

**The Practice and Challenges of Communication  
Employed by the Federal Ethics and Anti-corruption  
Commission**

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This is to certify that the thesis prepared by Firehiwot Senay, entitled *The Practice and Challenges of Communication Employed by The Federal Ethics and Anti-Corruption Commission* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## **ABSTRACT**

### **The practice and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission**

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**Addis Ababa University, October, 2015.**

The aim of this study is to examine the practice and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission (FEACC). In addition to assessing the practice and challenges, the study also focused on identifying the strength, weaknesses and gaps of the Commission's communication practice.

To this end, the study employed the two-way symmetrical public relations model as a theoretical framework to inform the study. A qualitative study design was used as the main method of research in order to investigate the practices and challenges of the communication practice of the Commission. In addition to the qualitative method, the study also used a quantitative study design in order to triangulate the various sources of data during analysis. Under the qualitative study design, document analysis, interview and observations were used, whereas under the quantitative research design, questionnaire was used as a data collection tool. Questionnaire respondents were selected by purposive and convenience sampling techniques. Questionnaires were distributed among 100 respondents and 83 completed questionnaires (83%) were analyzed. In addition, interview was conducted with four employees and one supervisor.

The findings show that there have been challenges and gaps in the communication practice although some achievements were made. Disorganized communication practice that caused communication activities to be dispersed to different departments; lack of clear guidelines on

important issues such as image building, media relations, and the absence of a two-way communication system were identified as the major gaps and challenges of the communication practice.

Finally, on the basis of the findings, some relevant recommendations that would contribute to the improvement of the communication practice of the Commission have been put forward.

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## **LIST OF ACRONYMS**

AAU – Addis Ababa University

CPI – Corruption Perception Index

DFID – The Department for International Development

FEACC – The Federal Ethics and Anti-Corruption Commission

OECD – Organization for Economic Co-operation and Development

PR – Public Relations

UNCAC – United Nations Convention against Corruption

UNDP- United Nations Development Program

UNESCO- United Nations Educational, Scientific and Cultural Organization



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# CHAPTER ONE: INTRODUCTION

## 1.1 Background

Corruption exists in any country regardless of the level of its economic development. In other words, corruption is available whether in a developed or developing nation, and it is believed to have existed since ancient times. Gupta and Mishra (2007:169) noted that: "It is often said that corruption is universal, that it has existed at all times and in every society, and that it will persist as long as human nature does not change."

One of the controversial issues about corruption starts from its definition and manifestations. The meaning and classifications of corruption are being shaped to become commonplace as the issue gets more and more attention internationally. Originally, the word corruption came from the Latin word 'corruptus', meaning 'to break'. Nicholls, Daniel, Polaine, and Hatchard (2006: 1) define it as a break of trust placed in public officers. Nowadays, this becomes a widely used definition of corruption that transcends the traditional meaning that gives corruption similar meaning with bribery. Similarly, the Organization for Economic Co-operation and Development (OECD) defines corruption as "the abuse of public or private office for personal gain. It includes acts of bribery, embezzlement, nepotism or state capture."

Moreover, different writers explain the types and forms of corruption in different ways. According to some writers, corruption is interrelated with ethical issues and explained it from the viewpoint of moral decay. For others, it is interrelated with the problems in the existing political systems while some of them express it from the viewpoint of the public service working procedures. Thus, there are broader views concerning the forms and types of corruption to be classified as moral, economic and political.

The United Nations Convention against Corruption (UNCAC) states that the offence has many facets such as bribery, embezzlement, misappropriation, trading in influence, abuse of functions, illicit enrichment, laundering of proceeds of crime, concealment and obstruction of justice. Not only it varies in its type but it has also different levels. The most popular levels are petty and grand corruption. Grand corruption manifests when public officials amass a considerable amount of money and wealth through the illegal use of their authority. This type of corruption is severe enough to harm the economic and the overall wellbeing of the society by incurring a heavy loss to the monetary and material wealth. The damage is not only measured by material loss it can extend to claim peoples' lives. For instance, embezzlement in relief provisions for disaster affected areas can be mentioned as a direct impact of corruption. Petty corruption, although causes lesser damage compared to grand corruption, it can create a considerable impediment to good governance in the long run.

Hence, the cost of corruption is enormous; it causes social disorder, impedes good governance, undermines democracy and slows down economic development. It also aggravates inequality. Every year trillions of dollars are lost due to corruption worldwide. Accordingly, OECD internationally, the annual cost of corruption reaches \$2.6 trillion which covers 5% of the world's GDP. Although it hampers development in every country, the ramifications of corruption are more severe in the developing world. The World Bank estimated that each year nearly US\$ 20 to US\$ 40 billion (20% to 40% of official development assistance), are looted from the developing world and hidden in foreign countries (Organization for Economic Co-operation and Development, 2014:2-3).

In Africa, corruption has been incurring a severe problem to governance and development. In the continent, it has been creating a significant impact on foreign investments, distorting equal

distribution of resources, and hampering market competition. Politically, corruption has been undermining the rule of law, cause human rights violation, hindered accountability and transparency. In general corruption has been weakening the public sector in Africa (Economic Commission for Africa: 3). Moreover UNECA stated that:

The socio-economic and political cost of corruption is myriad in Africa. For instance, it was estimated in 2004 that corruption costs the continent over US \$ 148 billion per annum. Moreover, 50 % of tax revenue, 25% of the continent's GDP and US \$ 30 billion in aid for Africa was eaten up by corruption. In addition, illicit financial flows especially by Multinational Corporations (MNCs) mostly through corrupt practices continue to deny African countries the needed financial resources for development. This makes corruption a serious development challenge in Africa (UNECA: 4).

As one of the African countries, Ethiopia is no exception for these kinds of damages caused by corruption. Although the extent may vary from country to country, similar to any African country, in Ethiopia, corruption has been incurring a significant setback on the overall development activities. Concerning the state of corruption in Ethiopia, an impact assessment conducted by Addis Ababa University (2011: 99) noted: "In fact, corruption is being practiced by changing its form in a disturbing manner. Hence, the efforts of the Commission [Federal Ethics and Anti-Corruption Commission] to reduce corruption in all its manifestations require enhancement and widening."

The government of Ethiopia established an anti-corruption watchdog, the Federal Ethics and Anti-Corruption Commission (FEACC), 14 years ago. The rationale for establishing the FEACC is the need to reform the overall social, economic, and political formation of Ethiopia in

accordance with democratic principles. The reform incorporated major programs that have a series of sub-divisions such as the Ethics sub-program. Being part of the Civil service Reform program, the Ethics sub-program, started with the purpose of dealing with corruption and making other important changes in the public sector. In 2001, through the institutionalization of the Ethics sub-program, the Civil Service reform scheme gave birth to the establishment of an anti-corruption watchdog, the Federal Ethics and Anti-corruption Commission (FEACC). Hence, FEACC was established on May 24, 2001 in accordance with Proclamation No. 235/2001 with the objective of promoting ethical behaviors, and preventing and fighting corruption (The Federal Ethics and Anti-Corruption Commission, 2010: 18-19).

However, many, including the private press and even the government media have been stressing the fact that corruption is among the major hindrances to the country's development. Accordingly, the *Reporter* stated that although the government expressed about different anti-corruption campaigns it has been undertaking, corruption still remains to be a challenge to the general public (Issue no. 19, March 12, 2014: 2).

It is evident that communication plays a vital role in fighting corruption and promoting good governance in any country. However, the discipline should be applied in accordance with its professional principles and standards in order to attain its anticipated results. With regard to this, one can be intrigued by asking relevant questions to find out the communication employed by the Commission throughout the past years. Has the communication been deployed according to its theoretical rules and principles?

Hence, the intention of this research paper was to pay a closer look at and examine the communication practice of the FEACC and find out the challenges encountered. The paper also



attempted to find out the major strengths of the communication practice and come up with constructive recommendations.

## **1.2 Statement of the problem**

As it has been stated, although corruption exists everywhere and harms any type of economy, its consequences are heavier in the developing countries where the population is predominantly poor. According to Kameswari,

Corruption continues to deny the poor, the marginalized and the least educated members of every society, the social, economic and political benefits that should properly accrue to them. It impedes sustainable development and robs the children of today of the resources they will need to survive tomorrow (2006: 8).

Being one of the developing countries, in Ethiopia also the serious consequences of corruption are felt in many sectors. A study conducted by Addis Ababa University(2001) noted: "in relation to certain socio-economic problems such as taxation, unemployment, safety concerns, political instability, etc., corruption stands as one of the most serious problems in the country" (252-253).

As the consequence of corruption is so severe on the economic, social and political fabric of any society, it needs an efficient and effective mechanism to deal with the problem. One of the tools that help take effective preventive and curative measures is the ability to formulate and deploy communication appropriately since communication plays a crucial role in mobilizing the public and rallying their support in the various preventive and curative actions taken by anti-corruption institutions. In this regard, Fuente (2008:15) points out that:

Conducting effective communications campaigns helps raise awareness among the populace about corruption-related matters and forms citizens'

attitudes towards this ill, which affects their daily lives. It defines the issue and

helps identify the various acts of corruption for the population to recognize.

Moreover, by influencing the public opinion one can mobilize the public and register effective results in reducing the practice of corruption. Thus, communication is an important instrument that can shape public opinion and thereby, reducing its effects to the lowest level. Accordingly, the World Bank affirms:

Public opinion can be a powerful tool in promoting an agency's work—or in bringing about its downfall. If citizens misunderstand the issue, they are unlikely to support the fight against corruption. But if public opinion is in favor of an anti-corruption agency, the people are able to change their country's culture (Byrne, Arnold & Nagano, 2010:3).

As one of the countries that have recognized corruption as a major threat to democracy and economic development, Ethiopia has been adopting various international, regional and national frameworks that are supposed to lay the ground for fighting corruption including legal measurements and actions. However, much remains to be done from the practical point of view. One of such areas that should be given careful attention is issues in relation to the communication that is taking place between the country's anti-corruption watchdog, the Federal Ethics and Anti-corruption Commission (FEACC), and the general public.

Although the country's corruption struggle started more than a decade ago, the communication practice is questionable if it has been achieving the intended result of communicating the message properly and rallying the support of the public around the cause of reducing corruption to the lowest level.

Some of the issues that need to be examined concerning the communication practice include the timeliness, sustainability and the capability to build a positive organizational image, among others. Moreover, the other important point that should be assessed includes finding out if the communication practice is participatory enough to include the public including law formulation and other important issues.

Many are also inquisitive enough to find out why the Commission has not managed to go through, verify, respond and clarify about issues of discussion among the public and the media. In this regard, the private media and even few government-owned media are frequently reporting about the issues which the Commission is not making clear to the public. Accordingly, a government owned newspaper, *Addis Zemen*, stated that: although there is a great determination from the part of the government to fight corruption, weaknesses are observed from the practical point of view. The newspaper added that the public has been expressing its suspicion about a rampant corruption in the country, but the government failed to look in to the complaints, verify the suspicions, and make it clear to the public (Getnet, 2011: 1; Asaminew, 2014:7).

Moreover, starting from recent years, there is also a major criticism raised against the Commission concerning asset registration and disclosure. Many people and the media are complaining about the delay of the Commission to disclose the assets of appointees, elected persons and pertinent public servants on time and clarify the issue appropriately (Asaminew, 2014:7).

Moreover, the image of the Commission has been still a controversy and another point of discussion since the time of its establishment. Concerning this issue, the perception in connection with the political independence of the Commission has been among the various issues that has

been raised. Hence, image building activity of the Commission should be assessed if it has been dealt with appropriately.

The successes that can be achieved from a professional model of Public Relations communication practice include the capacity to gain and restore public trust and positive image. In addition, where there is a modern and professional Communication practice, the voiceless section of the society gets the voice to express itself.

With regard to these, the United Nations Development Program (UNDP) 2008-2011 report stated that the FEACC has been facing two difficulties with regard to its interaction with the public. One of these difficulties arises from the public's perception that the Commission is not free from political influences. UNDP commented that, although this belief was stronger earlier than these days, there is still much to be done to change this perception and get the public's trust. The other problem is the inaccessibility of the Commission for poorer members of the society to interact with. As an instance, the organization has mentioned that it is not an easy thing for poorer part of the society to report corruption and complaints to the Commission.

Being one of a major and continuing discussion points, the communication practice of the FEACC needs to be examined to find out how it has been practiced and what challenges have been encountered.

### **1.3 Objectives of the study**

#### **General objective**

The general objective of this study is to examine the practice and major challenges of communication employed by the Federal Ethics and Anti-Corruption Commission.

## **Specific objectives**

The specific objectives of the study are:

1. To examine how communication is practiced by the Federal Ethics and Anti-Corruption Commission.
2. To examine the strengths and challenges of the communication practice of the FEACC.
3. To find out how the practitioners view the communication employed by the Commission.
4. To find out how stakeholders view the communication practice of the Commission.

## **1.4 Research questions**

1. What does the FEACC's communication practice look like?
2. What are the strengths and challenges of the communication practice of the FEACC?
3. How do practitioners view the communication practice of the FEACC?
4. How do stakeholders view the communication practice of the FEACC?

## **1.5 Significance of the study**

The researcher believes that the study may help to identify the challenges and strengths of the communication practice of the Federal Ethics and Anti-Corruption Commission (FEACC). It would also contribute to make amendments on the on-going communication campaigns by providing appropriate and up to date public relations model. It can also have contributions for further studies to be made in the area. It might also help as a reference material for policy makers, students and other concerned bodies.

## **1.6 Scope of the study**

The research was conducted focusing on the communication practice of the Federal Ethics and Anti-Corruption Commission. It didn't include other ethics and anti-corruption Commissions in other regions of the country.

## **1.7 Limitation of the study**

As the study didn't include other ethics and anti-corruption commissions, the findings may not apply for other regional anti-corruption commissions. Thus, other studies should also be made on the communication practice of regional ethics and anti-corruption commissions.

The study focused on five employees of the Commission for the interview and didn't include all of the communication practitioners in the Commission. The study also employed questionnaires focusing on media houses and media associations which take part in the communication activity in collaboration with the Commission as stake holders. Thus, the questionnaire didn't include other stakeholders that carry out the same activity in partnership with the Commission. Therefore, utmost effort was made to make the samples representative so as to make the study not lead to incorrect findings.

## CHAPTER TWO: LITRATURE REVIEW

### 2.1 The history of corruption

The history of corruptigon indicates that corruption started to take place since man began to live together in a group. It is also believed that it existed even in “simple societies” but in “primitive societies” corruption manifested rarely as religious and traditional way of life was used as a check and balance. Hence, one can find the practice in every society, type of government, bureaucracy; and it existed persistently in every level of political development (Kameswari, 2006: i).

Corruption has been referred to at different times in history. One instance of which includes that of the minister of Indian kingdom, Kautilya. Two thousand years ago, the minister, in her book, Arthashastra, wrote that “as it is impossible not to taste honey placed on one’s tongue, so it is impossible for a civil servant not to take advantage of his position.” However, it was in the Roman Empire that Corruption was first identified as misconduct; and it is an issue of debate by historians that the empire collapsed due to the destructive pressure of corruption on its institutions and leaders. “Corruption weakened or destroyed the moral fabric and the administrative structure of that powerful empire, eventually leading to its collapse.” Afterwards, after the collapse of the Roman Empire, corruption continued to be identified as a great sin. For instance, the 13<sup>th</sup> century renowned Italian Poet and author of the Devine Commedy located corrupt people at the deepest places of Hell. Later on, the negative images of corruption had been increasing in the coming centuries until relatively modern times. The attitude towards corruption had become more and more ‘relaxed’ in the 19<sup>th</sup> century. Although corruption had been mentioned frequently in literatures and some operas, people did not condemn it openly. Such

instances include Henry Adams' novel *Democracy* and Puccini's opera *Manon Lescaux*. In the bourgeois society, corruption was considered to be a normal act. This softened attitude towards corruption continued in the 20<sup>th</sup> century when it had even become widespread and had been causing difficult situations. The rampant growth of corruption was witnessed in some countries such as the Soviet Union's Brezhnev era when bribe was needed even to get a morgue for a dead body (Tanzi, 2013: 2-3).

Moreover, in the early twentieth century, technological and scientific advancements led to the expansion of "mass society" with a few number of elites and the advancement of managerial groups and complex organizational system. However, the strict ethical standard imposed by the elite for the purpose of continuing and well-functioning of the new system was not appreciated by all classes of the society. This state of condition gave way for the surfacing and growth of corruption (Kameswari, 2006: ii).

The issue of corruption had become the center of attention in the academic and political sphere in the 1990s and especially in the second half of the decade. Some of the phenomena for the growing attention include the end of the cold war, the increase in democratic rule and the free media; the strengthening of globalization and non-governmental organizations and the civil societies; and the growing attention given to corruption by international institutions and some governments. The negative impact that corruption has on "market economies" is also the other reason for corruption to get more attention. In addition, it was given more attention as corruption scandals in countries such as Japan, Italy, France, Germany and Brazil became high profile issues around the globe. Relative to the previous times, the later decades of the 20<sup>th</sup> century witnessed more economic activities by governments which contributed for the spread of



corruption and the attention given to it. The growing privatization process also have some contribution for increased corruption and the attention given to it (Tanzi, 2013:3-4).

## **2.2 The meaning of corruption**

Concerning the definition of corruption, different scholars and writers attempted to define it in a specific way. Kameswari stated that: “perversion of anything from its purest form is corruption”.

As corruption becomes a global agenda in recent years, there are some efforts made to adopt a common definition especially by international anti-corruption watchdogs. A commonly known definition of corruption is an abuse of a “public position of trust” for a personal benefit. According to the definition, it is assumed that corruption takes place in the government sector where officials have the power to use their position for their own private advantages. According to Kameswari : “It involves the unlawful or improper behavior of public service officials, both politicians and civil servants, whose position creates opportunities for the diversion of money and assets from government to themselves with or without their accomplices” (2006:1).

However, corruption is not restricted in the public sphere, but it transcends to the private sector when connections are made between the government and the private sectors in some activities such as procurement. In such instances, the private sector involves in getting undeserved benefits from government money with their accomplices in the public sector. Since there are considerable shifts being made from state owned activities to the private sector, the meaning of corruption is also being reshaped from its confines in the public zone. Accordingly, it is defined to address both the private and public sector by the Transparency International: “corruption is the misuse of entrusted power for private benefit” (ibid).

The time to consider corruption as a mere bribery act has also ended in recent times. Nicholls et al noted (2006 :4):

It was also apparent that, whereas in the United Kingdom at least, corruption had been regarded as relating solely to what is commonly called bribery, it was regarded internationally as including other offences such as misuse of public office, embezzlement, and misappropriation of state assets.

The meaning of corruption was therefore much wider than was originally contemplated.

There is also a broader definition of corruption called “Mediated corruption” that puts corruption to include not only the act of gaining illicit financial benefits but also power, prestige, authority and symbolic capital (Byrne et al, 2010:17).

