



ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION GRADUATE
PROGRAMME DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

The Practice and challenges of campaign communication in Ethiopia Prime
Minister Office (PMO): Focus on Dinner for Shegere Project

By

Tatek Negash

August, 2021

Addis Ababa



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A Thesis submitted to School of Journalism and Communication in partial
fulfillment of the requirements for the Degree of Master of Arts in Public Relations
and Strategic Communication. /PRSC/

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Declaration

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I, Tatek Negash, hereby declare that this research thesis “The Practice and challenges of campaign communication in Ethiopia Prime Minister Office (PM): Focus on Dinner for Shegere Project” is my own original work. Ensure that all sources are accurately reported and acknowledged, and that this document has not been submitted to the Addis Ababa University or any other university in order to obtain academic qualifications previously, either in its entirety or in part.

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Approval

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This is to certify that the thesis is prepared by Tatek Negash “The Practice and challenges of campaign communication in Ethiopia Prime Minister Office (PM): Focus on Dinner for Shegere Project” and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication. It complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Chair of Graduate Coordinator

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Dedication

To my father Negash Fisseha who passed away 20 years ago. Rest in honor. I wish you had with us to see my success.

Acronyms

PMO: - Prime Minister Office

FDRE: - Federal Democratic Republic of Ethiopia

FGD: - Focus Group Discussion

PR: - Public Relation

UN: - United Nations

EPRDF: - Ethiopian People's Revolutionary Democratic Front

ISS: - Institute of Security Studies

GCAO: - Government Communication Affairs Office

ELM: - Elaboration Likelihood Model

HSM: - Heuristic Systematic Model

HBM: - Health Belief Model

SCT: - Social Cognitive Theory

TRA: - Theory of Reasoned Action

TPB: - Theory of Planned Behavior

Abstract

Since 2018, Ethiopia is in a new form of government transition. The appointment of PM Abiy Ahmed shows so many ups and downs in the country. There were a number of campaign communications had organized to changes the attitude of the citizens. Among them Dinner for sheger is mentioned. Dinner for Shiger is a 5 million dinners with selected individuals to beautifying the capital city of Addis Ababa. But it ignore lower level of citizens in the fundraising campaign, hence it lacks the belongingness of the project. On the other hand the challenges could be lack of understanding by the society in achieving the reform in an acceptable ways, there is a real gap between government and lower level citizens, especially at the time of social media usage, (twitter, high professionals discussions, roundtable discussions), even if there is a high governmental commitment, some gaps are exist, and lack of trust of PMO PR personnel. The project is in the hands of Prime Minister Abiy Ahemed (Dr.) hence, it lacks institutionalization. On the other hand the emerging of pressure groups or activists is creating visible challenges in the nation's transformation era.

The research assesse, how the PMO Press Secretariat organized Dinner for sheger fundraising campaign. Besides this it tries to answer fundamental research questions. Among those questions, what are the major PRs tools used for communicating with the target audiences? In which Medias the campaign has been addressed, how they select the target audience, what was the aim of Dinner for sheger and how they see the end result of the fundraising campaign and related questions are raised and answered. The research employed a qualitative research approach, wherein, in-depth interview, focus group discussions (FGDs), document analysis and observations were used as data gathering instruments. The study used qualitative case study research method. With regard to the sampling procedure, three staffs from PMO agenda setting department are contacted, fourteen PR practitioners and journalist are also selected for interview using purposive sampling techniques. The study recommended that the beautifying of sheger is important for the nation. Beautifying the city is not the responsibility of investors or other organizations only. All citizens must part of the project. To create belongingness of the project the PMO must accompany all citizens. Priority is the backbone of every communication campaign.

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Chapter One

1. Background of the study

According to international organizations and worldwide news agencies, since 2018, Ethiopia is in a new form of government transition. They underlined that Ethiopia is undergoing a potential transition, set off by the 2018 appointment of Prime Minister Abiy Ahmed following sustained antigovernment protests (Institute of Security studies, World Bank, UN) Abiy has pledged to reform Ethiopia's authoritarian state, ruled by the Ethiopian People's Revolutionary Democratic Front (EPRDF) since 1991. The pace of change in Ethiopia has been so fast since Abiy Ahmed became prime minister of Ethiopia, that it is almost like observing a different country, and this is why he has been awarded the Nobel Peace Prize. (Nobel Peace prize.org)

Over the past two years, Ethiopia has experienced a surge in violent conflicts (Institute of Security Studies, Semir Yesufe (ISS)). The surge in violence is largely due to a rise in militant, competing ethnic nationalisms in the context of perceived fragility of state and party institutions. The emergence of pressure groups or activists is boom in every direction of the country. (Semir Yesuf) Hence to tackle such kinds of risk, the PMO organize so many public campaign communications in various topics.

Among the reform made by the prime minister, is the end of the Government Communication Affairs Office (GCAO) observed. Government Communication Affairs Office (GCAO) was one of the federal government organization and directly accountable to the Prime Minister. It is the mouth of the government and ensures efficient and effective flow of information between the government and the public. The office has a responsibility to create national consensus on major issues and make a meaningful contribution to build the image of the nation. Execution of government communication programs, building framework of communication partnership among the concerned governmental and non-governmental stakeholders are also done by the office. That replaced with Press Secretariat department at the Office of Prime Minister. A public relations approach to nation building focuses on cooperative relationships and offers a communication-centered, participatory approach for improving ethnic relations in multicultural states. (www.PMO.gov.et)

The PMO create a new nation motto, Ethiopia – A New Horizon of Hope. The PMO approved the motto without any discussion with its publics and without the willingness of the house of federation or any law makings body. However "Ethiopia- a New Horizon of Hope" as the official national motto of the Federal Democratic republic of Ethiopia is active since Abiy Ahemed come in power. Their where no written document whether the previous ruling party use such nation's motto. But in the Hileselase regime there where a nation's motto called ኢትዮጵያ ታብድ አደዋሃ ሃበ አግዚአብሔር (*Itiyopia tabetsih edewiha habe Igziabiher*) (Ge'ez: Ethiopia holds up her hands unto God), taken from Psalm 68:31. ሞዓ አንበሳ ዘአምነባደ ይሁዳ (*Moa Ambassa ze Imnegede Yehuda*) (Ge'ez: Conquering Lion of the Tribe of Judah). (Wekipidia.org)

The purpose of the study intends to assess practices and challenges of PRs Campaign Communication at Prime Minister Office of Ethiopia, namely Dinner for Shiger.

