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**School of Journalism and Communications Department of Public  
Relations and Strategic Communications Research Paper**

Research Title: Critical Evaluation of Implementations of Crisis  
Communication Plans: The Case of Non-profit Organizations in Addis  
Ababa.

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## DECLARATION

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I am aware of and understand the university's policy on plagiarism and I certify that this thesis entitled 'Critical Evaluation of Implementations of Crisis Communication Plans: The Case of Non-profit Organizations in Addis Ababa' is my work, except where indicated by the reference, and the work presented in it has not been submitted in support of another degree or qualification from this or any other university or institute of learning.

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Chair of Department of Graduate Program Coordinator

## Abstract

*A series of undesirable occurrences resulting in substantial disruptions and uncertainty at work is a crisis. It is an unforeseen event that not only causes harm to the organization but also creates a sense of anxiety and uncertainty among the employees. Crises occur again and over again in all forms and in any organization. Crisis puts organizations at a variety of malfunctioning causing financial, operational, and reputational damage. The causes of the crisis instances vary from one organization to the other but the absence of a well-developed crisis communication plan is one of the major factors. Preparing and implementing a crisis communication plan at all levels i.e. in pre-crisis, crisis, and post-crisis phases are vital particularly to non-profit organizations. This study investigated the critical evaluation of implementations of crisis communication plans: in the case of non-profit organizations in Addis Ababa. The primary motivation in conducting this study was to get a chance to learn from these organizations whether they developed crisis communication plans following their organizational setting. Also, this study serves as resource material for anyone who would like to conduct further research in this area. To conduct this study, the researcher utilized both qualitative and quantitative methods. To comprehend and elucidate social phenomena in their natural setting, a qualitative method was employed. Moreover, interviews, as well as questionnaires were utilized as the main tools to gather the essential data for this study. According to the results of the survey, 55.6 percent of non-profit charitable organizations have prepared a crisis communication plan (CCP), however, the remaining 44.4 percent do not have one. Organizations using CCPs have shown higher performance in pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis (evaluation phase) implementation, despite a lack of consistency in certain ways. Organizations that have ever faced a disaster have a somewhat higher proportion as compared to the other organizations included in this study. Organizations using CCPs have demonstrated improved performance in addressing a crisis in the pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis (evaluation phase) phases, while ignoring some functions at each stage. Because of the nature of the crisis scenario, these foreign organizations were dealing with, only a few of them were able to revise their CCPs, while others were still unprepared.*

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## ACRONYMS

|        |                                                             |
|--------|-------------------------------------------------------------|
| CC:    | Crisis Communication                                        |
| CCP:   | Crisis communication plan                                   |
| CCT:   | Crisis Communication Team                                   |
| CMT:   | Crisis Management Team                                      |
| CCRDA: | Consortium of Christian Relief and Development Associations |
| CM:    | Crisis Management                                           |
| CMP:   | Crisis Management Plan                                      |
| JIC:   | Joint Information Center                                    |
| NGOs:  | Non-governmental Organizations                              |
| PR:    | Public Relations                                            |
| SCCT:  | Situational Crisis Communication Theory                     |
| WVE:   | World Vision Ethiopia                                       |

# Chapter - One

## 1.0 Introduction

The crisis is a universal disaster that happens to all sorts of organizations. Every crisis incident puts organizations in financial, operational, and reputational damage. Coombs & Holladay (2010: 18) as cited in Azizachew Wondie, a crisis is an occurrence or an event that affects or damages an organization, human lives, property, products, services, financial earnings, the reputation, and the well-being of an organization.

Naturally, a crisis strikes any organization all of a sudden. As Coombs (2015) stated in his book *Ongoing Crisis Communication*, “A crisis is unpredictable but not unexpected”. It’s unpredictable because no one can tell how much it would cost before the occurrence of the crisis incidents. The causes of crisis instances vary from one organization to the other. However, a lack of crisis communication planning for a crisis is one of the major factors for financial, material, and reputational loss. It has been suggested by many scholars that crises in an organizational atmosphere, whether created by act-of-God or manmade circumstances, have distinct and predictable features often relating to communication problems in an organization and its internal as well as external publics (U.S. Department of Human Health and Services, 2014).

Often solutions are made to lessen the occurrence of crisis and the intensity of crisis within an organization and stakeholders. Organizational vulnerability assessments, messaging strategies, and legitimate media strategies were among the approaches dedicated to maintaining good relationships with important stakeholders.

All of these have laid the foundation for a vital strategic crisis communication plan. Crisis communication plans are also crucial in today’s not-for-profit organizations, and effective crisis communication is an essential part of any crisis communication plan.

## 1.2 Background of the study

At present, crises are occurring repeatedly in all organizations. Every crisis incident puts all organizations to financial, operational, and reputational damage (Holladay, 2010). The causes of these instances may vary but lack of strategic planning for a crisis is one of the major factors. It has been suggested by many scholars that crises in an organizational atmosphere, whether created by act-of-God or man-made circumstances, have distinct and predictable features often relating to communication problems in an organization and its internal as well as external publics

(John Basinger, April 2015).

As it has been mentioned earlier in the summary part of this proposal, each time solutions are made to minimize the recurrence of crisis and the intensity of crisis within an organization and its stakeholders. Organizational vulnerability assessments, messaging strategies, and legitimate media strategies were among the approaches employed to maintain good relationships with essential stakeholders.

### **1.2.1 Crisis Management**

Crisis management can be defined as “a set of factors designed to combat crises and to lessen the actual damages inflicted” (Coombs 2007b: 5). We should think of crisis management as a process with many parts, such as preventative measures, crisis management plans, and post-crisis evaluations. According to Coombs (2007b), the set of factors that constitute crisis management can be divided into three categories: pre-crisis, crisis, and post-crisis. *Pre-crisis* is the first phase that involves efforts to prevent crises and prepare for crisis management. *The crisis* stage is a stage that requires a response to the actual event. Whereas, *post-crisis* is a level where efforts are made to learn from the crisis event (Coombs 2007b). These three categories reflect the phases of crisis management and they are useful because they provide a mechanism for considering the breadth of crisis communication (Holladay, 2010).

### **1.2.2 Crisis Communication**

According to the World Health Organization (2004), “Crisis communication” means communicating in times of crisis. It can be a mechanism to tackle a crisis by exchanging information. It can also stand for failures in communication that cause crises.

Holladay (2010) viewed crisis communication broadly ‘as the collection, processing, and dissemination of information required for addressing a crisis’. In the *pre-crisis stage*, crisis communication involves the gathering of information about crisis threats, deciding how to control potential crises, and training people who will take part in the crisis management process. The training embraces crisis team members, crisis representatives, and any individual who will help with the response. The *crisis communication phase* includes the collection and processing of information for the crisis team for making decisions along with the production and dissemination of crisis messages to people outside of the team (the traditional definition of crisis

communication). Whereas, *post-crisis communication* comprises categorizing the crisis management effort, communicating necessary changes to individuals, and providing follow-up crisis messages as needed. Holladay (2010) additionally explains that crisis communication has focused on the crisis category or crisis response – what organizations say and do after a crisis. Crisis responses are highly visible to stakeholders and very important to the effectiveness of the crisis management effort. For instance, improper crisis responses make the situation worse. It is by considering the breadth of crisis management that we will stretch the boundaries of what is studied in crisis communication (Holladay, 2010).

### **1.2.3 Crisis Communication Plan**

There is a significant difference between a crisis management plan and a crisis communication plan. The crisis management plan is an umbrella term that outlines how to respond to a crisis that may either injure the company's profitability, reputation, or functionality. Whereas, the crisis communication plan is one part of the crisis management plan that deals with a messaging strategy an organization applies during a crisis incident to reach out to those public (internal as well as external public) of an organization affected by the incident.

As suggested in the journal titled Cassling, "*A crisis communication plan involves several elements, but should be kept as simple as possible.*" (Anon, nd). Since the crisis demands immediate action, a simple and understandable crisis communication plan serves as a roadmap to effectively tackle the situation from being the worst of its kind.

### **1.2.4 Definitions of terms**

Usually, there is no single best definition for a term or terms. For this study, I have picked the definition that I thought is appropriate.

- *Crisis*: a stage in a sequence of events at which the trend of all future events, especially for better or for worse, is determined; a turning point.
- *Crisis Management (CM)*: Crisis management is the identification of threats to an organization and its stakeholders, and the methods used by the organization to deal with these threats.
- *Crisis Communication (CC)*: Crisis communication can be defined broadly as the collection, processing, and dissemination of information required to address a crisis.
- *Crisis management plan (CMP)*: A crisis management plan (CMP) outlines how to respond to a critical situation that would negatively affect an organization's profitability, reputation,

or ability to operate.

- *Crisis communication plan (CCP)*: A crisis communication plan is a set of guidelines used to prepare a business for an emergency or unexpected event.

### **1.3 Statement of the Problem**

A crisis communication plan is critical for organizations to give a swift response in times of crisis. Failure to develop a crisis communication plan results in serious damage to stakeholders, losses for an organization, and even threatens the organization's very existence.

Organizations may incur the worst kind of damage unless business corporations are well prepared. As we could look at the existing crisis management-related plans in the context of our country, crisis management actions are taken particularly during the occurrence of the emergency or after the crisis took place.

Having a crisis communication plan is vital to all kinds of organizations. Every organization, whether profit-making or not-for-profit, needs to develop crisis communication plans and implement them in times of emergency.<sup>1</sup> Preparing a crisis communication plan alone cannot save an organization from loss. Preparing a communication crisis plan is one thing and implementing it is another thing.

The preparation and implementation of a crisis communication plan are vital, particularly to non-profit organizations. According to the Standards for Excellence Institute (2014), "Non-profits occupy a key role in the response to disasters. Non-profits are often at the forefront of supporting those affected by disasters."<sup>2</sup> This statement implies that non-profit organizations are in charge of taking control of any crisis that occurs in an organizational setting at any time. "When an emergency occurs, the need to communicate is immediate...an important component of the preparedness program is the crisis communications plan."<sup>3</sup>

Non-profit organizations may incur the worst kind of damage unless they are well prepared. It looks to the researcher that non-profit organizations in Addis Ababa take crisis communication actions, particularly during the occurrence of the emergency or after the crisis took place. However, crisis communication should take place at all levels i.e., pre-crisis phase, during the crisis, and post-crisis phase. The researcher's observation tells that most

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1. (ANTHONISSEN, *Crisis Communication*, 2008)

2. (*Institute*, 2014)

3. (*Anon*, 2021)

organizations don't have well-planned crisis communication plans in all these three phases. Experience proves in some instances that organizational leadership often does not understand that in the absence of adequate internal and external communications: the operational response will break down; stakeholders will not know what is going on and soon they become confused, angry, or negatively reactive. Moreover, the organization would be perceived as incompetent and the length of time required for bringing full resolution to the issue is extended. Consequently, the impact on the financial and reputational damage becomes more severe.

## **1.4 Objective of the Study**

### **1.4.1 General Objectives**

Generally, this study has the objective of evaluating whether non-for-profit organizations in Ethiopia<sup>4</sup> developed crisis communication plans, whether the organizations ever encountered any crisis, and how those crises were resolved.

### **1.4.2 Specific Objectives**

This study encompasses the following specific objectives:

- To investigate whether non-profit organizations in Addis Ababa have a crisis communication plan/s.
- To examine whether crisis communication plans were implemented accordingly.
- To analyze the outcome of the implementation of the crisis plans by the organizations.

## **1.5 Research Questions**

This study attempted to evaluate the implementation of crisis communication plans of selected non-profit organizations in Addis Ababa, namely, Bethany Christian Services, Care Ethiopia, Christian Children's Fund of Canada, Child Fund Ethiopia, Compassion International, FH- Ethiopia, and World Vision International/Ethiopia. Hence, the research tries to answer the following key questions:

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<sup>4</sup> . Formerly, it was named a non-for-profit organization of 'Addis Ababa'.

- 1. Do non-profit organizations in Addis Ababa have a crisis communication plan?**
- 2. How was the crisis communication plan implemented in pre-crisis, during the crisis, and post-crisis stages?**
- 3. What were the outcomes of implementing the crisis communication plan?**

## **1.6 Significance of the Study**

This study has at least the following significance:

Preparing a well-articulated crisis communication plan is one thing; putting the plan into action is quite another. Hence, the researcher needs to look into how the communication specialists in different organizational settings plan and implement crisis communication plans.

This study helps foreign non-profit organizations or civic organizations of Addis Ababa to plan crisis communication plans that fit their organizational setting.

It also serves as resource material for anyone who would like to conduct further research in this area.

## **1.7 Limitations of the Study**

This study has some expected limitations. The scarcity of secondary data on crisis communication in the case of non-profit organizations is one of the challenges that faced the researcher. Not all selected organizations were willing to take part in this study and only a few of them consented to be surveyed, which is a small sample size.

Additionally, many of these foreign non-profit organizations did not have any written or well-developed crisis communication plan. In this case, the researcher used an ‘unwritten’<sup>5</sup> crisis communication plan as a means of collecting row data in the form of interviews with the communication specialist/s of the selected organizations.

Furthermore, distance, time shortage, and financial scarcity also contributed to the challenges as the selected organizations for this study were based in different areas.

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*5. According to the researcher's perception, “unwritten” Crisis Communication Plans refers to those measures taken in response to the existing crisis incident.*

## **1.8 Scope of the Study**

This research focuses on the assessment of non-profit organizations in general and foreign charity organizations in Addis Ababa in particular. It tries to assess whether these charity organizations have well-developed crisis communication plans, how they implement the CCP throughout the three phases, and what outcomes were gained from applying the CCP.

Registered foreign charity organizations at the Consortium of Christian Relief and Development Associations (CCRDA) were archived in a way that they can easily be tracked. That in return greatly helped the researcher to pick the ideal charity organizations to conduct his study. Based on the lists of charity organizations received from the (CCRDA), there were 105 registered foreign charity organizations. From among the total registered charity organizations at CCRDA, 20% of them i.e., 21 foreign charity organizations were selected to conduct this study. Nevertheless, due to the fact that many of them were reluctant, only 10% of the samples were surveyed. This study further focuses on the communication or public relations (PR) departments of the selected organizations. Hence, 18 individuals from nine selected organizations were participated in filling out the questionnaires.

## **1.9 Organization of the Study**

This study has five chapters. The first chapter presents the introduction part, the objectives of the study as well as the statement of the research problem. The second chapter discusses the review of related literature. The third chapter explains the methodology the researcher employed while conducting the study. The fourth chapter covers the analysis, presentation, and interpretation of the data. The last chapter offers the conclusions reached and the recommendations suggested by the researcher.

# Chapter -Two

## 2.0 Review of Related Literature

### 2.1 Crisis: What is it?

Although there are several different definitions of crisis, however, there is a fair consensus as to the essential elements. In one or another way, no matter how big or small the company is, the crisis appears to be similar in some sort that; the tell-tale signs are overlooked, there is little time in which to act (or respond), and there is a threat to people and resources, and the resources required to resolve the situation exceed the resources available.<sup>6</sup>

As cited in Holladay (2010) many scholars put their definition of the term ‘crisis’ from different angles as follows.<sup>7</sup>

[Crisis is] a major occurrence with a potentially negative outcome affecting an organization, company, or industry, as well as public, products, services, or good name. It interrupts normal business transactions and can sometimes threaten the existence of the organization. (Fearn-Banks 1996: 1)

[Crisis] “is not necessarily a bad thing. It may be a radical change for good as well as bad.” (Friedman 2002: 5)

[Crisis is] an event that affects or has the potential to affect the whole of an organization. Thus, if something affects only a small, isolated part of an organization, it may not be a major crisis. For a major crisis to occur, it must exact a major toll on human lives, property, financial earnings, reputation, and the general health and wellbeing of an organization. (Mitroff & Anagnos 2001: 34–35)

[Crisis is] “turning points in organizational life.” (Reger 1989: 38)

[Crisis is] “an incident that is unexpected, negative, and overwhelming.” (Barton 2001: 2)

[Crisis is] “a specific, unexpected and non-routine organizationally based event or series of events which creates high levels of uncertainty and threat or perceived threat to an organization’s high priority goals” (Seeger, Sellnow, & Ulmer 1998: 233)

[Crisis is a] turning point for better or worse” (Fink 1986: 15)

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6. John Basinger, April 2015. What causes organisations to suffer crises?. *Building Profitable Business*, p. 2.

7. Holladay, W. T. C. a. S. J., 2010. *The Handbook of Crisis Communication*. 1st ed. West Sussex: A John Wiley & Sons, Ltd., Publication.