The manifestations of corruption include bribery, embezzlement, extortion, exploiting a conflict of interest, influence-peddling or insider-trading; offering or receiving of an unlawful gratuity, favour or illegal commission, favoritism, nepotism, clientalism, and illegal political contribution (Kameswari, 2006: 2-5).

## **2.3 Types of Corruption**

### **2.3.1 Petty Corruption**

Petty corruption is an act of corruption committed by a public servant positioned at any level that includes small amount of bribes taken. Petty corruption is also a term used to differentiate it from grand corruption. In the case of petty corruption, public servants such as ‘magistrates’ and judges take a smaller amount of benefit using their authority. This type of corruption may arise due to the insufficient amount of remuneration given to public servants. It is also manifested

when public officials take bribes to give services that they have the obligation to deliver. The service receivers, in this case, are obliged to give illegal payments to the officials for the services they have the right to get freely. Moreover, in petty corruption, the amount of bribed money is always smaller and the purpose is to escape 'braucratic redtape'. The presumption is that such services could not be gotten without payments made to the service givers. Some instances of areas with widspread petty corruption include, services such as customs, immigration, health and traffic (Nichols et al, 2006: 4).

### **2.3.2 Grand Corruption**

Grand corruption occurs when higher level officials take a great amount of wealth by using their authority. This kind of corruption takes place by using the opportunity such as bidding big contracts. Hence, it involves bribes which are payed for a contract reward which is called a 'kickback' (Nicholls et al 2006:3).

Kameswari also explained grand corruption as a type of corruption which is committed not only by high-level public officials, but also by politicians who amass huge amount of money illicitly (Kameswari, 2006: 2).

Grand corruption is not only measured by the amount of money embezzled, but also by the huge amount of damage it incurs on the overall wellbeing of the society both in the short and long period of time. For instance, a construction contract given to an inefficient contractor through illicit act can eventually lead to the loss of the lives of many people.

### **2.3.3 Systemic Corruption**

Systemic corruption or institutional or entrenched corruption is manifested as a result of the system itself. In this case, the system is not strong enough to prevent corruption. It is also

resulted from a highly corruption-infected political and economic system; and the actors who involve in corruption are many in number. It is also interconnected with poor governance, loose legislative controls, lack of independent judiciary, and the absence of free media and civil societies. (Nichols et al, 2006: 4).

According to Kameswari (2006: 3), “in this type of corruption, channels of malfeasance extend upwards from the bribe-collection points; and systems depend on corruption for their survival”

## **2.4 Causes of corruption**

Although the contributing factors that causes corruption varies from country to country, the most common and major factors include mal-conceived and mal-practiced policies, programs and activities. There are also other causes that facilitate the prevalence of corruption including failing institutions, poverty, income disparities, inadequate civil servants' remuneration and lack of accountability and transparency. Focusing only on raising the awareness of the public without the proper enactment of law enforcement may also have a contributing factor for increased corruption. When there are no legal cases to show concerning the real consequences of committing corruption, there may be temptations to involve in the wrongdoing. In other words, if the punishment is less than the real benefits of corruption, it aggravates the acts of corruption. Organized crimes are the other motivational factors for widespread corruption. In order to conceal and strengthen organized crime, offenders bribe officials and other related persons. They have also the money and other important instruments to control the system by their deceitful act. Hence, organized crimes both at the national and international level, also intensifies the act of corruption. “Apart from the obvious incentive for organized criminal groups to launder and conceal their assets, various forms of corruption allow such groups to minimize the risk and maximize the benefits of their various criminal enterprises” (Kameswari, 2006: 5-8).

## 2.5 The Impacts of Corruption

Corruption has numerous negative impacts on the social, political and economic wellbeing of any society. Corruption can be found in both the political and economic activities of any society and they are known as political and economic corruption, respectively. Corruption can also be an impediment to development, democracy and good governance. It destroys the opportunity to equal chance for competition. It also hinders the implementation of transparency, accountability and the rule of law. Corruption can also be a threat for the environment (Addis Ababa University, 2011: vii).

The prevalence of corruption not only threatens peace, stability, sustainable development, democracy and human rights, it also undermines the values of morality. Former Secretary General of the United Nations, Kofi Annan, stated that “Corruption debases democracy, undermines rule of law, distorts markets, stifles economic growth and denies many, their rightful share of economic resources or life-saving aid.” Corruption has more severe consequences on the lives of poverty-ridden societies. It also undermines trust on the government by the public and discourages those who believe in and follow honesty and who are competent. Consequently, “productivity is lowered, administrative efficiency is reduced and the legitimacy of political and economic order is undermined.” Therefore, in developing countries, the budget for development activities and to eradicate poverty is being misappropriated as a result of corruption. Moreover, corruption causes aid and investment funds to be looted by corrupt officials (Kameswari, 2006: ii-1, 8-9).

## **2.6 An overview of corruption in Ethiopia**

### **2.6.1 Introduction**

In Ethiopia, the society is faced with multifaceted political and economic problems that require successive solutions. Corruption is one of the causes of socio economic obstacles including taxation problems, unemployment, safety concerns, political instability, which are among the most severe challenges that the country is facing (Addis Ababa University, 2001: 252-256).

A corruption perception index which is stated annually by Transparency International attempts to indicate the level of corruption in different countries. According to U4 anti-corruption center: "The CPI is an "index of indices" composed of nine different sources that all provide a ranking of countries based on expert assessments and opinion surveys. Accordingly, in 2002 Ethiopia was ranked 59 among 102 countries; in 2013 the country's rank was 111 among 177 Countries and it was ranked 110 among 175 countries in 2014. In 2009, Ethiopia scored 2,7 and was ranked 120 out of the 180 assessed countries, suggesting widespread and endemic corruption" (Transparency International & CHR. Michelsen Institute).

The strongest manifestation of corruption is witnessed in institutions where a significant amount of money is transferred between the private and the public sector. In this case, employees and customers create connections to benefit from government resources; the embezzlement of taxes and duties can be mentioned as an example. Although, higher level corruption takes place where there is an interaction between the private and the public sectors, some institutions such as the Ethiopian Security, Immigration and Refugee Authority were exemplified as being fruitful in halting the act of corruption. The study also indicated that the legal system is one of the unsuitable places for service receivers in terms of their quality. The other institutions which were

pointed out as being dominated by corruption are those which have the responsibility and duty to allocate land and government housing (Addis Ababa University, 2001: 253-254).

### **2.6.2 The Federal Ethics and Anti-Corruption Commission**

There has been a need of reform in the overall social, economic, and political formation of Ethiopia in accordance with democratic principles. The reform incorporated major programs that have a series of sub-divisions such as the Ethics sub-program. Being part of the Civil service Reform program, the Ethics sub-program started with the purpose of dealing with corruption and making other important changes in the public sector. "for that reason, a task force drawn from stakeholders conducted a research, which brought the sufferings of the Ethiopian public to light."

In 2001, through the institutionalization of the Ethics sub-program, the Civil Service reform scheme gave birth to the establishment of an anti-corruption watchdog, the Federal Ethics and Anti-corruption Commission (FEACC). Conducting a national corruption survey and drawing foreign experiences were among the start-up actions taken during the process of organizing the anti-corruption watchdog. Hence, FEACC was established on May 24, 2001 in accordance with Proclamation No. 235/2001 with the objective of promoting ethical behaviors, and preventing and fighting corruption (Federal Ethics and Anti-Corruption Commission, 2010: 18-19).

The FEACC has been carrying out different activities to expand ethics and prevent corruption in the country. The Commission has adopted two approaches, namely the preventive and the curative approaches. Being the main method of dealing with corruption, the preventive approach, which includes awareness creation and reviewing of working procedures of public institutions, is supported by the curative approach. The curative approach is meant to deal with such activities like investigating and prosecuting corruption offences.



### **2.6.3 Ethics Education and Communication Affairs Directorate**

Ethics Education and Communication Affairs Directorate is among the different directorates that have been assigned to carry out corruption prevention activities. The Ethics Education and Communication Affairs Directorate is assigned with various communication activities. The Directorate plays a major role in mobilizing the various cross-section of the society through the media and other communication messages it produces. The goal of the directorate, as the name indicates, is to strengthen ethical values and create a society with zero tolerance to corruption.

By drawing experiences from other countries, the Ethics Education and Communication Directorate of the FEACC is organized to engage in creating awareness, educating the public and to do other communication activities. Publications, electronic and print media messages; the website and social media are among the communication channels used by the directorate. With the purpose of educating the public, there are lots of face to face trainings being given to various cross sections of the society. Hence, the directorate's main objective states "to create an ethical society that doesn't condone corruption through expanding and promotion of ethics and anti-corruption education."

The directorate employs various communication tools such as the media and different publications. Using the broadcast media, the directorate transmits its messages through spots, dramas, panel discussions and the like. It also makes use of both the private and government print media to disseminate news release, articles and other announcements. The directorate also uses publications such as posters, billboards, fliers, brochures, and in-house newsletters to carry out both internal and external communication activities.

The directorate is composed of some 33 staff members with professional merits ranging from diploma to masters degrees in different fields of study including languages and literature,



education, political science and international relations, curriculum development and graphics design. Concerning their experience, they have job background in journalism, communication, public relations, curriculum development, teaching and the like (Federal Ethics and Anti-Corruption Commission, 2012: 29).

## **2.7 Theoretical Framework**

Two-way symmetrical public relations model is the most appropriate theoretical framework of this study. The model advocates that the public should be equally allowed to influence and change organizations as much as organizations want to influence and change the public. According to the two-way symmetrical public relations model, the public should be allowed to have equal opportunity to express its views and ideas as much as organizations do. A high level of societal benefit would also be attained through a two-way symmetrical model since it promotes the empowerment of the public to have an equal chance of influence. For Anti-corruption watchdogs like the Federal Ethics and Anti-Corruption Commission, which advocates to campaign issues of high public concern, the two-way symmetrical public relations model the most appropriate model that allows the public to have equal chance of influence. Moreover, in a country where the government advocates its effort to build a democratic system embracing good governance, transparency and accountability, the system cannot be practically attained without empowering the public to have the power to influence organizations.

The following literatures were reviewed to first discuss the different stages of the development of public relations models so as to understand the essence and concept of a two-way symmetrical public relations model which was chosen as the appropriate theoretical framework for the study.

### 2.7.1 Conceptualization of PR

Different scholars defined public relations in different ways. According to Marston (1979: 3-6), "Public relations is a planned, persuasive communication designed to influence significant publics." He also defined it in another way: "Public relations is the skilled communication of ideas to the various publics with the object of producing a desired result." Public relations is sometimes misunderstood and interpreted in a different way than it is. Some people mix it with other activities such as publicity, advertisement, lobbying and the like. Public relations is not only confined to publicity, since publicity itself sometimes leads to negative reactions. Public relations is not merely a lobbying activity although it presents cases for legislation. Moreover, public relations is not only advertising. Advertising has urgent needs to fulfill, while public relations has the objective of getting opinion of the public through a longer period of persuasion. It is not also similar with propaganda.

Public relations is useful to clarify policies, create awareness, get attention on specific concern, promote knowledge-based dialogue, shape perception; influence perception, attitude and opinion. Having common frameworks including persuasive and planned communication, public relations practitioners work for different purposes and with different approaches. In public relations activity it is also important to consider the fact that people prefer to give their attention to subjects that matter to them most. Hence, the subject of people's interest should get the focus of public relations and it should be the topic of discussion. In addition, people always have a tendency to 'absorb a great deal' of things that have the capacity to affect their lives (Stone, 1995:1-2; Marston,1979: 15).

Speaking about public relations, the four models of public relations are the most important concepts in the area. As cited by Waddington, the Four Models of Public Relations were published by James Grunig and Todd Hunt in 1984 in a book *Managing Public Relations*. The models explain about the forms of communication that takes place between an organization and stakeholders (the public). These models of public relations symbolize the values, purposes, and characteristics embraced by institutions (Waddington, 2012:1; Botan & Hazelton, 1989: 29).

The four models of public relations that were developed by Grunig and Hunt are the most known theory in the PR discipline. The four models portray different approaches to public relations in the perspective of 130 years during which the discipline has developed (Sledzik, 2008).

These models of PR are known as: Press agency/publicity, public information, two-way asymmetrical and two-way symmetrical. The models go after the advancement of the public relations, and they are not exclusive to each other since the designing of a new model has not ended the implementation of the older one (Dumont, 2005: 18).

### **2.7.2 Press agency/publicity**

The press agency model started in the 19<sup>th</sup> century when the press agents' aim was to influence public opinion through news. The press agents have no place for research and ethics is undermined. It has an aim of controlling the behavior of people (Sledzik, 2008).

The press agency/publicity's basic objective is to get media coverage and it has a propaganda role. In addition, since its way of communication is a one-way, there is no attention given for public feedback. Moreover, the Press agency/publicity model exerts all its effort to get the focus of the public by any means (Jo & Jung, 2005: 27).

Bardhan and Ramesh (2006:50) stated that in press agency/publicity, the public relations work is limited to only as an act of 'liaison' between the organization and the media. Hence, its main goal is to obtain positive publicity and eradicate the negative one.

### **2.7.3 Public information**

Although the PR practice was shaped to consider truth and accuracy in communicating with the public, it couldn't go beyond dispatching information in the 20<sup>th</sup> century. "Acting in the role of "journalist in residence," a PR person under the public information model used no formal research to guide his/her work. But the move from pseudo events and half-truths was a significant shift toward more ethical practices. The public information model follows a one-way communication and it uses tools such as brochures and static web (Sledzik, 2008).

Moreover, the *Public-information model* is characterized by giving only positive information about the organization leaving the negative ones. Hence, the press agency/publicity and public-information models are one-way models that give information to the public but do not search for information from the public by research or other methods (Botan et al 1989: 29).

Looking after what is reported on the media is the main point of successes evaluation. The PR acts as a 'mediator' between the management and the public; it is only there to dispatch information rather than advocating for the organization (Bardhan et al, 2006: 50).

### **2.7.4 The 2-way asymmetrical model**

During Post World War II, PR had a great contribution for targeted, scientific marketing. "Under the 2-way asymmetrical model, practitioners used research to get inside the heads of consumers and to help fashion the sell messages." Grunig and Hunt named this model as "scientific persuasion". "While asymmetrical communication is two-way, the goal is anything but balanced.

It's all about persuasion to trigger a transaction, thus its popularity with marketers" (Sledzik, 2008).

The *two-way asymmetrical* model uses research to find out which messages are more effective in getting the support of the public. The outcome is asymmetrical since the achieved behavioural change benefits the organization but not the public (Botan & Hazlelton, 1989: 29).

In the two-way asymmetrical PR, the organization conducts research not only to measure the effectiveness of its activity but also to see how it is managed to change people's attitudes. The PR broadly targets to persuade the public to behave in a way the organization wants them to (Bardhan et al, 2006: 50).

### **2.7.5 Two-way symmetrical**

In the evolution of the public relations, Grunig and Hunt recognize the best public relations model known as a two-way symmetrical model. The two-way symmetrical model, as the name indicates, benefits not only the organization, but also the public through the methods of bargaining, negotiating, and conflict resolution. Hence, change on behavior, attitude and ideas takes place both on the organization and the public. "Under that model, PR pros listen to the concerns of both clients and key publics and help them adapt to one another" (Botan et al 1989: 29; Sledzik, 2008).

The two-way symmetrical model applies research and negotiation to resolve disputes and develop understanding and relationship. The goal is to influence and change the behavior of not only the public but also the organization itself (Grunig, 2008:39).

Nowadays, there is a problem in relation to the proper implementation of two-way communication which could allow people to reflect and express their own views. Hence, people

are listeners of a great deal of talks without the chance to ask questions or to debate on issues that could give them the relief (Marston, 1979: 15).

Symmetrical PR or a two-way PR is an interaction between those who have an impact on an organization and vice versa. Listening to each other is crucial in a two-way PR and action should be taken based on the information received. "Two-way communication helps the senders express themselves, clarify their thoughts, and bolster their ego by the pleasant process of self-assertion."

On the other hand, one way communication is always not motivating to listeners; an effective conversation is the one which involves listeners to participate. "If you wish to be heard, you must listen at least part of the time!" However, "Lack of easily ascertained, immediate response is one of the most serious problems of modern communication through the mass media because, without visible response, a sender cannot know whether he has communicated or what effect his words have had" (Stone, 1995:19; Marston,1979: 36).

In organizations where a two-way communication is implemented, there is common and mutual benefit attained; higher contribution to societal benefit and there is more dedication of employees in their jobs. Therefore, an effective public relations is identified with the following qualities: it is based on researches, it is based on the active participation of both the organization and stakeholders (symmetrical). Symmetrical communication is also dialogue-based which promotes listening to what stakeholders are saying and respect their ideas. Negotiation is also one aspect of it which creates a "win-win" atmosphere. It also entertains a pluralist viewpoint which involves 'diversity', 'tolerance' and 'collaboration'. Collaboration in a sense, organizations should draw new ideas and outlooks that can be adopted and implemented. 'Accommodation' is also important aspect of a two-way communication and it involves accommodating the concern of each other (the organization and the stakeholders). The other most important thing is

empowering the “marginalized; giving voice to the voiceless (thus helping develop social equity; one of the most meaningful and rewarding dimensions of being a public relations professional)” (Pearce, n.d.)

## **2.8 Important Factors in Public Relations**

### **2.8.1 Timeliness and Sustainability**

Timing is one of the core components to discharge effective communication activities. It is a crucial element of communication activities carried out by public relations practitioners. Accordingly, “The value of information and its newsworthiness are based on timing and context. Public relations professionals disseminate information at the time it is highly valued.” Thus, it is the duty of public relations practitioners to take a closer look at the standard for the timing of reports by various print and broadcast media activities in order to learn the demand of the media gatekeepers (Wilcox, Ault, & Agee, 1986:226; Cutlip & Center, A.H., 1952: 117).

Practitioners can offer television stations with graphs and charts to help clarify an occasion; and radio can be provided with a telephone interview to add more information to their story and give it a sense of immediacy. Therefore, public relations practitioners should have all the information at hand in order to provide to the media on a timely basis and within easy reach. Communicators also should be aware of that interviews which are provided to the media should be well prepared in order to meet the quality. In addition, timing of providing information plays a crucial role in making a campaign effective. For some parts of a campaign, it may be vital to manage message delivery “down to the hour”. Media with face to face, small group and telephone programs provide communicators with highest management of the time. However, it should be noted that news release does not give highest control over the time (Newsom & Carrell, 2001: 222,342).



Moreover, timing has also an impact on public opinion. As discussed earlier, "Public opinion may be defined as the decisions of groups of people in connection with identifiable, stated issues." On the other hand, public attitudes are thoughts or feelings of individuals towards some issues. Attitudes are the early stages before developing in to opinions; it will be difficult to change the situation once attitudes are reached to opinions. Public relations activities are fruitful when it is working on attitudes before it is developed in to opinions. In order to be effective in communication, the public relations practice should foresee public attitudes before it is hardened in to opinions (Marston, 1979: 38).