2. Statement of the Problem

The purpose of this study is to assess the campaign communication practices and challenges of Dinner for Sheger which is organized by the Federal Democratic Republic of Ethiopia Prime Minister Office (PMO). Campaign is “Purposive attempts to inform, persuade, and motivate a population (or sub-group of a population) using organized communication activities through specific channels, with or without other supportive community activities.” (*www.e-atomium.org*) Hence campaign is crucial for a nation which is in a new reform stages. Besides the main objectives of any campaign governments use the stages to motivate the citizens in behavioral changes at all. The ‘public’ must know what is going on in the governmental organization and should criticize the created policy and strategies. Thus, PRs practices in its campaign communication towards addressing the problem under investigation. However, Practices of PRs at the time of reform and nation’s transition campaign communication at PMO are not also given due attention by the lower level of citizens, lack of basic input resources, not planned based on research-inspired approach, even if the communication used text and audiovisual messages, meetings, public lectures are applied in the ground but its focused only the elite majority and ignore the rest of the people. The PMO organized various campaign communications since Abiy Ahemed took the office. Throughout the activities, PMO employed TV, radio, social media tools to communicate. However, these concerted efforts could not escape some multi-dimensional

challenges encountered while practicing the PRs campaign communication in nation's and democracy building phenomena handled by PMO. Worldwide, regarding to government communications issues, there are various kinds of message and media strategies in nation's transition and in the period of reform. Such campaign communication could be facilitated by press secretarial office of a given nation. These include: made via the mass media (e.g. local newspapers, magazines, publication agents, TV, radio, and others). In addition to these they could use electronic media and other sources (like SMS, e-mails, websites, electronic and social networks through popular social networks like Facebook, Twitter, Linked In, Google plus, Orcus, and Tagged) to reach, motivate, and inform the ongoing campaign. (www.pmo.gov.et)

Dinner for Shiger is a 5 million dinners with selected individuals to beautifying the capital city of Addis Ababa. (PMO). But it ignore lower level of the citizens in the fundraising campaign, hence it lacks the belongingness of the project. On the other hand the challenges could be lack of understanding by the society in achieving the reform in an acceptable ways, there is a real gap between government and lower level citizens, especially at the time of social media usage, (twitter, high professionals discussions, roundtable discussions), even if there is a high governmental commitment, some gaps are exist, and lack of trust of PMO PR personnel. The project is in the hands of Prime Minister Abiy Ahemed (Dr.) hence, it lacks institutionalization. On the other hand the emerging of pressure groups or activists is creating visible challenges in the nation's transformation era. These multi-faceted factors may trigger for the following research questions. The PMO organized various awareness activities in the last two years. Some campaigns are not onetime events rather continuous activities.

3. Research Questions

1. What is the campaign communication practice of Dinner for Sheger fundraisings?
2. How has the PMO used the PR tools for Dinner for Sheger campaign communication purposes?
3. Are there PR strategies implemented for Dinner for Sheger planning and programming of campaign communication within its overall goals, objectives, and for selecting the defined target audiences using appropriate media?

4. Have the PR activities for Dinner for Sheger campaigns of the PMO produced results?
5. What are the challenges of PMO in regards of Dinner for Sheger campaign communications?

4. Objectives of the Study

4.1. General Objective of the Study

The general objective of this study is to assess the practice and challenges of Dinner for Sheger campaign communication of the PMO, taking the main data collection area in Addis Ababa, and taking Dinner for Sheger as main studying areas.

4.2 Specific Objectives of the Study

The specific objectives of this study are:

- To assess the campaign communication practices of Dinner for Sheger handled by the PMO
- To find out the PR tools that the press secretarial office use for Dinner for Sheger purposes;
- To investigate the PR strategies implemented in the PMO for planning and programming of campaign communication within its overall goals, objectives, and for selecting the defined target audiences using appropriate media usage;
- To examine the responses of the citizens to the Dinner for Sheger; and
- To identify the challenges and prospects of campaign communication of Dinner for Sheger.

5. Significance of the Study

The research is expected to have several contributions. Primarily, it is believed that the study will help the PMO to see its campaign communication platform. It also helped to have a better clue for strategic communication and implementation for the country's reform and transitional period. The significance of studying the relationship between the communication source and the audience is to understand the operation of cause and effect, which enables to give

recommendations to the work, in particular as to what should be continued and what should be changed and developed. The study will give detail information about campaign communication to strengthen the cooperation between citizens and PMO to build a democratic nation. This study will contribute to better understanding and implementation of reformation campaign communication in Ethiopia. Consequently, the researcher expects that it would push the government to implement consistent campaign communication works that will facilitate the transition of a nation.

Reform has direct and indirect implications on nation's economic growth. Hence, the research helps to create a stable economic atmosphere. Moreover, the researcher believed that based on this research paper, quite a lot of other researches can investigate government campaign communication practice, tactics and communication strategy could be conducted in the future.

6. Scope of the Study

This study is to assess the PRs practices and challenges of Dinner for sheger campaign communication of the PMO of Ethiopian. To this end, the target populations of the study will be the PMO employees, selected journalist and PR specialist of government and NGO's who lived in Addis Ababa and seriously follows the PR activities of the PMO. Moreover, the available potential documents in the PMO websites and other related printed documents, documentary films, which are relevant to the messages of the planned and the implemented nation's transformation PRs campaign communication of the Institute, will be critically assessed. Generally, the study mainly focused on Dinner for Sheger project fundraising campaign communication made by PMO since the appointment of PM Abiy Ahemed.

7. Limitations of the Study

The scope of the study is limited in PMO campaign communication movement of Dinner for Shger. The sample size of the respondents may not give appropriate response. Furthermore, sample size will limited in the capital city of Addis Ababa. Hence, it will not represent the whole citizen. The PMO lacks well organized documents, most of the campaign communication organized by the PMO has not documented, even if there is a management meeting regards to the campaign, but it is not well structured, they also lack communication guidelines, so staff

members are not cooperative in the study area. To solve this researcher limitation the research tries other menses of data gathering. Luck of adequate research on this issue, access to PMO and important persons who have knowledge on the area are limitations considered in doing this research.

8. Organization of the thesis

This research paper consists of five chapters. The first chapter deals with introductory issues. Such as, background of the study, statement of the problem, research questions, objectives of the study, significance of the study, and limitation of the study. The related review literature has treated in the second chapter. The third chapter consists of research designs and methodology, population and sampling technique, types of data collected, methods of data collection, and data analysis. The fourth chapter deals with the presentation, analysis and interpretation of the data. The fifth chapter deals with conclusion and recommendation based on data collected and analyzed.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

This chapter discussed on review of related literature on what previous researchers have studied on the issues under investigation and discovered. It is also organized into sub sections. The chapter discusses about public relations; PRs role in campaign communication; PRs campaign communication models; PRs campaign communication practices; and challenges of PRs campaign communication and related issues.

2.1. Meaning and Definitions of Public Relation

In 1978, the First World Assembly of Public Relations Associations in Mexico defined PR as ‘the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action which will serve both the organization and the public interest’ (Newsom et al. 2000: 2). The definition offered by the Public Relations Society of America, coined in 1988, is similarly broad: ‘Public relations helps an organization and its publics adapt mutually to each other’ (Public Relations Society of America 2004).

Various scholars defined Public Relation in different ways. Public Relations as defined by Cutlip, Centre and Broom, (1994) is the management function that establishes and maintains mutually beneficial relationships between an organization and the public’s on whom its success or failure depends (Culip and Broom, 1994). Newsome and Carrel, on the other hand, defined PR as the art and science of analyzing trends, predicting consequences of those trends, counseling organization leaders, and implementing planned programs of action which will serve both the organization’s and public interest (Newsom and Carrel 2001). The understanding of the above mentioned writers is that, PR is a two-way process between an institution and publics based on mutual understanding. Besides as Haywood (2002) stated making the PRs a two way activity, which listens the public thinking and project the organization’s message, is mandatory (Haywood 2002). PR can also be defined as a systematic promotion of mutual understanding between an organization and its public (Banik, 2004). Banik further said, PRs includes creating

belongings' and winning employee's cooperation, building good will, furthering mutual interest and overcoming public misconceptions. The idea that is reflected in this definition is that public

All these definitions highlight the fact that PR is about managing communication in order to build good relationships and mutual understanding between an organization and its most important audiences (Gordon 1997).

