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**A STUDY OF THE PRACTICE OF STRATEGIC ISSUES MANAGEMENT
IN ADDIS ABABA FOOD, MEDICINE AND HEALTH CARE
ADMINISTRATION AND CONTROL AUTHORITY**

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DECLARATION

I, Hiwot Yimer Mekonnen hereby declare that this MA Thesis entitled “A study of the practice of Strategic Issues Management in Addis Ababa Food, Medicine and Health care Administration and Control Authority” is the result of my own work and that all sources have been accurately reported and acknowledged, and that this document has not been previously, in its entirety or in part, submitted to the Addis Ababa University or any other university in order to obtain academic qualifications.

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APPROVAL

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This is to certify that the thesis prepared by HiwotYimer entitled ``A study of the practice of Strategic Issues Management in Addis Ababa Food, Medicine and Health care Administration and Control Authority'' submitted in partial fulfillment of the requirements for degree of Master of Arts in Public Relations and Strategic Communication) complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Chair of the department or graduate program coordinator

DEDICATION

This work is dedicated to my lovely son AbemelekYohannes, who gave me happiness, hope and strength to pass every challenge.

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ABSTRACT

Strategic issues management is systematic environmental surveillance and filtering processes embedded in the organizational structure. It helps to anticipate issues, to project and communicate their probable impacts on the organization, formulate policies, and actions that implement strategic thinking and influence public policy debates. The objective of this study was to know the practice of strategic issues management in Addis Ababa Food, Medicine and Health care Administration and Control Authority (FMHACA). In this work the study design was mixed method. The researcher used primary data, which is information collected for the first time by using interview guide to collect data from 60 respondents: 2 managers, 23 experts, 10 stakeholders and 25 Addis Ababa residents. And content analysis method was used for documents of public complaints registering, regular inspection registering, the organizations 2009 E.C BPR standard document, and 2010 E.C yearly magazine of the authority. Regarding sampling techniques purposive sampling technique was used for issue management related experts and managers and Convenience sampling technique used for Addis Ababa residents and stakeholders. The finding of this study demonstrate mostly faced issues are food adulteration, illegal medicine, under standard foods, sex tourism in massage houses, poor waste management, expired foods and medicines, sound pollution, illegal medicine, and clinical disorder. Among these the main and frequently faced issue is food adulteration. The impact of food adulteration is being cause for several non-communicable diseases like diabetics, kidney problems, malnutrition and many others. But there are many challenges to treat issues of food adulteration. The main challenges are technological incompetence, mainly food laboratory which is the basic instrument to identify food adulteration. It is not available in the country and other laboratories cannot identify it well. So, experts are forced to judge food adulteration by observation only, which is subjective and exposed for abuse. In contrast the court used the misleading laboratory result as reference which motivates adulterators to be free of responsibility and being additional burden of the health sector. The other challenges are awareness problem of the public and legal bodies as well as selfishness of some merchants. So, the study recommends: to empower the authority by technology and skilled man power as well as to aware stakeholders legal bodies, and residents.

CHAPTER ONE: INTRODUCTION

1.1 Back ground of the study

This study was designed to promote strategic issues management by studying the practice of Addis Ababa Food, Medicine and Health care Administration and Control Authority (FMHACA). Because Safe food is essential to live, but if it became unsafe and cause disease, safe and quality medicine needed to return back to normal health condition. If these useful life engines are at risk their damage will be more than their usage. And the role of A.A FMHACA is to manage major public concerns.

Cammillus and Datta said “Without proper response, societal expectations of today become the political issues of tomorrow.” Cammillus and Datta (1991). And according cornelissen issues are public concerns about the organization’s decisions and operations. Many issues first existed as a topic/matter of concern in society, and later they become Issue and then Crisis. And he advised as Issues management is better instead of fighting public opinion. Cornelissen(2013).

This concept shows as one of strategic public relations and communication function, issues management can manage the authority’s issues effectively. Because the authority frequently announces on its official web page and different publications like yearly magazine 2010, as it is working on controlling as usual, mostly about adulteration. In contrast the researcher experiences as there are complains on food and medicine quality control in Addis Ababa.

1.2. Background of Addis Ababa food, medicine and health care administration and control authority (A.A. FMHACA)

Ministry of Health is responsible for the accessibility of quality health service to all citizens throughout the country. So, Ethiopian food, medicine and health care administration and control authority (EFMHACA) is under the ministry to control and administer food medicine and health care services. With vision “Quality health services and products to all citizens” and mission “To promote and protect the public health by insuring safety and quality of products and health service through registration, licensing and inspection of health professionals, pharmaceuticals,

food establishments, health institutions and provision of up to date regulatory information while promoting rational medicine use.`` A.A FMHACA is one of these structures to regulate and administer issues of food, medicine and health care activities in Addis Ababa.

Some of the power and duties of the authority are to:Issue, renew, suspend, revoke or deny certificate of competence for specialized health institutions, food or medicines processing plants, quality control laboratories, importer, exporters, storage or distributors and trans-regional health service institutions, Serve as medicines, food, health professionals and health and health related institutions information center, Identify ingredients that caused death or ill health due to medicines residue or adulteration of medicines and food and take appropriate measures by conducting investigation on sample ingredients, Organize quality control laboratories as needed to carry out its duty, Authorize conducting clinical trial, monitor the process, evaluate the results and authorize the use of the result in such a way that it benefits the public; as well as cause to suspend or stop the clinical trial, Ensure proper disposal of expired and unfit for use food, medicines and their raw materials and Monitor and control illegal food, medicines and health services and take appropriate measures.

So, this research designed to study the strategic issues management practice in Addis Ababa FMHACA.

1.3. Statement of the Problem

Addis Ababa Food Medicine and Health care Administration and Control Authority is responsible governmental institution to safe guard Addis Ababa residents from different health hazards. Food, medicine and health care administration is one of top concerns of a society. Because of this, the society treated emotionally more than any other thing when issues occurred. Especially in Addis Ababa it is common to hear problems regarding food, and medicine administration especially about adulteration. But there are not enough research works on it. A seminar paper on trends in food adulteration, which is prepared in Addis Ababa university center for food science and nutrition, says

“In Ethiopia there are not enough papers that show the extent of food adulteration. However few papers show that the supply of adulterated foods is increased day to day in the local market. The common types of food items which are adulterated in Ethiopia are coffee, butter, edible oil, red pepper powder and milk, additionally the adulteration of Injera is the current issue but there is no any published paper which study about it” Tefera (2018).

Also another advanced food science and nutrition seminar paper entitled “a review on status of honey adulteration and their detection techniques in Ethiopia” explains as food adulteration is global concern and developing countries are at higher risk associated with it due to lack of monitoring and policies Damato (2018).

In addition official web page of the authority repeatedly posted as illegal, expired and under standard foods, medicine, and cosmetics were found in A.A. including daily usage goods like sugar, wheat powder, cooking oil, biscuits, juice, milk powder, rice, and others which questions the service of safe guarding citizens from health hazards.

This leads the student to study the responsible governmental institution A.A FMHACA's practice of strategic issues management to find out: - The practice of strategic issue management practice in the authority, the issues faced by the authority, and the way the authority treats issues.

Hence, the results of this study will play a role to promote issue management in early stages before they become crisis.

1.4. Research Questions

- ❖ How is the authority working on strategic issue management?
- ❖ What are the main issues faced by the authority?
- ❖ How the authority treats issues?
- ❖ What is level of stakeholders' satisfaction?

1.5. Objectives of the Study

1.5.1 Main objective of the study:

The main objective of this study is to study strategic issues management practice in A.A FMHACA

1.5.2. Specific objectives of the study

- To find out how the institution is working on strategic issues management.
- To identify major issues faced in the institution
- To find out the way issues have been treated
- To find out level of stakeholders' satisfaction

1.6. Significance of the Study

There are no research papers on issues management and courses are not given boldly in colleges because Issues management is not promoted well in our country, in contrast there is course on crisis management. So, Findings of the research will add knowledge and understanding of the subject of Strategic issues management and its application.

A.A FMHACA management will be able to come up with ways of handling strategic issues within the organization by using feedbacks for better implementation.

