 (47.82%), are neutral [not sure] about the matter.

It appears that the findings presented in a table on the questions are also directional towards the results of the FGDs. Therefore, it can generally be concluded that the strategies and practices of both short and long-term of the existing BDCs of the ENBBS are found less likely to be named as audience tailored, as they are hardly designed and implemented in the consideration of addressing the diversity. However, the population of Ethiopia in general and that of Addis Ababa are largely heterogeneous in terms of socio-economic status, religion, and other demographic variables, which the future BDC planning should still need to consider.

More likely owing to these all kinds of the findings, the rudimentary identification made about the target audience strategies of the existing BDCs of the ENBBS is so restraining and exceptionally partial to reach the maximum potential coverage. According to the WHO, any healthy person between the age ranges of 18 and 60 can potentially donate blood, IFRC's Strategy (2015). However, the interviewed director of the BDC Directorate of the institution said that it is the schools in the city, only focusing at the high and

preparatory schools, which are presently being considered and identified as the uppermost target potentials of the institution and the existing campaign strategy. Of course, it would appear logical when he stated that the schools are made the greatest potential targets as they are the greatest potentials of getting healthy bloods from the youngsters.

However, at the same time, the Director also mentioned the voluntary groups like Rotary Club, the associations of the supporters of the Buna and St. George Football Clubs as well as a religious association named the *Almustaq Bel* as the other central target potential audiences of the traditional and still inequitable campaign system. Therefore, having more collections of the relatively elder donors within these groups, it would be difficult to accept the Director's justification as valid and declare that the truly reason of the Bank to focus at the schools is the urge for the healthier bloods. Rather, it would be more logical to say the Bank's potential target strategies were made the students more due to their being relatively easier to access than the wider mass outside the schools. Therefore, it would be again logical to say the schools are being unreasonably burdened even so the burden could have been shared with the rest of the society, especially when more developed target audience strategies would be implemented.

Data from the FGDs highlighted the prevalence of traditionalism in the acts of planning and strategically designing the BDCs in the institution. Participants were of the opinion that the existing habitual campaign system does include the inputs of the PR unit when planning.

Anyways, the existing traditional BDCCs of the institution do not appear sufficiently mobilizing as many blood donors as potentially available among the mass. In comparison to the simplicity of the WHO's criteria and the immense accessibility of many more such potential targets among the greater population of the country, the current target potential identification strategies of the Institution appear extremely partial, asymmetrical and highly amateurish.

4.4.1.3 The Routine Campaign Strategies

Currently, the BDC system involves very scarce PR activities. The BDCCs are mainly being run by the Marketing, Educational and Awareness Creation Unit and its sub-teams. Possibly owing to the issues that would possibly emanated from the deficient PR communication activities, the BDC system is mainly being driven and ruled by three

strategies: organizing and managing events (during occasions like holidays), crisis and emergency managements, regular motivation (routine promotions, advertisings and agent-based drives).

4.4.1.3.1 Event and Management Campaigns

According to the interviews made with of the management staff members, in the current BDCs system of the ENBBS, organizing and managing events are one of the important and widely used types of the campaign strategies. These ceremonies are being made during different occasions and popular holidays.

Worldwide, the World Blood Donor Month is an annual campaign which celebrates the important role of blood donors (NPC, 2018). In this regard, it has been frequently mentioned during the interviews made with the health personnel, the ENBBS also engages in various events to encourage people to donate blood during the month of June. Within the events during the month, the interviewees stated, in collaboration with various partners, the BDCs of the ENBBS works not only to collect blood but also to build awareness about blood donations. It was revealed in the FGDs that some of the main events during the World Blood Donor Month include organizing mobile blood centres along central public streets, running mass walking and demonstrations, arranging thanks giving stages and ceremonies for regular blood donors, involving role-model public figures into the practice of donation etc. Moreover, according to participants of the FGDs, the World Blood Donor Month is one of the most important annual campaigns for the ENBBS as messages encouraging blood donation are carried in various media.

In Ethiopia, there are also different national and public holidays celebrated each year nationwide. During then also, the ENBBS organizes different events to encourage people to donate blood as many are relatively more initiated to satisfy the causes they would like to participate within such actions of doing good to others and the community, according to the same Organization. The interviewed management staff member said “The main messages of such events is the idea of voluntary mutually beneficial exchange where blood donors engage in an unselfish act of donating blood and in return receive physiological benefits knowing that they are going to save someone’s life”. It has also been mentioned that ENBBS as organizes music concerts where blood is donated as entrance fee. Moreover, the events serve to thank volunteers and to raise awareness about blood donation.

4.4.1.3.2 Crisis and Emergency Case Campaigns

According to the staff members who involved in the FGDs, the campaigns of the ENBBS during cases of crisis and emergency are mainly operated on the idea and methodology that is known as the “request-supply” relationship. The “request-supply” relationship method of campaign was explained as a system through which the employees of the Bank individually communicate client donors (through telephone calls or any means possible) so as to come to the blood centres and make donations.

A medical doctor during an interview session said, “During the times of crisis and emergency, we can encourage as many people as possible to donate blood, but then we cannot manage the actual blood collection”. “There is the limitation of human resources not only in relation to the PR activities but also in the actual blood drawing activities. Thus, shortage of manpower becomes among the brutal problems of during emergencies” stated the Dr. Moreover, a participant rose that those times of crisis are among the most challenging times in the Bank. The participant justified the situation saying that those times are mostly when both regular donors and potential donors are hardly accessible while, at the same time, the demand for blood would be very high, higher than the usual days.

4.4.1.3.3 Regular Drive Campaigns

According to many of the staff member respondents, the existing campaign drives of the ENBBS have problems in relation to its ability of hosting large sized campaigns: limitations of material, man-power (only one PR personnel) and space. Out of the 69 staff members, who were administered with the questionnaires, only 4 (5.79%) of them wrote about the types of the regular drive campaigns saying that they are activities of: organizing campaign strategy plans, when the shortage of blood happens and make our; programmes stable and sustainable manner to fulfil blood supply; formulating mobile blood donation terms to different institutions; giving awareness on site around blood donation; and using media: like mainstream and social media.

In this sense, it appears that the existing campaign system does not have a well-designed and standardized campaign strategy in its regular campaign scheme. Currently, the most regular and effective campaign strategy within the campaign system of the ENBBS in the location of Addis Ababa is the one that is mainly based on the “request and supply”

relationship. This type of campaign strategy is mainly focusing to meet the requests (demands) for blood.

The donor-based campaigns are also revealed as part of the regular blood donation drives by many of the staff respondents in both the FGDs and the interviews. Of course, studies have demonstrated that higher prior donation occurrence was a predictor for donor return (Beerli & Martin, 2008).

Likewise, the existing campaign system in the ENBBS mostly follows this strategy through making telephone calls to people who had donated before. However, once individuals come for blood donation to the centres, it appears that it is important to have a more formal mechanism to retain them as regular blood donors needs to be devised. In this regard, the WHO and the International Federation of Red Cross and Red Crescent Societies recommend establishing a database of loyal and regular donors as a means of having access to a safe blood supply. Nevertheless, most of the interviewed staff respondents revealed that the institution has not developed that much in relation to establishing a sophisticated database system of the donors. As to the respondents, this is a problem related with lack of budget, necessary technological materials and skilled man-power.