2.2. Objectives of Public Relation

Public relation has its own objectives and goals to establish positive image of the company and among its publics. According to Tony Greener, the objectives of PR is build the reputations of companies and organizations, increase awareness and appreciation of products or services and of the organization which provides them, enhance credibility of a public position or an organization's worth, mount a campaign aimed at achieving specific objectives. In other words, PR aims to make people think differently of an organization – more highly, perhaps. And this aim can carried out either in – house by the organization's own staff, by using the services of a PR consultancy or by a combination of both. (Tony Greener: 2011)

As Belch and Belch (2004) stated PRs is targeted to create a conducive work environment for the company and its activities. On the other hand public relation develops and implements program to meet organization objective by maintaining suitable image bridging, Customer loyalty and other relevant public including employees, suppliers, Stakeholders government labor groups' citizen action groups and the general

2.3. Nature and Functions of Public Relation

PRs researchers and professional associations such as the Public Relations of society of America (PRSA) adopted various functions of PRs. Among the functions creating mutual understanding among groups, serving different stakeholders based on their nature and achieving institutional goal can be mentioned (Ajala,:1993).

Public Relation has a function of helping the complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies in to harmony (Daramola: 2003).

Public Relation has also a function of serving a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large (Ajala,1993).

Understanding the attitudes and values of the public is another function of PR so that institutional goals can be achieved. The Public Relations practitioners act as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action (Daramola: 2003)

According to Kotler (2006), public relation department may also perform a function of press relations, product publicity, public affairs, lobbying, investor relations and development. Press relations or press Agency refers to creating and placing news worthy information in the news media to attract attention to a person product, or service. Product publicity, on the other hand refers publicizing specific products. Public affair is building and maintaining national or local community relations. Lobbying refers building maintains relations with legislators and government officials to influence legislations and regulation. Investor relation means maintaining relationship with shareholders and other in the financial community. Development refers public relations with donors or members of not for profit organizations to gain financial or volunteer support.

2.4 What is public communication campaign?

Various scholars give different meaning for public communication campaign. But their perspective lays similar ground. Public communication campaigns can be defined as purposive attempts to inform or influence behaviors in large audiences within a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce noncommercial benefits to individuals and society (Rice & Atkin, 2009; Rogers & Storey, 1987). The campaign as process is universal across topics and venues, utilizing systematic frameworks and fundamental strategic principles developed over the past half century. Campaign designers perform a situational analysis and set objectives leading to

development of a coherent set of strategies and implement the campaign by creating informational and persuasive messages that are disseminated via traditional mass media, new technologies, and interpersonal networks.

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

Public communication campaigns use the media, messaging, and an organized set of communication activities to generate specific outcomes in a large number of individuals and in a specified period of time. (Rogers, E. M., & Storey, J. D. (1987). Public communication campaigns are an attempt to shape behavior toward desirable social outcomes (Weiss, J. A., & Tschirhart, M. (1994). Those behaviors might include eating right, drinking less, recycling, breastfeeding, reading to our children, getting a mammography, voting, or volunteering, plantation, building a nation and other informative and persuasions situations. For Weiss & Tschirhat, the outcomes of those behaviors—the campaigns’ ultimate goals—may include healthier individuals, families, and communities or specific policy results that lead to better outcomes for individuals, families, or communities. And there might be a suitable living environment, developed economy, sustainable peace and security, create well knowledgeable citizens, conducive environment for the society.

Very rarely do public communication campaigns feature only communications through media channels. (Balch & Sutton, 1997, p. 64). Usually they coordinate media efforts with a diverse mix of other communication channels, some interpersonal and some community-based, in order to extend the reach and frequency of the campaign’s messages and increase the probability that messages will successfully result in a change (Dungan-Seaver, 1999).

Gary Henry, Director of Georgia State University's Applied Research Center and an evaluator who has worked with campaigns, calls this mix of communication channels the “air” and

“ground” strategies. The air strategy is the public media campaign and the ground strategy uses community based communications or grassroots organizing.

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

2.5 What are the different types of campaigns?

Various literature and thinking about public communication campaigns makes a distinction between two types of campaigns based on their primary goals: individual behavior change versus public will and political change (*Dungan-Seaver: 1999*). Individual Behavior Change Campaigns, also called public information or public education campaigns, strive to change in individuals the behaviors that lead to social problems or the behaviors that will improve individual or social well-being. Well-known campaigns in this category target behaviors such as smoking, drug use, recycling, designated driving, seat belt usage, or fire (Smokey Bear) and crime prevention (McGruff the Crime Dog). Many come from the public health arena, but this type of campaign has branched out into other areas such as education, criminal justice, and early childhood. Public Will Campaigns is the second type of public communication campaign, focuses on creating public will that will motivate public officials to take policy action. This type of campaign is becoming increasingly common, yet there is far less understanding about what it is, much less how it should be evaluated. A public will campaign attempts to legitimize or raise the importance of a social problem in the public eye as the motivation for policy action or change (*Henry & Rivera, 1998*). It focuses less on the individual who is performing the behavior (i.e., the smoker, polluter, drug user), and more on the public’s responsibility to do something that will create the environment needed to support that behavior change. For this reason it is sometimes also referred to as a public engagement campaign.

According to Ethel Klein, pollster and longtime campaign strategist, public will campaigns are sometimes borne out of individual behavior change campaigns. For example, the anti-smoking movement and campaigns began by focusing on smokers themselves. Once these campaigns “hit a wall” on the results they were achieving in terms of getting smokers to quit, they turned to the public to create an environment that would pressure smokers around them to stop. This included focusing on the dangers of secondhand smoke to create the will and rationale needed to get smoking officially banned in most public places. Some campaigns now use an individual change and public will component in tandem (Atkin, 2001).

The basic theory of change that underlies most public will campaigns with policy change as an outcome is based on the agenda-setting process, which encompasses media, public, and policy agenda setting, in that order (Bohan-Baker, 2001a), and integrates framing, agenda setting, and priming theory. The idea is that the policy agenda is influenced by what the public thinks, cares about, and does. Public thinking and acting, in turn, are thought to be influenced at least in part by the media. So public will campaigns try to ignite a chain reaction of sorts in the agenda-setting process. They do this primarily on two fronts: by working to influence what’s on the media’s agenda and how issues get reported (e.g., using media advocacy) and by communicating to the public directly. Public will campaigns typically coordinate these efforts with more traditional organizing and policy advocacy work to bolster possibilities that the intended policy outcomes are reached.

When we come to their objectives, we can observe their difference clearly. Individual Behavior Change influence beliefs and knowledge about a behavior and its consequences, affect attitudes in support of behavior and persuade, affect perceived social norms about the acceptability of a behavior among one’s peers, affect intentions to perform the behavior, Produce behavior change (if accompanied by supportive program components) On the other hand, public will increase visibility of an issue and its importance, affect perceptions of social issues and who is seen as responsible, increase knowledge about solutions based on who is seen as responsible, affect criteria used to judge policies and policymakers, help determine what is possible for service introduction and public funding, engage and mobilize constituencies to action.

2.6 Communication Campaigns Theories

For *Charles K. Atkin and Ronald E. Rice* (2001) no specific theory has been developed to explain and predict public communication campaigns, a number of theoretical perspectives are regularly invoked to guide campaign strategies. The most comprehensive applicable conceptualizations are the social marketing framework and the Communication-Persuasion Matrix.