The study will also support and enrich theory and model of strategic issues management in public organizations that have similarities in their nature of service.

Researchers will use the findings of this study as a basis for further research

1.7. Scope of Study

The study is limited to study the practice of issues management in Addis Ababa food, medicine and health care administration and control authority, 5 sub cities (Lideta, Nefas silk, Yeka, Arada and Gulele), 10 of its stakeholders, (5 from food and 5 from medicine service givers) and 25 residents of Addis Ababa from selected sub cities by using in depth interview and content analysis methods. The content analysis part covered selected documents of the last two years only.

1.8. Organization of the Study

This research paper has five chapters. The first chapter is about back ground of the study, introductory about issues management and Addis Ababa food, medicine, and health care administration and control authority. Chapter two is about literature review, theories and empirical studies and chapter three is about research methodology, chapter four finding and discussion and lastly chapter five conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

The purpose of this chapter is to explain the main theoretical and empirical elements of strategic issues management.

2.1 Theoretical and Conceptual Frame Work

2.1.1 Strategic Public Relations

Different scholars gave definitions about strategic public relations and communication based on its function but their basic concepts are mostly similar. According Grunig and Hunt strategic public relations is the management of communication between an organization and its publics. Grunig and Hunt (2006). Similarly, Cutlip defined strategic public relations as the management function that establishes and maintains mutual benefit between an organization and its publics. Cutlip (2000). and According to Liz public relations specialism includes Media relations, internal communication, Managing community involvement programs, Issues management, Crisis public relations management and some more. Lizyeomans (2009).

So, this research focuses mainly on one of public relations functions strategic issues management.

2.1.2 Strategic Issues Management

According to Ansoff Strategic issues management is defined as “developing a systematic process by which the company can identify, evaluate and respond to strategic issues which can affect the company (Ansoff, 1980). Winter and Steger extended it by saying the main concept of issues management is to find out issues that may play an influential role in the relationship between an organization and its stakeholders (Winter & Steger, 1998) Similarly Jonas said the term issues management aims to identify assess and deal with threats and opportunities in the external environment. (Jonas 2008).

In Ethiopia there is a need to promote strategic issues management, to anticipate and manage issues in political, economic, health and all other cases before they become crisis. Because, managing issues costs less crisis and Ethiopia is among poor countries and has to use resource effectively.

There are also many literatures which said about the history and practice of issues management. Some of them are the following:

According to Liz, Chase is the first to use the term issues management in the mid-1970's, by describing it as: Issues management is the capacity to understand, mobilize, coordinate and direct all strategies and policy planning functions, and all public affairs/public relations skills, toward achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny Liz (2009).

Robert L. Heath, one of the leading scholars in the field of issues management, observes that in the initial time of issues management perspective, it was considered as managerial and planning skill not under public relation. And PR was not considered as managerial position. Heath (2002). Academic debates continue as to whether issues management is a sub-function of PR or an umbrella term that incorporates it (Heath 1997). Grunig and Repper (1992) argue that the issues management function is part of strategic planning as well as PR and tends to be synonymous with strategic PR. For Heath, Issues management is an [anticipatory, strategic management](#) process that helps organizations detect and respond appropriately to emerging trends or changes in the socio-political environment. These trends or changes may then

crystallize into an “issue,” which is a situation that evokes the attention and concern of influential organizational publics and stakeholders. At its best, issues management is useful for building, maintaining and repairing relationships with [stakeholders](#) and [stake seekers \(Heath, 2002\)](#).

According Ansoff the concept of strategic issues first appeared during the evolution of strategic planning. When strategic planning was first introduced in practice, the experience quickly showed this to be both impractical and unnecessary. Impractical because strategy revision is energy and time absorbing exercises which, if conducted annually, overloads management. Unnecessary because a strategy is a long term thrust which takes several years to implement. Unnecessary annual revisions, instead of improving a strategy, will cause vacillations in managerial behavior and prevent a fair test of strategy.(Ansoff, 1980).

He also said a strategic issue was something that needs management attention outside the calendar driven planning cycle, sometimes as a result of surprising events. Ansoff, (1984). Dutton and Duncan,(1987) extended the idea by discussing a strategic issue array, a set of strategic issues that emerge as a result of strategic planning and as input to initiation and implementation of strategic change.

According lizyeomans Public relations research and practice have traditionally been closely linked to Systems theory, which emerged in thesecond half of the twentieth century as PR education was established and was initially the dominant approach to PR theory,lizyeomans (2009).

So, Strategic issues management is part of system theory. Because, strategic issues management process shares some components of system theory.In public relations there are many theories among these this study will focus on system theory and social theory

2.1.3 System Theory

This part will focus on system theory which is one of organizational management approach.

According to miller a system is an assemblage of parts or components in organizations with process characters input–throughput–output and hierarchical ordering, interdependence, and

permeability components. Hierarchical ordering means arrangement of subsystems and super systems and interdependence implies the functioning of one component of a system relies on other components of the system. The third one Permeability is about information and materials to flow in and out. That is, a system “inputs” materials or information from the environment through its permeable boundaries then works on these inputs with some kind of transformational process and finally, the system returns the transformed “output” to the environment.

He also said in recent decades, a new area of systems theorizing has begun to gain importance in organizational research. When applied to the study of communication and organizations, all these areas suggest new ways of thinking about organizations as “different kinds” of systems, and as a group, these ideas can be considered “new science” systems theory.

Ideas for organizational communication derived from the new sciences include: The importance of relationships in organizations, the importance of participation in organizational processes, the appreciation of organizational change and instability and the importance of being open to the information environment.

Thus, new science approaches to systems theory open up ideas about how the complex and chaotic nature of organizational systems might lead to the emergence of new and innovative organizational forms and processes Miller(2012).

2.1.4 Relationship of Issues Management and Crisis Management

Howard Chase referred to issues management as the highest form of sound management when applied to institutional survival. This leads to a debate about its relationship to crisis management. He said here is clearly a connection, but the two specialisms are not the same. (Chase 1980).

Reger and Larkin in their issues lifecycle, suggest that issues increase in intensity through three phases potential, emerging and current, reach maximum intensity in the fourth phase, crisis. Reger and Larkin (1997). Seitel also argue that: Crisis management is about solving a problem the moment it occurs and after it has become publicly known, and is therefore reactive; issues management, contrariwise, involves pre-crisis planning, communicating openly and anticipating potential threats that a company is facing, and is therefore proactive. This distinction

suggests that issues management cannot be reactive. It is likely that most crisis managers would describe the proactive definition given earlier of issues management more accurately as preemptive crisis management. The difference between the two specialisms is probably less to do with the style of response than with the situation: crisis management is about dealing with the impact of an issue. Seitel (1989).

The researcher observes both specialisms are different. Issues are early stages of crisis which are adjustable but crises are irreversible.

2.1.5 Strategic Issues Management Process and its Response Strategy

Strategic issues management as part of system theory follows a process to meet the expected function. Some scholars discuss about the process of issues management and others about the response mechanism based on its life cycle.

According to Dutton & Duncan, making sense of the strategic issue can be seen as starting from triggering, which is pivotal for subsequent strategic issue diagnosis activity, as it serves to focus attention upon a strategic issue that demands further scrutiny. Dutton and Duncan, (1987).

Reger and Larkin (1997), in their issues lifecycle, suggest that issues increase in intensity through three phases (*potential*, *emerging* and *current*), reach maximum intensity in the fourth phase, *crisis*, and depressurize dramatically in the final phase, *dormant*, when they are finally resolved. This seems to imply that, unmanaged, all issues eventually turn into crises and do not necessarily involve a high degree of pressure until they do. Experienced issues managers might well disagree with that interpretation.

Gaunt and Ollenburger (1995) argue that crisis management is about solving a problem the moment it occurs and after it has become publicly known, and is therefore reactive; issues management, contrariwise, involves pre-crisis planning, communicating openly and anticipating potential threats that a company is facing, and is therefore proactive.

Jonas divides issues life cycle and its response mechanism into four these are:

Offensive Strategy: If an issue is detected at an early stage it can choose to engage in an offensive strategy. By doing so, the company recognizes that it has the potential to shape the future development of an issue and by coping with the issue in a timely fashion, even what was perceived as threats to the company can be turned into opportunities. Companies that engage in offensive strategies, also recognize that stakeholders have expectations that must be attended to in order to avoid issues turning into crisis situations.