[Crisis is] an event that is an unpredictable, major threat that can hurt the organization, industry, or stakeholders if handled improperly” (Coombs 1999: 2)

The Futures Forum further defined crisis from the health perspective as it is “an unstable situation of extreme danger or difficulty. It indicates a turning point, usually a deterioration of a situation. It arises when local health systems on which people depend are overwhelmed and cannot or do not respond to the demands or needs. The crisis is an imprecise term (World Health Organization, 2004).”<sup>8</sup>

As John Basinger (2015) puts it, some features characterize one form of crisis with that of the other by the following major components. Usually, the indicative signs are ignored, there is little time in which to act (or respond), there is a threat to people and resources, and the resources required to resolve the situation exceed the resources available.<sup>9</sup>

According to John Basinger, “the real crisis seems to catch every person by surprise and to overwhelm those involved”.<sup>10</sup>

Thus, one can conclude after observing the above lists of definitions provided above that there is no one best or a single or universally agreed definition of crisis. However, one can tell that there are some conceptual similarities. Surprisingly, some scholars viewed the crisis as not always negative or bad. The crisis could also be a positive one which involves a paradigm shift from something bad to good.<sup>11</sup>

## 2.2 Types of Crisis

Generally speaking, a crisis can be any incident that causes insecurity and risky condition and affects a community, a group of people, or a whole society. Bhasin (2019) points out that ‘a crisis usually happens at a short notice and causes the feeling of anxiety and threat which in return cause a sequence of unpredicted events.’ A crisis creates situations where time is short and a quick and effective decision has to be taken.<sup>12</sup>

A good way to protect an organization from a crisis is by preparing before it arises. If you

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8. World Health Organization, 2004. *SIXTH FUTURES FORUM. SIXTH FUTURES FORUM on crisis communication*, Volume VI, pp. 3-4.

9. (John Basinger, April 2015).

10. (John Basinger, April 2015).

11. (John Basinger, April 2015).

12. (John Basinger, April 2015).

take extra measures to prepare for a future crisis, you will be less likely to face negative consequences. There are several types of crises that demand serious attention of business corporates concerning crisis or disaster controlling. The following are among the different types of crises

### **2.2.1 Technological crisis**

Nowadays most of the business work in our world depends on technology. Any failure in technological gadgets creates an interruption in the service of the clientele. For example, if we take a coffee shop, the coffee shop depends on the coffee brewing machine. On some days when the coffee machine gets out of order the entire business slows down and customers go bad-tempered.<sup>13</sup>

Typically, a technological crisis includes hardware failure; software gets compromised by software or industrial accident. To deal with such situations, management should try to mitigate the losses and ensure a plan to get things back to normal as soon as possible.<sup>14</sup>

Some technology crises can happen accidentally while others can be maliciously caused. In some works of literature, some forms of technological disasters were mentioned such as the *Malevolence crisis* – it is when criminal technology is attacked by opponents; hostile employees with malicious intentions of destabilizing the organization, *cybercrime crisis* – Intentional theft crime by technology, and *critical virus attacks* – Accidental or maliciously infected.

### **2.2.2 Financial Crisis**

According to Bhasin (2019) financial crisis occurs when an organization is stricken by an unexpected loss of a large sum of money. Financial issues such as bankruptcy, revenue losses, inflation, or sudden change in trends in the market can cause a financial crisis in business corporates or organizations. There is no exceptional organization that doesn't face any financial crisis. Of course, the financial crisis is the worst of its kind which can even damage the business corporate entirely. Clients may drop their reliance if the financial crises are not controlled as cautiously and quickly as possible.<sup>15</sup>

Bhasin (2019) further notes that these types of crises injure the organization's good name

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<sup>13</sup>. (John Basinger, April 2015).

<sup>14</sup>. (John Basinger, April 2015).

<sup>15</sup>. (John Basinger, April 2015).

in the market and incompetence to manage such crises can cause lasting impairment that may lead to permanent business shut down. Therefore, it is advisable for business owners to save a certain amount of money aside for such a situation is one solution. Besides, the management should be able to take essential action or decisions as per the market demand together with changing and mobilizing requisite funds as needed.<sup>16</sup>

### **2.2.3 Natural Disasters or Crises**

Generally, natural disasters are environmental crises that are beyond human ability to prevent from happening. Earthquakes, tornadoes, and floods are good illustrations of natural crises.

Bhasin (2019) further asserts that ‘damages caused by these calamities are classified as a natural crisis’ for none of these natural disasters are not in our hands. Some call such incidents the ‘act God’. And of course, the consequences of these crises can be of paramount in scale. Bhasin further suggests that ‘the best way to deal with a such crisis is by planning for them beforehand... building an earthquake-resistant building, making emergency exit doors and providing training to employees ... under such circumstances.’

### **2.2.4 A Crisis of Malice**

In the business environment, the company’s success often draws rivals in one or another way. All business corporations have their contenders in the market and every time, business enterprises use significant strategies to become exceptional from other competitors. Fair competition between business companies, brings them the opportunity to thrive. Nonetheless, there are times when some business contenders tend to damage their competitors’ reputations by labeling them (Bhasin, 2019).<sup>17</sup>

According to Bhasin, the form of attacking the competitors’ reputation may include things like hacking into the website of the company and posting the wrong piece of information about it, tampering with the product or software of the company or spreading rumors. Indeed, these types of crises are difficult to manage and they entail the ultimate expertise to clear out.<sup>18</sup>

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16. John Basinger, April 2015.

17. Bhasin, 2019.

18. Bhasin, 2019.

### **2.2.5 A crisis of deception**

In big companies when thousands of employees work together, it becomes impossible to keep important information confidential. A crisis of deception can prove to be outlandish for an organization. A person from the organization itself misrepresents the information about the organization with the intent of causing harm to the organization. These situations can be handled by discussing the matter with the legal practitioner and taking the required steps to diminish the damage.<sup>19</sup>

### **2.2.6 Confrontation crisis**

A crisis of confrontation occurs when a group of people or an individual seeks to take advantage by fighting against the organization, institute, or government to make them accept their demands and fulfill their expectations.<sup>20</sup>

Commonly, the confrontation crises can be manifested in any of the following forms boycotts, strikes, blockades or occupation of a workplace, picketing outside the organization, giving an ultimatum to the people in authority, or destroying the property of the organization. Unfortunately, there is a readily made way to deal with such situations. Nevertheless, taking the help of police and the law might help to deal with confrontation crisis.<sup>21</sup>

### **2.2.7 A crisis of organizational misdeeds:**

A crisis of organizational misdeeds takes place as a result of the management taking decisions without taking precautions that are not favorable for the employees or the stakeholders. These type of crises leads to court cases and cause financial as well as reputational damage to the organization.<sup>22</sup> A crisis of organizational misdeeds can be classified into three categories as

- 1) *Crisis of deception*: this crisis takes place when a member from the management does something malicious which affects the people associated with the organization.
- 2) *A crisis of skewed management values*: a decision taken for short time economic gains by ignoring long-term social values and staking stakeholders' money.

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19. Bhasin, 2019.

20. Bhasin, 2019.

21. Bhasin, 2019.

22. Bhasin, 2019.

3) *A crisis of management misconduct*: these types of crises happen when management takes immoral and illegal actions.

### **2.2.8 Workplace violence:**

These types of crises happen very frequently among the labor class of the organization. When employees of an organization fight within the premises of the organization and disturb the work – environment is called workplace violence. It is a crisis that has long-term influence and also disturbs the mental health of employees within an organization and it should be dealt with harshly.<sup>23</sup>

## **2.3 Defining Communication**

Like that the definition of crisis, scholars have also engaged themselves in finding definitions of communication and they have offered a variety of competing views (Littlejohn and Foss, 2011). Traditional and classical philosophies of communication have tended to be more static and emphasize the role of the sender in a process of distributing messages to receivers. Recipients of the message were principally perceived as passive participants who are assumed simply to accept and act upon the message. The well-known formulation of this notion is Berlo's (1960) and he formulated a 'sender-message-channel-receiver' model. This model assumes communication as it goes straightforwardly or linearly. This perspective also dominated the conceptions of many early emergency communications and inclined to frame crisis communication as a unidirectional process of issuing warnings or alerts through systems such as the emergency broadcast system or community-based weather sirens (Seeger, 2013)<sup>24</sup>.

As the field of communication advanced, a broader set of views were used to describe communication as a much more dynamic and transactional process. In these formulations, communicators are taking turns at the same time in sending and receiving messages, transacting and co-creating meaning through the ongoing and instantaneous exchange of a variety of messages using several channels. One of the best examples of this approach is Barnlund's (1970) transactional model, initially developed as a theory of interpersonal communication. According to this approach, communication is viewed as a complex process that is ever-

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23. Bhasin, 2019.

24. Seeger, T. L. S. a. M. W., 2013. *Theorizing Crisis Communication*. 1st ed.

changing, continuous, circular, and unrepeatable. In other words, communication encompasses encoding and decoding systems, ongoing feedback loops, and the ongoing co-creation of meaning.<sup>25</sup> Seeger (2013) holds the view that the meaning of the message is not in the hand of the sender; rather, it is an agreement that could be negotiated by both parties.

Other views of communication stress different features of the process and many of these formulations have direct application to communication in crisis contexts. Dance (1967), for example, argued that communication is both dynamic and cumulative in that it is heavily influenced by past experiences. Consequently, previous experiences of crises influence the interpretations and communicative choices one makes.<sup>26</sup>

In the end, communication is about the construction of meaning, sharing some interpretation or consensual understanding between senders/receivers, audiences, public, stakeholders, or communities. Scholars differ on the locus of that meaning. The mass communication theorist Marshall McLuhan (1964) offered the view that the medium is the message, suggesting that any technology (medium) used to distribute meaning directly affects the meaning that arises.<sup>27</sup>

## 2.4 Crisis Management Defined

Crisis management can be defined as “a set of factors designed to combat crises and to lessen the actual damages inflicted” (Coombs 2007b: 5). Moreover, crisis management “seeks to prevent or lessen the negative outcomes of a crisis and thereby protect the organization, stakeholders, and/or industry from damage” (Coombs 1999: 4). We should think of crisis management as a process with many parts, such as preventative measures, crisis management plans, and post-crisis evaluations. The set of factors that constitute crisis management can be divided into three categories: pre-crisis, crisis, and post-crisis. *Pre-crisis* involves efforts to prevent crises and to prepare for crisis management. *A crisis* is the response to an actual event. *Post-crisis* is a level where efforts are made to learn from the crisis event (Coombs 2007b). These three categories reflect the phases of crisis management and they are useful because they provide a mechanism for considering the breadth of crisis communication (Holladay, 2010).

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25. (Seeger, 2013)

26. (Seeger, 2013)

27. (Seeger, 2013)

## **2.5 Crisis Communication Defined**

According to the World Health Organization (2004), “Crisis communication” means communicating in times of crisis. It can be a mechanism to tackle a crisis by exchanging information. It can also stand for failures in communication that cause crises.

Holladay (2010) viewed crisis communication broadly ‘as the collection, processing, and dissemination of information required to address a crisis. At a pre-crisis stage, crisis communication involves the gathering of information about crisis threats, deciding how to control potential crises, and training people who will take part in the crisis management process. The training embraces crisis team members, crisis representatives, and any individuals who will help with the response. The crisis communication phase includes the collection and processing of information for the crisis team for making decisions along with the production and dissemination of crisis messages to people outside of the team (the traditional definition of crisis communication). Whereas, post-crisis communication comprises categorizing the crisis management effort, communicating necessary changes to individuals, and providing follow-up crisis messages as needed. Holladay (2010) additionally explains that crisis communication has focused on the crisis category or crisis response – what organizations say and do after a crisis. Crisis responses are highly visible to stakeholders and very important to the effectiveness of the crisis management effort. For instance, improper crisis responses make the situation worse. It is by considering the breadth of crisis management that we will stretch the boundaries of what is studied in crisis communication (Holladay, 2010).

## **2.6 Crisis Management Process**

Holladay (2010) suggests that crisis communication is a field that has witnessed an astounding development in both the professional and academic community over the past decade. The increased number of articles and books on the subject can be taken as proof of the advancement of the field. As a result of the pressure for effective crisis communication, the field has grown positively. Crises can create threats to public safety, environmental wellness, and organizational survival. However, crisis communication is a critical element in effective crisis management.<sup>28</sup>

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28. Holladay, 2010.

## 2.7 Crisis management: Roots of a field

To fully explore crisis communication, it is important to begin by reviewing the crisis management process. According to Holladay (2010), a field has to start by developing models which show its processes to help us comprehend what is being done about the key concepts. Investigating the crisis management process allows us to better understand the critical points where crisis communication enters the equivalence. The definitions given for crisis at the beginning of this chapter have reflected processes of view. Many scholars have tried to reflect their views in several ways. The following are some of them who reflected the notion of crisis management processes as cited in (Holladay, 2010).

Fink (1986) was among the first to examine crises as occurring in stages. Fink's model has four stages: (1) prodromal, warning signs of a crisis appear; (2) acute, a crisis occurs; (3) chronic, recovery period that can include lingering concerns from the crisis; and (4) crisis resolution, the organization is back to operations as normal. Fink is proposing a model of how crises develop.

Smith (1990) developed a three-step model of the crisis management process: (1) crisis management, a crisis incubates; (2) operational crisis, a trigger event occurs and first responders arrive; and (3) crisis of legitimization, a communicative response is provided, media and government become interested, and organizational learning occurs. There is a feedback loop from the crisis of legitimization to crisis management. Smith begins to move beyond the crisis process itself by considering crisis management efforts as well.

Mitroff (1994) offers a five stage model: (1) signal detection, seeking to identify warning signs and take preventative measures; (2) probing and prevention, active search and reduction of risk factors; (3) damage containment, the crisis occurs and actions taken to limit its spread; (4) recovery, effort to return to normal operations; and (5) learning, people review the crisis management effort and learn from it. Mitroff is modelling the crisis management process more than just the crisis process itself. In general, the crisis models reflect the emergency management process of (1) mitigation, (2) preparedness, (3) response, and (4) recovery (Principles 2003). The primary difference is that Mitroff highlights learning as a separate stage.

The crisis management process can be organized around the simple, three-phase model: pre-crisis, crisis, and post-crisis. *Pre-crisis* includes signal detection, prevention, and preparation. *Crisis* covers recognition of the trigger event and response. *Post-crisis* considers

actions after operations have returned to normal and include providing follow-up information to stakeholders, cooperating with investigations, and learning from the crisis event (Coombs 2007b).

## **2.8 Communication flow**

When it comes to awareness creation, everyone in the team should be aware of the communication flow in a crisis. To do so, it takes a generally agreed upon and written down crisis communication plan (ANTHONISSEN, 2008; p35).

Anthonissen (2008) further explains that everyone in the organization matters whether or not the crisis team should know what to do when a crisis occurs. The organization, therefore, should provide employee handbooks, then the handbook should accentuate that unauthorized press communications are prohibited and list contact information for the ‘communication point’ in the organization’s crisis team for referral if a reporter calls.

Anthonissen (2008) additionally emphasizes, that if the company has office managers or front reception secretaries, these key people should also be informed who the ‘communication point’ is in the company’s crisis team. According to Anthonissen (2008), ‘For smaller offices where an office manager keeps a telephone directory of staff members or similar, it would be sensible to log the crisis directory with them.’

## **2.9 Theories on Crisis Communication**

There are various theories of crisis communication, and each one provides a distinct approach to developing and carrying out a crisis communication strategy. Crisis communication theories place a strong emphasis on the signals and meanings that surround unexpected, crisis situations (Seeger & Sellnow, 2013). Different theories describe various approaches to handling crises and place emphasis on various outcomes of crisis communication. According to (Brooke Fisher Liu, 2014), there are three different types of crisis communication theories. They are theories of crisis communication that create images, theories of crisis communication that foster resilience, and theories of crisis communication that foster an appreciation of complexity. These theoretical methods incorporate several ideas of crisis communication that offer various techniques for comprehending and managing crises via communication.

The dominant theories of crisis communication place a strong emphasis on image and reputation restoration. These theories center on preserving an organization's reputation and

image in order to shield it from other detrimental repercussions of a crisis. The Situational Crisis Communication Theory (SCCT), developed by Coombs, and the image repair theory are two examples of these image-making theories. Resilience-generating crisis theories, on the other hand, focus on how to recover from a crisis. For instance, the discourse of regeneration places more emphasis on recovering from a catastrophe alongside the people than on image repair. Theories that emphasize the complex nature of crises, such as the chaos theory and the complexity theory, are examples of complexity-understanding theories.

### **2.9.1 Situational Crisis Communication Theory**

Situational Crisis Communication Theory (SCCT) is concerned with how an organization handles crises, how the public views the organization as a whole, and how to maintain and restore that organization's reputation (Seeger & Sellnow, 2013). The attribution theory, on which SCCT is founded, contends that when unexpectedly bad things happen, people often try to explain them. According to the attribution theory, the major emotional reactions to these occurrences are pity and wrath. People search for someone or something to blame for the events. For instance, whether an organization may encounter sympathy or ire depends on the level of responsibility that people assign to it (Coombs, 2007b).