The term social marketing firstly proposed by Kotler and Zaltman on 1971, to offer that marketing philosophies and tools can be used to sell other things besides commercial products and services.

Campaigns across the spectrum of health, prosocial, and environmental domains share some similarities to commercial advertising campaigns. Thus, it is useful to apply social marketing, which emphasizes an audience-centered consumer orientation and calculated attempts to attractively package the social product and utilize the optimum combination of campaign components to attain pragmatic goals (Andreasen, 1995, 2006; Kotler, Roberto, & Lee, 2002; McKenzie-Mohr, 2011). Social marketing offers a macro perspective, combining numerous components, notably the multifaceted conceptions of product, costs, and benefits, as well as audience segmentation, policy change, and competition (see Bracht & Rice in Chapter 20 and Rice & Robinson in Chapter 16).

In McGuire's classic Communication-Persuasion Matrix, or input-output model, the communication input variables include source, message, channel, and audience; these factors, which are central to most communication models, will be discussed at length in subsequent sections. The output process posits audience responses to campaign stimuli as proceeding through the basic stages of exposure and processing before effects can be achieved at the learning, yielding, and behavior levels. Exposure includes the simple reception of a message and the degree of attention to its content. Processing encompasses mental comprehension, pro- and counter arguing, interpretive perceptions, and cognitive connections and emotional reactions produced by the campaign message.

Learning comprises information gain, generation of related cognitions, image formation, and skills acquisition. Yielding includes acquisition and change in attitudes, beliefs, and values.

Behavior in the campaign context involves the bottom-line enactment of the actions recommended in messages. Specific central theories that are applicable to various aspects of public communication campaign strategies, processes, and implementation include:

Agenda setting (McCombs, 2004). The phenomenon of topical salience applies to campaign impact on the perceived importance of societal problems and the prominence of policy issues.

Diffusion of innovations (Rogers, 2003). This theory introduces the ideas of relative advantage and trial ability of recommended behaviors, and the individual adoption decision process, as well as opinion leadership that shapes diffusion through interpersonal channels and social networks via multistep flows.

Elaboration Likelihood Model (ELM) (Petty & Cacioppo, 1986) and *Heuristic Systematic Model* (HSM) (Eagly & Chaiken, 1993). ELM and HSM highlight the role of audience involvement level as it shapes cognitive responses, thought generation, and central versus peripheral routes to persuasion.

Extended Parallel Process Model (Stephenson & Witte, 2001). Effectiveness of fear appeals is enhanced by understanding cognitive processes that control danger versus emotional processes, which control the fear via denial or coping; perceived efficacy influences type of response.

Health Belief Model (HBM) (Becker, 1974). Several concepts from HBM pertain specifically to the potency of health threat appeals: susceptibility multiplied by seriousness of consequences and the self-efficacy and response efficacy of performing the recommended behavior.

Social Cognitive Theory (Bandura, 1986). SCT emphasizes the processes by which source role models, explicitly demonstrated behaviors, and depiction of vicarious reinforcement enhance the impact of mediated messages.

Theory of Reasoned Action (Ajzen & Fishbein, 1980; Ajzen, Albarracin, & Hornik, 1997). The TRA and the ensuing Theory of Planned Behavior (TPB) formulate a combination of personal attitudes, perceived norms of influential others, and motivation to comply as predictors of intended behavior. A key underlying mechanism is based on the expectancy– value equation, which postulates attitudes are predicted by beliefs about the likelihood that given behavior leads to certain consequences, multiplied by one’s evaluation of those consequences.

Trans theoretical Model (Prochaska & Velicer, 1997). This stage-of-progression model identifies sub audiences on the basis of their stage in the process of behavior change with respect to a specific health behavior (precontemplation, contemplation, preparation, action, or maintenance), which shapes the readiness to attempt, adopt, or sustain the recommended behavior.

Uses and gratifications (Katz, Blumler, & Gurevitch, 1974; Rubin, 2002). This offers concepts useful in understanding audience motivations for selecting particular media, attending to media messages, and utilizing learned information in enacting behaviors.

2.7 Campaign messages and media

In seeking to influence behavior, campaigners may decide to promote positive behaviors (e.g., eat fruit, buckle safety belts, recycle paper) or to prevent problematic behaviors (e.g., consuming fats, driving while intoxicated, burning forests). Traditionally, prevention campaigns present fear appeals to focus attention on negative consequences of a detrimental practice rather than promoting the desirability of a positive alternative. This approach is most potent in cases where harmful outcomes are genuinely threatening or positive products are insufficiently compelling. (Charles K. Atkin and Ronald E. Rice: 2009) The social marketing perspective is especially applicable to promoting desirable behavior, which involves offering rewarding gains from attractive “products” (such as tasty fruit, the designated driver arrangement, or staircase exercising). In developing behavioral recommendations in promotional campaigns, designers can draw upon an array of options from the “product line.” These target responses vary in palatability associated with degree of effort, sacrifice, and monetary expense; a central strategic consideration in determining the degree of difficulty is receptiveness of the focal segment. The prolonged nature of campaigns enables the use of gradually escalating sequential approaches over a period of months or years. (Rice, R. E., & Atkin, C. K. (Eds.). (2001).

In many campaign situations, informational messages that seek to create awareness or provide instruction play an important role. Awareness messages present relatively simple content that informs people what to do, specify who should do it, or provides cues about when and where it should be done. Even superficial messages can stimulate the audience to seek out richer, in-depth content from elaborated informational resources such as webpages, books, and opinion leaders. The more complex instruction messages present how-to do-it information in campaigns that need

to produce knowledge gain or skills acquisition, including enhancing personal efficacy in bolstering peer resistance and acquiring media literacy skills. (Rice, R. E., & Atkin, C. K. (Eds.). (2001).

However, the central type of content in campaigns features persuasive messages. Most campaigns present persuasion appeals emphasizing reasons why the audience should adopt the advocated action or avoid the proscribed behavior. For audiences that are favorably inclined, the campaign has the easier persuasive task of reinforcing existing predispositions: strengthening a positive attitude, promoting post behavior consolidation, and motivating behavioral maintenance over time. Because a lengthy campaign generally disseminates a broad array of persuasive messages, strategists often develop a variety of appeals built around motivational incentives designed to influence attitudes and behaviors. (Rice, R. E., & Atkin, C. K. (Eds.). (2001).

Persuasive messages in public communication campaigns frequently utilize a basic expectancy-value mechanism by designing messages to influence beliefs regarding the subjective likelihood of various outcomes occurring; attitudinal and behavioral effects are contingent upon each individual's valuation of these outcomes. The operational formula for preventing risky behaviors is susceptibility multiplied by severity, using a loss frame to motivate the audience with a high likelihood of suffering painful consequences. The incentive appeals often build on existing values of the target audience, so the messages tend to reinforce the predispositions or change beliefs about the likelihood of experiencing valued consequences. (Rice, R. E., & Atkin, C. K. (Eds.). (2001).