Proactive Strategy: The use of proactive issues response strategies imply that the company already has identified possible external change that will occur and try to position the company according to that change before it occurs. In order to be successful with proactive strategies the companies need to develop anticipatory mechanisms which enable the company to identify issues that will have an impact on the company at an early stage in the lifecycle.

Accommodative Strategy: This strategy is the most passive issue response strategy of the four outlined options. Companies taking the accommodative approach simply adapt to the changes brought around by an issue and then get on with their business.

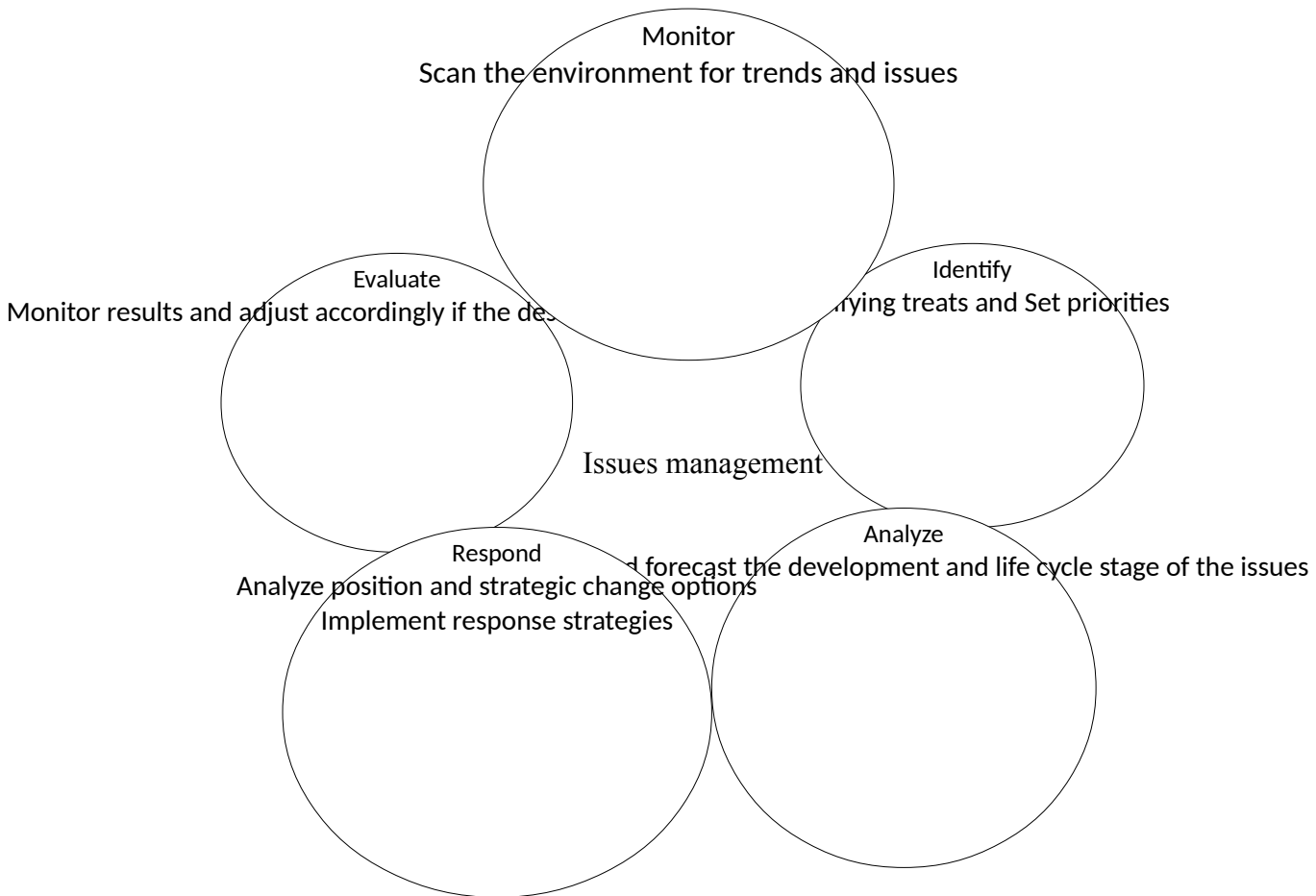
Reactive Strategy: Companies that choose reactive response strategies basically do not address issues until they reach the crisis stage in the issue lifecycle (stage 3), this implies that a response is triggered by external forces or demands on the company. At this point it is unavoidable that the issue will have some impact on the organization and legislation and regulation from relevant authorities are most likely to occur. Jonas (2008).

2.1.6. Model

In this part proposed Issue management process model will be discussed. According Cornelissen issues management process are classified in to four: Environmental scanning and monitoring, Issues identification and analysis, Issue-specific response strategies and Influencing Public policy Cornelissen and Dugall from institute for public relations (IPR), which is known in public relations specialist for more than 70 years said the strategic issues management process should be classified in to 7. These are: monitoring, identification, prioritizing, analysis, strategy decision implementation, and evaluation. Dugall (2008). Jonas also classified it in to four by

saying: identify, analysis and research, respond and evaluate Jonas (2008). The above ideas are useful but because Cornelissen's model bring two huge activities identifying and analyzing together and also miss evaluating, Dugall's model has unnecessary details which can be included together and Jonas's skip the main back bone step of issues management monitoring. Based on Jonas and Dugall I propose my own model of issues management process model. My proposal is to classify the process in to five major steps. **Monitor:** Scan the environment for trends and issues, **Identify:** Identify treats and Set priorities, **Analyze:** Analysis and forecast the development and life cycle stage of the issues, **Respond:** Analyze position and strategic change options and Implement response strategies, **Evaluate:** Monitor results and adjust accordingly if the desired outcome is met

Figure 1: Issue management steps



2.1.7. Adulteration

This section mainly focuses on adulteration of food and medicine. According Tefera adulteration is defined as addition of different substance to the food which, may result in the loss of actual quality of the food item. And it can be broadly classified into three types: Deliberate (Intentional) Adulteration: Intentional adulteration is mainly encouraged by traders who are reluctant to pay premium prices for herbs of superior quality & hence are inclined to purchase only the cheaper products. In-deliberate/Unintentional (Accidental) Adulteration: Occurs without bad intention of the manufacturers or suppliers. Some times in the absence of proper means of evaluation, an authentic drug partially or fully devoid of the active ingredients may enter the market. Natural adulteration: natural adulteration occurs due to the presence of certain chemicals, organic compounds or radicals naturally occurring in foods which are injurious to health and are not added to food intentionally or unintentionally. Tefera (2018).

In our country context some adulterations seems deliberate and mostly food adulteration like adding lime stone in to teff and adding banana in to butter.

According Burnetthistory of food adulteration has long story a smaller amount of food adulteration has been practiced from very old time. The Greek and Roman wine makers and dealers who colored and flavored their wine used it. In England adulteration was started from 13th century, where bakers cheapened their wares or decreased the weight. Some of the commonly used additives in the 19th century were poisonous. 19th century the use of such substances in manufactured foods and drinks was so common that town dwellers had begun to develop a taste for adulterated foods and drinks; by this time tea and coffee drinking had become popular in England but, both were expensive and as the fashion spread cheaper varieties were needed for sale to the masses. Many of these were not genuine tea and coffee but were made to look like the real thing by chemical treatment. Some varieties of cheap teas contained or were made entirely from the dried leaves of other plants. Also white bread and bitter beer were in great demand. So, chalk added to the flour to whiten bread, and, while mashed potatoes and, clay could be added to increase the weight of their loaves. Dried powdered beans were used to replace wheat flour and the sour taste of stale flour was developed with ammonium carbonate. Brewers too, often added mixtures of bitter substances, some containing poisons like strychnine, to

'improve' the taste of the beer and save on the cost. He also wrote about impact of food adulterants on health food adulteration is common in almost all developing countries. Rising incomes and slowly changing tastes and preferences in cities for soft drinks, dairy products, meat, oils and other processed products. In a developing country which is at the lowest step of the development ladder, food adulteration consists of relatively simple measures, the best examples of which are the addition of water to milk, mixing inferior quality of food to more expensive varieties and the use of non-permitted and harmful colors in the preparation of homemade processed foods for sale. On the other hand, in countries which have a developed food industry sector, food adulteration has a broad field starting from simple procedures to most complicated technological procedures needing high level technical competence.