Table 4.4 Belief in Practising Most Recent Versions of Campaign Communications

S. No.	Response category	No	Yes
1	Practice of most recent (modern) versions of campaign communications at ENBBS	N 53	16
		% 76.81	23.19

Source: Own survey (2018/19)

Moreover, the data illustrated in Table 4.4 revealed that the ENBBS is not endorsing the most recent (modern) versions of campaign communications, tools and methods. In this regard, for the question: “Do you believe that the ENBBS has efficiently endorsed the most recent (modern) versions of campaign communication principles, methods or tools?” Out of 69 staff members, 53(76.81%) of them said “no,” while only 16 (23.18%) of them said “yes”.

During three of the FGDs; mainly those respondents who were involved as frequent donors and ex-benefited clients of the ENBBS were frequently raising one point. They saying that the regular campaign drives in the ENBBS are largely focused at visiting (going to) a governmental or non-governmental institution at a time and motivating (forcing) the people found inside there (employees and/or, possibly, the current customers or service-takers). This, however, appears a bit enforcement (and against privacy rights of the people) rather than safe campaign that can be publicly made to recruit voluntary blood donors in the face of those regular potential donors who are motivated to the donation with the normal campaigns and then directly approach the Bank/Blood centres by themselves.

Table 4.5 Whether or not Personally Voluntary Blood Donation Practised at ENBBS

S. No.	Item	Strongly Agree	Agree	Neutra l	Disagree	Strongly Disagree
1	People would be more willing to donate blood if they were asked personally	N 4	19	32	43	22
		% 3.33	15.83	26.66	35.83	18.33

Source: Own survey (2018/19)

Respondents selected from the potential audiences have proven this argument right. This was seen in the data collected for a remark that says: People would be more willing to donate blood if they were asked personally. In reacting to this remark, out of 120 potential audiences, only 4 (3.33%) strongly agreed, 19 (15.83%) agreed, 32 (26.66%) said they were neutral, while 43 (35.83%) of the respondents expressed their disagreement on this issue and still 22 (18.33%) of them strongly disagreed. Here, the empirical evidence indicates support for the above-stated argument.

Of course, according to the staff respondents of the FGDs and interviews, in the existing BDCs system of the ENBBS, there are regular drives or campaigns that include promotion, advertising, publicity and digital communication, which are being made through mass media. However, the data disclosed that achieving the desirable excellence with regard to these campaign systems in the ENBBS is a bit distant. In this regard, for a question that

asks about: how do you label the role of the ENBBS in facilitating blood donation motivations? Among 69 staff members, 3 (4.34%) of them labelled it as “Excellent,” while 19(27.53%) rated it as “Very good”, and 38(55.07%) “Good”. Thus, the Institute’s role is considered as good in facilitating blood donation in Addis Ababa.

Table 4.6 Labelling Status of ENBBS Role in Facilitating Blood Donation Motivations

S. No	Item	Excellent	Very good	Good
1	How do you label the role of the ENBBS in facilitating blood donation motivations?	N 3 % 4.34	19 27.53	35 55.07

Source: Own survey (2018/19)

4.4.1.4 Communication Tools’ Strategies of the BDCs in the ENBBS

What PR tools that the PR officer uses for the BDCC purposes would indicate in what way the campaign communication activities are done strategically. As a result, this section examines the strategic communication tools as well as the materials and methodologies that are being used in the existing BDCs in the ENBBS.

4.4.1.4.1 Media Strategies

During one of the of the FGDs, a respondent among the ENBBS’s staff stressed that the BDCC of the institution is not having and following a well-designed media plan as well as advanced media tools. The communication tools found in the institution were in particular computers, whose number and effectiveness, however, were limited, especially those in the PR unit although the production of PR media and many other things was needed, it appears that the top management does not consider that the PR does not need to use technological appliances. According to the PR officer, this not only hampered the electronic campaign communications (internet, TV, radio) but also made the job challenging.

In fact, it has been mentioned by an informant that the ENBBS has a great deal of opportunities of building relations with the media as a non-profit organization, however this chance was limited by the performance and shortage of manpower of the PR professionals, which could also limit PR as well as media strategies of the Institution.

While interviewed, the single PR officer of the institution mentioned that a wide range of specialized media including posters, brochures, leaflets, BD postcards, and booklets as the most appropriate communication alternatives for the delivery of such blood and blood donation messages. However, the FGD respondent among the ENBBS's staff emphasized that there was no stability of media distribution, because there were no remaining copies of a particular version of a specific production, brochure, poster etc, which was used before.

4.4.1.4.2 Message Strategies

Brennan and Binney (2008) argue that humanitarian PR or campaign activities involve message strategies through which individuals or groups who are encouraged to voluntarily adopt socially desirable behaviour. Behavioural change oriented approach could serve both short-term and long-term interests of an institution or a country. In this sense, the main purpose of ENBBS's campaign message strategy ought to encourage people to adopt behaviour of donating blood. As its core business, it appears that the institution should follow this strategy to ensure constant blood supply through involving the approach in its both short-term and long-term campaign communication activities and strategies.

In BDCs, message strategies are very important actors of affecting the audiences' motivation for BD today and tomorrow. Therefore, during designing and implementing the message strategies of the campaigns, the level of persuasiveness, understandability and behaviourism of the messages as well as the balanced interconnection among these values are of paramount importance. The understandability of the messages relies on the factors related to the messages' vividness and ability of calling emotional appeals as well as the credibility of their sources. The messages' behaviourism (the ability to affect the audiences' behavioural changes) is significantly subjective to their continuity and appeals to present mind settings (like humanitarian, philanthropic, fear avoidance). Their understandability in turn affects their persuasiveness while both affect their behaviourism. The message strategies are also linked with the duties of constructing the audiences' knowledge and attitude about the practices of blood donation and the blood donation campaign communications themselves (Haider, 2005).

Especially, many data sources are indicating the short of reliability of blood supply in the organization (ENBBS (2018)). It appears important to focus at those short-term and long-

term BDCC systems which are directed at resulting in reliable behavioural changes of the potential donors towards the practice of BD (Clifton & Simmons, 2004).

In this regard, to test how far the existing campaign communication message strategies have been effective in shaping someone's attitudes and behaviours towards voluntarily donate blood, there were queries given to the potential audiences of the existing BDCCs of the ENBBS. To begin with those inquires about whether many people are non-donors because of not actually thinking about the need for their blood, out of the total 120 potential audiences, it was 16 (13.33%) of them that strongly agreed with the idea. The majority of them, 60 (50%) agreed that they were really made to think that their blood is really needed. Twenty-eight (23.33%) became neutrals, only 16 (13.33%) of them disagreed and none of them strongly disagree with the idea.

While asked about intention to donate in the future, more than two-third 82 (68.33%) of the same participants were reported to be willing. As willingness is the starting point for behaviour change as was demonstrated by a study done among new and experienced blood donors (Hendrix, 2015). It is an indication that the opportunity still exists in terms of the intention, despite the low level of practically behaviour-based BDCCs.

In this regard, to further explore and cross-check the facts prevailing among the potential audiences with regard to the kind of messages and message strategies that are being followed within the short-term and long-term campaign communication activities of the ENBBS, the following points in the subsequent table five were applied. The potential audiences were questioned to identify whether the BDCCs of the ENBBS are really addressing their humanitarian, philanthropic, psychological, emotional and behavioural values. Based on the survey domain of the research, it was those 120 respondents who were again inquired, as the representations of the potential audiences residing in the different *Woredas* of Addis Ababa.