Moreover, an organization should have a mechanism to handle matters before they lead to a crisis level. Hence, it should have a secured communication with the media and delicate issues should be handled in a timely manner. Public relations employees should weigh the timing to provide information both in terms of its emergency and availability of coverage space in the media. However, special attention should be given to "catastrophe" and it should have a procedure to communicate a head of time (Walker, 2007:85; Cutlip et al, 1952: 118).

Recklessness towards negative information can affect the organization by not giving the necessary information in the time it is needed. In this case, time would be wasted for the necessary action to be taken. When there is silence from the organization's side concerning sensitive issue, it creates an exaggerated impression in the public that the condition is worse than the reality (Walker, 2007: 80).

Public relations should always influence opinions of the public on a sustainable manner. It can use some programs to influence the publics' opinions in unceasing way (Marston, 1979: 4).



### 2.8.2. Image Building

Image is acquired due to organizational actions or behaviors which results from the interaction of every experience, impressions, values, feelings, and knowledge people have about an organization. Peoples' knowledge about an organization may be good, bad or in different. It cannot be purchased as a commodity since organizational image is acquired from people's knowledge and experience. In other words, everything an organization does or does not do have a contribution to form an image positively or negatively (Jefkins, 2004: 24; Mersham, 2001: 8).

Wilcox et al puts image building as: "the character projected to the public by someone or something." He also explained that image building activity includes the promotion of an organization's efficiency and honesty in its activities. It also demonstrates that an organization is considerate towards the society. Image building activities also include guarding an organization from harmful statements, clarifying controversial issues, making the first move to enlighten organizations objectives and guidelines (Wilcox et al, 1986:20).

Reinforcing a positive identity of an organization in the minds of the public is one part of image building activity and it is also used to fight views that have adverse effects. Organizations should recognize the fact that building a positive image needs a considerable amount of time, while a negative image occurs in a moment. This means that image building is a very delicate issue that needs careful treatment. Thus image building has an important role to play in bringing about durable successes. Even though every staff member has a contribution for building a positive image, public relations practitioner has specially duty-bound to it. Public relations practitioners should understand also that image building should be based on fact. It is the responsibility of public relations practitioners to assist their organization to recognize what image it has among

the public. It is also important to understand that building a new organization image requires transforming the in-house traditions (Wilcox et al, 1986:538; Seitel, 1984: 81-85).

Unless public relations practitioners communicate about the organization, the public can not have the real knowledge about it and the responsibility of the PR is to communicate the real situation with the public but not to create a false picture. If an organization doesn't deserve a good image, it shouldn't provide the public false statements for the sake of getting a positive image. An organization should rather deal with it to change the situation rather than creating a fake picture about itself. Since most of the time images are caused by some kinds of incidents and it can also be achieved through experiences, in order to get a good image, the public relations practitioner has to exert a continuing and practical effort as it cannot be gained overtime (Jefkins, 2004: 24-25).

The danger of spoiled reputation needs organizations to focus on the idea of *apologia* and *reputation repair* – to re-establish the look of the organization by putting forward a credible explanation of organizational activities in a convincing and genuine manner. However, organizations usually accept human catastrophe apologetically (that do not seem sincere), and utter plan to examine the causes and tackling from happening again. Apology means that wrongdoing must be acknowledged and responsibility accepted even if legal implications may limit this (L'Etang, 2008: 58).

In addition to the aforementioned activities, there should be some assessments made before launching a positive image building campaign. The assessment may include considering signs that could lead to image formation such as public complaints, negative media coverage, and the likes. However, an opinion research or image study may be important to provide concrete information concerning the status of organization image (Jefkins, 2004: 26).

### **2.8.3 Research**

In a customary public relations practice, the inception and the activities are done instinctively and guided by the senses rather than by studies and researches. Public relations should be strengthened by the guidance of research findings which brings about a good judgment and provides with “empirical foundation”. Research also helps to clarify matters when there is no sufficient information available. It can be concluded that research lies at the center of the plan and implementation of a successful public relations practice. It is also helpful to understand the public that an organization is dealing with since a public relations practitioner having the necessary knowledge about the public based on research will be capable of making messages that result in effective communication. Similarly, a communication that is designed based on researching the public’s demands is more effective (Seitel, 1984: 124-125; Mersham, 2001: 31).

Public relations research always focuses on three basic points: client or organization, opportunity or problem to be dealt with and the public. Client or organizational research is the initial activity that includes background data of the client. Public relations activities that start as a result of available opportunities are called proactive programs. However, public relations practitioners have to deal with crises that may arise from the inside or outside of the organization. The third feature of public relations research includes accessing the public incorporated under the public relations campaign. This also consists of recognizing different parts of the public that should be targeted, types of research data that is essential to communicate with such parts of the public, and organizing and processing the data through research procedures (Mersham, 2001: 32).

The objectives of public relations research also include determining the public’s basic attitudes, finding the majority’s opinion, test marketing themes and media and revealing potential trouble spots. To determine the public’s attitudes, an organization should have sufficient knowledge of

the structure and composition of its audience. Research is also helpful to find the majority opinion and it is important to know the ideas and attitudes of the majority whose voice is not heard. Research is significant to save money since it prevents wastage of resources on unproductive campaigns. It also helps to realize some areas of concern that create possible impediments to the activities of the organization. Moreover, it supports an organization to identify the dissatisfaction of the public (Seitel, 1984: 124-125).

Public relations writers and practitioners have more or less common research interests. All of them have to know the public's demographics, psychographics, lifestyles, values, attitudes towards the organization; and utilization of the media. They also have to evaluate the outcome of their communications and adopt mechanism to improve their programs. The main distinction is that the public relations writer has particular concern in message content and presentation (Treadwell & Treadwell, 2005:99).

Researches in public relations can be conducted formally and informally. Practitioners can identify problems in their day to day activities through informal way of probing in to the level of public awareness and in areas where there is information deficiency. In the formal way of research, majority of public relations researches focus on fact finding, opinion surveys, or motivational studies. Fact finding includes searching and storing information in connection with the organization. The public relations department collects information such as research conducted in connection with the organization by other bodies. Opinion surveys go further than collecting information and it attempts to find out what is really exists in people's minds and what is the public's perception of the organization. A motivational study probes deeply and tries to find out why people have a particular perception of the organization. Hence, it investigates the causes of a particular perception (Seitel, 1984:125).

#### **2.8.4 Media Relations**

Media relations is one of the main tasks that public relations practitioners have the responsibility to carry out. It includes interacting with news media, magazines, freelance writers, and commercial publications with the purpose of having them publish or broadcast news and features with regard to the organization. It may also include responding to media requests for information or spokespersons and preparing for production, reservation, and placement or broadcasting of advertisements used as part of public relations program. There are variety of important points that should be considered when handling issues in connection with the media. A fast response is important for media requests since the media has its own deadlines set to accomplish a specific work. It is also important to understand journalists when they are very hasty since they might be under the pressure of time and work load. Therefore, public relations practitioners should be cooperative enough to handle situations like this. Otherwise, most news people will agree that the more difficulty they find in their way, the harder they will strive to find the actual story from any source available. They will usually utilize something they have discovered and public relations practitioners have no control over what that might be (Mersham, 2001: 12).

Understanding the media includes understanding how to work with every channel, prepare the relevant content for every type, fulfill the deadlines of each, abide to particular the conditions for style requirements, and providing desirable information to every medium's audience. These are the main element of many public relations practitioners' activities. Similarly, public relations practitioners have to deal with the media and media gatekeepers. Practitioners should build and sustain relationships of mutual respect and trust since the interaction with the media has advantages for both the organization and the media. However, the relationship between the public relations practitioners and the media has also opposite aspects since journalists and

practitioners have different goals and they always have different communication objectives (Cutlip et al, 1978: 299).

As stated above, every media has its own character and need a different treatment than the other. With regard to television, it has the highest capacity to reach largest number of audiences and has the strongest impact than the other types of media. The impression that television brings on the audience will often stay longer in the memory after the content has been gone. Using the right procedure, a television performer can easily be appealing to the public. On the other hand, weak performance which fails to persuade the public has adverse consequences. The public not only develop a negative impression on the performer but it relates the situation with the organization to which the program belongs. Managers of an organization may be summoned to participate in interviews taking place in television stations. Therefore, the appropriate knowledge to deal with interviews is essential for the public image and national reputation of the whole organization. Even if radio is not as powerful as television, it is a more flexible channel, reaches a larger cross-section and often gives the opportunity of speaking directly to the public (Mersham, 2001: 139,141).

Internet has become one of the growing mediums of communications used by public relations practitioners. An immediate transmission of information is among the various uses of the internet. It is also useful to commence new things and publicize a new policy or to dispatch information directly. Therefore, the internet cannot be seen apart from other communication tools used by public relations practitioners. Since it has a significant role to play in the public relations media strategy, it should be incorporated into the whole communication campaign to communicate with the public. Nowadays, journalists make use of different organization web pages as an important source of information. Therefore, it is important that public relations

practitioners should always make sure that the website has up-to-date information all the time. The websites should include pages for latest media releases. In addition to facilitating access to the right type of information, an appropriately designed and entirely functional Website 'press room' can help an organization save money, given the public has been familiar with the site. Websites constitute merely an element of the digital communications related to the Internet. E-mail also provides many opportunities for public relations practitioners as a way of communicating media releases and distributing media kits (Mersham, 2001: 132).

Although media effects cannot be predicted always, it is logical to conclude that there are some connections between media trust (or distrust) and public trust. Communicators or public relations practitioners, journalists and the media house act as trust mediators' in the course of public trust formation. Some of the contributing factors to a clean reputation include trust, reliability, sincerity and authenticity. Trustworthiness is vital for communicators and inability to show the value compellingly can endanger the reputation of not only the practitioners but also the organization as a whole. Specially those who specialize in media relations and crisis management should be more careful on this issue since media's trust of communicator's information would be little, given the expected self-interest of organizational agents. Hence, communicators have to identify organizational behavior and media interpretations; and need to clarify issues like purpose of the organization and the reason behind a specific activity done by the organization (L'Etang, 2008: 48, 50-51).

With regard to communicating anti-corruption messages, different mediums can be used including the media, publications, discussion forums and the like. However, the media plays a major and irreplaceable role to efficiently and effectively communicate the issue with the public. The first rational behind this fact is that the media has the power to reach a large number of



audiences than any other medium of communication. The second reason is that the media is more trustworthy than any other means of communication particularly in places where there is a strengthened democracy.

Thus, anti-corruption institutions should work in collaboration with the media in order to get the intended result. However, this doesn't mean that institutions or governments have the right to manipulate the media trespassing journalistic freedoms. It is among the core values of Journalism that journalists should independently practice the profession and always serve the truth and assume their watchdog responsibility. Therefore, anti-corruption institutions should work in partnership with the media by respecting the values of the profession and the independence of journalists from any influence. In this regard both the anti-corruption institutions and the media have the responsibility to work up to journalistic principles that are supposed to benefit the society.

As stated earlier, the media stands at the center of any national communication campaign that is destined to bring about rule of law, democracy, development and other vital activities such as fighting corruption. With regard to anti-corruption activities the media has two major activities. The first one is its role in investigating and exposing corruption cases. The second one is it has a preventive role to play by educating the public on the nature, type, severity of corruption and the like. The exposure role of the media is known as 'tangible' or 'direct' role while the preventive one is 'intangible' or 'indirect' role which promote accountability. Under the preventive role, the media can be used to clarify the issue of corruption to the public. Since the meaning and types of corruption are different from the traditional understanding, there should be clarity made to the public in order to get more support. Hence, "When one is able to define what something is, one can understand how to prevent it" (Byrne et al, 2010:1:14).



Anti-corruption institutions should also abandon their apprehension towards the media and should understand the media's role in supporting and making an effective anti-corruption campaign. Therefore steps should be taken to make the media be involved in the advocacy of anti-corruption issues. However, care should be taken that the media itself may be exposed to corruption unless it is situated on strong ethical principles. There is also another communication gap that may arise in connection with asset recovery. Most of the time the information about stolen asset override the media headlines with a huge estimation report. However, when anti-corruption institutions come up with their investigation results, it shows that the amount stolen is far lesser than what has been reported by the media. In this case, the anti-corruption institution losses its credibility and become exposed to various speculations of conspiracy such as the suspect that the institution has taken the rest of the stolen money for itself and the like. Since they have a crucial role to contribute to fight corruption, some journalistic activities such as investigative reporting should be encouraged and motivated in order to get the intended benefit from communication campaigns and to eradicate media bias (Byrne et al, 2010: 5-8; Economic Commission for Africa: 20).

Institutions with the purpose of fighting corruption have two important and powerful entities to deal with: the media and the public. The other equally important entity that the anti-corruption institutions should also take into consideration is civil society organizations. The media and the public not only have the power and the mandate to evaluate and judge the activities carried out by anti-corruption institutions, but also they have a significant contribution to make in the fight against corruption. The media has the power to determine the stand of the public concerning the anti-corruption institutions. Hence, the stand taken by the media and the public has a crucial impact on the success or failure of anti-corruption institutions. If the public and the media are in

support of anti-corruption institutions, the chance of the institutions to be successful will increase. The media has also the power to inculcate the 'culture' of transparency and accountability in a country. Thus, media relation is an important part of communication activity that determines the position of the media in relation to the anti-corruption institutions activities (Byrne et al, 2010:1).

### **2.8.5 Influencing public opinion**

In the contemporary world, Public opinion is an influential power. Any type of organization should work on and understand public opinion as they build up and sustain relationships with variety of internal and external publics. The general concept of public opinion is simply the collective view of individuals on specific issues. Personal perception may or may not characterize the consensus, or "thinking together," that fully stands for the kinds of opinions that form and are formed by public conversations among those sharing a "sense of commonness." Thus public opinion stands for more than the aggregated outlooks grasped by a particular group of individuals at a specific point in time. Public opinion is not sufficiently defined as simply a condition of personal knowledge. Rather, it indicates a dynamic course in which thoughts are articulated, regulated, and compromised that leads to collective resolution of a course of action. Public relations interactions with the public have a great deal of competitions to deal within the contemporary struggle to get attention. Getting the attention of the public should be included as the first target of the public relations practitioners. The other important activity in influencing public opinion is transmitting a message with a content that is inviting enough to grasp the interest of the public. However, the process of communication to get public attention may not be as easy as it looks (Cutlip et al, 1978: 228; 243).

Public relations practitioners work in a climate of public opinion which can be as extensive as that of the international society in relation to a nation's supposed leadership in an arms race or as narrow as that of security analysts when a company's bonds are rerated downward. Accordingly, public opinion is the common perception of people on a particular subject. It is an aggregate opinion of, such as, what voters or teenagers or senior citizens or politicians think about a specific issue. Public opinion indicates attitudes based not necessarily on facts but on perceptions or evaluations of actions, persons, organizations or organizations' outputs. Public opinion also is not steady. In order to deal with frequently shifting public opinion, practitioners must admit a few fundamental realities. To achieve this, practitioners need to maintain the public that are in support of the organization, triumph at least temporary support from the unclear or indifferent group and neutralize or triumph over the opposition (Newsom et al 2004:106).

According to Byrne et al, every person has a tendency to follow what is accepted by the majority. People adopt and speak about the opinion of the majority since they do not want to be exceptional. People then are confident enough to articulate the opinion of the majority even if it is different from their own view. Accordingly, in the case of anti-corruption, if the issue is favored and talked about by a considerable number of people, many people will likely do the same. Therefore, if anti-corruption institutions are able to utilize the media, and the media promote anti-corruption messages; people will follow and speak about the issue since they believe that it is the idea of the majority of the population. Consequently, many people will be able to speak against corruption (2010: 8-10).

Stereotype is the other highly related concept to public opinion. Lippman (as cited in L'Etang, 2008: 54-56) , broadly gave his point of view on public opinion, media and communication (public relations), and came up with the concept of stereotypes, a term used to indicate the

'pictures in our heads' as different from 'the truth' or 'reality'. For Lippman, the course of constructing stereotypes was a means of making sense of what we observed, of assembling together and linking new information with the old. Stereotyping formations are the results of interaction between personal views, the environment and cultural constructs and values. Although we can use these concepts extensively in human communication and deliberations of culture, they are also very useful in view of organizational communication.

In connection with the factors mentioned above, people may think that giving bribes to public servants is a normal act. Therefore, they will pay bribes to get a service that should be received without any charge. In this case, petty corruption becomes widespread and deeply rooted in the society and in the public service. Hence, the majority of the population will be in support of that norm, and nobody wants to speak up against the wrongdoing. To tackle such problems, there should be some people who have to speak up against bribery and other people will have the tendency to rally in support of them. Hence, later on the issue will be supported by the majority of the people. Therefore, communication stands at the center of public opinion since it has the power to influence what people think and speak about. By shaping the opinion of the society, communication (such as using the media) can bring cultural transformation concerning the practice of corruption. For instance, through a communication campaign, one can create an awareness that could help the society to recognize some practices such as bribery as an illegitimate act and a harmful act that can cause great damages to their lives. Not only the message of the media influences the public, but also the style of reporting has an important impact on the perception and opinion of the public.

In conclusion, persuading public opinion needs steady attempt aimed at viable – that is, there should be convincing and supportable campaign which can situate the organization vis-à-vis the

rivalry. Since public opinion always fluctuates and can be so easily influenced, evaluating it is huge business. The unreliability of public opinion is due to its delicate base in perceptions. Thus, many public relations practitioners utilize available public opinion surveys, and a lot of practitioners purchase public opinion research. Public relations practitioners frequently conduct similar research themselves. Even though original research is unavailable, awareness about research methodology is vital to be capable of effectively use published surveys to a particular organization or public (Newsom et al 2004: 107-108).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Research Design**

As the topic of the research deals with the practice and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission (FEACC), the study attempted to investigate and explain what the practice looks like and the challenges faced in practicing communication. To this end, a qualitative research design was employed as the main research method of the study. In addition to the qualitative method of research, the study also employed quantitative method to triangulate and strengthen the findings.

For the purpose of collecting the data, document, questionnaire, interview and personal observations were employed. Two documents which were used as communication guidelines were analyzed. One of the documents was the Business Process Re-engineering (BPR) which is used as the main guideline of the Commission's communication practice since 2009. The Commission's Citizens' Charter, which is also used as a guideline for communication activities since 2014, was also employed for document analysis.