Coombs 2007b, claims that SCCT tries to assess the potential harm a crisis may have on an organization's image and, based on those predictions, offers crisis response solutions to preserve the organization's reputation. As a result, the crisis communication plan that a company chooses to employ should be dependent on both the type of crisis it is now experiencing and its reputational assets.

Understanding how a crisis affects an organization helps with more effective crisis communication claims (Coombs, 2015b). To determine how a crisis affects an organization, Coombs studies situational aspects. Four main categories—crisis responsibility, competence and integrity, evaluation of long- and short-term threats, and timing—are used to describe how a crisis affects an organization. Coombs (2015b), the development and implementation of effective crisis communication strategies can be aided by a closer examination of these many variables and how a crisis can harm a business.

The attribution theory is where the idea of crisis responsibility originated. The focus of attribution theory is on how people view and feel about others in situations of success or failure

(Malle, 2011). As it relates to organizations and crises, attribution theory describes the degree of hostility people have towards a given institution. Therefore, if an organization's stakeholders—such as its customers or employees—believe that the organization should assume more crisis responsibility, the organization will be more negatively impacted. In this case, this can have a detrimental effect on the organization's reputation. Other contextual characteristics that can be utilized to analyze how a crisis may negatively impact an organization include competence and integrity. According to studies, ethics infractions are seen as more serious than competency violations. Therefore, a crisis may have a more detrimental effect on an organization if its integrity rather than its competence has been compromised.

Additionally, different approaches are taken to crises based on integrity or competence. The length of the crisis can also be used to gauge its impact on a company. An evaluation of the crisis's scope, management options, and potential effects on the organization are all made possible by the assessment of both long-term and short-term threats. The fourth situational component being examined is timing. Timing in this sense refers to how long it takes a company to inform the public about the situation. Being the first to recognize and communicate a crisis is very advantageous for an organization. Again, providing information about a crisis may lessen the possibility of harm to the organization's reputation, as it might in a case if, for example, the media was the first to report about the disaster. Coombs (2015b) Especially considering how the media frequently tends to sensationalize organizational crises and attempt to pin the blame on the afflicted company.

Crisis management and organizational response frameworks are provided by crisis response strategies. Thus, crisis response plans are a component of crisis communication, with a primary emphasis on managing to mean. Three categories of strategies can be distinguished in crisis response. They are educating people with information, updating information, and restoring their reputation. Protecting those involved in the crisis from physical damage is the goal of the information-instruction technique. Information that has been adjusted seeks to support and inform those who are experiencing the crisis, so assisting them in coping and expressing sympathy (Coombs, 2015b). On the other hand, reputation restoration focuses on communication meant to preserve or enhance an organization's image. Reputation restoration, as previously discussed, is concerned with preserving an organization's reputation.

Denial, redress, fortifying, and lowering offensiveness are the next four areas that

reputation repair strategies fall under. If denial is employed as a method of repairing a company's reputation, the company will claim that it is not to blame for the problem and should not be associated with it. Redress, on the other hand, tries to prevent the organization's reputation from being negatively impacted by making constructive steps to help the crisis victims. That can be accomplished, for instance, by compensating the victims or apologizing and taking responsibility for the crisis. By providing the material that presents the company in a more favorable image, bolstering also tries to increase the response to the company. Organizations don't employ the method of lessening offensiveness as frequently. This tactic downplays the severity of the issue and assigns only some of the blame (Coombs, 2015b).

### **2.9.2 Discourse of Renewal Theory**

The discourse of renewal theory, in contrast to crisis communication theories that emphasize image restoration and reputation protection, focuses on post-crisis communication that emphasizes organizational regeneration and overcoming the crisis. Ulmer, Seeger, and Sellnow (2007) list four renewal characteristics, which will be covered in the section that follows. The discourse of renewal places a strong emphasis on the function of leaders and their significance in fostering and promoting renewal. As a result, a leader's qualities and capacity for inspiration play a crucial role in both the execution and transmission of renewal. The leader frequently serves as a representative of the organization and its ideals when the focus is on renewal and recovery from a crisis. A respected leader may more readily win the confidence and reliability of the stakeholders while also influencing their thoughts (Ulmer, Seeger, and Sellnow, 2007).

The purpose of renewal discourse is not to respond to an incident strategically, but rather naturally and quickly. The goal is to promote renewal and advancement rather than to save the business and preserve its reputation. It is one of the four key components of conveying renewal and depends on the organization's leader's skill (Ulmer, Seeger, and Sellnow, 2007). The fact that renewal aims to look forward rather than backward is another significant characteristic of it. Instead of image repair, where the communication explains what happened and why the focus here is on how the issue will be handled and how to go on after it.

The nature of renewal is built on positivism, which may be more challenging without looking ahead, as it is more focused on the future. An optimistic leader can envision a way out

of the crisis by making improvements and even profiting from it. Crises can teach a company to act differently, for instance, by altering procedures and addressing safety concerns. The model of renewal is an upbeat strategy that enables a company to consider what may be done better after the crisis and whether there is room for new prospects (Ulmer, Seeger, and Sellnow, 2007).

### **2.9.3 Chaos theory**

The chaos theory offers a perspective on how complex systems, like organizations, behave and are affected by crises. The theory places a strong emphasis on the complexity, nonlinearity, and dynamic aspect of complex organizations. The butterfly effect, or sensitive dependency on initial conditions, is a crucial component of chaos theory. The butterfly effect is the phenomenon where even minor adjustments or variations can have a significant impact on a system, such as an organization or a crisis. As a result, a crisis's ultimate outcome is greatly influenced by its original circumstances. According to the chaos theory, a crisis' unpredictable and dynamic nature makes it extremely difficult, if not impossible, to forecast its effects (Seeger & Sellnow, 2013).

Complex, non-linear, and dependent on other systems or organizations are characteristics of organizations that make them more prone to crises, according to chaos theory. These intricate organizations, which are widespread in modern society, are more vulnerable to unpredictability. Crises are thought to fundamentally alter the character and structure of an organization. But according to the chaos theory, self-organization appears when there is a disruption. According to Seeger and Sellnow (2013), it is a natural process that is motivated by an irrational desire for structure and order. Restructuring and self-organization can even result in a brand-new, better-structured organization that enables businesses to not just survive a crisis but thrive in it.

According to chaos theory, communication serves two purposes. First, communication may act as a variation that results in more significant systemic alterations, some of which may potentially trigger a crisis. Alterations to the communication process could make the crisis's result worse. Second, communication may serve as a vehicle for both organizational renewal and self-organization. Reorganizing, restructuring, and establishing new linkages and connections can all be aided through communication. A good illustration of this is social media,

where many people turn to social networking sites like Facebook during difficult times to reconnect and seek assistance. Consequently, social networking site communications can aid in reviving communities (Seeger & Sellnow, 2013).

## **2.10 Crisis Communication Plan and Crisis Communication Team**

Making plans is probably the most important thing that ensures effective actions. At the same time, a plan cannot assure successful management., it may create a template and method for initial movements and choices. The system of making plans can be extra crucial than the resulting plans themselves, as the connection and agree with constructed all through the technique grow to be valuable in a disaster state of affairs (Joanne, et al., 2014).

A crisis communications plan has its very own elements. Grimmelt, (2017) advises crisis communication plan covers the established order of media and social media monitoring, information to important stakeholders, feeding information into social media, spokesperson, area for press meetings and statements, information method to your personnel, the practice of pre-draft message, education of key media contact sheets and cellphone, coping with of questions or requests from media, families, and victims and so forth factors are great to prepare crisis communication pan. In another way, Newsom, et al., (2008:408) propose “first identify people likely to be the principal participants in the communication plan. Then decide what media to use in a crisis.” Therefore, the crisis communication plan has its very own steps to put together in a very good way and it is the blueprint for companies’ powerful crisis management and communication practices.

The crisis communication team is to plan for potential crisis activities and controls those events when they occur. As strategy makers, the crew develops alternatives and appropriate selections for managing crisis situations. And the crisis planning teams provoke the implementation of the crisis communication plan. According to Newsom, (2008:409) “the organization involved will create crisis communication teams from staff members as well as public relations and crisis communications consultants to create the necessary level of expertise” the team has to deal with the organization’s disaster state of affairs. When it comes to this, Coombs, (2008) the crisis team needs to speak with diverse stakeholders such as employees, community members, government agencies, the information media, buyers, and delivery chain partners.

Consequently, it suggests crisis communication team is the spine of the organization, and the team has better experience with managing and communicating during crises.

Crisis or disaster management requires creative decision-making ability and not merely blind rule-following. Leadership, therefore, makes massive differences in crisis response, and leaders need to be well prepared to fulfill their functions. It's worth noting that there are exceptional leadership roles in a crisis.

But crises additionally require wider organizational leadership as well as public management. And not every leader will have the knowledge and background necessary to perform each function to the highest standard. This is only an acceptance of reality, not a sign of weakness in a leader. While others will oversee the crisis management team (CMT), some will effectively lead the company and the public, instilling confidence and trust, (Griffin, 2014).

The organization's crisis communication and management activities place a significant amount of responsibility on the crisis management team. Geimmelt (2017) also listed a few crises management team (CMT) responsibilities, such as situation evaluation, crisis level determination, activation of the crisis organization, identification of the necessary expertise, choice of the necessary course of action, coordination of the necessary decisions, promulgation and documentation of the necessary decisions, coordination with authorities (on a high level), and choice of the internal and external communication policy.

The CCP and CCT are typically two sides of the same coin. Effective crisis communications teams are made up of organization employees from diverse departments and with varying degrees of experience, enabling the team's duties and responsibilities to be carried out successfully.

Additionally, the strategy was created by the teams taking into account a variety of aspects, including the organization's internal and external factors as well as the environment and organizational efficiency. The scale of the business and the availability of qualified and experienced management people have a significant impact on CMT's makeup. Geimmelt (2017). As a result, the efficiency of the crisis communication team and crisis communication plan is influenced by the CCT's organizational structure.

## **2.11 Strategic Communications Planning Process - Nonprofit Organizations**

A nonprofit organization uses a variety of plans, goals, procedures, and resources to communicate consistently about its mission, values, and accomplishments. This process is known as strategic communications (Radtke, 2009). The range of activities that take place, to some extent, in most nonprofit organizations fall under the category of strategic communications, including public education, advocacy, membership, programs and services, and fundraising.

Radtke (2009) further explains strategic communications may also cover matters like branding the nonprofit, framing issues and planning for communication controversies and emergencies, depending on the needs of the organization (crisis communications). Internal communications—between the board and the staff as well as inside the board—are equally crucial to the procedure. When it is coordinated, ongoing, and integrated, communication is strategic.

The Communications Network's inventor, Frank Karel, defines it as "a process directed by the persistent pursuit of answers to deceptively basic questions: What do you want to achieve? For that to happen, who needs to think or behave differently? What would cause them to act in such a way?" (Frank Karel, n.d.) Priority audiences and constituents are moved, convinced, and persuaded through strategic communication to support an organization's objective. Whom the organization attracts as supporters, funders, volunteers, and community partners depends on how it articulates its goal, vision, values, and desired outcomes (Radtke, 2009). If it can effectively use resources to fulfill the organization's objective will depend on how it portrays itself to its constituencies, the general public, opinion leaders, and others. The way it frames its concerns and policies affects whether the public will take an interest in them and act accordingly.

## **2.12 Crisis Phases**

Understanding the pattern of a crisis may help you predict issues and respond effectively as a communicator.<sup>29</sup> While each crisis is unique and unfolds in its way, these generic

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29. U.S. Department of Health and Human Services, 2014

characteristics are present in the majority of instances. Communicators can anticipate the information demands of the media, stakeholders, and the general public by breaking the crisis down into phases. Each of the stages below has its own set of data needs as discussed hereunder.

### **2.12.1 Pre-Crisis Phase**

According to the U.S. Department of Human Health and Services (2014), the most essential planning work should be done during the pre-crisis phase. The communication objectives during the pre-crisis phase include the following:

- Plan and prepare for the crisis beforehand.
- Make ties/alliances with stakeholders.
- Build consensus recommendations.
- Build systems and divisions such as hotlines, joint information centers (JIC), and websites.
- Test messages.

While a lack of pre-crisis planning and preparedness does not guarantee good crisis management, the absence of it puts an organization at a significant disadvantage.

### **2.12.2 Initial Phase**

Confusion, uncertainty, and significant media interest can characterize the initial phase of a crisis.<sup>30</sup> In most cases, information is lacking and facts are scattered here and there. Therefore, managing the following is a crucial part of the communicator's role:

- Gather information about the incident.
- Analyze and filter the truthful information from rumors.
- Decide the communication response.
- Collaborate with other response groups and agencies.
- Confirm the magnitude of the incident without delay.

The U.S. Department of Health and Human Services (2014) further emphasizes, the decisions made in the early stages have significant consequences. During this stage of a crisis, there are rarely second opportunities to do communications right. The reputations of organizations are at risk. However, it's crucial to remember that agencies may be compelled to

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30. U.S. Department of Health and Human Services, 2014.

communicate even if they don't have all of the information.

### **2.12.3 Maintenance Phase**

When most or all of the immediate harm has been limited and the crisis' severity has begun to decline, the maintenance phase usually begins.<sup>31</sup> The following are some of the goals/objectives for this phase:

- Gives background information to those who need it.
- Generate support and understanding for reaction and recovery plans.
- Pay attention to stakeholder and audience input and fix any misinformation.
- Generate understanding and support for response and recovery plans.
- Describe what to do in an emergency.

### **2.12.4 Resolution Phase**

For the resolution phase, the following are the communication goals:

- Provide educational opportunities
- Examine any issues or mistakes.
- Obtain support for new policies or allocations of resources.
- Promote the organization's capabilities

As the crisis resolves, there is a period of stability, with a greater knowledge of the situation as comprehensive recovery plans are implemented.<sup>32</sup> This stage is marked by a drop in public and media attention.

### **2.12.5 Evaluation Phase**

After the crisis has passed, it's critical to assess the communication plan's success, document lessons learned, and decide specific steps to enhance crisis systems or the crisis plan.<sup>33</sup> Here are some of the things a communicator evaluates when the crisis ended:

- Evaluate responses, including communication effectiveness.
- Document and share the lessons learned—what worked and what didn't?
- Determine specific activities that can help you enhance your crisis communication

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31. U.S. Department of Health and Human Services, 2014.

32. Reynolds, 2012.

33. Reynolds, 2012.

and response capabilities.

- Make connections to pre-crisis activity.

A crisis provides a unique chance for learning. If organizations don't learn from their mistakes, they are more likely to make the same mistakes again in the future.

# Chapter - Three

## 3.0 Methodology

One of the most crucial aspects of a research study is methodology. Silverman (2016) describes it as the researchers' whole approach to their study, which encompasses everything from data collection through data analysis.<sup>34</sup> To put it another way, research methodology is concerned with the use of qualitative, quantitative, or mixed techniques (the combination of both approaches) to conduct research.

In this chapter, the research design, and methodology used to conduct this study and fulfill the research goals are discussed briefly. Also, it discusses the various data gathering tools and the techniques of data analysis.

## 3.1 Research Design

The choice of which method to use depends primarily on the research questions and the objectives of the research (Wimmer and Joseph, 2006). Hence, to answer the research questions and achieve the objectives of this study, a mixed investigation strategy was utilized as the major approach. The research technique focuses on acquiring and assessing information using both quantitative and qualitative data in a single study or a series of investigations.

According to Creswell (2007:5), the fundamental principles of mixed design and the mixing of qualitative and quantitative techniques give a greater grasp of research challenges than each approach alone. As Michael (2001) points out, the strengths of one method might compensate for the weaknesses of the others, and vice versa.

## 3.2 Research Method – Qualitative Versus Quantitative Approach

To conduct this study, a qualitative method was employed. It has distinct characteristics that set it apart from quantitative research. Qualitative research takes place in the natural environment of social actors, allowing researchers to better understand people's motives, attitudes, and behaviors. Rather than counting on numbers, qualitative research is more suited to evaluating words and ideas. The qualitative method of study is thus, useful to comprehend and elucidate social phenomena in their natural setting. Questionnaires were utilized to gather

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34. Silverman, D. ed., 2016. *Qualitative research*. Thousand Oaks, California: Sage Publications

the essential data for this study, which made it easier to study human characteristics.

The effectiveness of qualitative research is however mostly depending on researchers' skills and talents, while the results may not be seen as dependable, as the majority are based on individual researchers' assessments and interpretations. Because it is much more suitable for small samples, qualitative research results are also more likely to represent the views of the larger population.<sup>35</sup>

Hence, in order to answer the question for this research project, mixed methods research, i.e., qualitative and quantitative research applied.