Table 4.7 Role of the BDCs in Addressing Emotional, Psychological, Humanitarian and Philanthropic Values of the Audiences

Sr. No	Items: the existing BDCCs:	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Are powerfully persuasive	N 13	28	45	33	1
		% 10.83	23.33	37.5	27.5	0.83
2	Are carefully designed with a sense of winning your complete attention and fitting to your emotional and psychological values	N 14	21	33	48	4
		% 11.66	17.5	27.5	40	3.33
3	Are carefully designed with a sense of reminding the fair consideration you need to give for the values of your humanity	N 27	21	59	11	2
		% 22.5	17.5	49.16	9.16	1.66
4	Are carefully designed to instigate the philanthropic self-sacrifice that you should make through donating blood	N 17	15	35	51	2
		% 14.16	12.5	29.16	42.5	1.66

Source: Own survey (2018/19)

As shown in Table 4.7, a total of 45 (37.5%) were not sure about the power of persuasiveness of the existing BDCCs, while still 33(27.5) do not agree that the campaigns are powerfully persuasive. With regard to the fitness of the campaign activities to the audiences’ emotional and psychological values, the majority of the respondents, 48(40%), responded that they were not fitted, while 33 (27.50%) were not sure. Though 27(22.5) of the respondents’ values of humanity were proven called through the BDCCs, still a total of 59(49.16), are neutral about the matter. In the consideration to the power of the campaign activities towards instigating the philanthropic and self-sacrifice motivation of the respondents, 51(42.5) said that they lacked it, while 35(29.16) of them considerably were neutral.

This study in general is community-based assessments, especially in reference to the attempt made to reach the representations of the most actual potential audiences of the BDCs of the ENBBS, as all of them are residents of the city and who have access to both of the

short-term and long-term campaign activities and strategies of the institution through radio and TV programmes, as well as other means like posters, billboards, etc. Further, the investigations made in such community-based approach may serve as relative representations of the general public's views. Representing highly diversified urban population of Addis Ababa, therefore, the study population, such heterogeneity is thought to act as a self-control mechanism of reaching the potential confounding that may be caused by certain varied variables.

Nevertheless, as it can be inferred from the above table four, the data results indicate that the existing BDCCs of the ENBBs are not currently making the best role in really addressing the emotional, psychological, humanitarian as well as philanthropic and self-sacrifice values of the potential audiences.

However, even if the data from the side of potential audiences revealed the lack, the majority of the data collected from the 69 staff members of the ENBBS affirm that behavioural change communication approaches and strategies are being employed in the mixture of incentive motivation approaches within the current BDCCs. Further verdicts of the employees' views in reference to this theme are provided in Table 4.7.

Table 4.8 Role of the BDCs in Addressing Behavioural Changes of Audiences

S. No.	Items		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Promoting the real desires and behaviour into each member of the mass towards solving the social problem	N	6	32	15	16	-
		%	8.69	46.37	21.73	23.18	-
2	Mainly following attitude motivation campaigns	N	8	36	20	4	1
		%	11.59	52.17	28.98	5.79	1.44
3	Mainly following incentive motivation campaigns	N	4	25	18	18	4
		%	5.79	36.23	26.08	26.08	5.79

Source: Own survey (2018/19)

About half of the study participant employees of the ENBBS, 32 (46.37%) agreed on the current BDCs practices were promoting and motivating the real desires and behaviour into each member of the mass towards solving the social problem [blood donation], while only 6 (8.69%) strongly agreed and 16(23.18%) disagreed about that the campaigns were really doing so, and still 15(21.73%) of the total were neutral. With regard to, whether the existing BDCs were mainly following the attitude motivation campaigns or not, 8 (11.59%) of them strongly agreed, whereas 36 (52.17) of them thought so, but 20 (28.98%) were neutral and only 4 (5.79%) and 1 (1.44%) disagreed and strongly disagreed with the point in case, respectively.

Furthermore, when asked about their stands towards whether the current campaigns are mainly following incentive motivation campaigns or not, only 4(5.79%) of them strongly agreed, while 25(36.23%) agreed and 18(26.08%) are neutral while again another 18(26.08%) disagreed and 4 (4.79%) strongly disagreed. In this regard, the data generally indicated that the view of the employees about the role of the existing BDCCs towards making changes into the society's behaviour appears a bit puzzled, especially when the above discussed opinions of the studied potential audiences are considered.

The data from interviews illustrated that one of the messages which the BD recruitment campaigns consistently communicate is encouraging people to donate blood, which can be seen as mainly focusing at short-term issues and plans. In this regard one participant highlights that the main message "I think the central message in all our communication, is donating blood", and another participant "Actually our main message now is our main pay off line „your blood saves lives.“ Therefore, this data too showed that the main message that the existing campaigns conveying are not mainly based on behaviour-oriented approach, rather than blood demand-supply relationship approach. Or it can be said that the mechanisms used by the institution are mainly consumer-focused, but not audience-focused.

Vijaykumar (2008) concludes that message pretesting is a vital stage for Organizations in designing strategic messages for BCC. Unfortunately, the confusing response of the above respondents would be an indication for lack of the pretesting message strategy in the ENNBS. Further, during the FGDs participant employees of the institution clearly mentioned that message pretesting was not practiced by ENBBS.

A simple communication model will include a source or sender who selects information (encodes) to create a message that will be transmitted by a channel to a receiver who selects a meaning from the message (decodes) and responds with action or no action, Clifton and Simmons (2004). Harrison's adaptation of the Shannon and Weaver model demonstrates this clearly as some useful elements for public relations and campaign activities (Satawedin, 2010). The lack of sophisticated PR Department and professionals within the ENBBS appears, therefore, affecting the message strategy of the existing campaign strategy and communication activities.

4.4.1.5 External Collaboration Strategies of the BDCs in the ENBBS

The ENBBS is in the charge and commitment of conducting BDCCs. As any one of such institutions, the commitment owes the institution with different external collaboration possibilities and strategies that possibly be applied through contacting public and private organizations and the target audiences; building informed understanding among the public, so that they continually have an accurate knowledge of blood and blood donation and are willing to engage in blood donation; promoting awareness of new technologies concerning blood services via all forms of media; producing PR and communication tools; covering teaching media; and arranging academic seminars and creating campaigns; encouraging the target audiences to recognize the value of blood services and increase their support (Nelson et al., 2014).

4.4.1.5.1 Partnership Strategies as the Campaign Leader and Media Sponsor

Effective blood donor campaign programme involves mobilization at grass roots as well as national levels. Therefore, supports from different partner governmental and non-governmental organizations as well as community leaders are vital in attracting sufficient numbers of low risk, voluntary, unpaid blood donors (Appiah, 2013).

The ENBBS built broad partnerships with the community through Red Cross and Red Crescent Societies and other non-governmental organizations and national service organizations, such as football and religious clubs, Schools, colleges and universities are also the natural partners in reaching young people and encouraging them to commit to becoming regular blood donors.