Questionnaire respondents were selected by purposive and convenience sampling techniques. Media houses and media associations, which are stakeholders of the Commission, were selected purposively as questionnaire respondents based on their participation in transmitting ethics and anti-corruption messages to the public in collaboration with the Commission. Based on convenience and purposive sampling techniques, media houses and media associations were selected from the rest of the stakeholders as sources of questionnaire data. The media houses and media associations were selected from other stakeholders since they are more accessible and convenient sources of data to the researcher. Moreover, they are also closer to the profession and have better knowledge of the subject matter compared to the rest of the stakeholders. It is also

imperative to focus on a specific stakeholder since it is impossible to use all the stakeholders as they are numerous in their number. Accordingly, questionnaires were distributed to 100 respondents from media houses and media associations, and 83 completed questionnaires (83%) were analyzed.

In addition, interview was conducted with 5 people selected from the Commission employees. The interviewees comprised practitioners as well as supervisors who are responsible for communication activities.

### **3.1.1 Qualitative method of research**

As the purpose of the study is to assess the practice and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission, a qualitative method was used as the main research method.

Speaking about qualitative research, it is a scientific research method that searches for an answer to a research question based on evidence. Moreover, it searches for an answer to a specific research problem or topic from the view point of the participants it includes. "Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations." Hence, one of the positive sides of a qualitative research is the capacity to give intricate 'textual' explanation about 'how people experience' some research topic. Accordingly, one of the advantages of qualitative method is the opportunity to use open-ended questions and it provides participants the advantage to respond in their own words rather than forcing them to choose from fixed responses, as quantitative methods do (Mack, Woodsong, Macqueen, Guest & Namey, 2005: 1-2; Creswell, 2007:38).

It provides information about the “human” side of an issue – that is, the often contradictory behaviors, beliefs, opinions, emotions, and relationships of individuals. Qualitative methods are also effective in identifying intangible factors, such as social norms, socioeconomic status, gender roles, ethnicity, and religion, whose role in the research issue may not be readily apparent. When used along with quantitative methods, qualitative research can help us to interpret and better understand the complex reality of a given situation and the implications of quantitative data (Mack et al, 2005: 1-2).

### **3.1.2 Quantitative method**

In addition to the qualitative method of research, the study also employed quantitative method to triangulate and strengthen the findings.

Quantitative method of research uses numbers and the analysis is based on statistics. “Quantitative methods are those which are based on numerical information or quantities, and they are typically associated with statistical analyses. Qualitative research, in contrast, is the name given to a range of research paradigms that are primarily concerned with meaning and interpretation” (Stokes, 2003: 2-3).

Quantitative research uses methods such as content analysis, survey research and some types of archive research. Therefore, quantitative analysis is based on numbers while qualitative research relies on words or images as a unit of analysis (Stokes, 2003: 3; Denscombe, 2007: 248).



## **3.2 Sampling techniques**

### **3.2.1 Purposive sampling**

The study employed purposive sampling technique to select questionnaire samples. As it was briefly discussed at the start of this chapter, purposive sampling was one of the techniques used to select samples for questionnaire data. The study sample consisted of respondents from different media houses and media associations which work in collaboration with the Commission as stakeholders to transmit ethics and anti-corruption messages as well as education to the public. Since they take part in the aforementioned communication activity, they were believed to appropriately evaluate the communication practice.

Moreover, they are more accessible and convenient sources of data to the researcher. The first rationale to select media houses and media associations from the rest of the stakeholders was that it would be impossible to use all the stakeholders as a source of data as they were many in their numbers. Hence, the research couldn't be attainable without being selective due to resource constraints. Secondly, they are believed to be closer to the profession and have better knowledge of the subject matter to respond to the questions more appropriately than the rest of the stakeholders. Accordingly, questionnaires were distributed to 100 respondents from media houses and media associations and 83 completed questionnaires (83%) were analyzed.

According to Mack et al, (2005: 6), purposive sampling participants were selected based on some specific standards. "Sample sizes, which may or may not be fixed prior to data collection, depend on the resources and time available, as well as the study's objectives."

In purposive sampling, the researcher chooses people based on their better knowledge or experience about specific issues. In addition to that, availability and willingness to participate is

also another criterion to select the sample. Moreover, people's ability to express their knowledge and ideas appropriately is another criterion for selecting the sample (Palinkas et al, 2013).

### 3.2.2 Convenience sampling

Convenience sampling technique was also employed in addition to purposive sampling technique to select questionnaire respondents from among different stakeholders of the Commission that take part in expanding ethics and anti-corruption education and message to the public. From among different stakeholders, media houses and media associations were specifically selected as data sources. The media houses and media associations were selected as samples of questionnaire since they were more convenient and closer to the profession than the rest of the stakeholders. The following media houses and media associations were selected as samples of questionnaire data:

Addis Ababa City Administration Mass Media Agency

Capital

The Daily Monitor

Ethio Channel

Ethiopian Broadcasting Corporation

Ethiopian Journalist Association

Ethiopian Media Women Association

Ethiopian National Journalists Union

Ethiopian Press Agency

Fana Broadcasting Corporate

Policena Remijaw Newspaper (ፖሊስና ርምጃው ጋዜጣ)

As variety of literatures show, an available sample or convenience sample is a readily available group of subjects for a study. "A sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher." Moreover, convenience samples are samples which have more proximity to the researcher (Wimmer & Dominick, 2011: 92; United Nations Educational, Scientific and Cultural Organization).

### **3.3 Data Collection Instruments**

#### **3.3.1 Documents**

Documents had been among the data sources used for the analysis of the research. Accordingly, two documents which had been used as communication guidelines were analyzed. Business Process Re-engineering (BPR) was used as one of the documents for the analysis which had been used as the main guideline of the Commission's communication practice since 2009. Citizens' Charter of the Commission, which had been used as the communication guideline since 2014, was also analyzed.

According to Denscombe (2007:227-230), there are different kinds of documents that can be used as a source of data. Documents which can be used in researches are not only limited to written materials but also include both visual and audio sources. Denscombe noted that the visual sources used in research document analysis include pictures, artifacts, and the audio such as music. Written documents include government publications and official statistics, newspapers and magazines, records from meetings, letters and memos, diaries, website page and the internet.

### 3.3.2 Observation

The study also employed observation data collection technique. As the researcher is also a communication practitioner in the Federal Ethics and Anti-Corruption Commission, she had the opportunity to get an access to the workplace itself and was able to observe people in their normal work. It was believed that observation was also an appropriate data collection tool since it can give the chance to get what actually takes place at the workplace. Therefore, the researcher employed observation method of data collection in order to find out how communication has been practiced and the challenges of the practice using personal examination.

Observation gives the chance to document activities, behavior and physical features without having to rely on people's readiness and capability to respond to questions. Observation can be employed when there is a need to know about a physical surrounding. Looking at the place or environment where ongoing processes occur can help enhance the knowledge about the situation under examination. "Seeing" and "listening" are the major components of observation data collection method. Observation is suitable for different conditions including:

When there is a need to have first hand information

When there is an attempt to know a developing process and to describe a condition or event.

When written or other data collection procedures appear to be unsuitable.

Observation provides several alternatives to choose from: peoples, behaviors, reactions, physical settings, environmental features, record keeping systems, project reports, and the like. There are direct or indirect observations. Direct observation is carried out by looking at interactions, processes, or behaviors while they are taking place. Indirect observations are done when the researcher observe the outcomes of interactions, processes or behaviors (Powell & Steele, 1996:1-2; Centers for Disease Control and Prevention, 2008).

### 3.3.3 In-depth Interview

In-depth interview was also used as one of the data collection tools of the study. The interview was conducted with 5 communication practitioners selected from the Commission. The interviewees comprised four subordinates and a supervisor who were responsible for communication activities.

In-depth interview is a method of getting a clear insight of the participants view on the subject of the study. In-depth Interview is employed to get data on personal histories, perspectives and experiences, especially when “sensitive” subjects are investigated. In-depth interviews are categorized in qualitative method of studies that can help look through what people are thinking, feeling and experiencing and it also helps to find out how people perceive the world. Interviews are also helpful to deal with issues that people are not comfortable to speak out in a group. In-depth interviews are always carried out through in person and that includes the interviewer and the interviewee. In in-depth interview, the person who is interviewed should be seen as the one who knows more than the interviewer. “The researcher’s interviewing techniques are motivated by the desire to learn everything the participant can share about the research topic” (Mack et al, 2005: 29-30).

Although interview has the same purpose with questionnaires, it is different since it is done face to face. It is useful to gather information based on thoughts, beliefs, opinions, and the like concerning information of the past, present or the future. The types of interviews include experience/behavior, opinion/belief, feeling, knowledge, sensory (what the interviewer see, etc., “used to find out the stimuli the interviewee is subject to”), background and demographic (Blessing L. et al, 2009: 271-272).

### 3.3.4 Questionnaire

Questionnaire was also the other data collection instrument employed for the research. After selecting the sample based on purposive and convenience sampling techniques, 100 questionnaires were distributed to media houses and media associations which are stakeholders of the Commission. Questionnaires were distributed to 100 respondents and 83 completed questionnaires (83%) were analyzed.

Blessing & Chakrabarti (2009: 269) stated that “Questionnaires are used to collect thoughts, beliefs, opinions, reasons, *etc.*, from people about past, present or future facts and events, by asking questions.” Questionnaires are more useful in situations such as when the respondents are many in their numbers, when the information needed is more clear-cut and uncomplicated. “The information from questionnaires tends to fall into two broad questionnaires the researcher is clear about whether the information being sought is to do with facts or to do with opinions.” Hence, questionnaires may include questions in relation to both facts and opinions (Denscombe, 2007:154-155).

# **CHAPTER FOUR: DATA PRESENTATION AND DISCUSSION**

## **4.1 Introduction**

As the topic of the research deals with the practice and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission (FEACC), the study attempted to find out how the communication had been practiced and the challenges faced while practicing it. To this end, a qualitative research design was employed as the main research method of the study to assess the communication practiced and the challenges encountered. In addition to the qualitative method of research, the study also employed quantitative method to triangulate and strengthen the findings.

For the purpose of collecting the data, document analysis, questionnaire, in-depth interview and observation were employed. Two documents which had been used as communication guidelines were analyzed. One of the documents used in the analysis was the Business Process Re-engineering (BPR) which was used as the main guideline of the Commission's communication practice since 2009. The second document used for analysis was the Citizens' Charter of the Commission which was also used as a guideline for communication practice since 2014.

The sample for questionnaire data was selected based on convenience and purposive sampling techniques. The study sample used respondents from different media houses and media associations which work in collaboration with the Commission in transmitting messages and expanding education to the public as stakeholders. The stakeholders were selected as samples for questionnaire data since they have been taking part in different activities with the Commission including the expansion of messages and education to the public. Their participation in

expanding ethics and anti-corruption education and messages to the public makes them more appropriate to evaluate the communication practice.

Moreover, media houses and media associations were selected as sources of questionnaire data, since they are the most convenient data sources. Secondly, media professionals are believed to be closer to the profession and have better knowledge of the subject matter to respond to the questions more appropriately than the rest of the stakeholders. Accordingly, questionnaires were distributed to 100 respondents and 83 completed questionnaires (83%) were analyzed.

In addition, interview was conducted with 5 people selected from the Commission employees. The interviewees comprised four practitioners as well as a supervisor who are responsible for communication activities.

The study also employed observation data collection technique. As I am (the researcher) a communication practitioner in the Federal Ethics and Anti-Corruption Commission, I had the opportunity to get an access to the workplace itself and was able to observe people in their normal work. Therefore, it was believed that observation was an appropriate data collection tool since it can give the chance to get what actually takes place. The researcher attempted to examine how the practice has been conducted and what challenges have been faced in the work place.

## **4.2 Communication Guidelines of the Federal Ethics and Anti-Corruption Commission**

### **4.2.1 Introduction**

As guidelines are used to direct and lead activities, they have a significant impact on how the practice is carried out. Guidelines are also the foundations of practices and they can contribute to



both the success as well as the failure of communication practices. Therefore, communication practices are the demonstrations of communication guidelines. Accordingly, this section deals with the content of the communication guidelines of the Commission so as to assess how the practice has been done and what challenges may be encountered due to the existing loopholes in the guidelines.

The Federal Ethics and Anti-Corruption Commission (FEACC) has been using the Business Process Reengineering (BPR) and Citizens' Charter as guidelines for communication practice. Thus, this study drew on the two guidelines for the purpose of document analysis.

#### **4.2.2 Demonstration of the practice**

The Federal Ethics and Anti-Corruption Commission employed different tools to channel ethics and anti-corruption messages and education to the public. Generally, there are three ways to expand ethics and anti-corruption messages as well as education in the society: Face to face, publications and the media. Trainings and panel discussions are used to provide face to face education to different cross-sections of the society. The media which the Commission employs to channel the messages include radio, television and newspapers. The types of messages that are transmitted through the media include teleconference, talk show, drama, spot, panel discussions and feature articles. The other type of communication tool is publication which includes posters, brochures, fliers, booklets, newspaper articles, magazines, and the like. (Federal Ethics and Anti-Corruption Commission, 2014: 50)

Concerning the phase of communication practice, it can be classified into two periods. The first one was the time before Business Process Re-engineering (BPR) was implemented. This time was the period between 2001 (when the Commission was established) and 2007 (when the BPR

was first launched). Although documents prepared before the year 2007 didn't indicate the communication practice clearly, the BPR document gave some backgrounds about the practice during that time. The second period was the time when changes were made on the guidelines and practices of communication after the BPR was implemented in 2007. The second period also witnessed the adoption and implementation of the Commission's Citizens' Charter in 2014.

During the first period (2001-2007) there had not been a full-fledged document developed to be used as a guideline of the practice of communication. Hence, the record of the communication practice during this time was found being incorporated in the newly designed BPR document.

The Commission has been implementing BPR since April, 2007. However, the new approach didn't stay longer before it was put for revision.

The Federal Ethics and Anti-Corruption Commission is crafting different methods to increase the effectiveness of its activities. The methods have been designed in accordance with the five sub- programs of the Civil Service Reform Program. Accordingly, the Commission has devised and implemented the Business Process Reengineering since 2007. However, there is a need to review the practice of BPR (Federal Ethics and Anti-Corruption Commission, 2009: 3).

Thus, the Commission revised the first BPR practice and came up with a new document which has been implemented since 2009. The Ethics Education work process (which is a part of the communication activity) was one of the main work processes that were put for review. "The Ethics Education Work Process is one of the main work processes selected for revision" (FEACC, 2009: 3).

The goal of the new BPR was to evaluate and design a new work process with the purpose of creating a work system that helps create a society that cannot condone corruption. The document incorporated the design of the new work process that provides design alternatives, figurative demonstrations, strengths and weakness of the alternatives. It also provides the difference between the new and the old alternatives, lists of activities and structures among other things. It also includes new ideas and new structure of man power.

Chapter three incorporates the design of the new work process. It provides design alternatives, figurative demonstrations, strengths and weakness of the alternatives, the difference between the new and the old alternatives, lists of activities and structures and other things (Federal Ethics and Anti-Corruption Commission, 2009: 5).

The document shows a new work process designed mainly to address quality problems. In the newly designed work process, customer satisfaction and research are given high priority. The document also stressed the need to include facts in the expansion of ethics and anti-corruption messages and education to the public. It is also the target of the new work system to include variety of educational methods. Increased public participation is also stressed as part of the communication practice.

Moreover, the new document aimed at increasing the number of participants that would be provided with ethics and anti-corruption education. It also set goals to increase the number and variety of mediums of communication as well as the message that would be channeled.

The document also included the plan to support other institutions that have better contribution in expanding ethics and fighting corruption. Accordingly, ethics and anti-corruption education should also be provided by other bodies that have key role in the society. Ethics offices, ethics

and civics teachers and clubs, media houses, professional associations were cited as having a key role in expanding messages and educations on ethics and anti-corruption.

The main objective of the new work process is to bring about quality in the provision of ethics and anti-corruption education. According to the document: “The new work process is designed mainly to address quality problems” (Federal Ethics and Anti-Corruption Commission, 2009: 29). Hence, it has set quality standards such as conducting need assessment studies, incorporating facts, interesting contents in the education being provided and through increased public participation. The new work process focused on providing education based on the demands of the public not by the choice of the Commission as was it had been done previously.

The other important document which has been used as a guideline for communication practice is the Commission’s Citizens’ Charter which was produced and implemented in 2014.

The objectives of the Commission’s Citizens’ Charter (FEACC, 2014: 4) are:

- To ensure the rights and responsibilities of citizens on the services delivered by the Commission.
- To enable the public to actively participate in supporting and collaborating in the anti-corruption struggle.
- To provide citizens with quality, efficient and speedy service.
- To demonstrate transparency and accountability on the Commission’s service delivery.
- To facilitate conditions for citizens to give tip-offs and feedbacks on the services of the Commission.

The contents of the Commission’s Citizens’ Charter are more or less similar with the BPR document. However, some of the contents of the charter are worth mentioning. The general

purpose of the Citizens' Charter is to provide quality and standard services to the public. The charter incorporates types and lists of services provided by the Commission. It also aimed at making clarifications on the rights and duties of service users so as to ensure transparency, justice, effectiveness and accountability. "The charter incorporates types, lists and standards of services provided by the Commission. It also aimed at making clarifications on the rights and duties of service users to ensure transparency, justice, effectiveness and accountability" (Federal Ethics and Anti-Corruption Commission, 2014: 2).

It also has lists of service users and the services provided by the Commission. Providing face to face education to the public on ethics and anti-corruption education is mentioned among the other services provided by the Commission. "Face to face education will be provided to the public on ethics and anti-corruption." The charter also says that "Public awareness creation shall be done by transmitting ethics and anti-corruption messages through the media" (Federal Ethics and Anti-Corruption Commission, 2014: 5).

Its goal is "to enable citizens to participate in the anti-corruption struggle motivated by their trust." Moreover, it states that "We build the image of the Commission through our activities and products; we provide accessible and timely information" (Federal Ethics and Anti-Corruption Commission, 2014: 7).

Duties and responsibilities of citizens are also listed in the document (Federal Ethics and Anti-Corruption Commission, 2014: 10): "Citizens have the right to get information except those which are confidential and they have also the right to know the assets of electives, appointees and relevant public servants". With regard to the responsibilities of Citizens it states:

Citizens should report to the Commission when they have suspicion on corruption offences. Citizens also have the duty to witness on corruption offences when they are needed. They should be also present when they are invited to take ethics and anti-corruption education. Citizens should also participate in anti-corruption struggle based on integrity, trust and truthfulness (Federal Ethics and Anti-Corruption Commission, 2014: 7-10).

It also states the duty of the Commission to conduct surveys on customer satisfaction, level of awareness, and to take actions based on the findings. It also provides lists of procedures on how to make complaints. It also provides information on how to access different resources and services provided by the Commission (Federal Ethics and Anti-Corruption Commission, 2014: 11-13).