### **3.3. Population and Sampling Techniques**

In this study, the purposive sampling technique was adopted. The reason that the researcher chose this approach is that he sought to learn more from the communication specialists' and/or public relations practitioners' opinions about the development and implementation of the crisis communication plans at the organization where they work. The participants are expected to share their experience and involvement in the crisis communication development and implementation. According to Patton (2002), purposive sampling is a strategy often used in qualitative research for identifying and selecting instances with a lot of information. This entails identifying persons or organizations that are knowledgeable about the issue under investigation (Creswell & Plano Clark, 2011).

The researcher sought to engage 21 or more communication specialists or public relations practitioners from selected non-profit organizations involved in responding to the research questionnaires. However, only 18 participated in filling out and returning the questionnaire. Selected organizations were registered as foreign charity organizations by the Consortium of Christian Relief and Development Associations (CCRDA). In the beginning, data were intended to be collected from 21 foreign charity organizations through the use of questionnaires. But only nine foreign charity organizations and 18 communication specialists or public relations practitioners participated. So, Bethany Christian Services, Care Ethiopia, Christian Children's Fund of Canada, Child Fund Ethiopia, Compassion International, FH- Ethiopia, and World

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35. Bell, 2005.

Vision International/Ethiopia were among the organizations surveyed in this research project.

### **3.4 Interview**

The researcher utilized in-depth interviews as a means of data collecting tool to obtain the intended information from communication experts from the selected international NGOs' communication specialists or public relations practitioners. In-depth interviews are unstructured, personal conversations to elicit participants' emotions, sentiments, and opinions about a given study topic. Fisher, 2005 and Wilson, 2003 cited in personal interviews offer the benefit of involving personal and direct interaction between interviewers and respondents by avoiding non-response rates; nevertheless, this requires interviewers to learn the necessary skills to manage an interview properly.

As a result, the researcher used a purposive sampling approach to collect data from a couple of interviewees to determine their relevance to the present study.

### **3.5 Questionnaire**

A questionnaire is a collection of standardized questions, commonly referred to as items, that follow a predetermined format to collect individual data on one or more specified themes. This data collection method is thought to be useful in this study to determine participant answers to the study's key topics.

A questionnaire is essentially a systematic approach for gathering primary data where several people are asked to answer the same set of questions. One of the primary advantages of this research instrument is that, when used appropriately, it allows the researcher to collect a considerable amount of data at a cheaper cost (Bell J., 2005). Unlike the interviews, this technique of data gathering has a drawback in that it does not allow the researcher to follow up on ideas and explain difficulties.

### **3.6 Ethical Considerations**

The researcher has employed a questionnaire and in-depth interviews as a major tool to collect data relevant to conduct this study. Hence, the researcher strictly followed the following five principles<sup>36</sup> throughout the evaluation process.

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36. (Western Australian Centre for Health Promotion Research, 2021)

- Informed consent of the participant
- Voluntary participation
- Do no harm
- Confidentiality
- Anonymity

Moreover, the researcher confirmed the respondents' consent when they tick this box ☐ next to the request "Please tick the box provided to show your consent to be part of the research."

# **Chapter - Four**

## **4.0 Data Presentation and Analysis**

### **4.1 Introduction**

In this chapter the data gathered from foreign non-profit organizations using the questionnaire as well as in-depth interviews are presented and analyzed. In addition, the activities or roles of the communication departments of those selected foreign non-profit organizations have been analyzed. Moreover, the study came up with discussion on the findings with the interpretation of the results. Hence, important issues of the findings are discussed in the light of the literature review discussed in chapter two. The presentation, analysis and discussion of the findings are included here under.

For the purpose of this study, the researcher gathered information from 18 communication specialists or public relations practitioners using a questionnaire as a data-gathering tool. As the name list of the CCRDA indicates, there are about 105 registered foreign charity organizations, and 18 communication specialists or public relations practitioners participated.

### **4.2 Background of the Respondents**

In this section, the respondents' background information is provided in some form of details. Under the background information of the respondents, general characteristics such as gender, age, and level of education and work experience of the respondents has been described.

#### **4.2.1 Age of respondents**

The table shows that 55.6% of the respondents were between the ages 18-35, 33.3% were aged 36-45, and the rest of the respondents i.e., 11.1% of them were in the age group of 46-55, and there was no any respondent above the age of 55.

**Table 4.1, Age of respondent**

| Age group | Frequency | Percent |
|-----------|-----------|---------|
| 18-35     | 10        | 55.6    |
| 36-45     | 6         | 33.3    |
| 46-55     | 2         | 11.1    |
| Total     | 18        | 100.0   |

#### **4.2.2 Gender of Respondents**

The table below represents the gender of respondents. As we can see 22.2 % of the respondents were females, whereas 77.8 % of the participants were males. As we can see it from the table, more of the respondents were male.

**Table 4.2, Gender of Respondents**

| Gender of Respondents | Frequency | Percent |
|-----------------------|-----------|---------|
| Female                | 4         | 22.2    |
| Male                  | 14        | 77.8    |
| Total                 | 18        | 100     |

#### **4.2.3 Education Status of Respondent**

Below is table 4.3 showing the education status of respondents. As we can see from the table, 33.3 % of the respondents were degree holders, whereas, the remaining 66.7% of the participants were holders of graduate degrees. Therefore, there were no respondents whose education status is below the degree levels. In addition, it's observed that the majority of the respondents were graduates of master's degree level. As a result, participants with a graduate degree were the highest in number as compared to undergraduate respondents.

**Table 4.3 Education Status of Respondent**

| Education Status of Respondent |           |         |
|--------------------------------|-----------|---------|
| Education Level                | Frequency | Percent |
| Degree                         | 6         | 33.3    |
| MA/MSc and Above               | 12        | 66.7    |
| Total                          | 18        | 100.0   |

#### **4.2.4 The Role or Position of Respondents**

Based on the category of position or role as shown below in the table 4.4, communication specialists comprise of a total of 66.7% respondents and respondents of another role consists of 33.3%. According to the given responses, the communication specialist's role exceeds the other role. However, the respondents who chose 'other' didn't specify their role while responding.

**Table 4.4 Role or Position**

| Role or Position         | Frequency | Percent |
|--------------------------|-----------|---------|
| Communication Specialist | 12        | 66.7    |
| Other                    | 6         | 33.3    |
| Total                    | 18        | 100.0   |

### **4.3 Crisis Communication Plan**

As it can be seen in table 4.5, 55.6% of respondents confirmed "Yes" when asked about the existence of the crisis communication plan in their organization. However, 44.4% of the participants responded 'No' to the question "Does your organization have a crisis communication plan?"

**Table 4.5 Organizations with and without CCPs**

| <b>Does your organization have a crisis communications plan (CCP)?</b> |       |           |         |
|------------------------------------------------------------------------|-------|-----------|---------|
| Responses                                                              |       | Frequency | Percent |
| Valid                                                                  | Yes   | 10        | 55.6    |
|                                                                        | No    | 8         | 44.4    |
|                                                                        | Total | 18        | 100.0   |

The difference in the number of organizations with CCPs and without CCPs is insignificant. Here, it is worth noting that organizations should have readiness for actions needed to control the outbreak of any crisis beforehand by developing CCPs. If the organization doesn't have any CCP, the organization has likely planned to fail. As suggested in the literature review part of this paper, developing a crisis communication plan is so important for any organization to function properly and tackle any kind of crisis that threatens organizational operation.

#### **4.4 The crisis cycle management**

In this scenario, the three major crisis phases can be subdivided into the following categories namely pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis (evaluation phase). Each scenario has distinct features. The roles of each crisis phases were elaborated using tables and graphs.

##### **4.4.1 Pre-Crisis Phase**

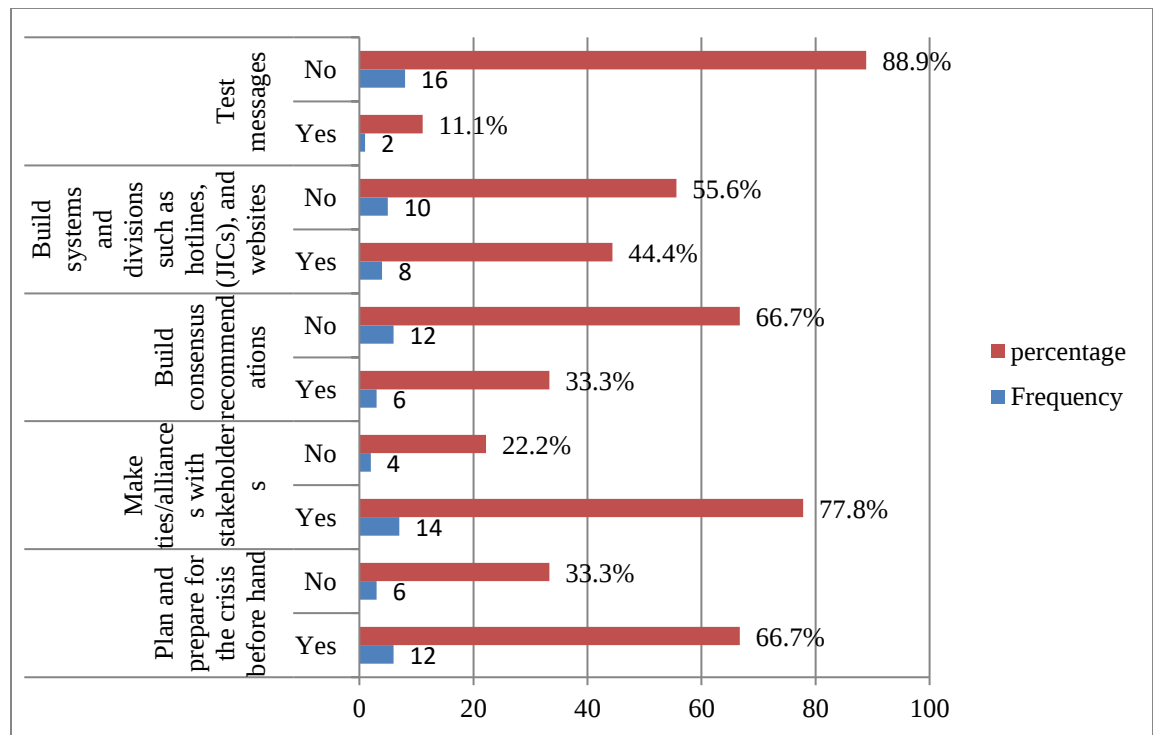
Figure 1 shows some of the major activities that should be done during the pre-crisis phase. Activities such as planning and preparation for the crisis beforehand, making ties/alliances with stakeholders, building consensus recommendations, building systems and divisions such as hotlines, (JICs)<sup>37</sup>, and websites, and text messages are among the preliminary tasks organizations should take at this stage. The above figure reveals the frequency and percentage of responses for each role shown in the diagram. Accordingly, 66.7% of respondents replied 'Yes' and 33.3% replied 'No' to plan and prepare for the crisis beforehand, 77.8% of respondents replied 'Yes' and 22.2% replied 'No' to make ties/alliances with stakeholders,

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37. Joint Information Center

33.3% of respondents replied ‘Yes’ and 66.7% replied ‘No’ to build consensus recommendations, 44.4% of respondents replied ‘Yes’ and 55.6% replied ‘No’ to build systems and divisions such as hotlines, (JICs), and 11.1% of respondents replied ‘Yes’ and 88.9% replied ‘No’ to websites, and test messages roles.

**Figure 1, Pre-Crisis phase roles**



Here, it is important to note that most organizations don’t test messages during the pre-crisis phase. The majority of these foreign organizations implement more of these major activities at this stage, even if all of these activities were expected to be met by all organizations.

#### 4.4.2 Initial Phase of the Crisis

From the below table, it’s shown roles taking place during the initial phase of the crisis. The major roles at this stage are to gather information about the incident, analyze and filter the truthful information from rumors, decide the communication response, collaborate with other response groups and agencies, and confirm the magnitude of the incident without delay. Consequently, 88.9% of respondents replied “Yes” and 11.1% “No” to gather information about the incident, 77.8% said “Yes” and 22.2% “No” to the role analyze and filter the truthful

information from rumors, 55.6% answered “Yes” and 44.4% “No” to the role decide the communication response, 66.7% responded “Yes” and 33.3% “No” to collaborate with other response groups and agencies, and 66.7% responded “Yes” and 33.3% “No” to confirm the magnitude of the incident without delay.

**Table 4.6, Initial Phase roles**

| <b>What are the roles indicated in your CCP during <i>the initial phase</i> of the crisis?</b> |                 |                  |                   |
|------------------------------------------------------------------------------------------------|-----------------|------------------|-------------------|
| <b>Item</b>                                                                                    | <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
| Gather information about the incident                                                          | Yes             | 16               | 88.9              |
|                                                                                                | No              | 2                | 11.1              |
| Analyze and filter the truthful information from rumors                                        | Yes             | 14               | 77.8              |
|                                                                                                | No              | 4                | 22.2              |
| Decide the communication response                                                              | Yes             | 10               | 55.6              |
|                                                                                                | No              | 8                | 44.4              |
| Collaborate with other response groups and agencies                                            | Yes             | 12               | 66.7              |
|                                                                                                | No              | 6                | 33.3              |
| Confirm the magnitude of the incident without delay.                                           | Yes             | 12               | 66.7              |
|                                                                                                | No              | 6                | 33.3              |

Again, from the above table more than half of these, organizations apply all or part of the activities. However, there are still some organizations that do not practice them at all.

#### 4.4.3 Maintenance Phase

**Table 4.7, roles in the maintenance phase**

| <b>What roles are indicated in your CCP in the process of the maintenance phase?</b> |                  |                  |                |
|--------------------------------------------------------------------------------------|------------------|------------------|----------------|
| <b>Items</b>                                                                         | <b>Responses</b> | <b>Frequency</b> | <b>Percent</b> |
| Gives background information to those who need it.                                   | Yes              | 14               | 77.8           |
|                                                                                      | No               | 4                | 22.2           |
| Generate support and understanding for reaction and recovery plans.                  | Yes              | 14               | 77.8           |
|                                                                                      | No               | 4                | 22.2           |
| Pay attention to stakeholder and audience input and fix any misinformation.          | Yes              | 14               | 77.8           |
|                                                                                      | No               | 4                | 22.2           |
| Generate understanding and support for response and recovery plans.                  | Yes              | 12               | 66.7           |
|                                                                                      | No               | 6                | 33.3           |
| Describe what to do in an emergency.                                                 | Yes              | 10               | 55.6           |
|                                                                                      | No               | 8                | 44.4           |

The above table illustrates the responses given to the roles played in the process of the maintenance phase. Accordingly, the roles ‘gives background information to those who need it, generating support and understanding for reaction and recovery plans, paying attention to stakeholder and audience input, and fixing any misinformation got the most responses which are 77.8%. Whereas, the role ‘generate understanding and support for response and recovery plans’ received 66.7% while ‘describe what to do in an emergency receives 55.6%. Comparatively, most of those roles are practiced by many of the organizations in the maintenance stage of the crisis occurrence even though some other organizations overlooked practicing a few of these roles.

#### 4.4.4 Resolution Phase

Table 4.8 shows the major roles stated in the resolution phase of the crisis such as providing educational opportunities, examining any issues or mistakes, obtaining support for new policies or allocations of resources, and promoting the organization’s capabilities. Accordingly, about 55.6% of the respondents confirmed the practice of providing educational opportunities and yet 44.4% did not. Concerning the practice of examining any issues or

mistakes, 66.7% of the participants said they practice it but 33.3% of them never comply with it. Similarly, 66.7% responded to the practice of obtaining support for new policies or allocations of resources whereas 33.3% of them ignored it. Additionally, the role of promoting the organization's capabilities was applied by 55.6% of the selected organizations, but then, 44.4% of the organizations certainly not fulfilled it.

**Table 4.8, resolution phase roles**

| <b>Based on your CCP, what are the roles stated in the resolution phase?</b> |                  |                    |                   |
|------------------------------------------------------------------------------|------------------|--------------------|-------------------|
| <i>Items</i>                                                                 | <i>Responses</i> | <i>Frequencies</i> | <i>Percentage</i> |
| Provide educational opportunities                                            | Yes              | 10                 | 55.6              |
|                                                                              | No               | 8                  | 44.4              |
| Examine any issues or mistakes.                                              | Yes              | 12                 | 66.7              |
|                                                                              | No               | 6                  | 33.3              |
| Obtain support for new policies or allocations of resources.                 | Yes              | 12                 | 66.7              |
|                                                                              | No               | 6                  | 33.3              |
| Promote the organization's capabilities                                      | Yes              | 10                 | 55.6              |
|                                                                              | No               | 8                  | 44.4              |

Based on the illustration in table 4.8, organizations are practicing some or part of the roles in the resolution phase and the number the organizations applying these roles are slightly greater than those who do not practice them.