Every governmental and non-governmental is doubtlessly ready to work with us said an employee of the ENBBS while participating in an FDG. This is because of, she added,

that in turn, the display of the philanthropic commitments could provide the perception of a good image and reputation for that particular Institution. Similarly, Nelson and his colleagues (2014) also pointed out that companies“ are willing to work and get recognition with such humanitarian institutions so that their good image could be established, i.e. there were not solely economic advantages, but social benefits are also perceived by such companies. Consequently, this would be a very good opportunity for the humanitarian institution to minimize money spent on some issues, like information deliveries, thanks to such corporate assistances.

Likewise, documentary findings disclosed that private agencies expressed their concern with ENBBS involving blood donation activities in two main ways, i.e. partnership as a campaign leader and media sponsor and partnership as a BD and BD recruiter. Wilcox (2003) articulates that building media relations and such partnership within such institution is one of the vital responsibilities of PR practitioners for the purposes of either publicizing their information or winning sponsorship supports (Wilcox et al. 2003). Nonetheless, according to the data from the interviewed PR practitioner, under the circumstances of the ENBBS this responsibility has been ignored. Moreover, even if the ENBBS had a great, open chance of media relations and of obtaining the press assistance, a respondent employee of the institution, participation in an FGD mentioned that the opportunity was not that much taken.

4.4.1.5.1.1 Advocacy, Lobbying Strategies

In BDCs, scholars suggest that, in the process of developing advocates and lobbyists, one strategy is to form very strong partnerships with voluntary and professional organizations, with other government agencies, with community organizations, and with the media. This approach of making advocates and lobbyists is one of the major ways, through which an institution can reach far- and-wide audience (Ihlen, 2005). It has also been mentioned by the scholars in the field that it is a big advantage for such humanitarian institution (like the ENBBS) to follow the two-way asymmetrical model in such relationships with partners.

This Model engages the idea of feedback or joint communications. Yet, it is asymmetric or unprovoked to the source institution as the planned change is in the audience’s attitudes or behaviour rather than in the Institution’s activities. It is also illustrated as persuasive communication and can, therefore, be established in health campaigns. As it is

one of the efficient PR activities, it bases perceptiveness attitudes and behaviour. Therefore, researching and scheduling are imperative to this kind of campaign communication (Haider, 2005).

In the qualitative data collected from the FGDs and interviews, participant employees of the institution largely spoke to the fact that they sought to compromise the benefits of their relationships with campaign partners. In this sense, some participants claimed that the existing Marketing, Education and Awareness Creation Unit went through a process of analyzing the benefits for potential partners that it considered asking for help in supporting the campaign programs. Nevertheless, most of the participants did not cover that the Institution's partnership strategy lacks most of the ideas of the Two-way Asymmetric Model.

Of course, in the cases of governmental and non-governmental organizations, participants mentioned that mutual benefits were secured through a partnership management strategy based on "Term of Reference" or TOR, which most of the time outline the expectations for the duties that the partners would perform for the campaign and the benefits they would receive from the partnership. According to one of the FGD participants, "The TORs are how the institution ensure that the mutual benefit is realized in the program that are about to implement." Nonetheless, according to the majority of the participants of the FGDs and the interviews, the main advocacy and lobbying activities of the ENBBS BDCs are made through the partnership that the institution is having with the football and religious clubs as well as the educational and the major media institutions in the country.

4.4.1.5.1.2 Feedback and Evaluation

According to the Two-way Asymmetric Model, audience needs to inform the planning of communication strategy by incorporating feedback. And scholars in the field therefore stress that campaign should start and end with audience and customer research.

Contrarily, it can be concluded from the data that the relationship between feedback and evaluation is highly diminished. The majority of the respondents in the FGDs and the interviews stated that the public relations practitioner did not take part in the top-level management. The practitioner is not part of the decision makers. Further, they showed that the person did not have the chance of following the implementation of public relations" plans, success and failures of their plans. Therefore, it appears that the BDCs in the ENBBS have failed to acknowledge the roles that the public relations can play in top-level decision

making and so in implementing the two-way asymmetric model as well as feedback and evaluation systems.

The data collected from both the questionnaires, the FGDs and interviews show that public relations is well understood by the majority of members of the existing campaigning unit (the Marketing, Education and Awareness Creation Unit) and others staff members. But most of the respondents' responses show that public relations in their organizations are not well understood by top level management bodies. Therefore, though feedback and evaluation system is one important partnership strategy of excellent BDCs (Weinreich, 2011), which is usually performed by skilled and professional PR, the current campaign systems in the ENBBS are largely in short of this indispensable system.

4.5 Challenges of the BDCCs in the ENBBS

The existing BDCCs in the ENBBS are facing different challenges that are associated with different factors that are traced in the current study as follows.

4.5.1 The Prevailing Customary System

Along with considering the responsibilities of the ENBBS, an interviewed frequent blood donor participant concluded that it is important to the institution to: (1) have a PR plan supplementing the BDCC plan; 2) do more internal and external PR activities; (3) produce PR media and ask for the co-operation of all kinds of mass media and production; (4) organize a special campaign to stimulate an increased number of blood donations; and (5) give information services to the potential audiences who would wish to know more about the blood donation services. Further, the participant pointed out that he lacks these important elements of campaign communications within the prevailing customary BDC system of the ENBBS.

Still more, the FGDs' data illustrated that it has been held genuine in the ENBBS that using various PR communication mix elements in the campaign system is not budget-effective. Of course, many of the respondents mentioned that the institution has limited financial resources and as a result is constrained in using many of the available PR communication elements. A participant from the institution pointed out "We actually advertise when there is a need", "of course, partner media centres do not ask money to

broadcast the Institution's advertisements. But the problem is with regard to the production costs; we do not have big budgets for that."

Gurau (2008) concurs with these findings and explains that lack of an appropriate budget is one of the significant institutional barriers to the implementation of PR-oriented as well as successful public mobilization campaigns. Given this position of limited financial resources PR campaigns cannot fully take advantage of the many campaign communication mix elements as they would desire to. Similarly, as such the ability of the existing BDCs of the ENBBS to fully embrace the PR approach in the donor recruitment campaigns is affected. As one participant puts it "right in terms of creating that synergy, I would say, yeah it is a financial resource [challenge]".

Another participant in the FGDs said "Budget problems are also linked to the idea of facing difficulty in attracting the attention of the potential audience through such hardly researched and less competent messages". Adding more, he said "while being advertised, our messages should compete with the commercial marketing messages for the same audience". Nonetheless, participants were of the opinion that PR-oriented messages are more likely to compete with commercial messages which always have something attractive to offer.

As one participant puts it "such realities are faced by the campaigns system of the ENBBS as it tries to convey behavioural change messages in a market which is already tormented with commercial marketing messages which promises to offer not only tangible but attractive products and services". As the data showed such constraints either reduce the benefits to adopting PR approach in the context of campaign communications or make the campaigns stretch more of their recruitment efforts to reach only some targeted audience [like schools].

According to the opinions of most of the participants of the FGDs, it is due to such budgetary and PR constraints, contrary to its great potential, that the existing marketing campaigns planning are with: limited input from the regions and zones outside the city [Addis Ababa]; most planning and directions are up-downing from the higher offices and the Ministry of Health; lack of feedback channels and two-way communications between the audience and the institution.

Likewise, the data from the FGDs illustrated that the Marketing/PR office does most of the planning with not much input from the different regional and zonal branch blood banks

nationwide. The data illustrated that at the ENBBS BD campaigns which are at national level are planned with limited participation of the regions.