It is obvious that in such food adulteration, technical expertise of very high order is utilized by the adulterator in performing such type of crime Musseti(2015).

According to Musseti Starting from the simple procedure of adding water to milk or selling diluted buffalo milk as cow's milk or using skimmed milk powder for making high quality milk, the adulteration process goes to the other extreme of utilizing non-permitted food additives in making processed package foods or making perfect imitations of well-known brands of food which can sometimes escape the most careful scrutiny of the food inspectorate. The common use of toxic coloring agents as an adulterant for fruits, vegetables, sweets are very dangerous when it comes to health of a person. It can lead to serious health issues like cancer, cardiac problems, sleeplessness and paralysis and other neurological problems or death as well. Some adulterants such as honey adulteration seems to be safer than the adulteration with the toxic chemicals as this will only have an economic impact without any health issues. Even milk can be completely adulterated, by making it artificially with chemicals such as urea, soap, artificial sweeteners etc. Musseti(2015). In addition to food adulteration there are also drug adulterations. He said drug adulteration is a practice of substituting original crude drug partially or whole with other similar looking substances but the latter is either free from or inferior in chemical and therapeutic properties. Adulterants are usually sub-standard varieties of a crude drug or inferior drug or artificially prepared commodities. Burnett (2017)

2.2 Review of Empirical Studies

This part is about empirical studies on issues management and adulteration.

The researcher was trying to see related literature works on issue management in Ethiopian context as well as research on Food, Medicine and Health care Administration and Control Authority but could not get any thesis for both. But there are two related literatures from abroad about issues management. One of them is from Copenhagen business school and the other from university of NAIROBI, school of business and about adulteration there are two seminar papers from Addis Ababa University and two from abroad one is from Ghana, and the other from Colorado University.

One of empirical studies is about the Letigen case revisited from an issues management perspective by Benjamin Jonas Veng. the aim of the thesis was to examine: how strategic issues in the business external environment could have an impact on the organization . It says: In 2002, Nycomed experienced several months of intense negative media pressure regarding the safety of using their product Letigen, the product was finally banned from the market as the Danish medicines authorities saw no other way than withdrawing the product. But Strategic Issues Management and stakeholder theory can help to understand how issues evolve in Combination with unsupportive stakeholders, why issues turn into crises.

These theoretical approaches show how companies can deal with issues and close gaps between the company and its external environment before they escalate beyond control.

The other one is Strategic issue management practices at the Kenya power & lighting company ltd by Betty Mwendekaumbuthitis about the practices of the Kenya power & lighting company. It: The objective of the study was to establish the strategic issue management practices employed by Kenya Power and Lighting Company Ltd. And the value of the study says it will generate greater awareness among public organizations on the importance of having a proper and practical strategic issue management framework as a vehicle to organizational effectiveness, as it will provide useful knowledge on factors that might have impact and contribute to the successful adoption of strategic management in public organizations. The study utilized a case study research design.

The third research is on Assessment of the prevalence of Palm Oil adulteration with Sudan IV dye in the Greater Accra Region BY Jacob Amoako-Mensah. This thesis is about Ghana's adulterated of Palm oil by Sudan IV dye. The objective of the thesis says - To ascertain the prevalence of Sudan IV adulteration of palm oil in ten markets in Greater Accra. The last one from abroad is about Species specific detection of adulteration of water buffalo milk with cow milk using high resolution melting analysis - by James Musetti this thesis is about investigating adulteration of Water buffalo milk with cow milk by using different scientific methods.

The first empirical study work from Ethiopia is A review on status of honey adulteration and their detection techniques in Ethiopia – by Teferi Damte. He stated as there is trend of honey adulteration. And most commonly used adulterants are banana, sweet potato, molasses, wheat flour and its detection technique. And another seminar paper is on Trends in food adulteration by Hulumtaye Tefera. This thesis listed adulterants are milk, wheat, ice cream, coffee, edible oil, butter, red wine, salt, honey, tea leaves. Its effect especially on export market is lack of acceptance in the market due to distrust of its originality. The researcher found the above empirical studies helpful so, this research will share the theory and models, but the context of this research is totally different and done in public relation perspective.

In our country there is a need to save resources. And the right solution is working on issues management more than crisis management. Because, issues management is a profitable strategy to handle relationships so, organizations should give priority to work on strategic issues management. But as far as the researcher assesses in issues management course is not boldly given as a course for any profession including public relation and management departments. And also Even in food science and nutrition research works on adulteration are not enough. As said by Tefera (2018) "In Ethiopia there are not enough papers that show the extent of food adulteration. However few papers show that the supply of adulterated foods is increased day to day in the local market. This gap leads with is no former empirical study of adulteration and issues management in Ethiopia context. So, this study will fill the research gap of the field as well as opens the opportunity for more studies.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter dealt with a systematic and scientific procedure of data collection, compilation, analysis, interpretation, and implication. In other words it is where the researcher decides research design, research methods, tools, process of data gathering, organizing and analyzing; data sources and ethical consideration.

According to Creswell methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and techniques. In the past two decades, researches approaches have multiplied to a point at which investigatory or inquires have many choices.

He continues his discussion about the three methods qualitative, quantitative and mixed methods by saying the first has been available to the social and human scientist for years, the second has emerged primarily during the last three or four decades, and the last is new and still developing in form and substance. Mixed methods research has come of age. To include only quantitative and qualitative methods falls short of the major approaches being used today in the social and human sciences.

A mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds (e.g., consequence-oriented, problem-centered, and pluralistic). It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problem. The data collection also involves gathering both numeric information (e.g., on instruments) as well as text information (e.g., on interviews) so that the final database represents both quantitative and qualitative information. So this research used by combining both research approaches. (Creswell, 1998).

3.1. Research Design

From three research paradigms analytical, descriptive and experimental research the researcher choose to use descriptive because of the manner of the subject. And also from four schools of

thought about knowledge claims post positivism, constructivism, advocacy participatory, and pragmatism. The researcher prefers constructivism.

Because in Socially Constructed knowledge claims individuals seek understanding of the world in which they live and work. They develop subjective meanings of their experiences-meanings directed toward certain objects or things. These meanings are varied and multiple, leading the researcher to look for the complexity of views rather than narrowing meanings into a few categories or ideas. (Creswell, 1998).

3.2. Source of Data

In this research there are both primary and secondary sources

Primary source: The study use primary data source, in-depth interview, recorded data and different documents of the organization.

Secondary source: Secondary source is data already available, which have already been collected and analyzed by someone else. So, this includes: previous research works, books, online information and organizational web pages.

3.3. Sampling Techniques

In this research purposive sampling technique for issue management related experts and top managers and Convenience Sampling technique used for stakeholders and Addis Ababa residents.

Convenience Sampling is a sampling technique that qualitative researchers use to engage participants who are easily accessible and convenient to the researchers. In contrast purposive sampling is about selecting the informant purposefully because of In-depth knowledge of an issue, First-hand experienced on the topic of study, Particular knowledge or expertise regarding the study, Authorization and so on. <https://www.statisticssolutions.com>

3.4. Sample Size

The researcher conduct in-depth interview with 10 of 18 central office experts (2 deputy managers and 8 experts which is more than half (55.6) and from 10 sub cities 5 sub city offices selected (50%), Nifas silk, Arada, Yeka, Lideta and Gulele and from each 3 experts interviewed which is 15. Totally, 25 experts including top managements interviewed. And also 25 Addis Ababa residents and 10 organizations who take permission to work on food and medicine business selected. Totally 60 persons interviewed.

For content analysis part 4 documents selected. These are public complain recording document, regular inspection registering document, 2009 E.C BPR standard document, and 2010 E.C yearly magazine of the authority.

3.5. Data Collection Tools and Method of Analysis

In this study, in-depth interview, and content analysis methods used to collect data.