#### **4.4.5 Evaluation Phase**

The table 4.9 below shows the major roles to be evaluated when the crisis is over. Some of the major actions taken during the evaluation phase of the crisis comprise evaluating responses, including communication effectiveness, documenting and sharing the lessons learned (i.e. what worked and what didn't), and determining specific activities that can help you enhance your crisis communication and response capabilities, making connections to pre-crisis activity.

**Table 4.9 shows roles after the crisis is over.**

| <b>What are the roles contained in your CCP when the crisis is over?</b>                                    |                 |                  |                |
|-------------------------------------------------------------------------------------------------------------|-----------------|------------------|----------------|
| <i>Items</i>                                                                                                | <i>Response</i> | <i>Frequency</i> | <i>Percent</i> |
| Evaluate responses, including communication effectiveness.                                                  | Yes             | 14               | 77.8           |
|                                                                                                             | No              | 4                | 22.2           |
| Document and share the lessons learned—what worked and what didn't?                                         | Yes             | 16               | 88.9           |
|                                                                                                             | No              | 2                | 11.1           |
| Determine specific activities that can help you enhance your crisis communication and response capabilities | Yes             | 14               | 77.8           |
|                                                                                                             | No              | 4                | 22.2           |
| Make connections to pre-crisis activity                                                                     | Yes             | 10               | 55.6           |
|                                                                                                             | No              | 8                | 44.4           |

In their responses, 77.8 % of participants responded “Yes” and 22.2% of them “No” to the role evaluate responses, including communication effectiveness, 88.9% replied “Yes” and 11.1% “No” for an action document and sharing the lessons learned (i.e. what worked and what didn't). On the other hand, 77.8% of the respondents answered “Yes” and 22.2% “No” to the role of ‘determine specific activities that can help you enhance your crisis communication’. Again, 55.6% said “Yes” and 44.4% “No” responded “No” to an act of ‘response capabilities. Yet, 55.6% of the participants showed their compliance to the ‘making connections to pre-crisis activity’ while the remaining 44.4% somewhat didn’t agree.

From table 4.9, it’s apparent that most of the organizations commit themselves to apply many of the roles except of making connections to pre-crisis activities. Every crisis has something important to learn from. Aside from the lessons learned, a well-managed crisis incident serves as an input by the time modifying or updating the CCP at a pre-crisis phase.

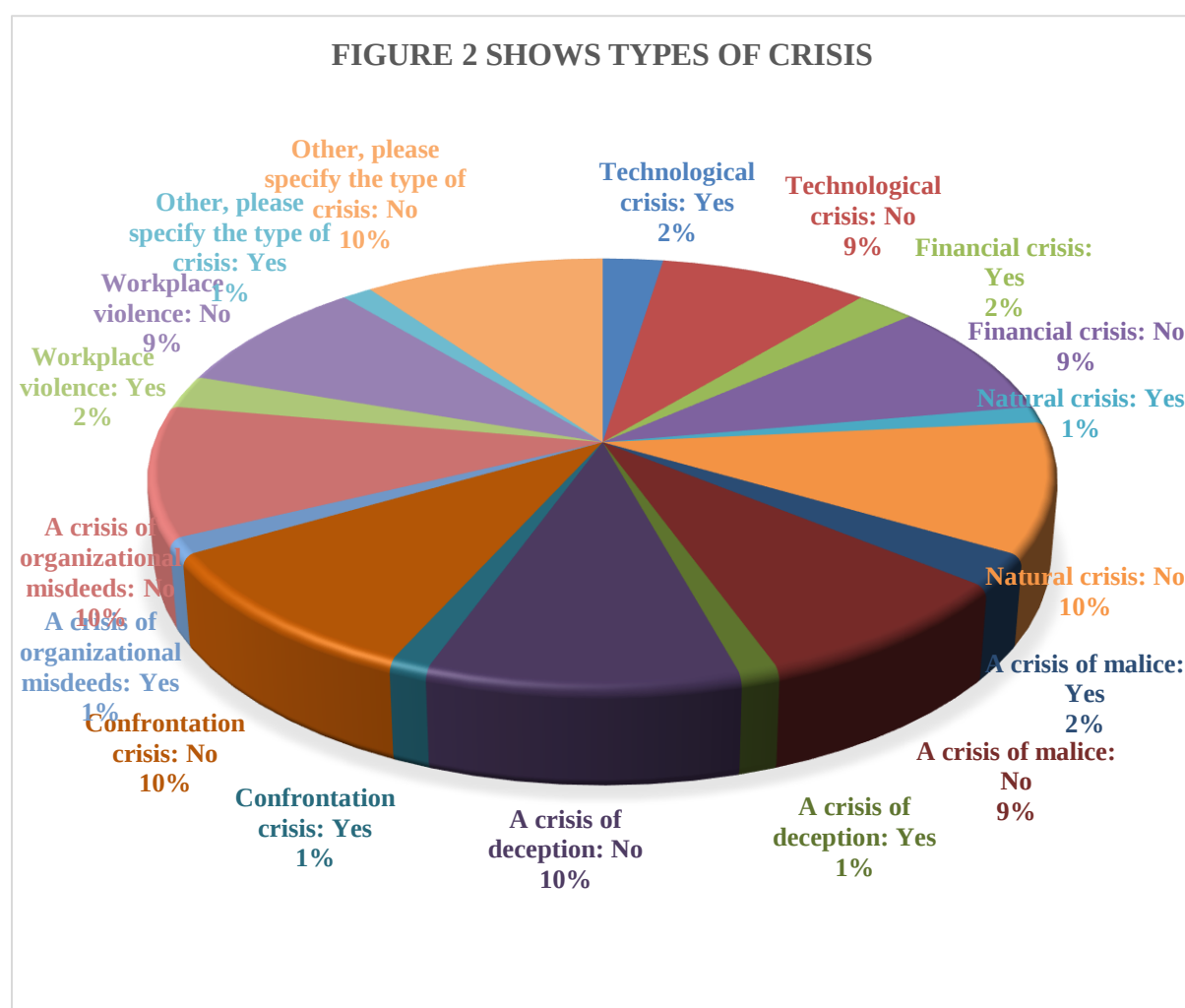
## 4.5 Organizations Experienced Disaster

Table 4.10 shows organizations ever encountered any disaster. As we can see from the table hereunder, about 55.6% of the participants of this study responded as their organization experienced a disaster although 44.4% of respondents replied that their organization didn't face any disaster. According to the responses of the participants, it is clear that more than half of the organizations were hit by a disaster or crisis.

**Table 4.10 shows organizations ever experienced a disaster.**

| Has your organization recently experienced a disaster? |                  |                |
|--------------------------------------------------------|------------------|----------------|
| <i>Response</i>                                        | <i>Frequency</i> | <i>Percent</i> |
| Yes                                                    | 10               | 55.6           |
| No                                                     | 8                | 44.4           |
| Total                                                  | 18               | 100.0          |

## 4.6 Types of Crises Occurred



The sorts of crises depicted in this figure are not the only ones that can strike any company. However, the figure represents some of the most common forms of crises, including Technological crisis, financial crisis, natural crisis, the crisis of malice, crisis of deception, confrontation crisis, the crisis of organizational misdeeds, workplace violence, and so on. Based on these categories, respondents indicated which crisis type occurred and which is not. The participants who responded “Yes” to technological crisis at 22.2%, financial crisis at 22.2%, natural crisis at 11.1%, crisis of malice at 22.2%, crisis of deception at 11.1%, confrontation crisis at 11.1%, and the crisis of organizational misdeeds 11.1%, workplace violence 22.2%, and others not specified 11.1%. Whereas, the highest number of the respondents confirm that

there was no crisis incident happened to their organization. It is important to note that only a few of the organizations that were surveyed in this study encountered a crisis incident.

#### 4.7 Causes of the Crises

Table 4.11 illustrates the fact that caused the crisis and also shows whether they were caused as a result of a technological error, a human error accident, a mix of both technical and human error accidents, or no accident at all. Having said that, 11.1 % of the respondents mentioned technical accidents as the cause of the incident, 22.2% chose human error accidents as a cause, and at the same time, 22.2% indicated a mix of both technical and human error accidents initiated the crisis. On the contrary, 88.9% of the respondents of ‘technical accident’ or 77.8% of the respondents of ‘human error accident’ or a mix of both ‘technical and human error accident’ categories were not the causes of the crises incidents to happen in their organization.

**Table 4.11 shows the causes of the crisis incident/s**

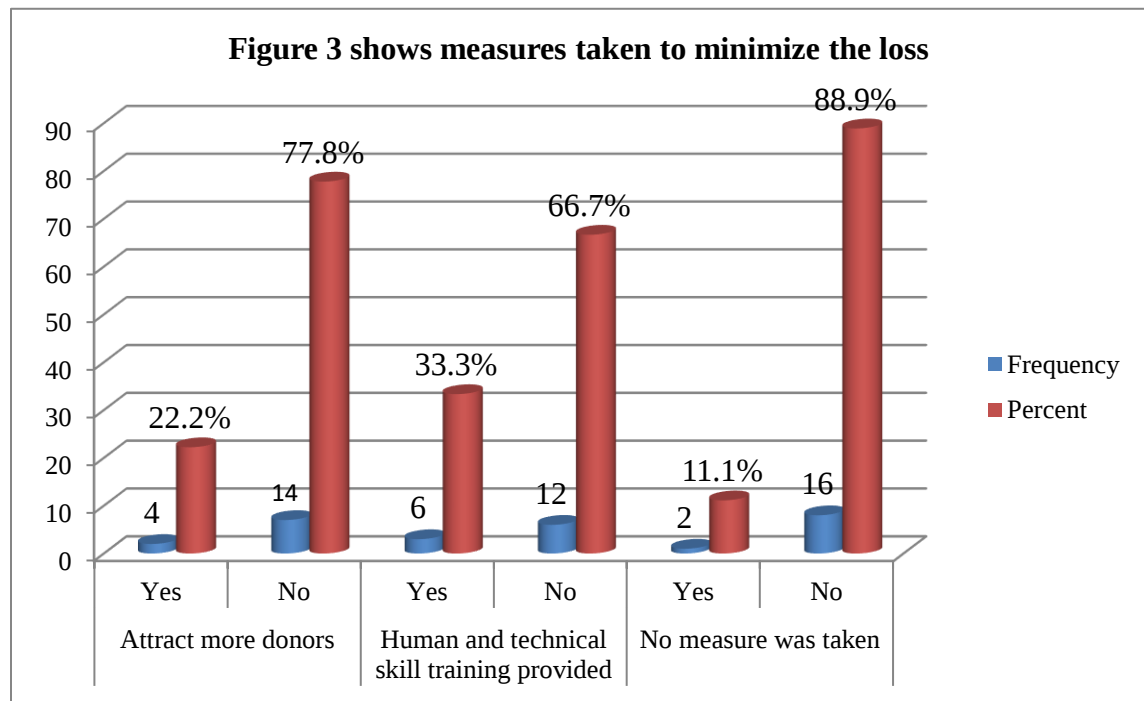
| What was/were the cause/s of the crisis |                 |                  |                |
|-----------------------------------------|-----------------|------------------|----------------|
| <i>Item</i>                             | <i>Response</i> | <i>Frequency</i> | <i>Percent</i> |
| Technical accident                      | Yes             | 2                | 11.1           |
|                                         | No              | 16               | 88.9           |
| Human error accident                    | Yes             | 4                | 22.2           |
|                                         | No              | 14               | 77.8           |
| Both technical and human error accident | Yes             | 4                | 22.2           |
|                                         | No              | 14               | 77.8           |
| No accident type mentioned              | Yes             | 4                | 22.2           |
|                                         | No              | 14               | 77.8           |

#### 4.8 Damages Caused due to the Crisis incident

The researcher was curious to know about the types of damages incurred due to the crisis as described by the participants of this study. Out of the total number of participants, only two of them explained a little about the damages caused as a result of the crisis that broke out in their organization. On the one hand, one of the respondents claimed that the crisis incidents harmed organizations' performances, lowered stakeholders' direct engagement, and employees' motivation, as well as a shortage of vital aid supplies such as food and basic health facilities.

Yet another respondent explains that the damage resulting from the crisis incident caused a decline in direct donor involvement, caused program delays, and reduced program funding saving misuse of the human capital.

#### 4.9 Measures Taken to Minimize the Loss



Some of the steps done to control crisis occurrences are depicted in figure 3 above. Only a handful of those international charitable organizations took steps to increase the number of donors and provide human and technical training. Others, on the other hand, did not take any steps to control crisis circumstances. Hence, about 22% and 33.3% of respondents indicated that measures such as 'attract more donors' and 'human and technical skill training provided' were taken to resolve the crisis incident, respectively, while the remaining respondents, i.e. around 79% and 67% of them, did not use measures such as 'attract more donors' and 'human and technical skill training provided' to deal with crisis occurrences.

Surprisingly, the majority of respondents, which is approximately 89% of them stated that "no step was taken," while others, that means, roughly 11% of participants said nothing at all.

Most of these charitable organizations, according to the respondents, do not have a strategy to expand the number of donations. Another concern raised by the participants' replies

is that almost 90% of these organizations do not provide adequate human skills and technical training. Mismanagement of human and capital resources due to a lack of human skill, competence, and technical training can greatly contribute to organizational failure in one way or another.

#### **4.10 What measures were taken?**

The nature of a crisis, as well as an organization's ability to handle it, influences its existence in so many ways. In their comments, participants in this survey shared what they feel has assisted their organization to continue operating following the crisis. One of the respondents stated that workplace violence had happened in their organization and that some kind of corrective measures, as well as specific follow-ups, had been taken to settle the issue and manage the behavioral adjustments in employees and quarreling parties.

Furthermore, another responder for his/her part indicated that their organization began collaborating with other humanitarian organizations and stakeholders to expedite the delivery of emergency relief items without a delay. Yet another commentator claimed that to preserve the survival of the organization, timely and participative management decisions were made, as well as a group of smart executive bodies.

#### **4.11 Lessons Learned from the Crisis Incidents**

The crisis is not always a bad thing. Every crisis has something to teach and it's up to us to take note of the lesson that the crisis brought to us. It is usually important to learn from the past crisis. Because it will help someone prepare in advance for a similar situation. It allows planning accordingly.

In this regard, three respondents gave their insights into what they have learned through their organization's difficulties. "I've learned not to trust anyone," one remarked.

*I also learned that beneficiaries should not be allowed to do what they want with the aid supplies they are receiving. I am convinced to look for another means of supporting them instead of giving them cash.*

This happens when beneficiaries use donations for other purposes out of the donor's intention. Of course, sometimes recipients take the donations for granted as if they are receiving them because they deserve them.

As the crises vary from one organization to the other, so is the lesson that differs from one

another. The second respondent said;

*I learned that some crises are preventable. That mobilizing all kinds of support for the people in need is possible. To do this, takes our passion. Because we are all humans, we have to render love, care, and support in cash and in-kind.*

The third informant also explained, “Whether big or small the crisis should not be underestimated.” A crisis is a crisis after all. Unless it is managed properly in its first instance, it could result in a devastating effect. It should be handled timely and wisely. Otherwise, the accumulation of smaller crises would put the organization at a bigger risk which is tough to control. That is why developing a crisis communication plan is necessary for every organization.

## **4.12 Interview Findings**

### **4.12.1 Crisis Handling Comparison**

Handling a crisis in organizations having CCPs is quite different from those without them. In-depth interviews were conducted with communication specialists of WVE and Compassion International. The interview questions were designed to satisfy the objective of this study and taken as a supplementary tool to the data gathered using the questionnaire. Hence, the researcher tried to inquire whether the targeted organizations had their CCPs clear to understand and accessible by all staff. It also attempted to ask about the importance, usage, and frequency of updating the CCPs. Accordingly, the results of the two interviews are analyzed hereunder.

According to the communication specialist at WVE, they have a written form of the CCP. However, the so-called written form concerns more of the existing strategy. It is an agreement entered between the organization and the government. It is a settlement program or exit plan instead of a plan that can be applied to support the organization's existence in a time of crisis. When asked if WVE has developed its CCP the communication specialist first said, “Yes” and then he added,

*“But there is no plan that explains every crisis exhaustively. As I said earlier, there is an exit procedure if the organization couldn’t continue, if sponsors are unavailable, and so on.”*

Even if the organization had what they call a “written” CCP, it is not accessible by every member of staff. This is something to be applied as an exit strategy when faced with

sustainability issues.

But when it comes to its accessibility by staff the communication specialist said,

*“... the CCP is there in an unwritten form. As I said, if children get sick, face an accident, or dropping out from [school] or face any problem, or hunger, there is an informal way of communication with staff to solve these problems.”*

It is worth noting here that they call it the ‘written form of the CCP’ is preserved as a document and an ‘unwritten CCP’ is communicated to all staff informally or verbally when needs such as social issues, physical, and other needs of beneficiaries arise.