Still more challenging factors are discovered in the BDCCs of the ENBBS. Concurring to the aforementioned points, most of the factors affecting the existing campaign system are linked to the culture that lacked PR orientation and activities into the campaign communication activities.

4.5.1.2. The Place PR in the Prevailing BDCC

This section is intended to answer the third research question of the study: “What are the major PR strategies employed in the ENBBS for programming and planning campaign communication in its overall goals and objectives as well as for selecting the defined target audiences and appropriate media usage in the BDC?”

Another issue in the study was to assess the extent of the value and attention that the PR has been given inside the ENBBS in general and in its BDCs in particular, questionnaires were deliberated to compute how many of the respondents believe about a certain viewpoint regarding the matter. The approach became functional to create the strongest reverberation of the participants’ perceptions and realities, which were revealed through the extent of agreement and disagreement each of them indicated.

In this sense, 69 questionnaires were distributed to the employees of the Institution and got 100% of return. Some of the questions were intended to touch on their respective insights in reference to the status of the practices and the challenges of the PR in the particular study scope- the BDCs of the ENBBS. Table 4.5 below shows the general information about the activities and roles of the PR, as collected from the respondents.

Accordingly, the data reveal that all (100%) of the respondents replied that the activities of the PR in their organization is mainly about writing a press release, organizing events on anniversaries and preparing reports for managers, as 23(33.33%) strongly agreed and 46(66.66%) of them agreed with the point. Of course, none of the respondents denied these activities are not among those major roles and activities of PR in such Institution like that of the ENBBS, whose major function is mass mobilization. A total of 20 (28.98%) respondents said that the importance of PR in the ENBBS was conditioned with seasonal issues that would necessitate its techniques. Moreover, 65 (94.2%) of the respondents believed that PR were not given the attention and importance that it deserves in the BDCCs,

while only 4(5.8%) of the respondents believed the opposite. Out of the 69 respondents, 3(4.34%) of them who believed that the Institution strongly considered PR as a proficient way to search and recruit volunteer blood donors, running the most successful blood donation campaign communications. However, the majority 44(63.76%) were neutral [not sure] about the matter; and still 10 (14.4%) disagreed with this idea.

Table 4.9 Place/Practices of PR in the ENBBS & Its BDCs

S. No	Items: The PR professionalism within the ENBBS is:		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Mainly about writing a press release, organizing events on anniversaries and preparing reports for managers.	N	23	46	-	-	-
		%	33.33	66.66	-	-	-
2	Considered as a proficient way to search and recruit the volunteer blood donors as well as to run the most successful blood donation campaign communications	N	3	3	44	10	9
		%	4.34	4.34%	63.76	14.4	13.04
2	Sufficiently involved in the top decision making process	N	-	7	13	42	7
		%	-	10.14	18.84	60.86	10.14
3	Being used only when there is an issue that needs the techniques of the discipline and the attention of the PRs' practitioner/s	N	12	20	19	9	9
		%	17.39	28.98	27.53	13.04	13.04
4	Not given the attention and importance that it deserves in the BDCCs	N	15	36	16	2	-
		%	21.73	52.17	23.18	2.89	-

Source: Own survey (2018/19)

As shown in Table 4.9 above, the findings generally indicate that the efforts of PR activities in the Institution are mainly to get media coverage about their organization, which is mainly not necessarily about the themes of BDCs. Moreover, the data generally show that the PR in the ENBBS was not sufficiently involved in both the top decision making process and the BDCC activities. This is highly unusual within such Institutions [like the ENBBS] whose major work was about PR. This shows that the PR has not been given the due

attention it deserves in the Institution.

However, it cannot be concluded that the institution is completely cut off the profession as it has a PR officer. Thus, the purpose that the PR office serves in the institution became the subsequent interrogation of the study. In this sense, the following table eight demonstrates part of the inquired data under this intention, which were collected from the 69 employees of the ENBBS through questionnaires.

Table 4.10 Major Function/s of PR within the BDCs of the ENBBS

S. No	Functions of PR in the ENBBS:		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Researching	N	-	-	13	51	5
		%	-	-	18.84	73.91	7.24
2	Writing (like writing articles for the organization's and other publications	N	14	38	15	2	-
		%	20.28	55.07	21.73	2.89	-
3	Corporate Social Investment (Blood Donor Recruitment Activities)	N	11	9	30	12	7
		%	15.94	13.04	43.47	17.39	10.14
4	Networking	N	17	29	20	3	-
		%	24.63	42.02	28.98	4.34	-
5	Media relations	N	23	37	9	-	-
		%	33.33	53.62	13.04	-	-
6	Crisis communication	N	20	32	11	6	-
		%	28.98	46.37	15.94	8.90	-
7	Organizing & managing events (like open houses/ exhibitions/ gala evenings, etc)	N	2	4	49	13	2
		%	2.89	5.79	71.01	18.84	2.89
8	Campaign communication	N	3	14	30	17	5
		%	4.34	20.28	43.47	24.63	7.24
9	Relationship building	N	16	27	25	1	-
		%	23.18	39.13	36.23	1.44	-
10	Not clearly specified	N	-	24	30	10	5
		%	-	34.78	43.47	14.49	7.24

Source: Own survey (2018/19)

Table 4.10 indicates that the majority of the respondents generally do not agree or are not sure that the disciplinary PR is playing correctly the correct professional roles of the discipline within the BDCs of the ENBBS through researching, campaign communicating, donor recruiting, and coordinating, managing, organizing. Further, it is 24 (34.78%) of the respondents who uncovered that the function of PR is not yet clearly specified, but till 30(43.47%) of them were not sure [neutral] about the issue. Results of the FGDs and interviews also more or less supplement the same findings of the questionnaires. In this sense, many participants of the FGDs mentioned that PR is not professionally being utilized within the Institution. Likewise, substantial interviewees affirmed that the disciplinary benefits of the PR were so neglected and, even, were not clearly specified within the Institution's machineries.

Many staff members of the ENBBS witnessed in the interviews that the involvement of PR in investigating, setting up, communicating or running the practical short-term and long-term strategic plans and methods within the BDCs and messages of the Institution. It is only few of the respondents who mentioned about the implementation of PR strategies, methods and ideas within the campaign communications of the ENBBS. A respondent employee revealed that running a two-way asymmetric PRs is known neither in the campaigns and nor in the apparatus of the organization. Similarly, greater number of the interviewees from the PR/Marketing Department of the exposed that they did not take responsibility for the success and/or failure of the PR plans and strategies within the BDCs of their organizations, which reinforced the findings of the questionnaires that revealed about absence of those strategies and elements inside the overall campaign activities of the organization. Whereas less than half 20% of the interviewees wrangled for the existence of PR strategies and methods within the BDC operations of the Organization.

Cutlip et al. (2000) support the legibility and consistency of the aforementioned two findings by stating that in order to become involved in strategic planning, PR practitioners should operate at the highest level of organizational management and have access to the most senior information and decision-making systems. Similarly, while explaining about the vitality of the inclusion of PR in an organizational decision making as well as in strategy designing processes, Mykkanen and Vos (2015) state that these uses of PR help an organization to achieve immense positive effects to the advantage of its major goals and

aims. However, the data collected from the FGDs also clearly indicated that the level of the involvement of both the PR practitioners and the discipline in reference to these benefits inside the BDCs of the ENBBS is very low.