According Creswell in in-depth interview is a researcher talking with people, usually face to face, for much longer times than they would in survey research—often several hours, which may be divided between days. The main purpose of in-depth interviews is to uncover the outlooks and perspectives of the people who are interviewed. Instead of asking a respondent to place on a seven-point scale on affirmative action, an in-depth interview might be asked simply how she/he feels.

He also writes about method of analysis there are two ways of analyzing qualitative data. One approach is to examine findings with a pre-defined framework, which reflects aims, objectives and interests. This approach is relatively easy and is closely aligned with policy and programmatic research which has pre-determined interests. This approach will allow focusing on particular answers and abandoning the rest. Creswell (1998)

In this research, the researcher collects data by in-depth interview, using probe questions and Content analysis by looking different publications. And a predetermined framework approach is chosen for the qualitative data.

3.6. Ethical Considerations

During interview free and informed consent of the informants were obtained and the researcher has informed the informants as the information will be only for academic purpose and confidentiality and anonymity were maintained.

CHAPTE FOUR: FINDINGSAND DISCUSSION

This chapter talks about research findings and discussion. In this research the researcher collected data from documents and in-depth interview. For the content analysis part 4 documents are used and for in depth interview part 60 persons interviewed but because of information saturation the researcher used half of them for analysis. These are 2 deputy managers, 3 experts from central office, 5 experts from 5 sub cities, 10 stake holders and 10 from Addis Ababa residents totally 30 interviewees .

Findings and discussion:

4.1. Content Analysis and Discussion

In this part the researcher used four written documents. These are public complain recording document, regular inspection registering document, 2009 E.C BPR standard document, and 2010 E.C yearly magazine of the authority.

4.1.1 Monitoring the Environment

Using call center:

The researcher investigates how the authority is monitoring the environment by using charge free public complain call center 8864. There is a record document which is managed by the Executive secretary of the Authority's General Director.

The book has two parts on one side it has food and sanitation public complain lists and on the other side medical and facilities public complain lists. According this document:

The recorded numbers of issues, regarding food and hygiene from yekatit 2010 E.C – yekatit 2011 E.C are 15. And no follow up indicated for all of these.

The recorded numbers of issues regarding medicine and health care facilities from yekatit 2010 E.C – yekatit 2011 E.C are 7 out of these 1 answered by the secretary and others have no follow ups.

When the researcher compares the above finding with one year back:

The recorded numbers of issues regarding food and hygiene from yekatit 2009 E.C - 2010 E.C were 44. Out of these 14 had follow ups: 4 are confirmed incorrect complains, 5 referred to sub cities (3) to region (1) and for federal (1).

The recorded numbers of issues regarding medicine and health care facilities are 17. Out of these 5 had follow ups, 1 referred for sub city. 1 information given, 2 incorrect complains confirmed, 1 measure taken. The reason for follow up problem for 6 times mentioned as transport problem.

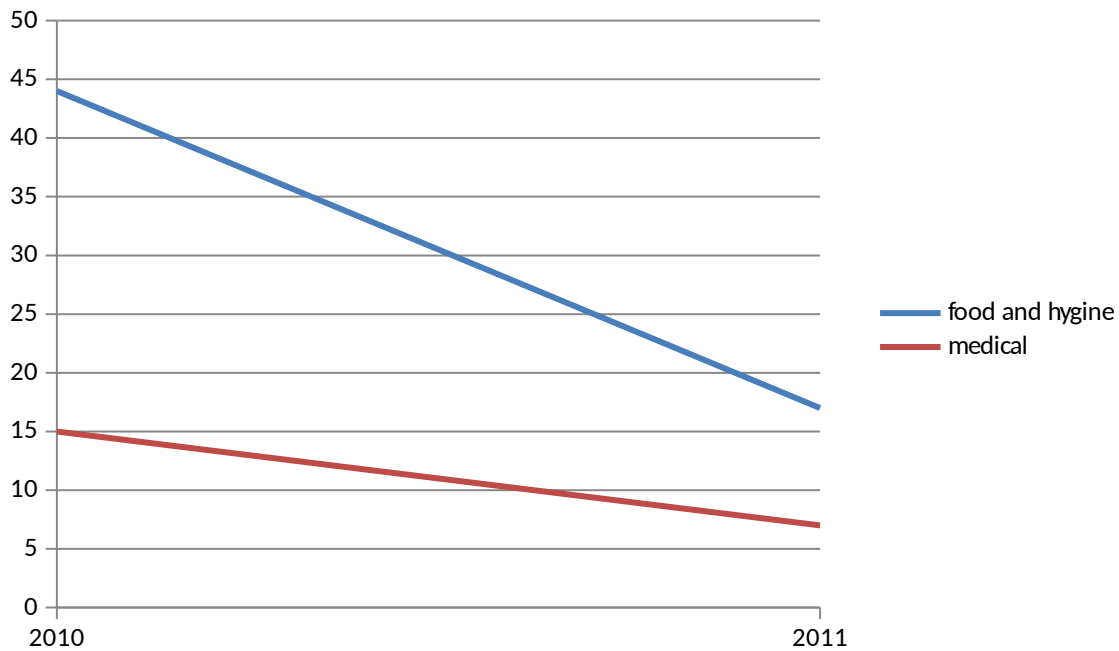


Figure2: Comparison of public complaints in A.A.F.M.H.A.C.A

The figure shows the numbers of public complain and issues follow up decreases while the problem is increasing every time when the researcher compares the last two years. In 2010 – 2011 E.C the numbers of public complain for medicine and health care by using free telephone

number was only 7 and 1 year back 17 for food and hygiene in 2010 – 2011E.C15 and one year back 44. And the follow up of complained issues also decreases.

Using regular inspection:

The researcher investigates how the authority monitors the environment by using regular investigation. For this purpose the researcher found recorded documents as sample in food and hygiene directorate.

In this directorate there are different documents which show regulated institutions. Among these there are Health related service givers (spa, massage...) Food and beverage service givers (hotels, café, and restaurants, and Health related industries documents.

According this document in 2011E.C 346 service givers have inspected, and expired goods removed from 4 organizations (170 type goods, 126 under standard dining goods, 11 liter hair color.) Among these institutions 259 leveled as green, which means fulfill the standard 24 yellow, follow up needed to improve the service, and 51 red means which need series follow up and measure and 12 are not leveled.

4.1.2 Pre, During and Post Investigation

For this purpose the researcher used the BPR document. In this document there are chains of order from check list preparation to follow up and measure. These are Pre - license or pre - renewal control, during service inspection and post inspection works.

For this purpose the researcher used the BPR document. In this document there are chains of order from check list preparation to follow up and measure. These are Pre - license or pre - renewal control, during service inspection and post inspection works.

Pre - license and pre - renewal control: the BPR document list the following procedures

Check list preparation - license or renewal request - pre license inspection – feedback -

Re – check inspection - Report and agreement signature – (If fulfilled) giving license or renewal

During service inspection:

Regular / sudden inspection: Check list preparation - Field inspection - immediate measure (if needed) - Or giving feedback - agreement signature

Public complain based inspection: Public complain - field inspection immediate measure (if needed) or giving feedback (if needed) sample taking

Post inspection works.

Giving feedback - Re-checking - (if not fulfilled) takes Measure if needed - (if full filled) – give letter of recognition report to respected bodies

4.1.3 Different Inspection Findings

The authority publishes different inspection findings in the 2010 E.C yearly magazine. These are: Comparison of Standardize with problematic emergency treating rooms which looks unclean, unsafe and uncomfortable in contrast of its standard which is expected to be clean and safe to prevent infection both for professionals as well us patients, comfortable to give immediate help which matters the life and death of a patient.

Modern expired medicine disposal system with poor west disposal management experience which is done around living area but not fully disposed and has chance to transmit disease.

Comparison of standardized with problematic dead body waiting room, which is scary rather than giving dignity.

Illegal medicines which their sources are unknown and unrecognized, these can be expired, not curable and even poisons.

Freezing chain loss medicines specially children vaccination. Vaccinations are sensitive and cannot be out of their freezing chain. If so, their damage is more than their usage and can cause disease.