As far as clarity of the CCP is concerned, it has two sides: on the one hand, the CCP is present as a document but not accessible by staff, whereas, the unwritten form of the CCP could be communicated to staff orally in time of need. Different departments of the same organization can have their specialties.

*“So, all the staff don’t know everything. The social worker may not know everything about the finance department. Likewise, the accountant or finance department does not know every crisis facing the social worker. Let’s assume all know better about their department,” said the communication specialist.*

The CCP has a great deal of importance for WVE to handle the crisis in time. It is also vital for the existence of the organization.

When it comes to updating the CCP, however, it takes up to two years to update it. They are even thinking of updating it every three years. It is a little bit prolonged for an unspecified reason. Due to the dynamic nature of the crisis, it’s believed that the CCP needs to be updated twice or at least once a year. But WVE seems to be convicted to have a well-developed CCP hereinafter:

*“This will serve us as an input for the next time. This interview has awakened us to give more emphasis to our plan, especially when we update it. We will bring this into consideration.”*

Suggesting organizations develop CCP(s) is one of the purposes of this study. Organizations should prepare CCP according to the setup of their organization, its mission, and its objectives. Organizations must have a well-planned CCP to help them identify and respond to threats that revolve around their beneficiaries and stakeholders. It’s better to have a crisis communication plan than to not and then the application follows. Another benefit of having the

CCP is that it allows taking lessons after each crisis incident and that would also serve as an input to update the CCP accordingly for a better experience of handling the crisis incident next time.

The public relations officer of the Compassion International for his part replied as follows when asked whether their organization had a CCP:

*“It is a must. That is when we have a strategic public relations approach, crisis management in public relations is part of it. Not only that, CCP is part of the approach because currently, disasters are happening everywhere.”*

As stated by the PR department of Compassion, there is a response plan and they often follow a coordinated strategic response whenever a crisis incident occurs. The planning starts with the program director, then, everyone in each department will get involved. Once the planning is done, certain guidelines on how to act in times of crisis at the project level will be communicated to all staff.

The PR department explains the accessibility of the CCP and he said, there is no doubt that everyone can access it.

*Um... we have prepared posters as well. For example, we have prepared the report flow in an easy and diagrammatical format and to whom one has to report. We prepared it in two languages; Amharic and English. Then, the poster will be dispatched to the project centers. It's prepared. We prepared it in such a way.*

When asked how important the CCP is, the PR officer explains, it is crucially important and the present situation of our country also provokes us to become crisis-oriented when planning.

*Even, we are obliged to change our approach due to the dynamic nature of the conflict on the one hand and the natural disaster on the other hand.*

This implies that there is no single best plan that fits every situation. As the nature of the crisis incident changes, the focus of the CCP changes. In connection with this, updating the CCP at a regular interval is an integral part of their response plan. The PR personnel confirms that the CCP is updated or revised frequently when planning and designing a program and developing a crisis communication plan.

Asking about the importance of developing the CCP, the PR personnel answered it precisely that trying to manage a crisis incident without a pre-planned emergency or crisis

communication plan would have been a disaster. This would result in a negative impact on the organization's reputation.

*That also has its consequence. For example, the major thing is that we will lose trust. It results in a loss of trust both in the community and partners as well.*

As a foreign charity organization, partnership is the main principle of organizations such as Compassion International. So, the CCP has a great deal of importance in maintaining trust among stakeholders.

*In the meantime, it is "releasing children from poverty in Jesus' name" is our motto and mission which we believe we advocate.*

This is how the PR personnel along with staff respond to children when they face a crisis or emergency wherever they are.

As to Compassion International, updating the CCP is mandatory and it's updated regularly and beyond whenever crisis incidents arise. The dynamic nature of the crisis incident determines the frequency of updating it. Because the response is not the same if it is a flood or conflict. Hence, the response plan or strategy is updated whenever the CCP is updated or revised.

# Chapter - Five

## 5.0 Summary, Conclusions, and Recommendations

This chapter presents summary and conclusions recommendations derived from the data presented and analyzed in chapter four on the ‘Evaluation of Implementations of Crisis Communication Plans’. It also provides recommendations that can be pursued by organizations that do not have CCP.

Questionnaires were sent to 21 foreign charity organizations or international NGOs. But only nine foreign charity organizations and 18 communication specialists or public relations practitioners were participated. In addition, two individuals; a public relations officer from the PR department of Compassion International and a communication specialist from World Vision Ethiopia were selected in an in-depth interview. Therefore, the findings of this study were based on the responses of participants in the questionnaires and in-depth interviews.

### 5.1 Summary of Findings

The findings of this study were summarized based on the research questions mentioned in Chapter One.

- 1. Do non-profit organizations in Addis Ababa have a crisis communication plan?**
- 2. How was the crisis communication plan implemented in pre-crisis, during crisis, and post-crisis stages?**
- 3. What were the outcomes of implementing the crisis communication plan?**

Accordingly, the resulting outcome of the findings from the questionnaire portrays that 55.6% of the non-profit charity organizations have developed a crisis communication plan (CCP), however, the remaining 44.4% of them didn’t have any emergency plan.

A great deal of differences in handling the crisis has been observed between those organizations having the CCP and those which do not. When it comes to implementation of the CCPs in pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis phase (evaluation phase), organizations with CCPs have shown better performances even though they lack continuity in some sort.

In the pre-crisis phase, most of the organizations including those without written CCPs were implementing the roles such as plan and preparing for the crisis beforehand (66.7%), making ties/alliances with stakeholders (77.8%), building consensus recommendations

(33.3%), build systems and divisions such as hotlines (JICs) and websites (44.4%), and test messages (11.1%). Even though building consensus recommendations and building systems and divisions such as hotlines (JICs) and websites show the lesser performances, i.e. 33.3% and 44.4% respectively, however, test messages (11.1%) showed the least of all in the pre-crisis phase.

The crisis phase is also the sum of the initial phase, maintenance phase, and resolution phase - all having distinct roles. Even though more than half of the organizations use all or part of the activities, some organizations do not use some or all of the roles during the initial phase. In comparison, many organizations in the maintenance stage of a crisis occurrence are doing most of the duties, even if some firms are neglecting to perform a few of the roles. Similarly, in the resolution phase of a crisis, organizations are doing some or all of the tasks, and the number of organizations performing these roles is slightly higher than the number of organizations that do not.

The post-crisis phase, also known as the crisis evaluation phase, is the culminating stage of a crisis. During this stage, the majority of organizations commit to performing many of the roles, except for establishing links to the pre-crisis activity. Every crisis has a valuable lesson to be learned. A well-managed crisis acts as an input by the time changing or upgrading the CCP during a pre-crisis phase, aside from the lessons learned.

Organizations ever experienced a disaster somewhat exceeded in percentage as compared to other organizations incorporated in this study. Nevertheless, the highest number of the respondents did not indicate the type of crisis incident that happened to their organization. They did not only ignore mentioning the type of the occurrence but also the cause/s of the incidents were not specified.

The findings also suggest that the occurrences had an impact on the organizations. As a result of the crisis, organizations' performance has suffered, as has direct stakeholder involvement and employee motivation, as well as a scarcity of critical humanitarian supplies such as food and basic health services. Furthermore, the harm created by the crisis occurrence resulted in a decrease in direct donor engagement, program delays, lower program financing, and human capital abuse. Besides, the majority of these charitable organizations lacked a plan to increase the number of donations. Another area of concern is that over 90% of these firms lack the appropriate human skills and technical expertise. As a result, a few of these

organizations were impeded to some extent by mismanagement of people and capital resources due to a lack of human skill competency and technical training.

The nature of a crisis scenario as well as an organization's capacity to deal with it has a huge impact on its existence. Likewise, the measure to be taken cannot be the same as organizations vary in scope and purpose from one to another. Some organizations that used to face workplace violence took some kind of corrective measures and specific follow-ups to settle the dispute. Other organizations that encountered financial crises dealt with the issue by collaborating with other humanitarian organizations and stakeholders to expedite the delivery of emergency relief items. Some others who have been with human and technical skills issues solved the matter by executing timely decisions and creating a participatory management system in every instance of the crisis.

As the crises vary from one organization to the other, so is the lesson that differs from one another. Hence, some organizations learned to build a system on how to handle human resources and how to make behavioral adjustments to employees whenever some sort of disagreement arises. Certain organizations for their part grasped the understanding of some crises that are preventable by nature if one has the passion, love, and care for others and supports others in kind as well as financially. Other organizations too are well aware of the importance of managing the crisis incident in time whether it's big or small.

As a result of the dynamic nature of the crisis, it is necessary to update the CCP regularly. Only a handful of the international charitable organizations assessed changed or revised their CCPs due to the nature of the crisis they were confronted with. Others, on the other hand, did not even develop the CCP, let alone update it.

## 5.2 Conclusions

Based on the aforementioned finding, the following conclusions were drawn:

- Accordingly, the resulting outcome of the findings from the questionnaire portrays that 55.6% of the non-profit charity organizations have developed the crisis communication plan (CCP), however, the remaining 44.4% of them didn't have any emergency plan.
- When it comes to the implementation of the CCPs in pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis phase (evaluation phase), organizations with CCP have shown better performances in handling a crisis even though they disregard some roles at every stage.
- Organizations that used to experience a disaster were higher than those that didn't face any crisis. Yet, the types and causes of those crises were not specified.
- As a result of the crisis, organizations' performance had been suffered from a lack of direct stakeholder involvement and employee motivation. Furthermore, the harm created by the crisis occurrence resulted in a decrease in direct donor engagement, program delays, lower program financing, and the abuse of human capital. Besides, the majority of these charitable organizations lacked a plan to increase the number of donations. Additionally, over 90% of these firms did not provide the appropriate human skills and technical training.
- The nature of the crisis scenario and the measures to be taken to handle the situation differently as the scope and purpose of the organizations vary.
- As the crises vary from one organization to the other, so is the lesson that differs from one another.
- Only a few international charitable organizations examined or amended or updated their CCPs as a result of the nature of the crisis scenario they were dealing with. Others, on the other hand, did not even construct the CCP, let alone update it.

### 5.3 Recommendations

This study revealed the ‘Critical Evaluation of Implementations of Crisis Communication Plans: The Case of Non-profit Organizations in Addis Ababa’. Thus, the following recommendations are hereby presented:

- Some non-profit foreign charity organizations in Addis Ababa have to develop the CCP to handle the crisis situation in a better way.
- It would be nice to non-profit foreign charity organizations of Addis Ababa if they practice in the implementation of all the roles in all the three phases i.e. pre-crisis, crisis (initial phase, maintenance phase, resolution phase), and post-crisis phase (evaluation phase).
- Whenever a crisis incident occurs, it is advisable for those foreign non-profit organizations to specify the types and causes of the disaster for a better understanding and management of the situation.
- It would be nice for the majority of these foreign non-profit organizations to have a plan to raise the number of donors aside from providing the appropriate human skills and technical training.
- When handling the crisis, these foreign non-profit organizations are recommended to take measures that are in alignment with the scope and purpose of the organization
- Those foreign charity organizations should take advantage of the lessons each crisis brings.
- It is strongly recommended that those foreign non-profit organizations should develop CCPs and update them at regular intervals so that they may respond to emergencies promptly.
- Further research in the area of implementations of crisis communication plans on foreign charity organizations based in Addis Ababa is highly appreciated.

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## APPENDIX

### Appendix – A, Questionnaire

My name is **Dejen Leul**. Currently, I am pursuing my Master's degree in the field of 'Public Relations and Strategic Communication' at Addis Ababa University. At the moment, I am conducting a thesis project titled "Critical Evaluation of Implementations of Crisis Communication Plans: The Case of Non-profit Organizations in Addis Ababa". The questionnaire comprises of two parts; background information (Part I) and questions (Part II) respectively. The questionnaire won't take longer than 15 minutes of your time to complete it. All responses will be kept anonymous and you won't be identified in the research. Once complete please e-mail back to [dejenleul@gmail.com](mailto:dejenleul@gmail.com)

Please tick the box provided to show your consent to be part of the research. ☐

#### Part-I

##### Background Information

Sex: tick one, Female: ☐ Male: ☐

Age: tick one, 18-35 ☐ 36-45 ☐ 46-55 ☐ >55 ☐

Education: tick one, Diploma ☐ Degree ☐ MA/MSc and Above ☐

Position or role of the respondent: (tick one)

Communication Specialist ☐

Human Resources Manager ☐

Accountant ☐

Receptionist/Information Desk ☐

Other (please specify) ☐

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How long have you been working in this organization for the position/role mentioned?

Less than a year      ☐ 1-5 years      ☐ 5-10 years      ☐ 10 years + ☐

## Part-II, Questions

Does your organization have crisis communications plan (CCP)? Yes ☐ No ☐

Which of these activities were conducted as a *pre-crisis phase*? (tick all that apply)

Plan and prepare for the crisis beforehand. ☐

Make ties/alliances with stakeholders. ☐

Build consensus recommendations. ☐

Build systems and divisions such as hotlines, joint  
information centers (JICs), and websites. ☐

Test messages. ☐

What are the roles indicated in your CCP during *the initial phase* of the crisis? (Tick all that apply)

Gather information about the incident. ☐

Analyze and filter the truthful information from rumors. ☐

Decide the communication response. ☐

Collaborate with other response groups and agencies. ☐

Confirm the magnitude of the incident without delay. ☐

What roles are indicated in your CCP in the process of *maintenance phase*? (Tick all that apply)

Gives background information to those who need it. ☐

Generate support and understanding for reaction and recovery plans. ☐

Pay attention to stakeholder and audience input and fix any misinformation. ☐

Generate understanding and support for response and recovery plans. ☐

Describe what to do in an emergency. ☐

5. Based on your CCP, what are the roles stated in the *resolution phase*? (Tick all that apply)

Provide educational opportunities ☐

Examine any issues or mistakes. ☐

Obtain support for new policies or allocations of resources. ☐

Promote the organization's capabilities ☐

6. What are the roles contained in your CCP when the crisis is over? (Tick all that apply)

Evaluate responses, including communication effectiveness. ☐

Document and share the lessons learned—what worked and what didn't? ☐

Determine specific activities that can help you enhance your crisis communication and response capabilities. ☐

Make connections to pre-crisis activity. ☐

Has your organization recently experienced a disaster? Yes ☐ No ☐

If your answer for question number '7' above is 'Yes', what sorts of crises were occurring?  
(Tick all that apply)

Technological crisis: ☐

Financial crisis: ☐

Natural crisis: ☐

A crisis of malice: ☐

A crisis of deception: ☐

Confrontation crisis: ☐

A crisis of organizational misdeeds: ☐

Workplace violence: ☐

Other, please specify ☐

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What was/were the cause/s of the crisis? (Tick all that apply)

Technical accident ☐

Human error accident ☐

Both technical and human error accident ☐

No accident type mentioned ☐

☐ Were there damages caused by the incident/crisis? Yes ☐ No ☐

What were the damages caused by the crisis? Please mention some.

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What were the measures taken to minimize the losses and to solve the crises? Tick all that apply.

Attract more donors ☐

Human and technical skill training provided ☐

No measure was taken ☐

How could the organization maintain its functioning after the devastating incident?

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What were the lessons learned from the incident?

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## **Appendix – B, Interview Questions**

1. What do you know about crisis communication plan (CCP)?
2. Does your organization have CCP?
3. Is the CCP accessible to everyone in your organization?
4. Was the CCP developed in a way everyone can understand?
5. How important is the CCP to your organization?
6. How does your CCP help you to reacting in time of emergency/crisis?
7. How often your CCP is updated?