PR is an important subsystem of an organization. Its effective practice is essentially tied with the practicability of an organization. PR provides the system for an organization to efficiently run, monitor, interact and react with other key groups within the organizational environment (L' Etang & Pieczka, 2006). The findings of this section, however, revealed that the practice of PR in the ENBBS and within its traditional BDCs is very deprived and highly devalued.

Generally, among both of the interviewees and the FGDs participant employees, neither of the respondents disagreed that PR in their organization is not viewed as the key element of the BDCs. Of course, very few respondents agreed that people view PR in their organizations as a discipline which functions those duties and practices which are so crucial in the BDCs. Regarding the level of their practices within the existing BDCs of the respondents' organization, PR activities are very low. Therefore, the implication of the overall data is that the existing system of the BDCs inside the ENBBS does not give due consideration to the practice PR.

However, it has been affirmed by the data that the majority of the employees acknowledge the potential roles that the PR can play towards achieving the major aims and goals of the Organization. However, it has been repeatedly stated in the FGDs too that the Institution's actual PR apparatus is still so minimal both in the top-level decision making processes as well as the BDC activities. Let alone utilizing PR for useful performance and implementation within its BDCC activities, it seems that the roles and functions of the discipline are not yet clearly identified the institution. All the major modern perspectives and ideas of PR are so disregarded in the Organization. This seems valid as the organization, which is supposedly responsible to conduct permanent and persistent donation campaigns after campaigns nation-wide, has only one professionally trained PR practitioner out of its total (269) employees.

Moreover, other than the combined Marketing and PR unit, the institution does not have a professionally organized PR department. The majority of employees who participated in the FGDs and the interviews independently identified that not only within the structure of

the provisional campaign unit, which is so far known as the Marketing, Education & Awareness Creation Unit, but also within general formation of the institution, PR is not well organized by trained manpower.

Sixty-three (91.30%) of the respondents of the questionnaires accounted that PR in their Organization was not well recognized and influential. Furthermore, 52 (75.36%) of them disagreed on the statement regarding availability of a trend of having PR freely performing an activity that the discipline would be concerned with. Likewise, though the involvement of the PR practitioner/s within the strategic management, decision making and implementation of the organizational planning and communications is priceless, much of the BDCs of the ENBBS are still run traditionally by non-PR professional employees.

Moreover, even if the usefulness and strong competence of the PR discipline within the activities of mass mobilization campaigns is getting more and more developed from day-in and day-out during this modern ICT age, the institution is still operating the harder, more difficult and obsolete ways of conducting BDCs. While interviewed, the Director of the BDC Directorate of the institution mentioned that, currently, there is no specific planning, strategy or preparation, which is currently being made by the ENBBS to modernize, develop or make changes within the existing BDC activities. However, owing to the prevalence of the recurrent shortage of blood in the ENBBS in particular and in the country in general, the project of reforming the present traditional campaign system in reference to the benefits of applying modernized PR activities emerges as the Institution's immediate necessity.

4.5.1.2.1 Shortage of Skilled/Professional Man Power

During interviewed, the members of the Marketing, Education & Awareness Creation Unit mentioned that the institution is currently only one professionally trained PR officer. The majority of participants in the FGDs also supported this and stated that a single PR officer is too short for such a national organization, whose most jobs seem of PRs-campaigning for blood donation.

Belch and Belch (2012) also state that there have been many changes to the way campaign communications are practiced due the digital revolution. Due to the adoption of digital communication by potential audiences, consumers and clients nowadays appreciate the need to include it as part of the communication strategy in a social marketing campaign within public relation approach. Digital communication tools have been largely driven by the

increasing use of the internet through websites and the social media, (Spiller, Tuten & Carpenter 2011). Scholars define the internet and its accessories as an ideal way in which marketers are able to have real time interaction with their respective audiences so long as skilled and professional personnel are sufficiently in place to run them in the institutions in need (Cook & Muir 2010).

Therefore, the importance of skilled manpower in the BDCC system of the ENBBS appears inevitable as it has no such personnel so far. During the interview, the PR officer mentioned that it has been realized the importance of digital communication tools and technologies in the Institution. Further the respondent mentioned that the institution use internet for campaign purposes through its website and social media accounts.” Owing [however] to the progressively increasing number of mobile cell phone and internet services users in the country, so as to competently and attractively reach such bulk of potential audiences everywhere, it appears an important job to recruit more skilled and professional manpower into the Institution’s BDCC system,” said an interviewed benefited ex-patient.

4.5.1.2.2 Lack of Research-based PR Strategies

The ENBBS do not continuously carry out formal donor research to understand the needs of donors and find ways of rightly targeting them with the correct campaigning messages. Participants supported this by stating “we are doing endorsement informal questions just to our frequent donors to find out what is happening in the communities, we look at our donor profile”, “however, what we have to do is to officially do our own study to find out the drivers like who are the youths of Ethiopia”, and “we also have to do research about the diversified interests of Ethiopians so that we can diversify our campaign communication systems” said an interviewed staff members of the ENBBS. Stead et al. (2006) argue that interventions of social campaigns are based on an understanding of audience experiences, values and needs and for this reason audience-based research becomes important.

Secondly, participants highlighted that results from such research is valuable information which could be stored in the Institution’s databases and used to plan blood donation campaigns. Donor databases are a vital tool in satisfying needs of donors in that information they contain can be of use to a lot of campaign activities. As one of FGD participant clearly put it “that information is something to be broken up into a lot of different

things using just keywords.” Other participant supported, “Whenever there is continuous results of research, something changed could be identified in time; no matter how big or small, but there are i changes that should be considered time to time in the campaign process”.

Thirdly, it is evident from interview data that audience-oriented approaches of campaign activities are very scarcely implemented in the existing campaign system in the ENBBS. A participant stated “This is due to lack of feedback research in the system”. However, according to Haider (2005) potential audience-centered approach in social campaigns has its roots in continuous research on the needs of the audiences, Haider, (2005). Interview data showed that the ENBBS has neither customer nor audience feedback systems; therefore, nothing is being fed into the database in this regard. “Due to these and such gaps, in the ENBBS, donor retention is overemphasized” said an interviewee from the institution.

In professionally PR-oriented campaign communication planning, strategy development is the second step, which comes next to researching the issues surrounding it. This step involves two broad aspects. The first aspect is segmenting of the target audience and setting of goals and objectives while the second entails the process of setting-up the respective communication tools, which in turn grabs the task of designing the media and message strategies (Weinreich, 2011).

These ideas of running research-based campaigns concur with the strategically and situational theories of PRs (Grunig et al., 2006).The reasons given for not donating blood in the past are diverse and future interventions need to take into account such factors. In-depth investigation on those factors is of paramount importance to clearly understand the root causes and come up with evidence-based interventions. Nevertheless, it appears that the ENBBS has this big assignment of beginning research-based campaigns, which is almost compulsory to reach excellence in its public relation and BDCC.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

6.1. Conclusion

This study has been arguing that both of the BDCCs in particular and the ENBBS generally appear in lack of PR services. This is actually attributed to lack of research and database-based PR or campaign; misunderstanding of the profession starting from top management; lack of resources and budget allocated to PR department; very small sizes of the department and its staff; lack of training, studies in the field; and as lack of qualified practitioners.