For campaigns in the health domain, the primary incentive dimensions are physical health, time and effort, economic, moral, legal, social, and psychological. Rather than overemphasizing the narrow dimension of physical health threats (e.g., death, illness, injury), campaigners are increasingly diversifying loss-framed incentive strategies to include other negative appeals (e.g., monetary expense, psychological regret, social rejection), as well as emphasizing gain-framed positive incentives (e.g., valued states or consequences, such as physical well-being, saving money, social attractiveness). Designing messages involves the strategic selection of substantive material and the creative production of stylistic features. In developing the combination of message components, the campaign designer seeks to emphasize one or more of five influential message qualities. First, credibility is primarily conveyed by the trustworthiness and competence

of the source and the provision of convincing evidence. Second, the style and ideas should be presented in an engaging manner via selection of interesting or arousing substantive content combined with attractive and entertaining stylistic execution. The third dimension emphasizes selection of material and stylistic devices that are personally involving and relevant, so receivers regard the behavioral recommendation as applicable to their situations and needs. The fourth element is understandability, with simple, explicit, and detailed presentation of content that is comprehensive and comprehensible to receivers. For persuasive messages, the fifth factor is motivational incentives, as described above. Atkin and Freimuth (Chapter 4) provide much greater detail on the formative evaluation stage of message design. (Charles K. Atkin and Ronald E. Rice: 2009)

The messenger is the presenter who appears in the message to deliver information, demonstrate behavior, or provide a testimonial. Messengers help enhance each qualitative factor by being engaging (attractiveness, likability), credible (trustworthiness, expertise), and relevant to the audience (similarity, familiarity). These attributes can 1) attract attention and facilitate comprehension by personalizing message concepts, 2) elicit positive cognitive responses during processing, 3) heighten emotional arousal via identification or transfer of affect, and 4) increase retention due to memorability. The key categories of public communication campaign messengers are celebrities, public officials, topical expert specialists, professional performers, ordinary people, specially experienced individuals (e.g., victims or beneficiaries), and unique characters (e.g., animated or costumed). (Charles K. Atkin and Ronald E. Rice: 2009)

2. 8 Elements of an Effective Communications Campaign

According to Map (Movement advancement project):2008 whether we hire a professional agency to promote an issue, or execute an in-house campaign on a shoestring budget, it's necessary to understand what makes a campaign succeed. Any campaign communication begins from setting an objective or goal. Campaign objective or goal (clearly stated and agreed to by all parties) any campaign organizer asks before his duties, what am I trying to accomplish? A good campaign requires focus. If you try to do too much, you won't do anything well. Selecting of target audience(s) is another element of effective communications campaign. (MAP: 2008) *Target audience(s)* who are you trying to reach? "The general public" is not a target audience. If

you try to reach everyone, you'll end up reaching no one. We can narrow the target audience using age, ethnicity, gender, geography, political or religious views, and so forth. Whatever criteria you use to narrow your audience, consider the following five things: 1. which audience best helps you meet your specific campaign objectives? Your campaign objectives will determine the target audience. 2. Is this audience persuadable? 3. Which segment has the most influence and impact? Even after you define the best target audience to support your issue, you may still find it's too large for your budget. If you face this predicament, think of easy ways to further narrow the scope. 4. Can you realistically reach the target audience? Define your target audience in a way that allows you to actually reach them. 5. Have you applied a ruthless focus? "No man left behind" does not apply to your target audience. Your target audience should be large enough to make a difference, but small enough that you can influence them. By definition, when you focus on one audience, you ignore another. This is good—corporations do it all the time. You may personally love the new iPod shuffle, but if your grandmother doesn't own a computer and thinks rocking out is a gardening term, she won't give a hooey that the iPod comes in five different colors. (MAP: 2008)

The other effective communication campaign element is messages and research. Messages and research what are you going to say to your audience so they'll take notice, listen, and hopefully become supportive? What resonates for you and your base often doesn't work for your target audience. On the other hand Media communications plan is an important part of campaign communication elements. How are you going to reach your audience? People generally need three exposures to a message before they hear it. Your media plan should reach the same people multiple times. Don't spread media placements too thin. Effective communication campaign element has messengers. Messengers or spokespeople (clearly identified) who's going to say it? The best spokesperson may not be your executive director, your staff, or even your constituents. There's often a big difference between who you like and trust, and who your target audience likes and trusts. Budget (with adequate resources) how much money do you have to make it happen? If you don't have enough money to launch an effective campaign that's based on research, you're better off not doing it. If you have a limited budget, look at slimming down your target audience, reducing paid placements, or increasing emphasis on earned media. The final effective communication campaign element is campaign evaluation. Campaign evaluation how

will you know what worked and what didn't? Investing in campaign evaluation is worthwhile. It helps you gain credibility with funders and ensures that money is well spent in the future.

2.9 PRs Role in Campaign Communication

PRs has its role in creating relations, achieving various campaign activities in the public at large and communicating different messages using various PR tools in the world. Plantation and other public will campaigns are depend on the goodwill of people, to voluntarily participate without financial reward. Motivation for participate such kinds of campaign is not a onetime activity, rather a continuous one until the campaign accomplished. To motivate more people for the campaign, there is a need to inform and educate the population regarding the program and nation transformation issues. These functions, therefore, are among the central purposes of campaigning for plantation, nation building and creating green area.

Theoretically, it would be difficult to find one unifying definition of the preliminary term- public relations (Toth, 2007). Literarily, it is a management function separate from other functions within an institution. Many organizations splinter the function of public relations by making it a supporting tool for other departments such as marketing, human resource management, law, or finance (Satawedin, 2010). However, it has been found that when the function of public relations is sublimated to other functions, its success would be so diminished. Anyhow, PRs is the collection of various and resolute bustles that involves as well as operates campaign and communication functions of an institution. Hence, public relation communication is conceptually defined as the administration of communication between an institution and its stakeholder communities: strategic publics, clients, potential audiences, etc. Likewise, PR communication experts are those specialists, who plan, administer and accomplish the communication for the institution as a whole (Nelson et al.,2014). Haider (2005) describes public relations campaign communications as important elements of institutions that are so purposed, instrumental and efficient to achieve both of the specialized and general goals present, through possibly using varied systems and creating as well as enhancing relationships within, between and among the strategic publics and the institution and the goals. Strategic publics refer to the individual campaign communication programs such as media relations, audience and client relations, or customer relations. The strategic publics of a certain institution are successful when they affect

the cognitions, attitudes, and behaviors of both the communities and its staff members. Likewise, success in a certain PR campaign communication is possibly determined via affecting the cognitive, attitudinal, and behavioral relationships among the organization and its strategic publics as well as the communities. Moreover, the same author argues that effective public relation campaign communications are valuable to organizations because of their contribution to the organization's mission, goals, and achievement level. Furthermore, public relation campaign communications are also defined as the ongoing strategic efforts of an organization to communicate and develop relationships with its communities. And there are cases when public relation campaign communications involve communication strategies that end at a specific point (e.g., after a certain amount of time elapses, after the objectives of campaign are achieved). Typically, such campaign communications are commonly referred to health related themes and they are mostly remaining as ongoing movements without a predetermined end point (Grunig & Dozier, 2002).

2.10. Pressure groups

When we are talking about campaigning organizations, the PR literature frequently refers to 'activists'. Activists are regarded as a challenge to PR practitioners working for corporations but it should also be borne in mind that activist organizations employ PR practitioners too. Activists include 'special interest groups, pressure groups, issue groups, grassroots organizations, or social movement organizations' (Smith 1996). These groups are referred to as activist groups whose 'primary purpose is to influence public policy, organizational action, or social norms and values' (Smith and Ferguson 2001: 292). Drawing on studies in political science, sociology, communication and PR, three perspectives are put forward on how pressure or activist organizations are formed: The macro-level perspective, the public's perspective, the developmental perspective (Smith and Ferguson 2001).