#### **4.2.2.1 Challenges**

As it is documented in the BPR paper, the guidelines as well as the practice of communication before the year 2007 had some drawbacks and lacking important qualities. The document stated that "Different sources indicated that the education provided through different channels by the Federal Ethics and Anti-Corruption Commission had demonstrated quality problems. Both customers and practitioners agreed that there was a quality problem on the education provided." In addition, the limited coverage of education was the second problem. Face to face education as well as publications was not provided sufficiently to the public. Accordingly the document stated: "Education has been criticized for being too narrowly focused and couldn't include important parts of the society and different bodies that are exposed to corruption (Federal Ethics and Anti-Corruption Commission, 2009: 21-22).

One such quality gaps included that ethics and anti-corruption educations channelled through different mediums were not corroborated by facts. Since the education was not based on facts such as real stories of corruption offences and measurements taken, they could not engage the public. Consequently, the education was not strong enough to bring about change in attitude. According to the document (Federal Ethics and Anti-Corruption Commission, 2009: 21-22):

As ethics and anti-corruption education had not been corroborated by facts, it couldn't solve societal problems in connection with corruption and ethics. Thus, it couldn't bring attitudinal change. The education was not interesting, participatory, comprehensive and was not supported by educational materials. It was not also supported by researches and studies; changes were not made to improve the education and it didn't include the interest of different bodies.

In addition to the aforementioned problems, the message channeled through the media, publications as well as face to face education provided to the public could not be as effective as anticipated since it didn't use different methods and technologies. Different bodies that had the capacity and the interest to participate in expanding ethics and anti-corruption education to the public had not been taking part and had not been receiving sufficient assistance from the Commission.

The BPR document was devised to address all the problems which had been prevailing before. According to the document (Federal Ethics and Anti-Corruption Commission, 2009:25), "To this end, it is obligatory to work on the content and the way education is provided. In other words, it is important to provide quality education."

Although both the BPR and FEACC'S Citizens' Charter stressed to address quality problems that have been a challenge to the communication practice for a long period of time, they couldn't



provide a method or a standard to ensure the quality of the content of every product. Moreover, there are no particular personnel or section assigned to check the quality of the products. Therefore, although the documents stated it has a goal to improve quality, there is no such a particular mechanism to make a difference.

Moreover, both the BPR and the FEACC Citizens' Charter documents emphasis the need to increase public participation in expanding ethics and anti-corruption messages as well as education to the public. However, the documents clearly demonstrate and highlight a one way communication system. It is true that a system was created to enable the involvement of different bodies in expanding the education. However, the fact that all the directions and the contents come from the Commission itself cannot make the public to be involved in every step of the work. In other words, the public or other bodies don't participate in deciding the message and content of the educational materials. It is the mandate of the Commission to decide up on the contents of the messages and the materials. This doesn't make the public to be involved and to put inputs that reflects its own interests. Therefore, the documents couldn't appropriately give provision to ensure and address actual public participation.

The other gap which is demonstrated in the document is the issue in connection with the right of the public to have access to information. One of the core activities of public relations is its responsibility to ensure the right of the public to have access to information. Concerning the right of the public to get information, FEACC's Citizens' Charter states (Federal Ethics and Anti-Corruption Commission, 2014: 7-10): "Citizens have the right to get information except those which are confidential". However, the document doesn't define or specify what confidential information is all about. Thus, this creates a loophole for excuses not to provide information to



the public. Hence, the lack of clarity on the document creates a chance for personal manipulation and prejudice.

Similarly, the documents didn't provide a mechanism to organize information efficiently so as to be easily accessible to service users. Hence, there is a vague statement in the FEACC's Citizen Charter that didn't have further clarification of the matter: "we provide accessible and timely information" (Federal Ethics and Anti-Corruption Commission, 2014: 6-7).

The other important issue which is not entertained by the documents is the asset disclosure process of appointees, elected persons and pertinent public servants. In the Citizen's Charter, there is a general statement which states (Federal Ethics and Anti-Corruption Commission, 2014: 7): "Citizens have the right to know the assets of appointees, elected persons and pertinent public servants." Although the disclosure of the assets of the registrants has become the most controversial subject these days, there is no clear explanation provided by the documents on how to provide the information to the public. Thus, the documents couldn't resolve the issue by clearly indicating the procedure to disclose the assets of the registrants to the public. Consequently, the issue has been the most contentious which has been raising questions on the clarity and timeliness of the communication practice of the Commission.

The communication guidelines do not also properly address important public relations activities such as media relation and positive image building. Neither the documents appropriately explain how media relation shall be conducted, nor there is a separate guideline available to guide the activity. Only some general statements are made in the documents. For instance, the FEACC'S Citizens' Charter stated that (Federal Ethics and Anti-Corruption Commission, 2014: 5): "Public awareness creation shall be done by transmitting ethics and anti-corruption messages through the media." It doesn't indicate the course of action to carry out media relation activities. In addition

to the aforementioned problems, there was also a problem in connection with the statement that states only information that are not confidential would be provided to the public. This statement can also be applied to information that should be given to the media. This statement couldn't specify what type of information is confidential. As it was mentioned earlier, the statement might create a gap and allow personal manipulation to take hold. To sum up, media relation was not included and treated well in the documents, although it is a core activity in public relations.

The same is true with regard to positive image building, which is also another important activity which should be carried out by public relations. The documents didn't address the issue of positive image building sufficiently. Accordingly, it was stated that "We build the image of the Commission through our activities and products" (FEACC, 2014: 6-7). Although the aforementioned sentence was included in the Citizens' Charter, there were no detail explanation given that clarifies the problem and the mechanism to address it. From the statement, it can be understood that there is no special action plan that is designed to address the issue of positive image building. Not only the documents lack the right way of dealing with positive image building, but they also fail to enable the evaluation of the status of existing image of the Commission.

As it was discussed in the literature review, trust building is also another important element of public relations activities. With regard to this, the Citizens' Charter states that (FEACC, 2014: 6): "Enable citizens to participate in the anti-corruption struggle motivated by trust." However, there is no provision in all the documents that indicates the mechanism to build as well as to evaluate the status of public trust.

#### 4.2.2.2 Strengths

In the newly designed BPR document, customer satisfaction survey and conducting other types of researches were included and given attention although its appropriate implementation needs assessment. The provision to conduct survey on customer satisfaction in the guidelines can be taken as a good quality of the documents. It is important that the documents attempted to bring to attention the importance of conducting researches on customer needs and evaluation of the effectiveness of education. The documents also incorporated the guidance for face to face education to corroborate facts which would have some contribution to engage the public to the issue.

Targeting to extend communication services and to increase the coverage of service delivery to a larger number of users can be taken as the other strength of the documents.

The Commission attempted to draw experiences from national institutions such as the Federal Ministry of Health, the Federal Customs and Revenues Authority in preparing the documents. Hong Kong Anti-Corruption Commission, Cambodia Anti-Corruption institutions were taken as international models. "The work process used the Federal Ministry of Health, the Federal Customs and Revenues Authority, Hong Kong Anti-Corruption Commission and Cambodia Anti-Corruption Institution as a model of practice to follow" (Federal Ethics and Anti-Corruption Commission, 2009: 37). The attempt to draw other national and international institutions practices as a model might have some contributions.

For instance, Hong Kong Anti-corruption Commission prepares and distributes publications on issues of ethics and anti-corruption to educational, government and private institutions (Federal Ethics and Anti-Corruption Commission, 2009: 37). This practice had been drawn as best

experience in the BPR document. The Hong Kong Anti-Corruption Institution also provided awareness creation campaigns to private institutions. This was also included in the document as best practice. The attempt to explore through the previous work practice and take the strengths and amend the weakness is also a useful part of the document.

## **4.3 Observation**

### **4.3.1 Communication practice: Challenges and opportunities**

Ethics Education and Communication Affairs Directorate has been bestowed with the responsibility of delivering different communication activities. Different communication activities have been deployed by the directorate that include preparing different publications, channeling messages through the media, providing face to face education and trainings, administering website and social media, and the like.

#### **Check list of activities observed:**

Organizational structure

Activities plan and reports

Face to face ethics and anti-corruption education

Website and social media administration activities

Publications

Box files

Suggestion boxes

Notice boards

#### **4.3.1.1 Organization of communication practice**

It was examined that there has been an overlap of duties and responsibilities as all communication activities have not been organized under the same directorate that can enable to

handle and deal with the issue efficiently. Although communication activity has been formally given to this particular directorate, there is also another directorate by the name Ethics Infrastructure Directorate which has been doing communication activities as well. In this regard, communication activities are disorganized and dispersed to different directorates which show structural problems.

Ethics Education and Communication Affairs Directorate comprises four teams: Print Materials Preparation Team, Media Education, Face to Face Education, and Communication Affairs. Print Materials Preparation Team carries out duties such as module preparation, graphics design and publication follow ups. Media Education Team performs activities such as evaluation of different scripts including drama, spot and other artistic materials and productions prepared by advertising organizations so as to be channeled through electronic media. The team also carries out different writing activities such as contributing articles to newspapers and magazines. Communication Affairs Team is in charge of carrying out activities such as handling writing activities such as speeches, magazine articles, brochures and flyers. Media monitoring, managing the website and social media, event management, and the like are also the duties and responsibilities of this team. Face to Face Education team has the duty to provide ethics and anti-corruption education and trainings to different cross-sections of the society. Although Face to Face Education Team was organized under the Directorate under discussion, the activities which are entertained by Face to Face Education are related more to education area than communication field.

Moreover, there are some inconsistencies examined in connection with the structure and the division of job responsibilities among the different teams. As it was examined, there are overlapping duties and responsibilities having similar categories which have been distributed ambiguously to different teams. The disparities include that two different teams, for instance

Media Ethics and Communication Affairs team carries out similar activities such as media relation activities, although it should have been dealt with a single team. Media Ethics Team prepares articles and channels it through print media. Similarly, Communication Affairs Team also provides news releases and carries out other media relation activities. As it can be seen from the activities, both teams have to interact with the media that indicates job overlapped and similar types of activities are disorganized and scattered within the directorate. In addition, although the directorate has been practicing communication activities as a whole, there has been a team which has been singled out to be named as Communication Affairs Team. This also shows not only a structural problem, but also it is an indicator of existence of confusions concerning the essence of communication practice.

#### **4.3.1.2 Way of Communication**

From the different communication activities taking place, it can be clearly seen that they are carried out in a way that can persuade the public than facilitating the way for the public to influence the Commission. During face to face ethics and anti-corruption education the researcher attended, it was observed that communicators dominate the discussion with the purpose of inculcating the participants with topics of ethics and anti-corruption. Although there had been lots of important questions and suggestions forwarded by the participants, there had no mechanism observed to use the ideas so as to change the direction of the Commission. It was also clearly stated in the activity reports that the ultimate goal of the communication practice is to transmit ethics and anti-corruption messages to the public. Thus, one-way communication approach has been widely used by the Commission.

Additionally, no public participation is observed in the process of preparing the materials for ethics education and trainings. The modules are prepared and the trainings are provided by the employees of the Commission based on the subject selected by the Commission itself.

As it was stated in the literature review, a symmetrical two-way communication aims at creating equal opportunity to an organization and the public by which change in behavior takes place on both the organization and the public. However, this has not been the case with the education provided by the Commission. The communication practice cares for the Commission's agenda more than the ideas and opinions of the public.

Similarly, the Commission embraces different stakeholders which are organized based on their profession in order to take part in expanding ethics and anti-corruption education to the public. As it was understood from the examination of the documents filed (in Ethics Education and Communication Affairs Directorate and the Ethics Infrastructure Directorate), it was examined that the tools that the Commission uses to communicate with the stakeholders include meetings, activity plan and reports, letters, e-mails, fax and telephone. A closer look at the interaction through these tools indicated that the purpose is to facilitate the participation of stakeholders in expanding ethics and anti-corruption education through their participation. The plans and reports that were prepared by the stakeholders stated about what had been planned and carried out with regard to transmitting ethics and anti-corruption messages to the public. Therefore, the plan and report filed show that the aim is not to influence and change the conduct of the Commission but to report about their activities. Thus, as it was observed from the interaction taking place between the Commission and the stakeholders through plan and reports, a one-way communication predominantly existed. This shows that the way of interaction doesn't allow the public as well as the stakeholders to have equal chance of influence as the Commission has.



Hence, communication between the Commission and the public (including the stakeholders) is asymmetrical and aims at influencing the public/stakeholders by the Commission.

It was examined that there are few ways provided to the public that give them the opportunity to express its views and comments. In addition to the aforementioned mechanism by which participants of education and trainings express their views and comments during the discussion time, suggestion boxes are available in every floor that have been used to collect the views and comments of the public. However, this cannot be said a public participation fully exercised since the magnitude of influence by the public is so minimal and the purpose is different. There is no mechanism and activity found that enables the Commission to use public comments and opinions to make changes. It can be concluded that purpose of collecting views and opinions of the public by using suggestion boxes is to only use it for reporting purposes. Those opinions and views presented during meetings and face to face education serve only the purpose of influencing public view and make clarification to questions not for the purpose of being influenced back by the public and for making behavioral change in the Commission. According to the two-way symmetrical public relations model, the purpose of entertaining public participation by organizations is to give equal chance so as to be also influenced by the public. Thus, mutual benefit would be attained as change occurs both on the conduct of the organization and the public. As it is stated above, this has not been the case with the communication practice of the Commission.

#### **4.3.1.3 Communicators, communication materials and resources**

Although some unclear situations exist concerning the duties and responsibility of media relation and there is no written statement, there has been consensus that information to the media should



be given by the Commissioner or Deputy Commissioner or the Director of the Ethics Education and Communication Affairs Directorate. However, there were some occasions observed when heads of other directorates give information to the media by themselves. It was examined that the situation had been creating problems on providing consistent and accurate information based on proper preparation and professional way of communication.

As an administrator of the website and Facebook of the Commission, the researcher also observed and experienced frequent interruptions of internet connection that had been also creating difficulties to provide consistent information through the website, social media and e-mail. The internet that the Commission installed had not been interactive enough to upload and to make up dates every time. Moreover, the Commission's website and social media do not have full time administrators who are specialized on the area. Since the communicators who are assigned to administer the website and social media have other duties and responsibilities to discharge, the website and social media have not been run with sufficient time and effectively utilized as much as needed.

Additionally, internal communication is not strong enough to create a strong interaction and to enable an efficient information exchange among the different directorates of the Commission. One such gaps is that proceedings organized by other directorates are not appropriately and timely informed to communicators so as to be used for different communication activities. Information is not also organized appropriately to be used by communicators for different purposes. For instance, information with regard to corruption investigation and prosecution activities are not well organized and easily accessible to communicators. It is observed that there are times when contradictory data were presented to communicators concerning the activity reports of other directorates.

Ethics and Communication Affairs Directorate produces an in-house newsletter that is posted on notice boards and distributed to the employees. However, only few employees are observed reading the message posted on notice boards. Some employees even state that they do not read the news letter which has been distributed to their office rooms.

It was also frequently observed that people coming to get publications were obliged to take soft copies since the hard copies were out of stock. Communication activities were not appropriately supported by sufficient amount of materials.

#### **4.3.1.4 Opportunities**

There has been some organizations which have been willing to provide financial, technical and material support to the Commission. Some of the organizations such as United Nation Development Program (UNDP) has been supporting the Commission activities including the communication endeavours. There are other organizations examined approaching the Commission to provide support to the communication activities such as the World Bank and the Department for International Development (DFID). If it is utilized appropriately, these opportunities can resolve communication problems encountered by the Commission.

Since the Commission's salary scale is comparatively better than most of government organizations, it would create to get more competitive communication practitioners from the market. This opportunity also may enable the Commission to address the shortage of communication practitioners.

### **4.4 Practitioners' View**

In addition to the documents and questionnaire data discussed above, interview was also conducted with 5 communication practitioners from the Commission. The interview was

conducted with the intention of having a broader assessment on how the practice of communication is carried out by the Commission and as well as to find out what challenges have been encountered in the process. It would also help to increase the data sources on the gaps and achievements attained by the Commission communication practice. Therefore, the interview was believed to strengthen and reinforce the research data.

#### **4.4.1 Demonstration of communication practice**

##### **4.4.1.1 Guidelines, tools and way of communication**

According to the interviewees, the Commission uses Business Process Reengineering and Commission's Citizens' Charter as guidelines of the communication practice. The Commission uses communication different communication tools including the following. Face to face education is one of the major tools of communication which is carried out through trainings and panel discussions. The other means of the communication practice is the media which includes radio, television and the website. Spot, drama, teleconference, talk show and panel discussions are among the different types of messages channeled through the media. There are also different types of publications that include magazines, newsletters, posters, brochures, fliers, billboards and the like.

With regard to the communication way that the Commission follows, interviewee no.1, who is a supervisor, explained that:

The main objective of the communication practice of the commission is to create awareness to the public on issues of corruption and ethics. The Commission's communication practice is predominantly one-way, although there have been some attempts to increase the participation of the public. I read different books in the area

of public relations and know how to do public relations. However, I do not know a modern public relations model such as the two-way symmetrical model that you mentioned. I understand public relations as a profession that should protect the interest of the institution.

Accordingly, the communication is more of a one-way communication which aimed at changing the attitude of the public. The communication practice cares for the Commission's agenda more than the ideas and opinions of the public.

According to interviewee no. 5:

The Commission uses different stakeholders which are organized based on their profession among other things. For instance there are youth and women associations in addition to a variety of professional associations which are registered as stakeholders to the Commission. The communication way that takes place between the Commission and the stakeholders is a one-way which aimed at changing the attitudes of the members through awareness creation meetings. Stakeholders are communicated for the purpose of reaching the public through them. For this reason, the Commission gives Training of Trainers (TOT) for the stakeholders.

As it can be clearly understood from the interviewees, stakeholders have the responsibility to expand ethics and anti-corruption messages and education to the public. They provide the messages and education to the public which is directly provided to them by the Commission. The way of communication is a one-way by which the messages first come from the Commission and pass to the stakeholders and finally reaches to the public.

Interviewee no. 5 added that: "The Commission communicates with the stakeholders through meetings, letters, plan and reports, e-mails, telephone and fax. Stakeholders prepare plan and

reports and submit them to the Commission for the purpose of reporting their plans and activities regarding transmitting messages and expanding ethics and anti-corruption education.” Interviewee no. 1 also noted that “There are weaknesses in using the opinions and ideas from the public for the purpose of taking actions and making changes.” Hence, it can be understood from the interviewees that communication between the Commission and the public (including the stakeholders) is asymmetrical and aims at changing the other party not changing the Commission itself.

#### **4.4.1.2 Challenges of communication practice**

There are variety of challenges stated by the informants which are faced by the Commission with regard to media relations. The absence of a media relation guideline, which is one core activity in public relations was mentioned as one problem by the informants. According to interviewee no. 1, “ There hasn’t been a media guideline or a policy that directs the relationship between the media and the Commission.”