Over qualified service in a health institution: When a medium clinic gives operation service, which is out of its ability of the permitted professional, medical doctor and facility. That may cause clinical disorder.

Out of service microscope and out dated reagents which cannot read the exact health condition of the patient and this may maximize the exposure of wrong finding by using wrong reading without the help of technology.

And also from food and hygiene service: Adulteration of INJERA with non-food materials, unsafe juice preparation, unsafe oil, out dated rice and meet are reported.

4.2. In-depth Interview Finding and Discussion

This part discusses about the findings, based on literature review.

Awareness about strategic issues management: First the experts were asked about their awareness of issue management and they are expected to know the term well. Because, Addis Ababa food, medicine, and health care administration and control authority is one of the best examples for strategic issues management study.

Issues are public concerns, and primary concern of the public is health. So, strategic issues management in this context mean managing health related issues especially food and medicine to safeguard citizens from health hazards before crisis by using strategic systems. But experts of the authority are not able to define the term confidentially. Some experts define it contextually by saying ``case management, solving problems, treating a concern, on our duty one case can be taken as issue`` and so on others mentioned as they do not know the term at all. Awareness is first step for implementation. But the result shows as experts are not able to know what they are working on. This shows as they did not get formal course in the field but expected to be effective. So, it is necessary to give courses of issues management in addition to their field.

Ways of treating issues in the authority: the experts were also asked about how the authority is working by using system theory: System theory follows process of characters input–throughput–output by following strict steps interdependently Miller (2012). According the content analysis of BPR document and experts reply the authority has strong system to follow on managing issues. Most of the respondent experts replied as ``public complain/ regular or sudden inspection - identification - prioritization - case team formation – planning – investigation (if needed immediate measure)- agreement signature – analysis - reporting and intervention/ measure`` are usual steps. Even if they said it differently most respondents explained as first they

will identify the issues scope which structure it needs /central, sub city or woreda level/, specific department / food or medicine/, and then its severity /if it needs immediate response/. After that analyzing the issue, addresses well /respond by giving immediate or procedural measure and finally report it to respected bodies.: others said `` After Public complain we keep it secret and identify type of complain if it is laboratory, pharmaceutical, clinical to include special professionals then investigate and signed agreement signature, then measure will be taken`` and so on but summarized as above.

Monitoring the environment: -This is another system theory concept. Which says ``A system is an assemblage of parts or components in organizations with process characters input–throughput–output and hierarchical ordering, interdependence, and permeability components`` miller (2012).

The main process to input information to the issue management system is Monitoring the environment. It is the first and mandatory step on issue management process to take response in time. According to the respondent experts, the authority is monitoring the environment by saying `` Routine/regular inspection, before license control, telephone, personal and written public complains, personal request, Structural levels, different events, meetings, using pre – license control, sudden inspection, and do on.

The experts said the main accessible and easy system to monitor the environment is public complain call. But most of Addis Ababa residents respond as they did not know the number by saying `` is there any organization to control food and medicine quality? I do not know about it, I know about the authority but not the number, and most respondent experts confirm it. Some of the experts replied as they are receiving complain through the federal call center too. The manager also explained by saying ``even Addis Ababa city council members did not know the number and the function of the authority well`` Even if the authority said ``we are trying to promote it in different events, political structures of residents, and through Medias``. In addition to the experts reply the researcher observed as there is no communication or health professional to handle the public call properly, the call center is managed by the general director's secretary as additional work. She is not skilled for communication or health.

And she is not multi lingual to treat the residents' of multilingual city Addis Ababa, and also the secretary said `` informants are obligated to give their address`` which cannot give feeling of confidence and secured. So one cause for the decreasing of public complains may be because of poorcall management, poor registration and poor follow up system. In this regard the researcher understands as the authority is not using the potential monitoring system – working in collaboration with the public to monitor the environment. The other major way to input information is public complain

Major issues faced in the authority:By using monitoring and public complain systems to input information the experts'identified as the main faced issues are``adulteration, illegal medicine, laboratory problem, expired foods, under standard foods, sex tourism in massage houses, lack of focus on the authority, and incentive problem of professionals, poor waste management and expired medicines others said sound pollution, illegal medicine, selling medicine without prescription and clinical disorder`` as frequently faced issues.Based on their reply food adulteration is the main and wide spread issue throughout the city. Its impact is high by being cause for the recent major problem of the society, ``non-communicable diseases like liver problem, diabetics, cancer and others`` in addition to toxicity and malnutrition.

There is no research to be sure that adulteration is the main cause for recent health crisis of the society, non-communicable disease specially the loudly known kidney problem but from the answer of the experts it's possibility is high. So, as the literature said “Without proper response, societal expectations of today become the political issues of tomorrow.” Cammillus and Datta (1991).andissues increase in intensity through three phases potential, emerging and current, reach maximum intensity in the fourth phase, crisis. Regester and Larkin (1997). These major faced issues need immediate and stable system because; the authority needs to manage issues before crisis.

Effectively addressed issues: as expertsresponse the authority is working by following 4 p's these are premise (standardize work place), professional (needed qualification), product (product quality), and practice (ongoing process of service giving.)Based on these they said the main issues addressed by the authority are ``professionand practice control. `` Among these premisesis the most difficult issue to control in our country context, because of economical

constraint. They said ``the standard and the real condition is too far. So, when we tried to keep the standard most service givers will be out of service but the public need those services. So, we always work in dilemma. `` they continued ``Products are also difficult to control, because some adulterated products are difficult to check whether they have the expected nutrition content as well as their gradual impact on health because of the laboratory competency problem. `` Even though there is no need to compromise in health service, the authority prefers to focus on practice and profession rather than premises and product. So the respondents said ``we address profession and practice well.`` In addition managers mentioned ``cooperating with Interpol for controlling illegal products,professionals' license control, medico – legal works and institutional practice control works are well addressed issues.``

Challenges on managing issues: as experts respond the challenges on managing issues are ``Absence of laboratory to identify adulteration, lack of materials to measure sound pollution, shortage of professionals to cover issues, transport problem, Political leaders' interference,law coverage problem.``(experts think as some issues are not covered by the law like adulteration) they also mentioned ``sometimes, there is disagreement with service givers not to be accountable, economical constraint of the service givers to meet the standard, lack of responsibility/ negligence, selfishness, hiding information, misunderstanding about the authority, Resistant behavior of service givers for change,sometimes false complain from workers or neighbors when they quarrel each other and from competent institutionsand theneed to compromise the quality of the service by giving money.``The managers' response mostly agrees with experts on technical issues. And they added:``Political influence not to work professionally, for example:the struggle between job creation and keeping the standard. And, force to work with double standard``by explaining this will bring dissatisfaction on equity in addition to health problems.

Strategic issues management helps to prevent resource, emotion and many more because as Gaunt and Ollenburger argue crisis management is about solving a problem the moment it occurs and after it has become publicly known, and is therefore reactive; issues management, contrariwise, involves pre-crisis planning, communicating openly and anticipating potential threats that a company is facing Gaunt and Ollenburger (1995).

Laboratory problem: Most respondents confirmed as there is problem on food laboratory. By saying `` Laboratory quality problem to identify adulteration, law problem (some issues are not covered by the law), lack of responsibility in the society to give information, Lack of laboratory competency. For example: to identify milk with water adulteration, lack of following standard ``and so on. And the manager explained by saying ``in the past time the problem was the awareness about: how to send sample, responsible body /whom/ to send, how to transport it, which laboratory test requested, and amount of sample needed in addition to laboratory competency problem. But after training given for about 600 experts this problem solved except laboratory competency. ``

The manager also confirmed as laboratory problem is core problem of the country by remembering one incident, ``once we send 60 cases to laboratory test which experts manually confirmed as adulterated, but no one resulted positive for adulteration. ``As the manager's reply this is because, the laboratory is not separate laboratory for food, and the laboratory which they are using cannot identify food from other non-food materials. By saying: ``If the adulterated product did not show immediate result on rat or rabbit, the result for toxicity will be negative. ``So, adulterators, who are responsible for health problems to be free from accountability and their story motivates others to be additional challenge for poor country which cannot buy enough medicine for its citizens.