The macro-level perspective is concerned with the political, economic and cultural conditions within a particular country that may encourage activism. It has been assumed that democratic values, such as the freedom of expression, provide the basis for activism and particularly economic activism arising from class inequalities. However, activism today embraces publics across educational and economic strata, giving rise to the idea of interest groups that are

interested in securing benefits for themselves and issue groups that are more motivated by their moral convictions about policies. The publics perspective is concerned with the communication process whereby people identify shared problems and argue for change in resolving those problems. In the situational theory of publics, Grunig developed Dewey's theories on publics to consider their behavior in various situations. Important to this perspective is the notion that publics are categorized according to their responses to issues. Publics are categorized as all-issue, apathetic, single issue and hot-issue publics. According to situational theory, publics become active publics when an issue they face is seen as a problem, are highly involved in that issue and recognize few constraints in doing something about the problem (Grunig and Hunt). Single-issue publics, which are often associated with activism, are defined as being: 'Active in one or a small subset of the issues that concerns only a small part of the population. Such issues have included the slaughter of whales or the controversy over the sale of infant formula in developing countries' (Grunig and Repper). Many big campaigning organizations started out as pressure or activist groups spurred on by a specific issue or concern. They begin in bars, coffee shops, people's homes or at school gates – wherever a group of people might gather and move from being an aware to an active public because someone says: 'What are we going to do about it?' The zeal and fervor that moves small groups to become wider movements has to be strong. One determinant may be charismatic individuals who found the group, hold the vision and protect it, often fiercely. The developmental perspective examines the movement from problem recognition to action. The idea of a 'lifecycle' of activism assumes that there are separate stages that require different communication activities. The five stages identified by Heath (1997) are: strain – publics recognize issues, define them and seek to gain legitimacy, mobilization – activists form organizations, establish communication systems and start to mobilize resources to pursue their goals, confrontation – activists push corporations and/or the government to resolve problems, negotiation – various sides in the dispute exchange messages designed to reach a compromise, resolution – the controversy is solved (possibly in part only).

2.11 Public campaign communications organized by PMO

The PMO organized various awareness activities in the last two years. Some campaigns are not onetime events rather continuous activities. Green legacy and Dinner for sheger are continued for the next four years. Now let us see Dinner for Sheger.

2.12. Dinner for Sheger

Ethiopia's capital Addis Ababa is about to get cleaner and greener. But first, it needs fundraising campaign to collect the desired amount of money. That's why Dinner for Sheger campaign launched. The office of Prime Minister Abiy Ahmed has launched a crowd funding campaign aimed at making the capital a site for urban tourism by developing greener spaces along a 56-kilometer (35 miles) river stream. "Dine for Sheger" is the three-year initiative is targeting individuals, local and global businesses, international organizations, and members of the diplomatic corps. The project will also help mitigate against the flooding at the riverbanks, create bicycle paths and walkways, and nurture a green economy that would make the city more competitive. To kick start the project, PMO's hold a dinner a cost of 5 million birr per plate. The PMO promises anyone who donates will have a plaque with their name placed along the river routes besides scoring a private photo with Abiy himself. According to the campaign organizer, facilitator and employee of the PMO, 250 individuals are participated in 'Dine for Sheger'. The event was held on Sunday, May 19, 2019, (PMO)

According to the campaign organizer, adequate preparations and activities have been made to success the fundraising task for the [29 billion Birr] 'Beautifying Sheger' project—aimed at making Addis Ababa clean, green and livable. Identifying individuals and companies that could afford the dinner that costs five million Birr per plate, has been top on the agenda. The campaign focused on highly financial capable individuals, organization and other NGO's. Hence the cities residence fell they have no any ownership right on the project.

In the Camping schedule, participants would not only dine on the event, but they also visit Menelik II's palace aged over 130 years and heritages embraced in a strategic location at the large tract of land in the city, it was noted. Here also other interested groups dislike the uprising or Menelik II in this way. Their heart far away from the PMO organized campaign. They also raised a lot of question about the regime of Menelik II. Without reconciliation of such bad history, they are not active participant for the event.

The Addis Ababa City Administration has already installed 2.5 billion Birr and the fund obtained so far from 250 individuals could be estimated to hit 1.25 billion Birr. International governments and partners also contributed funds to the project.

African Development Bank (AfDB), 600,000 USD; the Government of Italy, 5,000,000 Euro; UN Industrial Development Organization (UNIDO), 1,000,000 USD and UN Development Program (UNDP) 1,000,000 USD, the Office of the Prime Minister reported. “The government of China already agreed to construct fourteen kilometers of the total 56km riverside project well ahead of the dinner event.

The campaign communicates with the target participant in various ways. More than ten video clips are broadcasting through the country media. Social media, like twitter and Facebook are the main means of awareness creation medium. In person communication with investors and other government and non-government organizations are done in door to door convincing method. The PM Abiy Ahmed inspirational speeches are broadcasted in the mainstream media. (PMO)

CHAPTER THREE

METHODOLOGY

3.1. Introduction

The main purpose of this study is to analyze the practice of Diner for sheger communication campaigns organize by the Prime Minister Office. This chapter discusses the methodology employed to address the research questions and attain the objectives. The data types and data collection methods, the sampling procedures, method of data analysis employed are discussed as follows.

3.2. Research Design and Methods

A research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). Accordingly, this research uses qualitative case study research methods. The case study research method is used to explore the campaign communication of PMO. The Case study research method is selected for this research in a way to address an intensive study of a system with an aim to generalize across a larger set (Creswell, 2007; Gerring, 2004). By the same talk, Yin (2009) confirmed that case study research is most suitable where the research question is asking "how" and "why". In this research study context, the central research question is to assess "How Dinner for Sheger campaign communication activity is implemented". In this regard, using a case study approach is appropriate in conducting the research. This study investigates the campaign communication practice of PMO in the case of Dinner for Sheger. As a result, this research selects the PMO as a research case.

Research on PRs is not far from using the quantitative and qualitative research methods such as focus group discussions (FGDs), interviews, and surveys (Wimmer & Dominick,). Based on its major research questions, the current study is a case study that employed these research methods (e.g., semi-structured interviews, in-depth interviews, FGDs, and documentary analysis), and also research instruments (e.g., interview guides, FGD guide/checklist, structured questionnaires, and documentary analysis template). Research design and methodology also determine how the researcher goes about investigating what is to be known (Zikmund: 2013). Implicitly, the

selection of particular research methods is ultimately based on one's implicit or explicit view taken of reality and the role of knowledge regarding that reality. In this study, reality of practices and challenges of PRs campaign communication at PMO, especially concentrated on Dinner for Sheger.

3.3. Research Methods

Based on its major research questions and study objectives, the current study used both quantitative and qualitative research methods. Quantitatively, the researcher used descriptive sample survey method. On the other, qualitative research methods such as semi structured interviews, in-depth interviews through probing and FGDs were employed. In addition, the researcher analysis potential relevant document, materials and other related files from secondary sources of data.

As it is explained by Yin (2011), qualitative method allows for more flexibility in identifying factors and practical strategies than the formal, structured quantitative approach and it allows for theory development. Qualitative data collection methods include the use of in-depth interviews, Focus Group Discussions, document analysis, corporate literature, websites, articles, magazines and newspapers to provide a basis for extensive and thorough discussion of the research problem. Moreover, qualitative research approach is one of the main approaches of research methodology. It studies about experiences, behaviors and attitudes from the respondents. Therefore, due to the main research question that is related with "how" is addressed well with using qualitative methods. As compared to quantitative research approach, it does not use mathematical and statistical methods. However, qualitative research method uses logic to interpret gathered data. In order to collect relevant and appropriate information to make the research complete both primary and secondary sources of data are used.