## Appendix – C Transcription and Translation of the Interviews

### Interviewee\_A and B

| Time code           | Amharic                                                                                                                                                                                                                                                                                                                                                       | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 00:00:00 – 00:00:35 | <p>ጠያቂ:- መጀመር እንችላለን። ያው እያነብብክ መቀጠል እንችላለን።</p> <p>መላሽ:- እምሞ... crisis communication plan አላችሁ ወይ ነው መሰለኝ ጥያቄው?</p> <p>ጠያቂ:- አዎ፣ አዎ፣</p> <p>መላሽ:- የግድ ነው። ማለት እንደ አንድ strategy public relation approach ሲኖረን፣ public relation ላይ ያሉ crisis management አንዱ አንትን ነው። ያ ብቻ ሳይሆን ብዙ አሁን currently disasters everywhere happen እያደረጉ ስላለ part of crisis ያ ነው።</p> | <p><b>Interviewer:</b> We can get started. You can continue by reading from your PC. <b>Interviewee:</b> Hmmm ... I think the question is do you have a crisis communication plan?</p> <p><b>Interviewer:</b> Yes, yes.</p> <p><b>Interviewee:</b> It is a must. That is, when we have a strategic public relations approach, crisis management in public relations is part of it. Not only that, CCP is part that because currently disasters are happening everywhere.</p> |
| 00:00:36– 00:01:00  | <p>መላሽ:- ስለዚህ response plan አለ። ብዙ ጊዜ የምንከተለው strategy coordinated የሆነ response እንዲኖር ነው የምናደርገው። ከፕሮግራም ጀምሮ፣ ከዚያ ቀጥሎ እያንዳንዱ department ሁሉም involve እንዲያደርግ እና ከዚያም በኋላ ያለብንን crisis ...</p>                                                                                                                                                                  | <p><b>Interviewee:</b> So, there is a response plan. Often, we follow coordinated strategic response. Starting with the program, then each department to involve everyone and then the crisis we have...</p>                                                                                                                                                                                                                                                                 |
| 00:01:01 – 00:02:13 | <p>[የግል ይስልክ ወሬ/በመሃል ስልክ ተደውሎ ነበር]</p>                                                                                                                                                                                                                                                                                                                        | <p>[interview interrupted ... Personal phone conversation / phone call]</p>                                                                                                                                                                                                                                                                                                                                                                                                  |

|                     |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                             |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 00:02:14 – 00:02:30 | <p>መላሽ:-Sorry.</p> <p>ጠያቂ:- ችግር የለውም ጂረ!</p> <p>መላሽ:-ስለዚህ የ ክራይስስ ከምዩኒኬሽን ፕላን አለ።</p> <p>ጠያቂ:- አለ? ቢቃ! ተመልሶልኛል። actually ሁለተኛው እና አንደኛው ተመሳሳይ by default።</p> <p>መላሽ:-አዎ!</p>                                                                                               | <p><b>Interviewee:</b> Sorry.</p> <p><b>Interviewer:</b> No problem!</p> <p><b>Interviewee:</b> So, we have a crisis communication plan.</p> <p><b>Interviewer:</b> Is there? Alright! I got it. Actually, the second and the first questions are the same by default.</p> <p><b>Interviewee:</b> Yes!</p>                  |
| 00:02:31 – 00:02:50 | <p>ጠያቂ:- ሶስተኛው ጥያቄ የሚለው፣ “Is the CCP accessible to everyone in your organization?” በርግጥ ቅድም ጠቅሰኸዋል መጀመሪያ ላይ... CCP ለሁሉም accessible ነው ወይ?</p>                                                                                                                               | <p><b>Interviewer:</b> The third question says, “Is the CCP accessible to everyone in your organization?” Of course, you have mentioned it earlier. Is the CCP accessible for all?</p>                                                                                                                                      |
| 00:02:51 – 00:03:08 | <p>መላሽ:- የስ! Of course ምንድን ነው? እንትን ... እስከ ፕሮጀክት ሌቭል ጀምሮ ... ሁሉም ፕሮጀክቶች crisis እንዴት አድርገው ከምዩኒኬ እንደሚያደርጉ የሚለውን guideline አዘጋጅተን ... እኔ እኔ ... ፖስተሮች ሁላ አሉን።</p>                                                                                                           | <p><b>Interviewee:</b> Yes! Of course, you know what? We have prepared guidelines on how to communicate in time of crisis at the project level. Um... we have prepared posters as well.</p>                                                                                                                                 |
| 00:02:51 – 00:03:31 | <p>መላሽ:- [አይሰማም] ... እኔ... ስለዚህ አለ። በደምብ አለን።</p> <p>ጠያቂ:- Ok. እኔ እኔ ...</p> <p>መላሽ:-በግልጽ ነው develop ያደረግነው።</p> <p>ጠያቂ:- Ok. Excellent, yeah</p> <p>[laughter] I wish ይህን አስቀድሜ ባውቅ ኖሮ content analysis ለመስራት ባዬው ደስ ይለኝ ነበር። ግን አንሁን እዛ ውስጥ እንትን አላረኩትም ... አላካተትኩትም።</p> | <p><b>Interviewee:</b> [Inaudible] ... Um ... so, there is the CCP. Of course, we had it.</p> <p><b>Interviewer:</b> Ok, um ...</p> <p><b>Interviewee:</b> We have just developed it in a clear way.</p> <p><b>Interviewer:</b> Ok. Excellent! Yeah, [laughter]. I wish I knew you had it so that I may conduct content</p> |

|                     |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |                                                                                                                                                                                                                                                                                           | analysis. But I didn't plan it before.                                                                                                                                                                                                                                                                                                                                                                                                  |
| 00:03:32 – 00:03:45 | <p>ጠያቂ:- አዎ</p> <p>መላሽ:- Disaster ለምሳሌ ሪፖርት ማን ጋ ይደረጋል። ከዚያ ቀጥሎ ወዴት ነው የሚመጣው? የሚለውን flow በደምብ easy በሆነ diagrammatical format አድርገን ነው የሰራው። በሁለት ቋንቋ ተቀምጧል፤ በአማርኛም በእንግሊዝኛም አለው።</p>                                                                                                      | <p><b>Interviewer:</b> Yeah!</p> <p><b>Interviewee:</b> For example, we have prepared the report flow in an easy and diagrammatical format and to whom to report to. We prepared it in two languages; Amharic and English.</p>                                                                                                                                                                                                          |
| 00:03:46 – 00:04:19 | <p>መላሽ:- ፖስተሩ እንግዲህ ወደየ ፕሮጀክቶቹ ይበተናል። ተሰርቷል፤ እንደዚያ አድርገን ዴቪሎፕ አድርገናል።</p> <p>ጠያቂ:- Wow! That's wonderful. እሺ በቃ ወደ ቀጣዩ ጥያቄ ስሄድ፤ እኔ ... yeah አምስተኛው ላይ ማለት ነው፤ ምን ያህል አስፈላጊ ነው? ምን ይሄ በቃ ... መጠየቅም አልነበረበትም። just ግን for the sake እንትን [ፎርማሊቲ]... ምን ያህል ጠቃሚ ነው ለድርጅቱ [the CCP]? Yeah!</p> | <p><b>Interviewee:</b> Then, the poster will be dispatched to the project centers. It's prepared. We prepared it in such a way.</p> <p><b>Interviewer:</b> Wow! That's wonderful. Ok, let's proceed to the next question. Um ... yeah, The fifth question says, "How important is the CCP to your organization?" Actually, this was not questionable. I am asking just for the sake of formality. How important is [the CCP]? Yeah!</p> |
| 00:04:20 – 00:04:45 | <p>መላሽ:- Um ... crisis እንግዲህ especially ለምሳሌ contemporary የሆነው የሀገራችን ሁኔታ በጣም በጣም ደግሞ ብዙ ነገሮች crisis oriented ሆነዋል።</p> <p>ጠያቂ:- Um</p>                                                                                                                                                   | <p><b>Interviewee:</b> Um... crisis, especially, when we look at the contemporary situations of our country is becoming crisis oriented.</p> <p><b>Interviewer:</b> Um ...</p>                                                                                                                                                                                                                                                          |

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|                    | <p>መላሽ:-even እኛ ራሱ እንደ ፕሮግራም የምንከተለውን approach እስከምንቀይር ድረስ conflict በዚህ በኩል natural disaster በዚህ በኩል ...በየጊዜው happen ያደርጋሉ።</p>                                                                                                                                                                                                            | <p><b>Interviewee:</b> Even, we are obliged to change our approach due to the dynamic nature of the conflict in one hand and the natural disaster on the other hand.</p>                                                                                                                                                                                                                                                                                                                                                                 |
| 00:04:46– 00:05:16 | <p>ጠያቂ:- eh<br/> መላሽ:-ስለዚህ ለእነዚያ ደግሞ communication plan ካለቅመጥክ ያስቸግራል።<br/> ጠያቂ:- Yeah! Definitely!<br/> መላሽ:-ስለዚህ ለዚህ በጣም ያስፈልጋል።<br/> ጠያቂ:- Yeah! በጣም አሪፍ ነው። እደውም ለቀጣይ communication ፕላኑን revise ማድረግ ቢያስፈልግ ግብዓት ይሆናሉ፤ እንደ input ያገለግላሉ። በምን ዓይነ መልኩ መደረግ እዳለባቸው።<br/> መላሽ:- አዎ፤ yes።<br/> ጠያቂ:- ለቀጣይ እንቅስቃሴዎች I think ይረዳል የሚል....</p> | <p><b>Interviewer:</b> Eh ...<br/> <b>Interviewee:</b> Therefore, if you don't develop a crisis communication plan, it'll be difficult.<br/> <b>Interviewer:</b> Yeah! Definitely!<br/> <b>Interviewee:</b> Therefore, it [CCP] is so important.<br/> <b>Interviewer:</b> Yeah! It's so interesting. Even, it will serve as an input whenever there is a need to revise it. It will guide you on how to do it.<br/> <b>Interviewee:</b> Yes, yes.<br/> <b>Interviewer:</b> I think it will help you for the next development/update.</p> |
| 00:05:17– 00:05:44 | <p>መላሽ:- yes። ፕላንም ስንሰራ፤ ፕሮግራምም ዲዛይን ሳደረግ፤ በየጊዜው እናደጋለን። ሁሌም crisis plan ስንሰራ።<br/> ጠያቂ:- በጣም አሪፍ። Yeah! የመጨረሻው ምናልባት እንትን ... በምን ያህል ጊዜ ነው review የሚደረገው፤ update የሚደረገው CCPው?</p>                                                                                                                                                         | <p><b>Interviewee:</b> Yes. We often revise it when we plan and design a program and develop crisis plan.<br/> <b>Interviewer:</b> That's so nice. Yeah! My final question is, "How often is the CCP updated?"<br/> <b>Interviewee:</b> Yeah! Um...um</p>                                                                                                                                                                                                                                                                                |

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|                    | <p>መላሽ:- Yeah! እም ... እም ... ምናልባት ስድስተኛው ላይ ልመለስልህና ...</p> <p>ጠያቂ:- እሺ!</p>                                                                                                                                                                                                                                                                      | <p>...may be let me go back to the sixth question and answer it.</p> <p><b>Interviewer:</b> Alright!</p>                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 00:05:45– 00:06:11 | <p>መላሽ:-እኔ ... ስድስተኛው ላይ Umergency/crisis ምን ያህል እረድቶሃል፤ ረድቷችኋል?</p> <p>ጠያቂ:- አሃ፤ አሃ ... አዎ!</p> <p>መላሽ:-ድርጅታችሁን support ለማድረግ ለማለት ነው?</p> <p>ጠያቂ:- አዎ! አዎ!አዎ!</p> <p>መላሽ:- አዎ፤ በጣም ማለት by the way ማለት ነው። If there was no Emergency/crisis communication,</p> <p>ጠያቂ:- እህ ...</p> <p>መላሽ:- ነገሮች ሁሉ ከተደረጉ በኋላ ሊሆን ይችላል ብዙ ጊዜ ነገሮችን የምንደርስባቸው።</p> | <p><b>Interviewee:</b> eee ...the sixth question says, “how the CCP did help you reacting in the time of the crisis?”</p> <p><b>Interviewer:</b> Aha, aha... yeah!</p> <p><b>Interviewee:</b> Does it mean to support our organization?</p> <p><b>Interviewer:</b> Yes! Yes! Yes!</p> <p><b>Interviewee:</b> Yes, by the way, if there was no emergency/crisis communication plan,</p> <p><b>Interviewer:</b> Aha ...</p> <p><b>Interviewee:</b> it would have been after all things had gone that we may realize it.</p> |
| 00:06:12– 00:06:55 | <p>መላሽ:-ያ ደግሞ የራሱ የሆነ consequence አለው። ለምሳሌ፤ አንደኛው ትልቁ እንትን trust የማጣት፤ በ community ው በፓርትነርም trust የማጣት problem ይመጣል።</p> <p>ጠያቂ:- Wow! Wow! Wow! Um.... okay.</p> <p>መላሽ:- እና already solved ከሆነ በኋላ መጥተህ እንዴ! እንዴ! እንዴ! ምናምን ብትል... ያው ምን ያህል እንትን እንዳለው መገመት ይቻላል። እና ደግሞ ትልቁ principle ላችን partnership ነው።</p>                                | <p><b>Interviewee:</b> That also has its own consequence. For example, the major thing is that we will lose trust. It results loss of trust both in community and partners as well.</p> <p><b>Interviewer:</b> Wow! Wow! Wow! Um.... okay.</p> <p><b>Interviewee:</b> If we just woke up after the incident is already solved, say, oh yeah, yeah, yeah, it is nothing. In addition, partnership is</p>                                                                                                                   |

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|                    | <p>communication strategy ያችን partnership ነው። ስለዚህ relationship አችን ይነካል። In the meantime, ደግሞ believe ያደረግነውን እና የምንቆምለትን ይህን ትልቁን ሚሽን “Releasing children from poverty in Jesus Name” የሚለው ማለት ነው።</p>                                                                                                                                                                                                                                           | <p>our main principle. So, it affects our relationship. In the meantime, it is “releasing Children from poverty in Jesus name” is our motto and mission which we believe we advocate.</p>                                                                                                                                                                                                                                                                                                                                                                                      |
| 00:06:56– 00:07:03 | <p>መላሽ:- ልጆች ባለብት ቦታ crisis emergency ቢገጥማቸው ቶሎ respond የምናደርግበት መንገድ ነው።</p> <p>ጠያቂ:- Wow! እህ እህ ...</p>                                                                                                                                                                                                                                                                                                                                          | <p><b>Interviewee:</b> This is how we respond to children when they face crisis emergency wherever they are.</p> <p><b>Interviewer:</b> Wow! Aha, aha, ...</p>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 00:07:04– 00:07:38 | <p>ጠያቂ:- በየምን ያህል ጊዜው ታሻሽሎታለችሁ?</p> <p>መላሽ:- እኔ እኔ ... update እናደርገዋለን።</p> <p>በየጊዜው ማለት ነው። Not only on the bases of regular term. Crisis በገጠመን ጊዜ ሁል update እናደርገዋለን።</p> <p>ጠያቂ:- Okay. Okay, okay.</p> <p>መላሽ:- የክራይስቲ type ስለሚወስነው ማለት ነው።</p> <p>ጠያቂ:- Yeah! Yeah! Um</p> <p>መላሽ:- ሳንወድ በግድ ማለት ነው። ለምሳሌ ጁም ...flood ሲሆን አንድ ዓይነት አይደለም ሪስፖንስ፤ ኮንፍሊክት ሲሆን አንድ ዓይነት አይደለም ሪስፖንስ። ስለዚህ strategy ው በየጊዜው ፕላኑንም እንትኑንም አብረን revise እናደርገዋለን።</p> | <p><b>Interviewer:</b> How often do you update the CCP?</p> <p><b>Interviewee:</b> eee... We update it regularly. Not only on the bases of regular term but also we update it whenever we face crisis.</p> <p><b>Interviewer:</b> Okay. Okay, okay.</p> <p><b>Interviewee:</b> Because it depends upon the type of the crisis.</p> <p><b>Interviewer:</b> Yeah! Yeah! Um</p> <p><b>Interviewee:</b> whether we like it or not. For example, the response is not the same if it is flood or conflict. Therefore, the strategy is updated whenever we revise/update the CCP.</p> |
| 00:07:39– 00:07:38 | <p>ጠያቂ:- በጣም ነው የማመስግነው። This is ማወቅ የፈለኩት ይህን ብቻ ነው።</p> <p>ስለተባበርከኝ እግዚአብሔር ያክብርህ። አመሰግናለሁ። ተባረከ!</p>                                                                                                                                                                                                                                                                                                                                            | <p><b>Interviewer:</b> Thank you so much. This is what I wanted to know. God bless you and Thank you for taking</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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|  | <p>መላሽ:-በጣም valuable ጥያቄዎች ናቸው<br/>by the way.</p> <p>ጠያቂ:- አይደል?</p> <p>መላሽ:-በዚህ ሰዓት ብዙ ነገሮችን እንዳስብ<br/>አድርጎኛል።</p> <p>ጠያቂ:-I know. Yeah! እንግዲህ ያው<br/>ይጠቅማል ...</p> | <p>time. Blessed!</p> <p><b>Interviewee:</b> By the way, you raise<br/>valuable questions.</p> <p><b>Interviewer:</b> Really</p> <p><b>Interviewee:</b> It provoked me to<br/>think so many things at this time.</p> <p><b>Interviewer:</b> I know. Yeah! I hope<br/>it will help some how...</p> |
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| Time code           | Amharic                                                                                                                                                                                                                                                                                                                                                       | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 00:00:00 – 00:00:35 | <p>ጠያቂ:- መጀመር እንችላለን። ያው እያነብብክ መቀጠል እንችላለን።</p> <p>መላሽ:- እምም... crisis communication plan አላችሁ ወይ ነው መሰለኝ ጥያቄው?</p> <p>ጠያቂ:- አዎ፣ አዎ።</p> <p>መላሽ:- የግድ ነው። ማለት እንደ አንድ strategy public relation approach ሲኖረን፣ public relation ላይ ያሉ crisis management አንዱ እንትን ነው። ያ ብቻ ሳይሆን ብዙ አሁን currently disasters everywhere happen እያደረጉ ስላለ part of crisis ያ ነው።</p> | <p><b>Interviewer:</b> We can get started. You can continue by reading from your PC. <b>Interviewee:</b> Hmmm ... I think the question is do you have a crisis communication plan?</p> <p><b>Interviewer:</b> Yes, yes.</p> <p><b>Interviewee:</b> It is a must. That is, when we have a strategic public relations approach, crisis management in public relations is part of it. Not only that, CCP is part that because currently disasters are happening everywhere.</p> |
| 00:00:36– 00:01:00  | <p>መላሽ:- ስለዚህ response plan አለ። ብዙ ጊዜ የምንከተለው strategy coordinated የሆነ response እንዲኖር ነው የምናደርገው። ከፕሮግራም ጀምሮ፣ ከዚያ ቀጥሎ እያንዳንዱ department ሁሉም involve እንዲያደርግ እና ከዚያም በኋላ ያለብንን crisis ...</p>                                                                                                                                                                  | <p><b>Interviewee:</b> So there is a response plan. Often we follow coordinated strategic response. Starting with the program, then each department to involve everyone and then the crisis we have...</p>                                                                                                                                                                                                                                                                   |
| 00:01:01 – 00:02:13 | [የግል ይስልክ ወሬ/በመሃል ስልክ ተደውሎ ነበር]                                                                                                                                                                                                                                                                                                                               | [interview interrupted ... Personal phone conversation / phone call]                                                                                                                                                                                                                                                                                                                                                                                                         |