The findings depict that the BDCCs of the ENBBS are in short of strategic management of target audience relationships as well as in designing clear strategies with regard to campaign messages, media, communication tools, partnership, feedback and evaluation. Regarding communication tools, the findings reveal that technological usage of the ENBBS is not that much well-developed. The Ethiopian Nation Blood Bank Service Office has very few computers which are not up-to date and limited application programmes are being used with a very limited skilled manpower.

The results of the study further indicate themes supporting the excellence principles of campaign communication are noticeably lacking in the ENBBS. Some of the case in point are the lacks/shortages which emanated from: (1) disintegration of the public relations function that reflected a combination of both public relations and social marketing strategies and tactics, (2) the shortage of the important role of formative research and environmental scanning in informing strategic planning and management of all elements of the BDC, (3) the deficiency of central role of strategic planning and management in building and maintaining relationships with publics, (4) the scarcity of the importance of establishing a two-way asymmetrical mode of communication, which can serve to strengthen relationships with publics and facilitate goal achievement. These results are supported by Grunig, Grunig and Dozier (2002), who claimed that brands can improve programme excellence if they are

strategically managed by the public relations function and communicated via the two-way asymmetrical model.

As the reliability of the blood supply in the ENBBS has been found insecure through years, making improvements in the campaign system appear mandatory. Currently, it generally appears that the society is being informed about blood transfusion and its life-saving benefits through either the education system or the life experiences had made people more likely to intend to donate blood. But the BDCCs of the ENBBS do not seem as effectively exploiting such initial advantages of everyone's basic impressionability. As initiatives of the long-term strategies, the intention for future blood donation far likely to outweigh the past practice of blood donation. Nevertheless, the high level of willingness to donate blood could be considered as an opportunity for future community mobilization initiatives.

However, unless the BDCC programs are to target behaviour change using diverse approaches, the reliability of the blood supply would remain doubtful. Therefore, further studies to understand the root causes among the non-donors as well as the reasons behind the failure to capture each member of the greater mass [other than being limited or excessively on some target groups like schools, religious and football clubs] as the regular blood donors are recommended.

The principles of donor recruitment may be short-term (i.e. to recruit donors to meet the immediate blood need. But without any long-term, planning to recruit donors of tomorrow, a culture of voluntary blood donation in the community cannot be developed). Therefore, the ENBBS would relieve the reliability problem of blood supply, increasing the voluntary blood donations, through the introduction of PRs- oriented campaign communication strategies. To build PR strategies, it is vital to have available data, communication and public relations principles and communication and persuasion inferences that would be based on scientific theories like: humanitarian, philanthropic and PRs excellence.

However, it has been found in the Institution there is a failure to listen to PR practitioners' comments and lack of concerns for the necessity of PRs and the media issues. In terms of absence of annual media plan, it can be said that it is really a direct weak point of

the Institution. This problem could have impact on the continuity and consistency in the reception of messages. These impacts furthermore could later influence on the raising of knowledge and motivating positive attitudes and actual performance among the audiences.

Finally, empirical observations and findings of this study do not support the premises of the PR Effectiveness Yardstick Model. The practices of PRs campaign communication have not been implemented in line with those activities which are expected to be accomplished in the two steps.

6.2. Recommendation

Based on those major findings of the study and conclusions drawn from them, the researcher would recommend the following possible and plausible suggestions for action:

- It is clearly evident to recommend the institution about building effective PR-led campaign programs so as to maintain the short-term and long-term relationships with publics through strategic planning and management of the campaign.
- Research-based planning of campaign activities appears with paramount importance in the ENBBS. Thus, for both short-term and long-term campaign principles, formative research, individualized messages, establishing an open dialogue, and obtaining feedback from strategic publics should be among the important elements to be included in the BDCC strategy of the ENBBS. In this sense, the institution needs to call its attention towards the importance of strategically managing relationships with the target audience, the media, campaign messages, and communication tools among others.
- Achieving these and such improvements within the campaigning system would be simpler when the institution continuously carry donor research to understand the needs of the potential donors and find ways of rightly targeting them with the correct recruitment messages. In this regard, the campaign operations need to center on the premise of reinforcing long-last behaviour of donating blood among the society.
- Not only a sufficient number of computers and other media tools, but also their proficiency is needed to facilitate PR and campaign strategies. As the study found out lack of finance and PR expertise as well as disregard to the field as the major problems associated with the practices of campaign communications in the

institution, solution proffered for these problems include: allocation of enough fund, training leaders, recruiting more professionals creating awareness and reorganization of administrative structure.

- The study recommends that PRs be made the official and main dynamic of the BDCCs to accord them the opportunity to develop more reliability of blood supply.
- It also recommends that further research should be done on relevance and impact of PR practices in the Institution, in general and in the BDCC activities, in particular.
- Finally, it recommends that study should be carried out to establish the linkage between the lack of a national communication policy framework and the formulation of communication strategies by the stakeholders at different levels.

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- Length of stay in Addis Ababa: _____ years
- Job/occupation: _____

GENERAL INSTRUCTIONS: Parts from II to VII are about the major concerns and inquiries of the research. By making a tick mark on your choice, please indicate the extent to which you would agree with each of the following statements/inquiries.

S. No.	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Part II : Questions are intended to assess the impacts of the campaign communications of the ENBBS upon bringing someone’s reason/s to donate or not to donate blood; thus, the campaign communications are:						
A	Efforts that you are really sensing & well aware of their existence and persistence.					
B	Helping you to remove the illusive mind you had had before about the fears of the pains in a blood donation activity					
C	Guaranteeing your thought of getting initiated for blood donation					
D	Helping you to exactly know whether you are physically fit or unfit to make blood donation					
Part III : Questions intended to appraise the quality and types of the messages that are being used in the usual blood donation campaign communications of the ENBBS; thus, the messages are:						
A	Easily accessible in your day to day life					
B	Completely credible & factual					
C	Powerfully persuasive					
D	Carefully designed with a sense of winning your complete attention and fitting to your emotional and psychological values					
E	Carefully designed with a sense of reminding the fair consideration you need to give for the values of your humanity					
F	Carefully designed to instigate the					

	philanthropic self-sacrifice that you should make through donating blood					
Part IV. Questions aimed at studying how far the campaign communication activities and messages of the ENBBS are addressing and answering your possible concerns like that of:						
A	Your donated blood will not be given to someone who is unworthy of a blood donation					
B	Donating blood is not something that will prevent or affect your attachment to your afterlife values					
C	Donating blood is not something that will be taking up a lot of your time					
D	The blood bank will not disclose your personal information to other parties against your will					
E	Suffering from the possible negative health effects, such as dizziness and inconvenience, as a consequence of donating blood, is something so minor and mostly insensible					
Part V. The following statements are for testing how far the existing campaign communications have been effective in shaping someone's attitudes towards blood donation and related issues:						
A	Society does not approve of blood donation					
B	People who have been saved .by a blood donation have a duty to repay the debt by becoming blood donors					
C	Mass promotion would encourage many more people to become blood donors					
D	Blood donations save the lives of sick people					
E	Many people are non-donors because they have never actually thought about the need for their blood					
F	I am afraid of being rejected as a blood donor for some reason					
G	I am concerned about the safety of the					