Media play a major role in influencing the publics’ opinion and making an issue a public agenda. Although the FEACC has been exerting efforts to make the anti-corruption issue a public agenda and to influence public opinion, there are different problems faced by the Commission to appropriately utilize the media.

It was discussed in the literature review that media relation is one of the core components of communication activity for any institution especially for those which have a responsibility of safeguarding the wellbeing of the society. Anti-corruption institutions belong to such type of institutions which have a duty of dealing with sensitive societal issue. It was also stated that if an anti-corruption watchdog fails to appropriately use the media, let alone it manages to make anti-

corruption a public agenda, its mere existence may face strong challenges. Therefore, media policy that can guide the activity between an institution and the media is an obligatory task that can clearly show the duties and the responsibilities of the two parties. It also helps to appropriately use the media in a way that can benefit both an institution and the public.

Regarding the problem that had been created in utilizing the media, interviewee no. 2 stated that:

It has been very challenging for us to get sufficient airtime on broadcast media specially on television. Many people tell us that our messages, particularly television spots are good. They frequently tell us that the airtime is insufficient. So far, the messages channeled through the media, especially in the broadcast media, did not match the need in terms of number and frequency. Lack of sufficient budget and the problem that arise from the media themselves are some of the reasons for not getting sufficient air time. We have also skill gaps on how to utilize the media in order to appropriately use the media as much as needed.

The difficulty faced by the Commission to reach audiences by providing sufficient number of messages with the appropriate frequency by using broadcast media might have an impact in being effective to communicate the issue.

In addition, according to the interviewees, there were also other challenges concerning the relationship between the Commission and the media. Interviewee no. 1 indicated that:

The private media complain that the Commission doesn't equally treat them with the government media. The private media have been complaining that the Commission is partial towards the government media and is more open to the government media than the private ones. The Commission doesn't prefer to give information to the private media since it has a fear of distortion. We have experiences of distortions by

the private media and this is the reason why we are more reserved to give some information to the private media. The other reason that the Commission prefers to use some media to others is some media are better to reach larger number of audiences and have more readability. Moreover, some media workers just come and ask for information that they do not have the appropriate way of inquiry. In addition, they do not get ready prior to their appointment and have no knowledge on what they seek to find out. The other problem is that some media wants to get any information they want in an overly hasty way. Some media also uses the information by distorting it and making it sensational. The media are concerned only for selling their newspapers and make highlights of issues inappropriately without weighting them.

In addition, interviewee no. 4 indicated that "The media do not want to work on ethics and anti-corruption issues independently. They do not have self-motivation. Some media are not self-motivated to play their role of educating the public on the issues of corruption."

Interviewee no. 1 stated that "The management also lacks the necessary knowledge on how the media operates. Consequently, whenever problems arise with regard to the activities we carry out with the media, the management blames us."

Interviewee no. 1 also stated that: "The other problem is that there is lack of sufficient communication knowledge among the employees to carry out different communication activities."

As it was stated under the literature review, empowering the poor and giving voice to the voiceless is another important element of a symmetrical two-way public relations model.

According to , interviewee no. 1: "The FEACC has no special agenda to empower the poor and



give voice to the voiceless and have not yet considered such issue to be part of its communication plan and practice.”

With regard to other challenges of the communication practice, interviewee no. 4 indicated that:

There are some problems in providing information on time and with clarity. The asset registration and disclosure activity have not been appropriately and timely communicated with the public. This has made the public to misunderstand the issue. Although the Commission has already been using the document of asset registration for different purposes such as corruption investigation and prosecution, it has not clearly expressed the issue to the public. Thus, the public misunderstood that the registered asset has not been used so far. The media also have been complaining that the Commission doesn't provide information on time.

In addition, interviewee no. 5 stated: “Image building has been a problem which is not appropriately addressed by the Commission.” On the other hand, interviewee no. 1 stated that:

The negative image is decreasing from time to time but some negative images such as the perception that the Commission is not independent from political influence, lack of clarification on capital flow from the country and focus on petty corruption are still prevailing.

Moreover, interviewee no. 4 indicated that “There are other negative images attached to the Commission. The situation with regard to the unclear situation of the asset registration and disclosure process has been creating an additional pressure on the image of the Commission.”

The other challenges of the communication practice, according to interviewee no. 5 are:

Some of the stakeholders of the Commission do not have self motivation to expand ethics messages and education to the public. Some stakeholders do not take the issue



as their own agenda. Some of the stakeholders seek to get benefits to work with the Commission. Additionally, the absence of sufficient budget and resources has been incurring additional burdens on different communication activities.

In addition, interviewee no. 4 stated “different communication activities has been scattered to different directorates which shows a structural problem.”

#### **4.4.1.3 Achievements and opportunities**

According to interviewee no. 1:

The increase in public awareness concerning the issues of ethics and corruption is one success that the Commission achieved. In addition, the issue of anti-corruption has become a public agenda compared to the time before the establishment of the Commission. The other result which is the day to day increase in the number of corruption reports by the public to the FEACC.

On the other hand, interviewee no. 4 pointed out that “The Commission should work hard to increase public awareness in order to enable them identify corruption offences from other types of crimes since there are a considerable number of reports being made which do not fall under the jurisdiction of the Commission.”

There are also good opportunities available that were mentioned by the informants to advance the practice of communication to the next level. Accordingly, interviewee no. 1 underlined that:

The availability of different types of associations in the country is one opportunity which enables the Commission to embrace them as stakeholders so as to enable them participate in expanding ethics and anti corruption messages to the public. The expansion of the number and types of media houses is the other opportunity to

channel the issue to the general public. The recognition given to the issue of corruption internationally and the increased number of international organization provides the advantage to better advance the Communication practice. Financial, technical and other types of supports from international organizations are also good opportunities to better practice communication. A better academic opportunity to advance the discipline of public relations is also an opportunity to do a better job in the future.

#### **4.5 Stakeholders' View**

For the purpose of having a wider view of the practices and challenges of the communication practice of the Federal Ethics and Anti-Corruption Commission, the study employed questionnaire as an additional data collection instrument. Respondents from different media houses and media associations which work in collaboration with the Commission as stakeholders were selected based on purposive and convenience sampling methods. The stakeholders were used as samples for questionnaire data since they have been taking part in different activities with the Commission including the expansion of ethics and anti-corruption messages well as education to the public. Their participation in expanding ethics and anti-corruption education and messages to the public makes them more appropriate to evaluate the communication practice.

Media houses and media associations were selected as sources of questionnaire data from other stakeholders, since they are the most convenient data sources. Secondly, media professionals are believed to be closer to the profession and have better knowledge of the subject matter to respond to the questions more appropriately than the rest of the stakeholders. Accordingly,

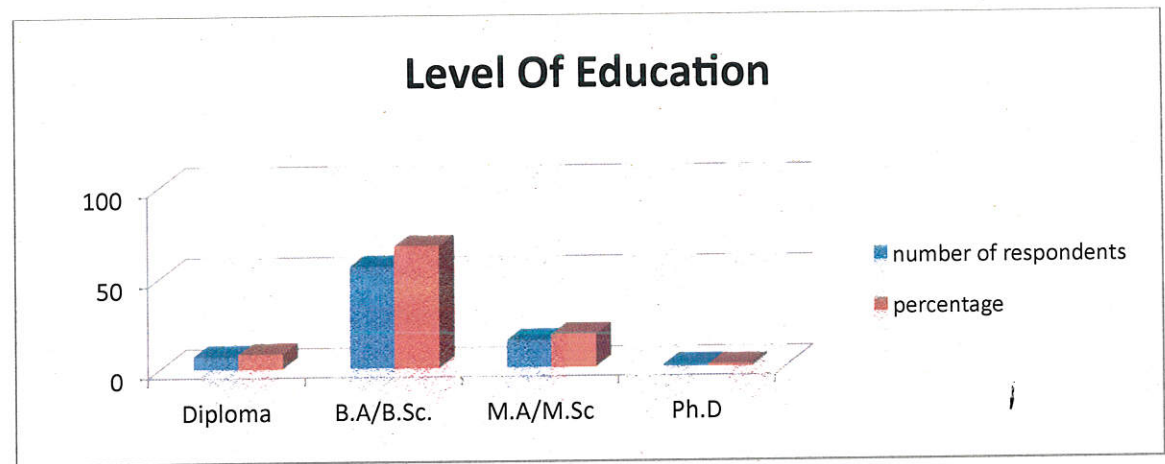
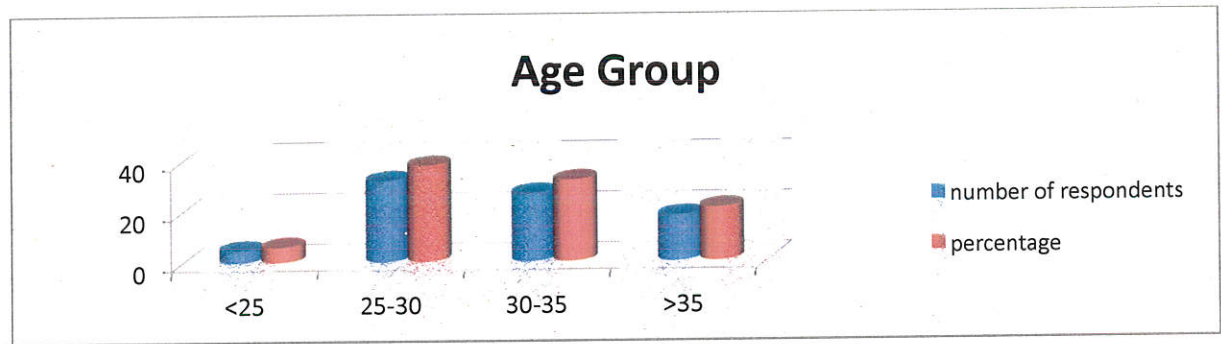
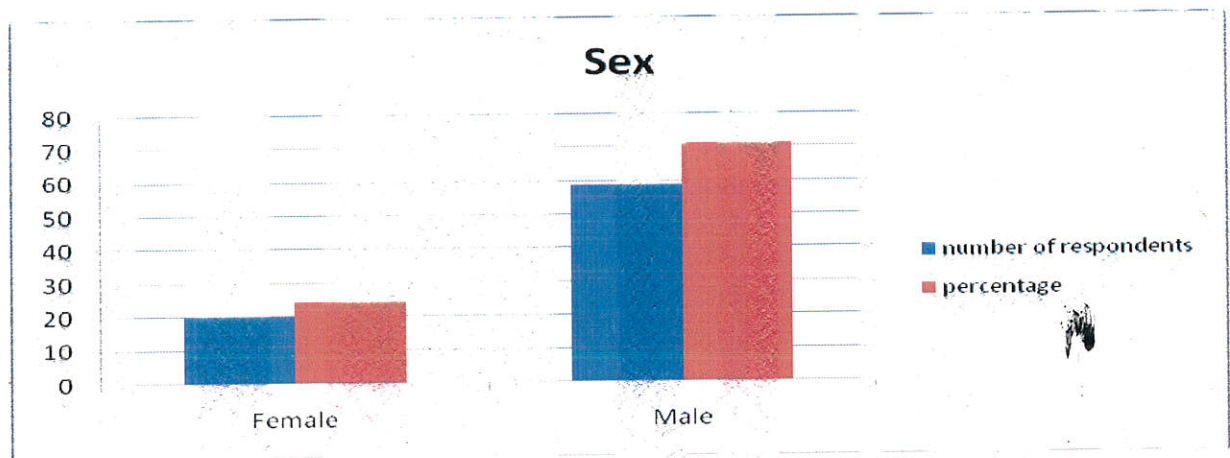
questionnaires were distributed to 100 respondents and 83 completed questionnaires (83%) were analyzed as follows.

#### **4.5.1 Demography**

As it is demonstrated by the table below, the demographic data of the respondents indicated that 20(24%) of them were females and 59(71%) were males while the rest (5%) didn't indicate their gender. Large number of respondents were males and the gender of the respondents clearly indicated that the majority of stakeholders of media house and media associations were dominated by male professionals. The gender gap might have some influences on their contribution of transmitting and expanding messages and education on ethics and anti-corruption equally to both genders. If equal number of women have been participating in expanding the messages and education, they might have better address gender related issues. Moreover, women professional are more preferable and can be more effective to teach and better communicate with females that cover half of the population. Additionally, education could be more gender sensitive if there were sufficient number of females in this specific type of stakeholder.

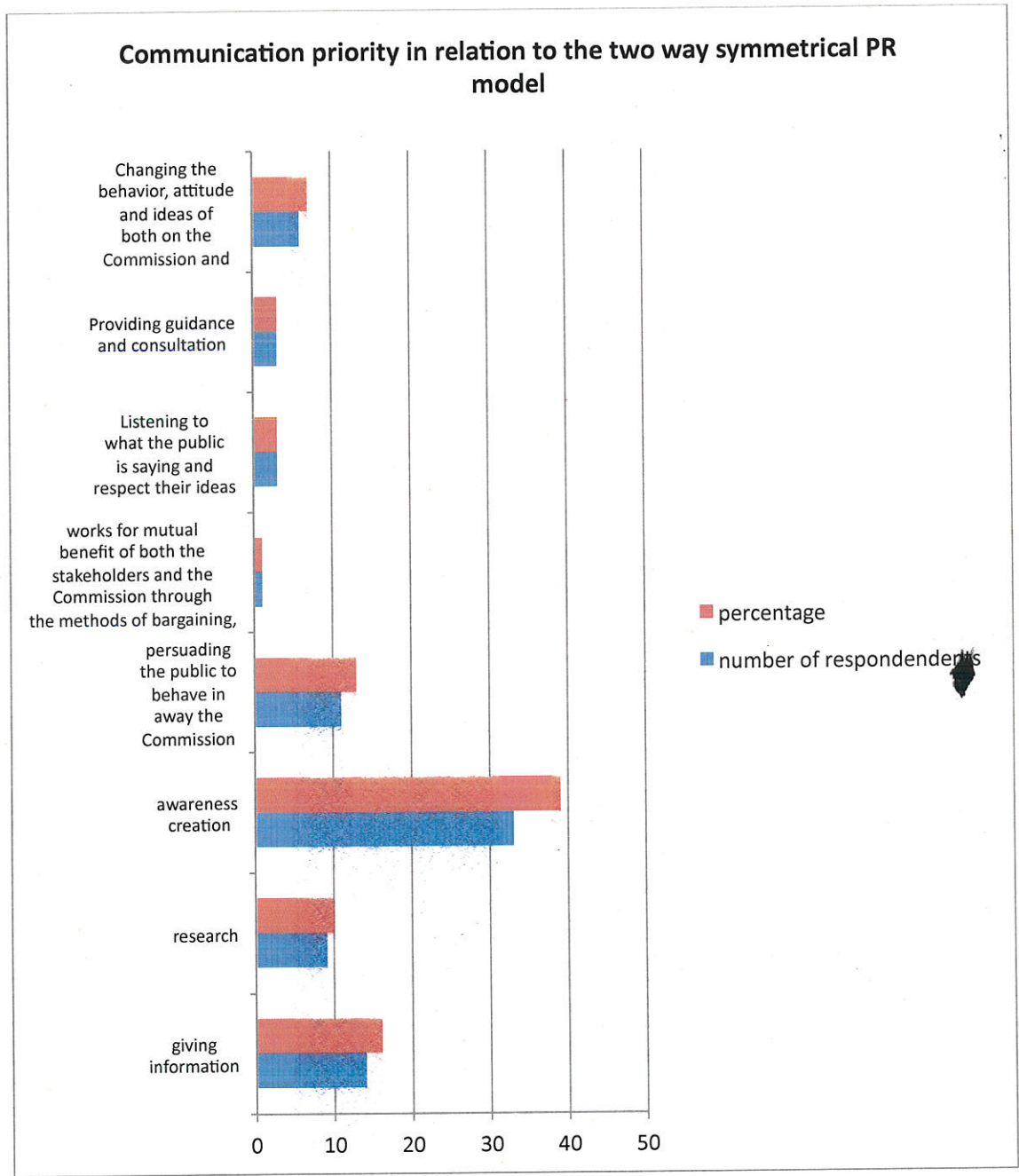
The age groups of the respondents indicated that 5(6%) of them were less than 25 years; 32(38%) of them were between 25 and 30 years; and 27(32%) were 30-35 years while 18(21%) of the respondents were above 35 years. With regard to the respondents level of education, 7(8%) of them were diploma holders, 56(67%) of them were B.A/B.Sc holders, 15(18%) of them were M.A. degree holders, while 1(1%) was a Ph.D holder.

TABLE ONE: DEMOGRAPHIC CONDITION OF RESPONDENTS



4.5.2. Priorities of communication practice

TABLE TWO: Priority of Public Relations Activity in Relation to the Two-Way Symmetrical Model of Public Relations



The FEACC uses different publications such as a quarterly magazine, annual report, brochures, fliers, newspaper articles, posters and billboards. It also makes use of broadcast media to channel anti-corruption messages such as television and radio dramas, spots, announcements, talk shows and teleconferences. The other communication tools include online media such as website and Facebook. The Commission also gives awareness creation trainings on ethics and anti-corruption issues to different cross sections of the society.

According to the questionnaire data, the highest number (39%) of respondents stated that the FEACC gives priority to awareness creation activities. The second priority among different public relations activities, according to 14% of the respondents, was providing information which is also another type of one-way communication practice. Moreover, only 1% of respondents believed that the FEACC's communication practice was a two-way that works for the mutual benefit of the Commission and stakeholders (the society).

The main objective of the communication practice, according to most of the respondents (39%) was to create awareness to the public on issues of corruption and ethics. Hence, the communication is more of a one-way communication which aimed at changing the attitudes of the public.

The respondents' evaluation indicated that the communication practice cared for the Commission's agenda more than the ideas and opinions of the public. The communication way that takes place between the Commission and the receivers of the education as well as the messages is one way which aimed at changing the attitudes of the trainees through awareness creation.