Legal support about adulteration: experts replied as the law has limitations on accusing adulterators. They said ``even if we are sure as it is adulterated we are always losers. Because, there is chance to be accused back when we take measure by observation adulterators are using the law against us. And it is impossible to confirm adulteration in laboratory test. In contrast, most of the time the court refer the laboratory result only. So, the implementation of the law is poor.`` But the manager argues by saying ``it is true the court is using the laboratory result mostly and this is big challenge but there are other options to implement. For example: there is law which accounts persons who did not supply the right thing as they advertise. In this article the issue is not toxicity but it will accuse if the content of the product is different from what is written on or said.

The other way is working on observation. The law also allows to work by using experts observation with three eye witnesses. But the problem is the court is using the laboratory result for toxicity and escape to see other options to teach criminals and safe guard citizens health.`` So managers said the problem with legal bodies is awareness on how dangerous food adulteration is and to use other options.

Here it is the problem of awareness which means there is lack of strategic communication of stake holders. So, to fill the gap strategic public relation and communication work needed for all stake holders.

Strategic communication work: strategic communication is vital to be effective in managing issues but in the authority the communication and awareness creation work is not strongly done as experts confirmed especially, for medicine and facility cases. The respondents said because, ``it is not easy to understand the technical issues for the public /non health professionals/ we prefer to communicate with professionals only. ``

And alsomost of the respondent residents replied as they have information about adulteration,expired food and medicine, clinical disorder and illegal products in different Medias and Some of them experienced it. But when they experience quality problem on food and medicine all respondents said as they have no idea where to go and they mentioned as they totally did not know as there is regulatory body except two respondents.Someof them said ``I will return back where I purchase ``, some said ``I will tell for police``. Only two respondents reply as they heard about the authority without any detail. Some of them said we are not confident to eat outside our home because; no one is controlling the quality of food.

So, this kind of fear is expected to be treated by the authority. To do so the authority has to strengthen its control and work to fill the society free of health hazards as its mission says.

Stake holders relationship with the authority: All respondent service givers agreed their relationship with the authority is very good and as FMHACA experts give them feedback on issues related to their service like,management of medicine, medicine storage system, to keep prescription, about dirty clothes storage, health checkup of workers, suitable stairs for handicaps, expired food, materials used for food preparation and service.

Most stake holder respondents replied as they have knowledge on different potential issues of food and medicine services like the freezing level of medicines, expired foods, shortage of medicine supply, poor relationship between physician and pharmacist/ to communicate when there is doubt on prescription/, illegal medicine, shortage of medicine supply, refrigerator food spoilage before expiry date, health checkup of the employees, fully documented prescription, tablet counter, and sanitation, isolation of toilet and kitchen quality.

Also about the ethical work culture of experts all respondent service giver stake holders agreed as the authority experts are ethical. Some of them said ``they will come and see basic places, give feedback nothing more even they are not volunteer to be invited acup of tea`` except one who said ``there are experts who ask money to compromise quality.``

In contrast most of Addis Ababa residents answer as their satisfaction on the authority is very poor. In contrast institutional stakeholders' satisfaction is very good especially within the last one year. They said ``Experts are working well on: feedback and follow up, ethical behavior, keeping the inspection period/every quarter and commitment to bring quality.``

Experts' comments: experts comments on different issues which they think are essential to work on strategic issues management in the future these are:-

``The public should know about objective of the authority, if so they will contribute a lot, adulteration is not considered as crime if it did not bring toxicity but losing the needed nutrition value should be included in to account, media should work on awareness to keep the health hazards away, for example: on health service awareness, like where and how to buy medicines, and, the law must consider preventing, For example: Even if the drug is prescribed wrongly but not taken there is no way to take measure, working on preventing should get attention, because it costs less than treatment, Solution needed for shortage of professionals. Skilled persons should manage the call center of public complain, Health advertisements should follow ethics. And there should be responsible body to check these advertisements. It is better to know the exact service giver number; there are organizations who work without license and some which stop working but holds the license, and the authority should be empowered and have laboratory to identify and manage issues by itself.``

The experts are commenting to challenge the society to be cooperative by giving information, challenging policy makers to give attention for adulteration and legal service givers to see other options that can safeguard the society. On the other hand stake holders have also comments.

Stake holders' comment:stake holders also comment on the authority by saying

``Experts should improve their communication when they come for inspection rather than making it terror,they should keep their pace all time they are doing good now, professionals number should be increased to increase their coverage more, they should address new updates timely, they should work more on sanitation, they should work by the help of technology rather than observation, they should control by focusing on fake products like chewing gums and juices. ``

Stake holders' comment is about behavior of experts, structure and human resource, sustainable quality service, timely information, and technology usage.

Future plan:the authority's managers replied as there are plans to work for the future to improve issue management works.

For call center management: managers replied``the call center number is not well known, because of this complains are not enough comparing with the problem. So, for the future we have planned to work on awareness and to make the call center digital, which can record complains without any precondition; so that everyone can tell us his/her complain confidentially. `` And said ``we have to think over to see different options to manage the call as separate work and by multilingual and skilled professionals. ``

For laboratory problem: mangers replied as there is started work to have laboratory under the authority, which can solve the problem of adulteration by saying ``recently the machine will arrived and will start working until then working with observation is better. ``

For legal limitation: mangers replied as there is law for everything and the problem is implementation, the deputy manager said ``even if the court mostly uses the laboratory result,we have another ways to prevent the society. And there is also law which can consider technological problems and allow confirmation by observation and witnesses. So, we mostly did not relay on laboratory results rather we can judge it by observation and we can take three eye witnesses if so, the law will support us. But for the future, awareness creation work needs for legal bodies on using the law options properly specially for adulteration. ``

4.3. Discussion Based on Proposed Model and other Countries Trend

In this part the researcher used the researcher's proposed model for issue management steps proposed based on Dugall (2018) and Jonas (2018) by dividing the issue management steps into 5 major steps: monitor, identify, Analyze, respond and Evaluate. And also tried to compare with other countries trend especially on adulteration by using thesis' in empirical studies. So the researcher tried to check these elements in the authority based on responds:-

Monitoring: Most of expert respondents answered as there is custom of monitoring by using telephone complain, personal complain, pre license/renewal inspection, sudden and regular inspections. But because Addis Ababa's population's huge number controlling /monitoring the city of is not easy by using limited number of employees.

Rather it is easy for the public to scan their environment where ever they are. For the effective use of this resource the public needs awareness about the duty and responsibility of the authority, about how to keep themselves from non-quality products and service, about what to do if they experience it for example, the charge free telephone number, office address, scope of structures in the authority /where to complain, sub city, woreda, or central office and so on.

As of the finding the telephone which is working to receive complains at central office level is not managed well. It is not managed by communication or health skilled and multilingual employee and not taken as main work. But Addis Ababa is a city of diversity and to serve all nations in the city multilingual person needed to manage calls. Plus the easiest way to communicate with the authority is telephone but the number is not known well by the residents.

So, different communication works needed. The other thing to be considered is there are many charge free telephone numbers for different services which is difficult to catch all different numbers. So it is necessary to bring all these numbers to one as other countries did by using the catchable number 911 call center for all services and it is easy to manage with professionals.

Identifying: experts will identify and prioritize the issues scope when complain reported. The identification process includes - Which structure it needs /central, sub city or woreda level/, specific department / food or medicine/, and its severity /if it needs immediate response/.

After that they will analyze the issue, addresses well /respond by giving immediate or procedural measure. The prioritization process identifies if the issue needs immediate response or procedural treatment by observing the impact of the issue. So, There is good practice in the authority regarding steps of issues management. The authority mostly follows the BPR standard: Public complain/ regular or sudden inspection - identification - prioritization - case team formation – planning - investigation (if needed immediate measure)- agreement signature – analysis - reporting and intervention/ measure. So this is strength of the authority.

Analysis:The authority is working analysis by complain based, regular inspection, and sudden inspections, by the help of observation and laboratory tests. Because of laboratory problem especially for adulteration the authority prefer to work more by observation. Adulteration is vast problem in all parts of the city, but cannot be confirmed in laboratory and accountability is under question without laboratory report. But the authority experts are working to save the public and for their responsibility.