3.4. Study Area

This study has taken place in the PMO. The PMO organized various campaigns to create positive relationships between the citizens. Among them Dinner for Sheger is the one. The PMO is the highest office in the country in which all economic, social, and political issues of the country

analyzed and decided. Hence, Dinner for Sheger and other campaign communications are organized by its staff.

3.5. Target Population and Sampling Method

The Federal Democratic Republic of Ethiopia's Office of the Prime Minister press secretariat is the newly organized office and take a necessary restructuring process under the premiership of Prime Minister Abiy Ahmed. Under the new structure the Office comprises six departments. These include the: Prime Minister's Agenda Setting, Policy and Performance Management Units, Press Secretariat, National Security Department, Office of the First Lady and Republican Guard. ([https://www. FDRE Prime Minister Office.gov.et](https://www.FDREPrimeMinisterOffice.gov.et))

The Press secretariat department of Prime Minister Office was organized with the primary aim of assisting an organization to establish a good relationship both internally and externally to maintain a longtime reputation in the hearts of the public. In light of this, this research explores attention on its agenda setting department. The department has a continuous communication with the media, hence the researcher also target various journalist and PR practitioners of various government offices and NGO's who follow the activities of PMO department of agenda setting.

Thus, staffs are selected randomly from the PMO agenda setting department, PR specialist who has working in various government and NGO's and journalist have taken as a target population for the research. All of them contacted with their willingness. Concerning the sampling method for interview and focus group discussion the study applied purposive sampling techniques. The rationale behind choosing purposive sampling technique for interview is that it permits the research to select a case based on features or processes that demonstrates issues of interest in the research and where those features are likely to be present (Silverman, 2005; Denzin & Lincoln, 2000).

Employees of PM office at the department of Agenda setting and journalist that participate in the interview are selected in their willingness. Some PMO employees are not willing to participate in the discussion because of their personal motives. Therefore, the researcher select 3 (Three) practitioners from the PMO and 14 (fourteen) journalist from various media station, PR

practitioners from various government organizations and NGO's. Hence, data collected from 17 respondents.

A focus group discussion with employees of the PM office who are working in Agenda setting departments are taking through telephone conversation. Panel discussions after the accomplishment of sheger projects produced by the PMO and broadcasting at various TV stations are watched and take necessary notes. Besides these, Social Medias and other media platforms are assessed.

3.6. Socio-demographic Characteristics of Respondents

A total of seventeen (17) persons participated as respondents in the study. Among these people, 3 of them are from the PMO Agenda setting department and discussion held through telephone. The remaining 14 respondents are PR practitioners and journalist. Among the 17 total respondents, 11 (64.71%) were males and the remaining, were females. Regarding the educational status of the respondents in the study, 14 (82.35%) of them were BA graduates, 3 (2.1%) of the respondents were MSc/MBA holders. As to their age composition, adults that fall under the age category of 35- 45 years accounted for 6(35.29) of the total sample respondents, 6 (35.29%) of them reached at 46-50 age category, the age ranged 51-60 accounted for 2 (11.76%) while those young respondents within the age category of 25-35 years constituted 3 (17.64%) of the total respondents.

3.7. Ethical Consideration

In this research, a great care of ethical issues that is common in any scientific research undertakings were taken. During data collection, the researcher was taking care of the respondents' privacy and willingness. They were clearly informed about the purpose of the research and asked only if they are willing to provide the required data. They were assured that the information they provide confidential and only used for the research purpose.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter presents the data and analysis of the research findings. The socio-demographic profiles of respondents and the responses to the research questions will be presented in three themes. Data obtained from the senior experts and practitioners towards the PRs practice of the Press Secretariat Agenda setting department has been analyzed. The findings of the PR practitioners and the FGDs analyzed separately. So as to strengthen the findings the researcher's personal observation and secondary sources such as analyzed documents are integrated in the analysis.

4.2. Public Relation Practice of Press Secretariat PMO

In this sub topic the researcher will try to assess the PR practice of the PMO Press Secretariat based on the vision statement. The raw data found from the PMO official pages and other relevant documents. The three respondents also give similar responds and compiled as follows.

4.3. Public relations roles of PMO

The Press Secretariat serves as a communicator which facilitates a close working relationship between citizens and PMO and they also serve as a connection between the media and the PMO. To achieve the desire results they are applying their maximum efforts. They create various issuers and distributed via their official social media platforms. Considering this issue one of the PMO Agenda setting department staff said:

The PMO invest its utmost efforts to create a prosperous nation and making a nation's overall situation or outcome better. (ASDS 1)

Hence to achieve such ending results the PMO press secretariat department serves the office and the citizens closely. Giving information, get feedback from the mass, disseminates promotional clips, gives agenda for the Medias, and so on.

Similarly, the remaining two PMO staff strength the above point,

All nation and nationalities must receive something from their contribution. We promote and create good environment for such efforts. We are in the nation building and reforming era. (ASDS 2)

Hence to address the reforming era's environment they are communicate with citizens about government's policy, strategies and other national issues through media relation, press release, panel discussions with different parts of the society.

In Addis Wege we call panelist and other influential personals for community's awareness. (ASDS 2)

According to him (ASDS 2) Addis Wege is a new discussion platform established by the PMO. It is a useful communication tools for the PMO. Among PMO Agenda setting department several duties and responsibilities, the organization and follow up of Addis Wege comes first. The other staff said,

As PR personnel of PMO, we address various issues through social media and national Medias. We are also trying to establishing a new media at the PMO and serving as a bridge between the PMO and the citizens. (ASDS 3)

The new media will focused on economy reforms of the nation. Concerned governmental bodies are present in the media and their discussions will be broadcasted through various governmental medias in various forms.

On the other hand the agenda setting department advises the PM indirectly on matters related to public issues and organized various events.

As a PR specialist our main rolls lies on organizing special events. This is done in collaboration with other governmental and privet organizations. Hence, we attract local and international medias. (ASDS1)

Besides this the PMO agenda setting department also builds goodwill of the PMO by arranging various public service activities throughout the nation.

The participants strongly felt that the PMO press relation department is playing a vital role in agenda setting activities. In these regards media relation roles are the dominant role of the press

secretariat office of the PM, especially they utilize social media frequently.

The researcher has also observed that the PMO press secretarial works with various media. But, they are focused on social media utilization. Social Medias are the backbone of the PMO press secretariat. At the beginning of the era of PMO they were also utilize press conference with local and international media, but they are quite from such atmosphere.

4.4. Major campaign communication practices of PMO press secretariat that have been accomplished during the last two years

So as to assess the campaign communication practices of the press secretariat, the researcher try to analyze documents and PMO official web site. Based on the documents the researcher asks the PR personnel if any other campaign communication practices are done. But all of them mentioned the same as what the researcher identified. Dinner for Sheger, Plantation, Cleaning Addis, are the famous campaign done with in the last two years. Social awareness video clips and short movies are broadcasting throughout various media platform, especially in FB and twitter.