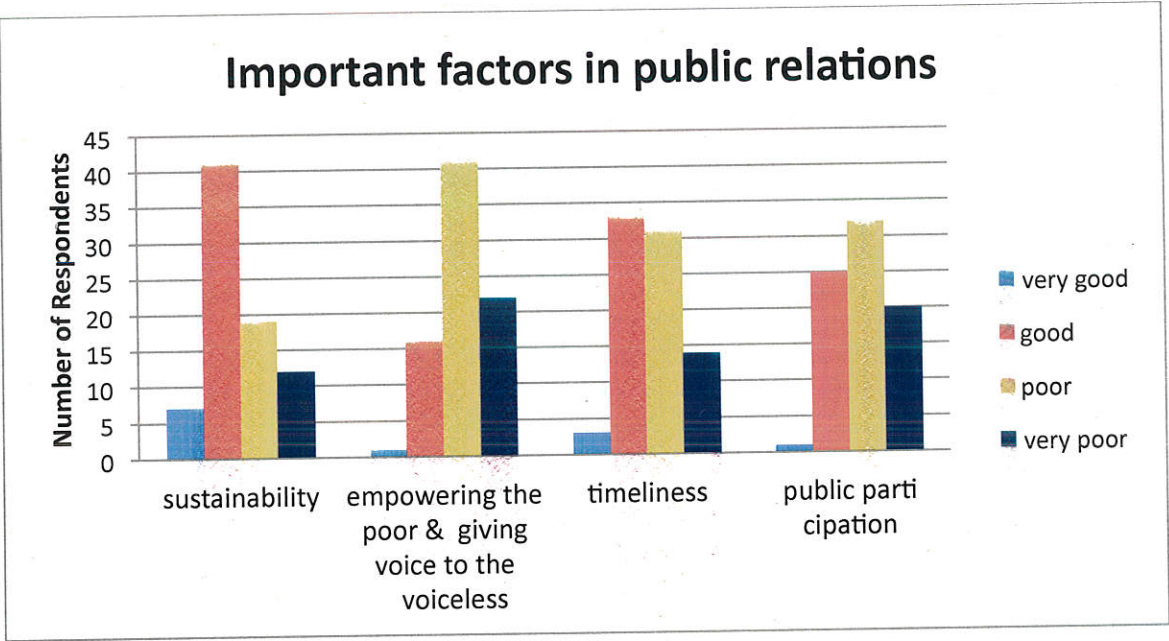
With regard to the Commission's way of communication with the stakeholders, it is the same as the communication way that takes place through trainings, which is also a one way



communication. The Commission communicates with variety of stakeholders using meetings, plan and reports, letters, e-mails, fax and telephone. The purpose is also to facilitate awareness creations to the public by using the stakeholders. Although the stakeholders prepare plan and reports and submit them to the Commission, the purpose is not to influence and change the conduct of the Commission as the Commission wants them to. Hence, communication between the Commission and the public (including the stakeholders) is asymmetrical and aims at changing the other party not changing the Commission itself.

4.5.3Important factors in public relations

TABLE THREE: Important factors in public relations



As it was discussed in the theoretical framework section of the literature review, the other important quality of a modern two-way public relations model is that it can be used to empower the poor and give voice to the voiceless. This communication task is highly important and appropriate for institutions such as anti-corruption watchdogs that have a responsibility to deal

with critical societal issues. The other most important point with regard to this is that the hazardous effects of corruption are more severely felt by the poorer section than any other part of a society. Thus, addressing poorer section of the society through different communication activities should be on top of anti-corruption institution's list of priorities in order to effectively accomplish their mission.

However, the questionnaire data indicated that the FEACC has no special communication package to empower the poor and give voice to the voiceless. Concerning this issue, the highest number of respondents (49 %) rated the practice of the FEACC to be the status of "poor" condition concerning the task of empowering the poor and giving voice to the voiceless. The second largest number of respondents (26%), rated the Commission's status in this regard to be "very poor". Accordingly, only 1% of the respondents believe that the FEACC gives priority to empowering the poor and give voice to the voiceless.

Regarding the sustainability of communication practice, the majority of respondents (49%) believed that the sustainability of the Commission's communication practice was in a "good" level, while 37% believed that it was in a "poor" and "very poor" condition. As it was indicated in the literature review, sustainability is among the core component of public relations activities. Practicing communication in a sustainable manner is necessary to better accomplish an objective. Sustainability is essential to keep the campaign going and inculcate the public with ethics and anti-corruption messages. Therefore, in order to make the issue an agenda of the public sustainable communication practice is crucial. Thus, according to the respondents of the questionnaire, the sustainability condition of the Commission's communication practice situated in a better position.



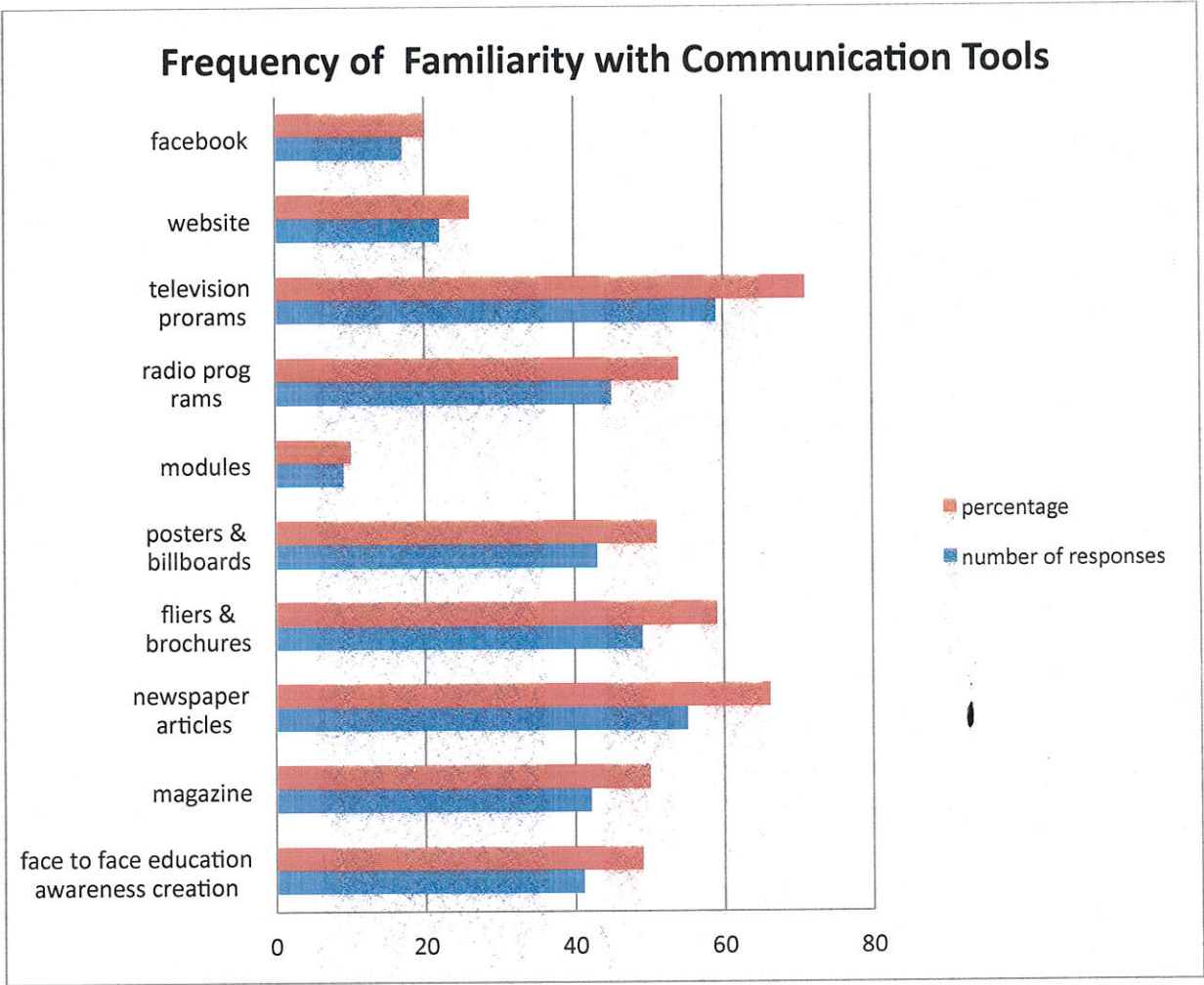
Timeliness is also another core component of communication practice which is included as one component of the questionnaire. According to the majority (54%) of the respondents, the Commission stood at a “poor” and “very poor” status with regard to providing timely information to the public. On the other hand, 43% of questionnaire respondents rated “very good” and “good” regarding the timeliness of the communication practice. One issue raised with regard to the lack of timeliness of the Commission’s practice, as it was indicated at the open-ended section of the questionnaire, was that the Commission’s inability to provide timely information on some important issues such as the declaration of the registered assets of appointees, elected persons and pertinent public servants. As it was also discussed in the literature review, the inability to timely communicate important issues can create rumors to prevail. It also causes negative type of public opinion to develop through time and create adverse effects on the image of institutions. Therefore, lack of timely communication practices can cause multifaceted negative consequences not only on the future communication practice of institutions but also the overall practice of organizations.

Concerning the participatory habit of the Commission on important issues such as law formulation, the largest number of questionnaire respondents (38%) rated that it is in a “poor” condition. In addition, the sum of “poor” and “very poor” added up to reach 62% of the respondents making it much bigger. Since public participation is one component of a two-way communication, the respondents’ evaluation also strengthens the previous evaluation that the Commission’s communication practice falls under a one-way communication system. As stated earlier, public input on important issues such as law formulation plays a decisive role by making the practice to be grounded on the ideas of the society. Consequently, it would help address the society’s problem based on the solution provided by the society itself.

Concerning research, only 10% of respondents believe that the Commission gives priority for research. The rest of the respondents (86%) believed that the Commission didn't give priority to communication researches. Accordingly, conducting researches was another gap of the Commission's communication practice. As it was also discussed in the literature review, research is one of the most important components of modern public relations activity. The questionnaire response contradicts the plan stated in the communication documents that stressed the importance and the targets to conduct researches. Thus, the practicality of the plans to conduct researches should be checked. Hence, a communication activity can not be as effective as it is desired if it is not guided by a research. Research helps to find out if a communication activity is effective or not. It also has benefits to know the gaps, problems and solutions regarding an ongoing communication activity. It also has the potential to help find out about an existing public opinion and provide the mechanism to deal with an adverse public opinion.

4.5.4 Familiarity with communication tools

TABLE FOUR: FAMILIARITY WITH COMMUNICATION TOOLS



As stated above, the questionnaire data indicated that the majority of the respondents (71%) were more familiar with television messages than the rest of communication tools employed by the Commission. This can be linked with the reason that television has the largest audience than any other media in Addis Ababa. Thus utilizing television programs more effectively can have contributions to get more audiences than the rest of the channel of communication. However, as

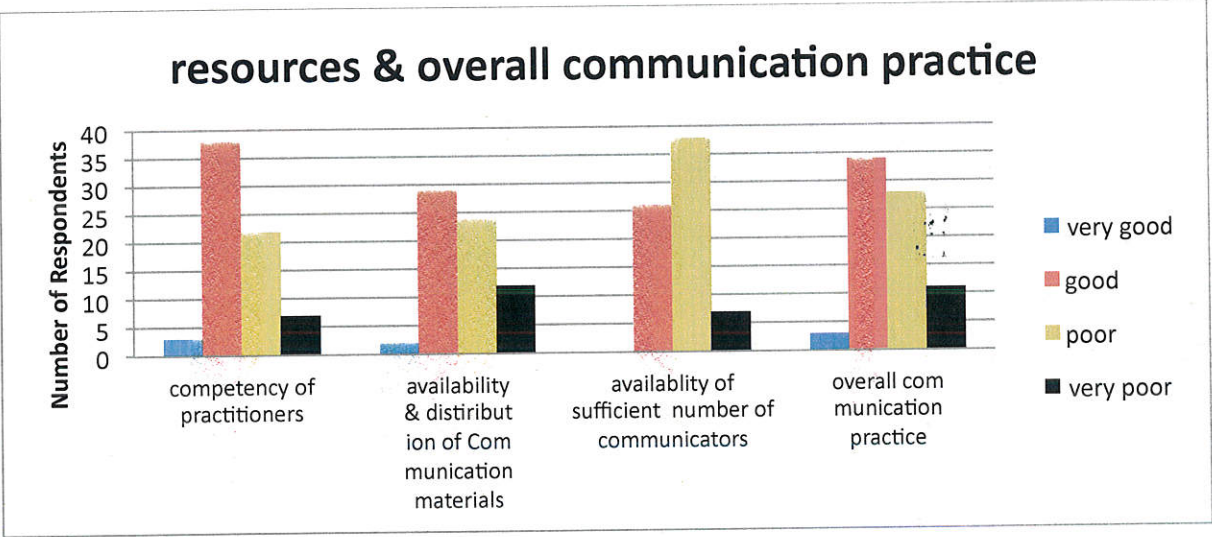
it was stated during the interview, the Commission has difficulty to get sufficient amount of frequency. This might have a negative impact in being effective to communicate the issue and utilize the opportunity of getting large number of audiences through television.

Newspaper features were the second most familiar (66%) communication tool to the respondents. Better volume and distribution of newspapers might be the reason for larger number of familiarity with newspaper articles than the rest of the media mentioned. This is also a good opportunity to use in order to get large number of audiences.

On the other hand, modules (10%), Facebook (20%) and website(26%) were familiar to the least percentage of respondents. The reason for the least number of familiarities with modules might have some connections with the small number of publications and distributions made to stakeholders. As the response in connection with the Facebook and the website indicated, comparatively a small number of respondents were familiar with them. Sufficient knowledge and motivation is needed to employ modern means of communication such as the website and Facebook and get the best out of them. Although these modern means of communication are on the rise and are making communication easier, the respondents' low familiarity with the media indicates that sufficient recognition and advertisements were not made in order to increase their familiarity.

4.5.5 Communicators and communication materials

TABLE FIVE: Communicators and communication materials



With regard to the sufficiency of the number of communicators, the largest number of respondents (45%) indicated that there were “low” number of communicators in the Commission. Moreover, concerning the competency of communicators, the majority(45%) agreed that they were in a “good” position. The Commission has been dealing with a large number of stakeholders and the public since it has implemented the new reform. Moreover, as the documents and the practice indicate, there is an increased number of people who are taking ethics and anti-corruption education. Thus, the work of coordinating the stakeholders to participate in expanding ethics needs sufficient number of communicators. In addition, the Commission has been increasing the number of people who are taking ethics education which also needs an increased number of communicators.

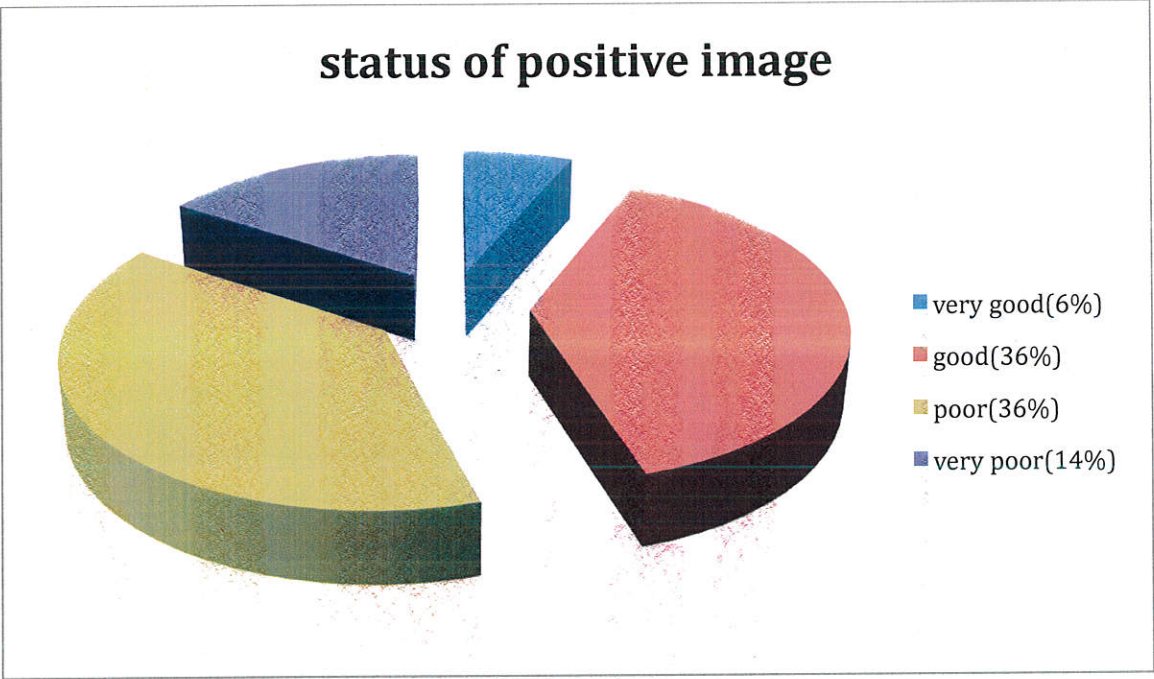
The availability of communication materials is also the other issue that needs some consideration. Although, 42% of the respondents rated it to be “good” and “very good”, a comparatively larger number of respondents(43%) rated the availability of communication



materials had been in a “poor” and “very poor” condition. There are a large number of stakeholders of the Commission in addition to the general public to which communication materials are being distributed. A careful consideration was not given to increase the amount of communication materials distributed when the Commission started to embrace a considerable number of stakeholders. Shortage of budget has been raised as a reason for the limited number of communication materials produced and distributed. It would be difficult, therefore, to equip the stakeholders with the necessary knowledge and enable them reach the public with a limited amount of communication materials. Therefore, the limited amount of communication materials might negatively influence the quality of education being provided to the public by the stakeholders.

4.5.6 Image building

TABLE SIX: STATUS OF POSITIVE IMAGE



Questionnaire respondents were also asked the status of the Commission's positive image. Thus, 50% of respondents rated the positive image of the Commission to be in a "poor" and "very poor" status, while 42% of respondents rated the positive image to be in a "very good" and "good" status. In their opinion in an open ended questionnaire section, significant number of respondents expressed their view that the Commission had negative images. Among the frequently mentioned negative images of the FEACC by the respondents were those in connection with "lack of political independence", "lack of sufficient protection for whistle blowers", "focus on petty corruption rather than on grand corruption", "internal corruption", and the like.

Among these, the majority of respondents (38%) believed that the Commission had a negative image in connection with the perception that it was not an independent institution which was free from political influences. The respondents explained that there was also a perception that the Commission had a fear to expose corruption offences committed by higher level government officials. They also commented that the public had a perception that the majority of the prosecution activities carried out by the Commission focused on ordinary people who were at the lower level of political and economic situations rather than focusing on the "big fish".

Moreover, the questionnaire respondents indicated that there were other negative images attached to the Commission. Recently, there had also been complaints about the unclear situation of the asset registration process. Some stated that this had been creating an additional pressure on the image of the Commission. They also raised that there is a negative image among the public that the Commission was not strong enough to give protection to whistleblowers which might had been negatively affecting the participation of the public to expose corruption.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusion**

This research attempted to explore the practices and challenges of communication employed by the Federal Ethics and Anti-Corruption Commission (FEACC). The main focus of the research is to find out how communication is practiced and what challenges of communication are being encountered while practicing communication. To this end, a qualitative research design was employed as the main research method of the study and the study also employed quantitative method of research to triangulate and strengthen the findings. The study also used a two-way symmetrical public relations model as its theoretical framework.

For the purpose of collecting the data, document analysis, questionnaire, interview and personal observations were employed. Two documents which were used as communication guidelines were analyzed. Questionnaires were distributed to 100 respondents and 83 completed questionnaires (83%) were analyzed. In addition, interview was conducted with 5 people selected from the Commission employees. The interviewees comprised practitioners as well as heads who were responsible for communication activities. According to the analysis of the research findings, the following conclusions were made.