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| 00:02:14 – 00:02:30 | <p>መላሽ:- Sorry.</p> <p>ጠያቂ:- ችግር የለውም ጂረ!</p> <p>መላሽ:- ስለዚህ የ ክራይስስ ኮምዩኒኬሽን ፕላን አለ።</p> <p>ጠያቂ:- አለ? ቢቃ! ተመልሶልኛል።</p> <p>actually ሁለተኛው እና አንደኛው ተመሳሳይ by default።</p> <p>መላሽ:- አዎ!</p> | <p><b>Interviewee:</b> Sorry.</p> <p><b>Interviewer:</b> No problem!</p> <p><b>Interviewee:</b> So, we have a crisis communication plan.</p> <p><b>Interviewer:</b> Is there? Alright! I got it. Actually, the second and the first questions are the same by default.</p> <p><b>Interviewee:</b> Yes!</p> |
| 00:02:31 – 00:02:50 | <p>ጠያቂ:- ሶስተኛው ጥያቄ የሚለው፣ “Is the CCP accessible to everyone in your organization?” በርግጥ ቅድም ጠቅሰኝዋል መጀመሪያ ላይ...</p> <p>CCP ለሁሉም accessible ነው ወይ?</p>                                    | <p><b>Interviewer:</b> The third question says, “Is the CCP accessible to everyone in your organization?”</p> <p>Of course, you have mentioned it earlier. Is the CCP accessible for all?</p>                                                                                                              |
| 00:02:51 – 00:03:08 | <p>መላሽ:- የስ! Of course ምንድን ነው? እንትን ... እስከ ፕሮጀክት ሌቭል ጀምሮ ... ሁሉም ፕሮጀክቶች crisis እንዴት አድርገው ኮምዩኒኬ እንደሚያደርጉ የሚለውን guideline አዘጋጅተን ... እኔ እኔ ... ፖስተሮች ሁላ አሉን።</p>                       | <p><b>Interviewee:</b> Yes! Of course, you know what? We have prepared guidelines on how to communicate in time of crisis at the project level.</p> <p>Um... we have prepared posters as well.</p>                                                                                                         |

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| 00:02:51 – 00:03:31 | <p>መላሽ:- [አይሰማም] ... እኔ... ስለዚህ አለ። በደምብ አለን።</p> <p>ጠያቂ:- Ok. እኔስ ...</p> <p>መላሽ:- በግልጽ ነው develop ያደረግነው።</p> <p>ጠያቂ:- Ok. Excellent, yeah</p> <p>[laughter] I wish ይህን አስቀድሜ ባውቅ ኖሮ content analysis ለመስራት ባዬው ደስ ይለኝ ነበር። ግን አንሁን እዛ ውስጥ እንትን አላረኩትም ... አላካተትኩትም።</p> | <p><b>Interviewee:</b> [Inaudible] ... Um ... so, there is the CCP. Of course, we had it.</p> <p><b>Interviewer:</b> Ok, um ...</p> <p><b>Interviewee:</b> We have just developed it in a clear way.</p> <p><b>Interviewer:</b> Ok. Excellent! Yeah, [laughter]. I wish I knew you had it so that I may conduct content analysis. But I didn't plan it before.</p> |
| 00:03:32 – 00:03:45 | <p>ጠያቂ:- አዎ</p> <p>መላሽ:- Disaster ለምሳሌ ሪፖርት ማን ጋ ይደረጋል። ከዚያ ቀጥሎ ወዴት ነው የሚመጣው? የሚለውን flow በደምብ easy በሆነ diagrammatical format አድርገን ነው የሰራው። በሁለት ቋንቋ ተቀምጧል፤ በአማርኛም በእንግሊዝኛም አለው።</p>                                                                                       | <p><b>Interviewer:</b> Yeah!</p> <p><b>Interviewee:</b> For example, we have prepared the report flow in an easy and diagrammatical format and to whom to report to. We prepared it in two languages; Amharic and English.</p>                                                                                                                                     |

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| <p>00:03:46 – 00:04:19</p> | <p>መላሽ:- ፖስተሩ እንግዲህ ወደየ ፕሮጀክቶች ይበተናል። ተሰርቷል፤ እንደዚያ አድርገን ዴቪዲዮ አድርገናል።</p> <p>ጠያቂ:- Wow! That’s wonderful.</p> <p>እሺ በቃ ወደ ቀጣዩ ጥያቄ ስሄድ፤ አላላ ...</p> <p>yeah አምስተኛው ላይ ማለት ነው፤ ምን ያህል አስፈላጊ ነው? ምን ያህል በቃ ...</p> <p>መጠየቅም አልነበረበትም። just ግን for the sake እንትን [ፎርማሊቲ]... ምን ያህል ጠቃሚ ነው ለድርጅቱ [the CCP]? Yeah!</p> | <p><b>Interviewee:</b> Then, the poster will be dispatched to the project centers. It’s prepared. We prepared it in such a way.</p> <p><b>Interviewer:</b> Wow! That’s wonderful. Ok, let’s proceed to the next question. Um ... yeah, The fifth question says, “How important is the CCP to your organization?”</p> <p>Actually, this was not questionable. I am asking just for the sake of formality. How important is [the CCP]? Yeah!</p> |
| <p>00:04:20 – 00:04:45</p> | <p>መላሽ:- Um ... crisis እንግዲህ especially ለምሳሌ contemporary የሆነው የሀገራችን ሁኔታ በጣም በጣም ደግሞ ብዙ ነገሮች crisis oriented ሆነዋል።</p> <p>ጠያቂ:- Um</p> <p>መላሽ:- even እኛ ራሱ እንደ ፕሮግራም የምንከተለውን approach እስከምንቀይር ድረስ conflict በዚህ በኩል natural disaster በዚህ በኩል ... በየጊዜው happen ያደርጋሉ።</p>                                       | <p><b>Interviewee:</b> Um... crisis, especially, when we look at the contemporary situations of our country is becoming crisis oriented.</p> <p><b>Interviewer:</b> Um ...</p> <p><b>Interviewee:</b> Even, we are obliged to change our approach due to the dynamic nature of the conflict in one hand and the natural disaster on the other hand.</p>                                                                                        |

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| 00:04:46– 00:05:16 | <p>ጠያቂ:- eh<br/>መላሽ:-ስለዚህ ለእነዚያ ደግሞ<br/>communication plan ካለብህምጥክ<br/>ያስቸግራል።</p> <p>ጠያቂ:- Yeah! Definitely!<br/>መላሽ:-ስለዚህ ለዚህ በጣም ያስፈልጋል።</p> <p>ጠያቂ:- Yeah! በጣም አሪፍ ነው።<br/>እደውም ለቀጣይ communication<br/>ፕላኑን revise ማድረግ ቢያስፈልግ<br/>ግብዓት ይሆናሉ፣ እንደ input ያገለግላሉ።<br/>በምን ዓይነት መልኩ መደረግ እዳለባቸው።</p> <p>መላሽ:- አዎ፣ yes።</p> <p>ጠያቂ:- ለቀጣይ እንቅስቃሴዎች I think<br/>ይረዳል የሚል....</p> | <p><b>Interviewer:</b> Eh ...</p> <p><b>Interviewee:</b> Therefore, if you don't develop a crisis communication plan, it'll be difficult.</p> <p><b>Interviewer:</b> Yeah! Definitely!</p> <p><b>Interviewee:</b> Therefore, it [CCP] is so important.</p> <p><b>Interviewer:</b> Yeah! It's so interesting. Even, it will serve as an input whenever there is a need to revise it. It will guide you on how to do it.</p> <p><b>Interviewee:</b> Yes, yes.</p> <p><b>Interviewer:</b> I think it will help you for the next development/update.</p> |
| 00:05:17– 00:05:44 | <p>መላሽ:- yes። ፕላንም ስንሰራ፣<br/>ፕሮግራምም ዲዛይን ሳደረግ፣ በየጊዜው<br/>እናደጋለን። ሁሉም crisis plan ስንሰራ።</p> <p>ጠያቂ:- በጣም አሪፍ። Yeah!<br/>የመጨረሻው ምናልባት እንትን ... በምን<br/>ያህል ጊዜ ነው review የሚደረገው፣<br/>update የሚደረገው CCPው?</p> <p>መላሽ:- Yeah! እም ... እም ... ምናልባት<br/>ስድስተኛው ላይ ልመለስልህና ...</p> <p>ጠያቂ:- እሺ!</p>                                                                                     | <p><b>Interviewee:</b> Yes. We often revise it when we plan and design a program and develop crisis plan.</p> <p><b>Interviewer:</b> That's so nice. Yeah! My final question is, "How often is the CCP updated?"</p> <p><b>Interviewee:</b> Yeah! Um...um ...may be let me go back to the sixth question and answer it.</p> <p><b>Interviewer:</b> Alright!</p>                                                                                                                                                                                      |

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| <p>00:05:45– 00:06:11</p> | <p>መላሽ:-እኔ... ስድስተኛው ላይ<br/> Umergency/crisis ምን ያህል<br/> እረድቶሃል፣ ረድቷችኋል?<br/> ጠያቂ:- አሃ፣ አሃ ... አዎ!<br/> መላሽ:-ድርጅታችሁን support ለማድረግ<br/> ለማለት ነው?<br/> ጠያቂ:- አዎ! አዎ!አዎ!<br/> መላሽ:- አዎ፣ በጣም ማለት by the way<br/> ማለት ነው። If there was no<br/> Emergency/crisis communication,<br/> ጠያቂ:- እህ ...<br/> መላሽ:- ነገሮች ሁሉ ከተደረጉ በኋል ሊሆን<br/> ይችላል ብዙ ጊዜ ነገሮችን<br/> የምንደርስባቸው።</p> | <p><b>Interviewee:</b> eee ...the sixth<br/> question says, “how the CCP did<br/> help you reacting in the time of the<br/> crisis?”<br/> <b>Interviewer:</b> Aha, aha... yeah!<br/> <b>Interviewee:</b> Does it mean to<br/> support our organization?<br/> <b>Interviewer:</b> Yes! Yes! Yes!<br/> <b>Interviewee:</b> Yes, by the way, if<br/> there was no emergency/crisis<br/> communication plan,<br/> <b>Interviewer:</b> Aha ...<br/> <b>Interviewee:</b> it would have been<br/> after all things had gone that we may<br/> realize it.</p> |
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| 00:06:12– 00:06:55 | <p>መላሽ:- ያ ደግሞ የራሱ የሆነ consequence አለው። ለምሳሌ፡ አንደኛው ትልቁ እንትን trust የማጣት፣ በ community ው በፓርትነርሽፕ trust የማጣት problem ይመጣል።</p> <p>ጠያቂ:- Wow! Wow! Wow! Um.... okay.</p> <p>መላሽ:- እና already solved ከሆነ በኋላ መጥተህ እንዴ! እንዴ! እንዴ! ምናምን ብትል... ያው ምን ያህል እንትን እንዳለው መገመት ይቻላል። እና ደግሞ ትልቁ principle ላችን partnership ነው። communication strategy ያችን partnership ነው። ስለዚህ relationship አችን ይነካል። In the meantime, ደግሞ believe ያደረግነውን እና የምንቆምለትን ይህን ትልቁን ሚሽን “Releasing children from poverty in Jesus Name” የሚለው ማለት ነው።</p> | <p><b>Interviewee:</b> That also has its own consequence. For example, the major thing is that we will lose trust. It results loss of trust both in community and partners as well.</p> <p><b>Interviewer:</b> Wow! Wow! Wow! Um.... okay.</p> <p><b>Interviewee:</b> If we just woke up after the incident is already solved, say, oh yeah, yeah, yeah, it is nothing. In addition, partnership is our main principle. So, it affects our relationship. In the meantime, it is “releasing Children from poverty in Jesus name” is our motto and mission which we believe we advocate.</p> |
| 00:06:56– 00:07:03 | <p>መላሽ:- ልጆች ባሉበት ቦታ crisis emergency ቢገጥማቸው ቶሎ respond የምናደርግበት መንገድ ነው።</p> <p>ጠያቂ:- Wow! እህ እህ ...</p>                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b>Interviewee:</b> This is how we respond to children when they face crisis emergency wherever they are.</p> <p><b>Interviewer:</b> Wow! Aha, aha, ...</p>                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| <p>00:07:04– 00:07:38</p> | <p>ጠያቂ፡- በየምን ያህል ጊዜው ታሻሽሎታለችሁ?<br/>መላሽ፡- እኔ እ ... update እናደርገዋለን።<br/>በየጊዜው ማለት ነው። Not only on the bases of regular term. Crisis በገጠመን ጊዜ ሁል update እናደርገዋለን።<br/>ጠያቂ፡- Okay. Okay, okay.<br/>መላሽ፡- የክራይስቱ type ስለሚወስነው ማለት ነው።<br/>ጠያቂ፡- Yeah! Yeah! Um<br/>መላሽ፡- ሳንወድ በግድ ማለት ነው። ለምሳሌ ጃም ...flood ሲሆን አንድ ዓይነት አይደለም ሪስፖንስ፣ ኮንፍሊክት ሲሆን አንድ ዓይነት አይደለም ሪስፖንስ። ስለዚህ strategy ው በየጊዜው ፕላኑንም እንትኑንም አብረን revise እናደርገዋለን።</p> | <p><b>Interviewer:</b> How often do you update the CCP?<br/><b>Interviewee:</b> eee... We update it regularly. Not only on the bases of regular terms but also we update it whenever we face a crisis.<br/><b>Interviewer:</b> Okay. Okay, okay.<br/><b>Interviewee:</b> Because it depends upon the type of the crisis.<br/><b>Interviewer:</b> Yeah! Yeah! Um<br/><b>Interviewee:</b> whether we like it or not. For example, the response is not the same if it is a flood or conflict. Therefore, the strategy is updated whenever we revise/update the CCP.</p> |
| <p>00:07:39– 00:07:38</p> | <p>ጠያቂ፡- በጣም ነው የማመስግነው። This is ማወቅ የፈለኩት ይህን ብቻ ነው። ስለተባበርከኝ እግዚአብሔር ያክብርህ። አመሰግናለሁ። ተባረከ!<br/>መላሽ፡- በጣም valuable ጥያቄዎች ናቸው by the way.<br/>ጠያቂ፡- አይደል?<br/>መላሽ፡- በዚህ ሰዓት ብዙ ነገሮችን እንዳስብ አድርጎኛል።<br/>ጠያቂ፡- I know. Yeah! እንግዲህ ያው ይጠቅማል ...</p>                                                                                                                                                                               | <p><b>Interviewer:</b> Thank you so much. This is what I wanted to know. God bless you and Thank you for taking the time. Blessed!<br/><b>Interviewee:</b> By the way, you raise valuable questions.<br/><b>Interviewer:</b> Really<br/><b>Interviewee:</b> It provoked me to think so many things at this time.<br/><b>Interviewer:</b> I know. Yeah! I hope it will help somehow...</p>                                                                                                                                                                            |