Respond:The authority has power to take measure when needed. So, after inspection experts will decide the preferable measure and will implement it. The respond may be giving feedback, warning, punishment, and if the problem is risky up to shutting down the service and taking back the license. So, the authority is using its power strongly for strategic decision and implementation is permitted.

Evaluation:The authority will evaluate the fruit fullness of its work by re - checking the implementation of feed backs by regularly inspecting the institutions (4 times annually and suddenly as needed) after inspection the institutions will be leveled as green, yellow and red according their performance. In general according Dogall (2018), Basic components of issues management process are on work. But needs focus and communication works.

4.4. Empirical Studies in Contrast

The empirical studies in the country demonstrate as there are many problems of adulteration but did not get attention and there is shortage of research on the issue.Damto (2018), Tefera (2018) And the abroadresearches show as there are needs of technological and man power capacity to identify adulteration.

James Musseti works his thesis on adulteration of water buffalo milk and cow milk using high resolution melting analysis. In his thesis he stated as several methods have been developed to detect species adulteration in dairy products including immunological, chromatography, and molecular methods by quoting (Mayer, 2005). Many of these methods are based on the properties of proteins found in the milk of dairy species and as the methods can be time consuming, require technical expertise, and are expensive. Development of a fast, accurate, inexpensive method that requires minimal technical knowledge would be valuable to the dairy industry in the responsibility of the value, quality, and safety of its products in the interest of public health. The researcher used high resolution melting analysis allowed for the discrimination of dilution of water buffalo milk with cow milk.

Jacob Amoako –Mensah works his thesis on palm oil adulteration with Sudan IV dye, which is a category 3 carcinogen used as an industrial dye for the manufacture of plastics and textiles to impact color was detected in palm oil. The dye is used to enhance the color of the crude palm oil which is lost due to the use of poor quality palm fruits, and production practices that result in a loss of the characteristic orange red color of the crude palm oil. These two researchers show the technical and technological capability of the countries. But in our country there is no laboratory even to identify what is confirmed by observation. It is enough to remember the deputy general manager's response which says we confirmed 60 adulterated foods by observation and send it to the laboratory for further investigation but the result of all samples came as negative adulteration.

But, the above seminar papers Damto (2018) and Tefera (2018) from Addis Ababa University showed there are adulteration trends in the country too and the food items listed are daily usage goods like: butter, honey, wheat flour, coffee, tea leaves and so on. But the authority confirms as it is not equipped by latest laboratory and there is no focus on adulteration to do researches that shows the impact and level of damage in the society.

So, A.A.FMHACA has to work hard to get the machines that can identify food nutrients and others /adulterants as well as to maximize skilled man power. In addition the public should get awareness and stake holders should work in collaboration. If not the poor public satisfaction and health hazards remain problems and the authority will continue running after crisis.

4.5. Major Findings

Here are major findings of the research:

- The authority has issues management procedures in pre, during and post service inspections
- There is no food laboratory to identify nutritional value of foods, lack of food laboratory leads experts to judging adulteration by observation only
- The court used the laboratory result as the only means of judgment
- The Society hasn't adequate awareness on the authority and its duty
- The main monitoring system public complain call management did not get focus
- The number of telephone numbers in each sector is confusing
- The political assignment of managers is challenge professional facts
- Awareness on issue management is poor even by experts who are working to managing issues.

Based on the findings the next chapter draws conclusion and recommendation.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

Based on the finding of content analysis and in-depth interview this chapter will draw conclusion and recommendation.

5.1. Conclusion

The researcher concludes the following points based on the finding.

The authority has good experience on following procedure of inspection in pre, during and post service inspections. And Facility inspection is going well recently by focusing on practice and profession. But the basic instrument to identify adulteration is laboratory which is not available so, experts are forced to judging adulteration by observation only, which is subjective and easy to be abused. This is because the court used the laboratory result as the only means of judgment and the result usually says negative, even if the experts confirmed adulterated.

In addition the Society has not adequate awareness on the authority and health education. The authority is targeting woreda, sub city and city level political structures not all society for awareness creation. Because of this the main monitoring system publics complain call management did not get focus. It is managing by executive secretary as additional work. Also it is not allowed to complain anonymously, so the society is not cooperative to give information for the authority bodies due to lack of awareness, lack of confidence to be secured and confidence on implementation. In general the material in hand and cost effective system, working on public awareness and communication to prevent health hazards is forgotten. Besides the number of telephone numbers in each sector is confusing.

The political assignment of managers is another challenge by confronting with professionals and professional facts. Because politically assigned leaders focus on political assignments and

overlook professional competency. And awareness on issue management is poor even by experts who are working to managing issues.

5.2. Recommendation

Based on the conclusion the authority should work on the following recommendations to manage issues better.

- The strong part of the to be continued and follow the same pace all time, like following the standard document on inspection and working seriously on practice and profession control.
- To manage food adulteration issues the authority should have food laboratory and manage it independently.
- Experts should use technology when managing issues to be objective on results.
- For awareness creation works the target of the authority should be the whole public rather than political structures.
- Call complains should be done anonymously.
- Public complain calls should managed by communication professionals.
- Charge free call centers should be changed to one for better management.
- The authority should conduct research periodically.
- Management positions of the authority should be led by professionals rather than politicians.

For policy makers:

- Issues management work should be promoted to save resource and course should be included in the universities.

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Appendices

Interview guide (experts)

Instructions: Please answer all the questions honestly and exhaustively. All the information given will be used for academic purpose/research only and will be treated with the greatest confidentiality

- What is your educational background?
 - What is your work experience?
 - What is your role in the organization?
1. How do you define an issue management?
 2. What ways are you using to monitor the environment?
 3. Is your call center known by the public well?
 4. What steps did you follow to manage issues?
 5. Please describe a recent issue regarding food adulteration/ medicine adulteration.
 - How did you monitor and identify that issue?
 - How did you analyze that issue?
 - Do you think the issues addressed well?
 - What was the impact of that issue?
 - How did you communicate with stake holders regarding that issue?
 6. What challenges did you face?
 7. Do you remember the issue which is suspected but have negative result?
 - How did you identify that issue?

- How did you analyze that issue?
- What was the response of the company?

8. What did you recommend for the future about issue management?

THANK YOU FOR YOUR TIME

Interview guide (for managers)

Instructions: Please answer all the questions honestly and exhaustively. All the information given will be used for academic purpose/research only and will be treated with the greatest confidentiality

1. Do you think your call center number is known by A.A residents? If not what is your plan?
2. Do you think it is manageable to receive public complain calls as additional work? And are call center managers multi lingual and skilled?
3. How did you see the laboratory problem to identify adulteration? Is there any solution?
4. How did you see the legal support about adulteration?
5. What do you think are major issues in the authority?
6. What do you think are effectively addressed issues in the authority?
7. What challenges did you face to manage issues?
8. What did you plan for the future about issue management?

THANK YOU FOR YOUR TIME

Interview guide (for Addis Ababa residents)

INSTRUCTIONS: Please answer all the questions honestly and exhaustively. All the information given will be used for academic purpose/research only and will be treated with the greatest confidentiality.

- What is your educational background?
 - What is your work experience?
1. Do you know the call center number to tell your suspect for Addis Ababa food, medicine and health care administration and control authority?
 2. What will you do if you face problem on quality of food or medicine?
 3. What issues did you remember about food / medicine quality?
 4. Did you get information about quality/ problem of food or medicine?
 5. Do you think FMHACA is working well?

THANK YOU FOR YOUR TIME!

(For stake holders)

INSTRUCTIONS: Please answer all the questions honestly and exhaustively. All the information given will be used for academic purpose/research only and will be treated with the greatest confidentiality.

What type of service are you giving? Food Medicine

1. Have you ever come across an issue related to food / medicine?
2. What potential issues did you remember regarding food / medicine control?
3. What do you think about ethical work culture / ethics of Addis Ababa food, medicine and health care administration and control authority officials?
4. Do you feel that the Addis Ababa food, medicine and health care administration and control authority has conducted control over issues related to quality of food and medicine?
5. What do you think should be done in the future to keep the quality of food / medicine?

Thank you for your time