The FEACC was established a decade ago with the purpose of expanding ethical behavior and fighting corruption. With regard to this, there have been efforts exerted to communicate the issue with the public using different methods and types of communication. In addition, attempts were made to reform both the guidelines and the practice of communication employed by the Commission. Although there have been some achievements made, there have been also challenges and gaps which have been posing a stumbling block to the communication practice.



With regard to the documents which have been used by the Commission as guidelines, the major problem was that they didn't include important points so as to make them go in line with modern communication standards. Although the documents highlight to address quality problems which had been challenges of the communication practice before the BPR and Citizens' Charter were adopted, they didn't properly articulate and clarify the procedure. Therefore, it can be said that the objective of attaining quality outputs couldn't go beyond the paper work since there haven't been any mechanism to solve the problem and check the quality by setting standards.

The other drawback of the communication was it had been stuck to the old fashioned one way method of communication. As it was discussed in the theoretical framework, the modern two-way symmetrical public relations model targets to achieve mutual benefit for both the institution and the public. In other words, there is an equal chance of sending and receiving messages between the two parties. Consequently, changes would take place on the side of both parties as a result of equal chance of interactivities.

Hence, the modern public relations model indicates that a two-way symmetrical model is distinguished by its quality of promoting the agenda of not only an institution but also both of the institution's and the public's. Here, some might argue that ethics and anti-corruption issues are a public agenda that the Commission is trying to promote. However, it should be understood that on the same agenda of expanding ethics and fighting corruption, the public and the Commission might have their own issues on how to proceed. In other words the public also has its own procedural issues that it would like the Commission to abide with as much as the Commission wants the public to behave in a certain way. With this in mind, the findings show that the communication employed by the Commission is more of a one-way communication that facilitates the condition for the Commission to influence the public but not the other way round.

Similarly, the documents emphasize the objective to increase the participation of the public. However, both the interview and questionnaire data indicate that the Commission practically does not involve the public in important issues such as in law formulation.

The other most important issue which lacks clarification is the issue in connection with the right of the public to have access to information. Although ensuring the right of the public to get information is one of the major responsibilities of public relations, the communication guidelines lack clear direction. Accordingly, FEACC's Citizen's Charter couldn't clarify the issue by only states that: "Citizen's have the right to get information except those which are confidential". The statement creates a loophole for excuses not to provide information to the public as well as gives the chance for personal manipulation and prejudice.

Not only the aforementioned issue that lacks clarity on the documents, but also the issue of asset declaration has been among issues that are not clearly explained. According, the documents do not clarify the procedures to declare the assets of appointees, elected persons and pertinent public servants to the public. In addition, the lack of providing timely information to the public in relation to the declaration of the assets has also been raised as a problem as it is observed from both the questionnaire and interview data.

In addition to that, as it is stated in the literature review, a positive image of institutions is crucial to be successful in its communication activities with the public. With regard to positive image, the findings indicate that there are still a number of negative images prevailing. According to the data gathered, the negative images of the Commission are among the most challenging issues of the communication practice.

Furthermore, there is no media strategy that can guide the work relation between the Commission and the media. Hence, this has been creating considerable drawbacks on how to

properly utilize the media. One such drawback includes the pressures on the amount and frequency of the messages transmitted through different media channels. The amount and frequency of the messages sent through the media have been limited due to lack of a full-fledged media policy.

It is also stated that a modern public relations activity gives important consideration to “give voice to the voiceless” and empower the poor. However, there has been no special communication package included in the documents of the Commission to deal with this issue. Moreover, the findings also suggest that both the documents and the practice do not entertain such an issue. Thus, in Ethiopia where a considerable portion of the society lives under poverty, a communication scheme that doesn't give special attention to the poor cannot be as effective as it is imagined.

It is good that the Commission's communication guidelines have included the importance of conducting researches. However, the findings show that in practical terms, there have not been sufficient researches conducted with the proper standard. Although research is an important component of a modern communication practice, the Commission is lacking consideration to conduct sufficient and professional research and effectively change them in to practice. Moreover, as it is the aim of asymmetrical PR communication, the purpose of some of the researches is not to bring about a mutual understanding and benefit to both the Commission and the public. Thus, the researches made on the practice of the communication are not aimed at changing the conduct of the Commission.

According to questionnaire respondents, television and newspapers are respectively the first and the second most familiar media in relation to the Commissions message transmission. However, there are problems in efficiently and effectively utilizing the media such as lack of sufficient

airtime for messages that are being channeled through television. On the other hand, modules, website and Facebook are rated as the least familiar communication tools. In contemporary communication practice website and Facebook have crucial role to play in providing timely and the most accessible information to the public. However, the data from both the questionnaire and the interview shows that these modern communication tools are not being appropriately utilized to better reach the public.

With the plan to increase the number of people that take part in ethics education as well as having a considerable number of stakeholders, there is no measure taken to increase both the number of communicators that deal with the issue and the amount of communication materials produced and distributed. This has been confirmed by the data from both the questionnaire and the interviewees.

There has been also a fundamental problem observed with regard to the guiding principles of the communication activity. There is no communication strategy available to guide all the plans and activities of communication. Not only the unavailability of a communication strategy that matters most, but also the available documents also lack professional guiding principles that are founded on theoretical basis.

With regard to the strength of the communication practice, the findings from questionnaire data show that sustainability is among the strong sides of the communication practice. However, there are challenges concerning providing timely information to the public.

Although the proper implementation of the plan is a problem, emphasis and recognition has been given in the documents to conduct researches on the communication activities of the Commission. In addition, the effort to make the messages based on facts and to make them interesting can be taken as the other positive side of the communication practice.

The implementation of the objective to embrace variety of stakeholders and making them take part in the activity of expanding messages and education to the public can be taken as the other strength of the communication practice.

## **5.2 RECOMMENDATIONS**

The following recommendations are forwarded based on the findings of the research.

First of all the guidelines of the communication practice should be appropriately revised and it should be made comprehensive to include all the important components of communication. It should also provide clarifications and standards on the qualities of the contents and products of communication tools.

The communication practice should also be checked with available modern models of public relations. Therefore, practice should be amended so as to make revision on the current conventional one-way communication methods and adapt to a more society-focused two-ways symmetrical methods of communication.

Clarity should also be included as one component of the communication activity. The right of the public to have access to information which is included as one component of the communication documents should be clarified appropriately. Therefore, the statement in the FEACC's Citizen's Charter: "Citizen's have the right to get information except those which are confidential" should specify what confidential information is and what is not.

Messages should also be communicated on timely fashion and as clearly as possible. Clarification should be made on how to disclose the assets of appointees, elected persons and pertinent public servants to the public.

The Commission should also involve the public to take part on important issues such as law formulation. Moreover, attention should also be given to empower the poorer section of the society and give voice to the voiceless.

The Commission should also develop a media relation guideline so as to deal with the problems which are being faced and to better use the media. The Commission should also increase the amount of messages and frequencies to channel them through broadcast media especially through television which has the highest audience as it was indicated by the data. The Commission should also publicize and use the website and the Facebook in a better way.

The Commission should also give the necessary attention to have an appropriate guideline and to take measures that can help shed the negative images of the Commission.

Professional researches should also be conducted based on the two-way symmetrical model of public relations. Therefore, there should be sufficient and up-to the standard researches made frequently and the implementation should be checked.

The Commission should also increase the number of communicators and their capacity should be built frequently. Similarly, there is a need of more amounts of communication materials to be distributed and meet the increasing demand of both the public and the stakeholders.

The Commission should also design and implement a full-fledged communication strategy document in order to appropriately address communication issues in an organized manner.

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# APPENDICES

## A questionnaire to gather research data for the partial fulfillment of an M.A Thesis in Journalism and Communication

This questionnaire is designed to assess the practices and challenges of Communication employed by the Federal Ethics and Anti-Corruption Commission. The data gathered by this questionnaire will be used only for academic research purposes. Therefore, you are respectfully requested to provide genuine responses and return it back as soon as possible.

N.B. You are not required to provide your names.

### Section one

#### Issues related to general matters

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

1.1 Name of the association/ organization -----

1.2 Sex : Female ☐ Male ☐

1.3 Age : less than 25 ☐ 25-30 ☐ 30-35 ☐ More than 35 ☐

1.4 Educational status : Certificate ☐ Diploma ☐ BA/BSC ☐  
MA/MSc ☐ PHD ☐ Other ☐

### Section two

#### Questions Related to professional and theoretical standard of communication practice

2.1 Which of the following communication tools of the FEACC are you familiar with? (you can select more than one if applicable)

☐ face to face education/ awareness creation training

☐ magazine

☐ newspaper articles

☐ fliers& brochures,

☐ posters& billboards

☐ modules

☐ radio programs(spots, dramas, teleconferences)

☐ television programs(spots, dramas, panel discussions)

☐ website

☐ Facebook

Specify if any other tools you are familiar with \_\_\_\_\_

**2.2 How do you rate the current Communication practice of the Commission according to their importance to the Commission?** (give no.1 for the most important and continue numbering down based on the importance)

☐ giving information

☐ research

☐ awareness creation

☐ persuading the public to behave in away the Commission wants them to

☐ works for mutual benefit of both the stakeholders and the Commission through the methods of bargaining, negotiating, and conflict resolution.

☐ Listening to what the public is saying and respect their ideas

☐ Providing guidance and consultation

☐ Changing the behavior, attitude and ideas of both on the Commission and the public.

☐ Empowering the "Marginalised; giving voice to the voiceless

2.3 How do you evaluate the sustainability of the Commissions Communication practice?

☐ very good

☐ good

☐ poor

☐ very poor

2.4 How do you evaluate the role of the Commission in empowering the poorer section of the society and giving 'voice to the voiceless' (allowing poorer section of the society to express their views)

☐ very good

☐ good

☐ poor



☐ very poor

**2.5 How do you rate the pace of the Commission to give timely information**

☐ very good

☐ good

☐ slow

☐ very slow

**2.6 How do you evaluate the communication of the Commission to allow public participation such as in law formulation and other important issues**

☐ very good

☐ good

☐ poor

☐ very poor

### **SECTION 3**

**Questions in relation to challenges of communication practice**

**3.1 How do you rate the number of communicators in the Commission?**

☐ Very good

☐ good

☐ low

☐ very low

**3.2 How do you evaluate the competency of the practitioners?**

- ☐ very good
- ☐ good
- ☐ poor
- ☐ very poor

**3.3 How do you rate the availability and distribution of communication materials**

- ☐ Very good
- ☐ good
- ☐ poor
- ☐ very poor

**3.4 How do you rate the status of the Commission’s positive image**

- ☐ very good
- ☐ good
- ☐ poor
- ☐ very poor

**3. 5 Please specify if there is any kind of negative public perception that affect the image of the Commission** \_\_\_\_\_

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3.6 How do you evaluate the overall Communication practice of the Commission?

☐ very good

☐ good

☐ poor

☐ very poor

3.7 What measures do you think should be taken to improve the current communication practice of the Commission?

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☐ በራሪ ወረቀቶችና ብሮሽሮች

☐ ፖስተሮችና ቢል ቦርዶች

☐ ሞጁሎች

☐ የሬድዮ ፕሮግራሞች ( ስፖቶች፣ ድራማዎች፣ ጭውውቶች፣ ቴሌኮንፍረንሶች)

☐ የቴሌቭዥን ፕሮግራሞች (ስፖቶች፣ ድራማዎች፣ ጭውውቶች፣ የፓናል ውይይቶች)

☐ ድረ-ገፅ(ዌብሳይት)

☐ ፌስቡክ

ሌሎች የሚያውቋቸው

የኮሙኒኬሽን

መሳሪያዎች

ካሉ

ይግለጹ \_\_\_\_\_

2.2 ኮሚሽኑ ለየትኞቹ የኮሙኒኬሽን ተግባራት ቅድሚያ ይሰጣል ብለው ያስባሉ (ኮሚሽኑ በጣም ቅድሚያ ለሚሰጠው ተግባር ተ.ቁ. 1 በማስቀመጥ ቅደም ተከተላቸውን እስከ ተ.ቁ. 9 ድረስ ይዘርዝሩ)

☐ መረጃ መስጠት

☐ ጥናት ማካሄድ

☐ ግንዛቤ ማስጨበጥ

☐ ኮሚሽኑ በሚፈልገው መንገድ ህብረተሰቡን መቅረጽ

☐ በማግባባት፣ በውይይት እና ግጭቶችን በማስወገድ ላይ ተመስርቶ ለኮሚሽኑና ለባለድርሻ አካላት የጋራ ጥቅሞች መስራት

☐ ከህብረተሰቡ ለሚሰነዘሩ አስተያየቶች አክብሮት መስጠት

☐ አቅጣጫ ማሳየትና የምክር አገልግሎቶችን መስጠት

☐ የህብረተሰቡን ብቻ ሳይሆን የራሱን የኮሚሽኑን አካሄድና አመለካከት ለመቀየር መስራት

☐ ዝቅተኛ የህብረተሰብ ክፍሎችን ማብቃትና ሀሳባቸውን እንዲገልጹ ማስቻል

2.3 ቀጣይነት ያለውን የኮሙኒኬሽን ተግባር በማከናወን ረገድ ኮሚሽኑን እንዴት ይገመግሙታል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም

ዝቅተኛ ☐

2.4 ዝቅተኛ የኑሮ ደረጃ ላይ የሚገኙ የህብረተሰቡን ክፍሎች በማብቃት እና ሀሳባቸውን እንዲገልጹ በማድረግ ረገድ ኮሚሽኑን እንቅስቃሴ እንዴት ይገመግሙታል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም

ዝቅተኛ ☐

2.5 ኮሚሽኑ መረጃዎችን በወቅቱ በመስጠት ረገድ ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

2.6 ህጎችን በጋራ ማርቀቅን በመሳሰሉ ወሳኝ ጉዳዮች ላይ ህብረተሰቡ እንዲሳተፍ በማድረግ ረገድ ኮሚሽኑ ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም

ዝቅተኛ ☐

### ክፍል 3

#### የኮሚዩኒኬሽን ተግዳሮቶችን የሚመለከቱ ጥያቄዎች

3.1 የኮሚሽኑ የኮሙኒኬሽን ሰራተኞች በበቂ ቁጥር የመኖር ደረጃ ምን ያህል ነው

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

3.2 የኮሚሽኑን የኮሙኒኬሽን ሠራተኞች የሙያ ብቃት ደረጃ ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

3.3 የኮሙዩኒኬሽን መረጃ መሳሪያዎች አቅርቦት ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

3.4 የኮሚሽኑ ገጽታ( image) ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

3.5 የኮሚሽኑን መልካም ገፅታ የሚያበላሹ በህብረተሰቡ ዘንድ ያሉ አመለካከቶች ካሉ ይዘርዝሩ

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3.6 በአጠቃላይ የኮሚሽኑ የኮሙዩኒኬሽን እንቅስቃሴ ምን ደረጃ ላይ ይገኛል

በጣም ጥሩ ☐ ጥሩ ☐ ዝቅተኛ ☐ በጣም ዝቅተኛ ☐

3.7 የኮሚሽኑን የኮሙዩኒኬሽን እንቅስቃሴ ወደ ተሻለ ደረጃ ለማድረስ ምን ምን እርምጃዎች መውሰድ ወይም ተግባራትን ማከናወን ያስፈልጋል

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ስለ ትብብርዎ አመሰግናለሁ!



## **Interview questions for communication practitioners and heads**

1. What are the guidelines of the communication practice of the Federal Ethics and Anti-Corruption Commission(FEACC)?
2. What are the communication tools used by the Commission?
3. What are the main focus areas of the Commission's communication practice?
4. What strategies do you use to build the image of the Commission?
5. How do you see the practice of the Commission in providing timely and up to the standard information to the public?
6. Do you have a media communication strategy?
7. What challenges do you have in maintaining the relationship with the media?
8. What kinds of complaints are made concerning the communication practice of the Commission?
9. How do you treat such complaints?
10. What are the main achievements made by the communication practice?
11. What challenges are faced in practicing communication?
12. What opportunities are there for advancing the communication practice?
13. What kind of measures should be taken to improve the current communication practice?

## ለ ኮሙኒኬሽን ስራተኞችና የሥራ ኃላፊዎች የተዘጋጀ ቃለ መጠይቅ ጥያቄዎች

1. የኮሚሽኑ የኮሙኒኬሽን መመሪያዎች የትኞቹ ናቸው?
2. ኮሚሽኑ ምን አይነት የኮሙኒኬሽን መሳሪያዎችን ይጠቀማል?
3. የኮሚሽኑ የኮሙኒኬሽን ዋነኛ የትኩረት አቅጣጫዎች ምንድናቸው?
4. የኮሚሽኑን መልካም ገጽታ ለመገንባት የሚደረጉ ስትራቴጂዎች ወይም ጥረቶች ካሉ ይግለጹ?
5. ወቅታዊና ደረጃውን የጠበቀ የኮሙኒኬሽን ሥራ በማከናወን ረገድ ኮሚሽኑ ምን ደረጃ ላይ ይገኛል?
6. ኮሚሽኑ ከመገናኛ ብዙኃን ጋር ለመስራት የሚያግዘው ስትራቴጂ አለው?
7. ከመገናኛ ብዙኃን ጋር ለመስራት የሚያጋጥሙ ተግዳሮቶች ካሉ ይጥቀሱ?
8. የኮሚሽኑን የኮሙኒኬሽን እንቅስቃሴ በተመለከተ የሚቀርቡ ቅሬታዎች ምንድናቸው?
9. ቅሬታዎችን በተመለከተ የሚከሰቱ ችግሮችን እንዴት ትፈታላችሁ?
10. በኮሙኒኬሽን ሥራዎች አማካይነት የተገኙ ዋና ዋና ውጤቶች ምንድናቸው?
11. ለኮሚሽኑ ኮሙኒኬሽን ሥራዎች ተግዳሮቶች የሚባሉትን ይግለጹ?
12. የኮሚሽኑን ኮሙኒኬሽን ሥራዎች የሚጠቅሙ ምን አይነት ምቹ ሁኔታዎች አሉ?
13. የኮሚሽኑን የኮሙኒኬሽን እንቅስቃሴ ለማሳደግ ምን አይነት እርምጃ መወሰድ ይኖርበታል?

## Declarations

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other University, and that all the sources of materials used for the thesis have been duly acknowledged.

### Declared by

Name: FIREHIWOT SENAY

Signature-----

Date October , 2015

### Confirmed by

Name: Dr. Abdissa Zerai

Signature -----

Date October , 2015

Place and duly submission to Post Graduate School of Journalism and Communication in partial fulfillment of the requirements for the degree of masters in Journalism and Communication.

Addis Ababa

Ethiopia