	medical procedures used by blood banks					
H	Most of the time, the only thing that stops people from donating blood is a lack of motivation to actually get up and make the effort					
I	People would be more willing to donate blood if they were asked personally					
J	People who donate blood should be rewarded in some way for their efforts					
K	Donating blood is like passing over one's own advantages to someone					
L	The offer of a free medical check-up would motivate people to donate blood					
Part VI. The following points are intended to be used to circuitously measure how far the campaign communication activities of the ENBBS are objective in equipping a possible audience with the relevant and correct knowledge about the position of blood donation and related services in the city/country:						
A	The demand for blood is increasing at a faster rate than the supply of new donors, placing the State's blood supply under more and more pressure each year					
B	The ENBBS needs over 30 million blood donations each year to meet current demands					
C	It is only less than 5% of the State's population is registered as blood donors					
D	The blood bank recommends that average people can safely donate blood every 4 weeks					
E	Blood donations would be accepted from people who have had their ears pierced within the last 12 months					
F	People who have been tattooed during the last 6 months would not be accepted as blood donors					
G	Legislation in Ethiopia allows blood donors to be paid for blood in certain					

	situations					
H	The blood bank always has adequate stocks of some blood types					
I	The blood bank always desperately needs donations of the rarer blood types					
J	In addition to its headquarters in around “stadium” the blood bank has some blood collecting branch centers in different parts of the city and it also sends mobile donor units to the suburbs at regular intervals					
Part VII. The following questions are intended to evaluate the level of flexibility, development, innovation, and creativity within the ENBBS’s campaign communication practices in comparison to the magnitude of blood scarcity that they are intended to address. So, to what extent do you agree that the PRs of the ENBBS & its messages have been reaching you through tirelessly & sufficiently:						
	Applying multi-channeled media (TV & radio) announcements & promotions					
	Using varieties of advocacy & lobbying schemes					
	Organizing well-planned events and concerts					
	Managing extensive educational dramas in TV and radio programs					
	Producing and publicizing fairly enough literatures & press media materials					
	Endorsing its goal-oriented school educations and trainings					
	Advertising through artistic works and billboards					
	Arranging and running both irregular and regular artistic work races					
	Lessoning through lectures, seminars and workshops					
	Applying internet & social media-based campaign activities					

Appendix II: Questionnaire

Addis Ababa University

School of Journalism and Communication

Graduate Studies on Public Relations and Strategic Communication

**A questionnaire to be filled by Staff members of the *Ethiopian National Blood Bank Service*
(ENBBS)**

Dear Respondent:

The purpose of this questionnaire is to collect data for the research entitled: “Campaign Communication *PRS Campaign Communication Practices and Challenges at the Ethiopian National Blood Bank Service in Addis Ababa*” that is to be carried out by a Graduate Programme Student/researcher: Andualem Melaku is from the Department of Public Relations and Strategic Communication. The information you would provide will be used solely for the academic purposes and kept confidential. In this sense, your genuine, honest, accurate and prompt responses will have greater contribution to the dependability, quality and the successful completion of the research and its findings. Your participation in this process of data provision is completely voluntary. Thus, we would like to remind you that the information provided by you and your identity will never be revealed to anyone either in the final report or in any other way. Further, we would like to thank you in advance for your cooperation.

Part I- Respondent’s Profile - please encircle or write your responses to the following questions in reference to your personal profile:

A. Please encircle your responses for the following personal information

- Sex: A. Male B. Female
- Age: A. 20 – 30 B. 31 – 40 C. 41 – 50 D. Above 50

E	Media relations					
F	Organizing & managing events(like open houses/ exhibitions/ gala evenings, etc.)					
G	Campaign communication					
H	Relationship building					
I	Not clearly specified					

Part IV. Questions aimed at studying how far the campaign communication activities and messages of the ENBBS are addressing and answering your possible concerns like that of:

A	Continuously informing audiences of the institution through modernized communication technologies and Medias: TV, radio, press, internet-based social medias, etc.					
B	Researching, strategically planning, awareness creating, educating, revising and employing varieties of short-term and long term campaign communication activities					
C	Continuously setting up and managing blood donation camps, advocates, lobbyists, etc as the tools and components of blood donor motivation practices					
D	Running a two-way asymmetric PRs that involves the idea of feedback or two way communication between the institution and the audiences					

Part V. The following statements are for testing how far the existing campaign communications have been effective in shaping someone's attitudes towards blood donation and related issues:

A	Finance					
B	Professional and skilled manpower that would enable to gain the insight into how the disciplinary concepts of the PRs and its strategies would be considered					
C	Media, message types and noises (barriers) in the communication					
D	Complicated bureaucracy					

Part VI. The following points are intended to be used to circuitously measure how far the campaign

communication activities of the ENBBS are objective in equipping a possible audience with the relevant and correct knowledge about the position of blood donation and related services in the city/country:						
A	Encouraging, inspiring and stimulating people to donate blood					
B	Providing a clear and the realistic reason/s and logics for each member of the potential donors to donate blood					
C	Promoting the real desires and behaviour into each member of the mass towards solving the social problem					
D	Instilling pride among the existing donors for the blood donation they have made					
E	Mainly following attitude motivation campaigns					
F	Mainly following incentive motivation campaigns					
G	Reaching varied groups of the society through applying some specially tailored communication systems and messages to address those differences like cultural, demographic, language, religion, age, educational, occupational, etc.					
Part VII. The following questions are intended to evaluate the level of flexibility, development, innovation, and creativity within the ENBBS's campaign communication practices in comparison to the magnitude of blood scarcity that they are intended to address. So, to what extent do you agree that the PRs of the ENBBS & its messages have been reaching you through tirelessly & sufficiently:						
A	Applying multi-channelled media (TV & radio) announcements & promotions					
B	Using varieties of advocacy & lobbying schemes					
C	Organizing well-planned events and concerts					
D	Managing extensive educational dramas in TV and radio programmes					
E	Producing and publicizing fairly enough literatures & press media materials					

7-Do you believe that the ENBBS has efficiently endorsed the most recent (modern) versions of campaign communication principles, methods or tools?

A. Yes B. No

8-If your answer for the earlier question is “Yes”, would you mention some of these principles, methods or tools that the ENBBS is using?

9. If your answers for both question number 1 & 5 are “No”, then, where do you think is the gap between the demand and supply caused?

10 How do you label the role of the ENBBS in facilitating blood donation motivations?

Excellent Very Good Good Fair Enough Unsatisfactory

11. How do you justify your answer for the earlier question?

12. Have you ever noticed any kind of encouragement effort/s made by the PRs in the ENBBS to maximize the involvement of every self-initiated citizen to organize a blood donation campaigns/drives? Yes No

13. If your answer for the earlier question is yes, how do you label the level of its success in this regard?

A. Excellent B. Very Good C. Good D. Fair Enough E. Unsatisfactory

14. Do you believe that the ENBBS has efficiently endorsed the most recent (modern) versions of campaign communication principles, methods or tools? A. Yes B. No

12. If your answer for the earlier question is “Yes”, would you mention some of these principles, methods or tools that the ENBBS is using?

13. Of the following blood donation campaign communication methods, by encircling the letter/s, please indicate those of which are being used in the ENBBS.

A. Thank a Donor system B. Bloodmobile C. “Missing Type”

14. Please describe or define the major features of the method/s you encircled above.

Thank you again for your cooperation!