We are fully engaged in communication practice with the citizens. As a nation which is in a new reform we are try build good image of the PMO. Of course dinner for Shegere is the famous fundraising campaign organized by the PMO. Since the appointment of PM Abiy Ahmed we are trying to close to the citizens and create a real brotherhood relationship with the nation, nationalities of Ethiopia. (ASDS 1)

For ASDS2 Ethiopians do not know each other for the last 27 years. Hence, to break the silence between the citizens the government needs various tours across the nation. Various events are organized across the nation. Musical performance also part of our communication. PM Abiy Ahmed addresses various social and political discourses for the citizens.

Our PM was addressing various issues for the citizens. In every regional state we organized those events by printing banners, create media relations and announce with local media to get news coverage, prints t-shirts and other means of communications tools are utilized. (ASDS2)

By collaborating with Foreign minister of Ethiopia and Ethiopian Diaspora Association the PMO organized a huge campaign communication abroad. As a governing body they believe that Ethiopian Diasporas are playing a significant role in the nation's social, economy and political environment, hence, to catch their attention and lobbying them to support the reform of Ethiopia. That's why the PMO organized a tour to various countries, especially in northern America.

“Break the Wall and Build a Bridge” was our first campaign. Of course the theme works to the other events organized by the PMO. For example the unification of Ethiopia orthodox churches and the new peace deal with Eritrea organized with the theme of “Break the Wall and Build a Bridge” (ASDS 3)

The respondents believe that, the communication campaigns help them to address the ongoing political, social and economic reform of Ethiopia.

4.5. Is Dinner for Sheger campaign communication done based on research? Who is behind the project

Campaign research gives us the information we need to set winning strategy and utilize resources wisely. Campaign research also gives us data on the audiences we need to engage to win our campaign. Research also helps us understand what our target audience know and think, how they self-identify in relation to the issue and how they relate to the issue itself. Research also gives for the campaigner about data on how target audiences see the issue in relation to other issues they care about. Research findings help you understand the information-needs of the target audience. We keep these in our mind; the dinner for shegere is following such research? Who is generating the idea of the fundraising?

It is obvious. The person behind the project is PM Abiy Ahmed Ali. He took the initiation by himself. Everything is finalized in his mind. Mobilization of private partners is his first action. After announcing the fundraising events he organized a group of individuals who have various skills and knowledge at various professions. For instance, the activity of tending and cultivating a garden is need special talent, designing or acting in a calculating way to interpreting what is in

the PM mind also needs especial talent. Knowing various plant species, putting the historical facts of each nation and nationality also another big issues for the accomplishments of the projects. Hence, it's not a one time activities rather a continuous one. (ASDS 1)

Research is very important. Not only for the campaign but also for any scientific activities research is mandatory. Sometimes because of various reasons it might ignore research and precedes the work alone. Hence Shegere for dinner is applied by this way.

PM Abiy Ahmed is a busy leader. He spent his time in day to day activities. He come up with the idea and assigned various individuals based on their professional background and also their vision and positive energy. So he gives the idea and follows the project until the end of its accomplishment. The assigned individuals and organizations done their assignments based on their own research. (ASDS 2)

The researcher observed that PM Abiy Ahmed is committed to urban renewal. He has launched a flagship initiation titled 'Sheger Project' which aims at renewing the Addis Ababa City –as its name implies –and making it green as well as clean. As a leader he shows the way of renewing the city. His coworkers should follow his ways.

It is huge project. PM Abiy Ahmed has a wonderful quotation, “we dream big, and start from small. We write what we dream, we gather knowledge and finance then we do our work in the highest effort until we finalize what we begin. We will not lose our hope rather we will cut ribbon.” (ASDS 2)

We can conclude from their responds, the person behind the Dinner for sheger is PM Abiy Ahmed. He passed his ideas for the selected individuals and organizations and they established committees. The committees are done their works based on research.

4.6. Media Relation Policies and Practices of Dinner for Sheger campaign

Working with national and international media outlets is a powerful means to reach large audiences and offers the opportunity to potentially increase credibility and influence. To do this

well, it is important to develop a media engagement strategy and policies to achieve the desired end results. In these regards what was the Dinner for Sheger fundraising campaign media relation policies and practices?

For Dinner for sheger and of course for other campaigns implemented by PMO, we state first what we mean the so called media? Hence we put in our policy, what media mean. (ASDS 1)

For PMO ‘the media’, mean mainstream and internet sites, reporters, journalists, researchers, and bloggers, editors and others working for the print and electronic media as a whole. Press in all forms: newspaper, magazine and other publications, radio, television and internet sites. So the office mainly uses internet sites, the government and privet electronics media.

The media is vital weapon to tell about fundraising’s story. The PMO policies figuring out a message and distributing it to the right media to reach the target audiences. In these regards the target audience for the Dinner for sheger fundraising was potential individuals whose financial capacity is high and well known influential individuals and organizations. One of agenda setting staff said social media is a means of communicating the potential customers.

We prefer social media as a means of communication with them. But we are not ignoring our mainstream Medias. (ASDS 2)

Promoting the Dinner for Sheger campaign in the media involves sharing content and information in different formats, including blogs, spokespeople or interviewees, photograph essays, short films, events or paid media, such as adverts and placed opinion pieces.

One of ASS comes up with similar points,

Various individuals and experts give their feedbacks at the time of launching the projects. Their ideas broadcasting thought various government and private Medias. Hence the target audience and also the general public know about the projects as well. (ASDS 3)

Mass media and other forms of communication technology have an enormous influence in helping to shape public opinion and underlying sentiment. Regards to utilization of media PMO utilize their utmost effort to address the purpose and aim of Dinner for sheger for the citizens.

4.7. The main aim of dinner for sheger Campaign

The campaign goal, aim or purpose must states what needs to change, and to what extent, in order to solve the problem addressed by the campaign. Ideally, the goal should fit into a single, short sentence and be designed in a way that can be fully understood by all participants in the campaign. Goals should be specific, engaging and reasonably realistic.

We are informing our aim clearly for the citizens thorough various means. Hence, beautifying Sheger aims to increase tourism and quality of life, reduce the effects of climate change and to create jobs in Ethiopia's capital city by developing green spaces from Entoto to Akaki waste water treatment plant. (ASDS 1)

The researcher believes that, the project aims to convince citizens to assist in the cleaning efforts as well as despite Ethiopia's recent economic development; there has been no environmental action to reduce industrious and urban waste. But it is not completed, but the ongoing works show that the project is managed well by the concerned bodies.

Addis Ababa is the capital city of Ethiopia and Africa as well. But its environmental appearance is not fits its name. Changing the image of Addis Ababa is the main aim of the fundraising campaign of Dinner for Shegere.

We wants create urban tourist attraction sites. Citizens also need to see healthy and attractive environment. Worldwide climate change is the main challenges. As a nation Ethiopia wants to tackle these problems by examples. (ASDS 2)

ASS 3 also shares similar points. But he raised different view.

Ethiopians deserve a unique way of life. To get that uniqueness we must first believe in our capacity. The Dinner for sheger aim is stimulating the citizen's mind to think like "we can do anything by ourselves." (ASDS 3)

Ethiopians image are poor in every direction. This is a discourse comes from various corners. Of course we are poor because we are not organizes our real efforts. We are not sold our ideas for the capable individuals and organization.

4.8. Selection of target audience(s) for the campaign communication?

All citizens are not the ultimate target group of Dinner for Sheger projects. To attend in the Dinner, it demands five million Ethiopian Birr. Hence the target attendants of the fundraising are financially capable individuals and organizations who are settled in the country. Reaching to target audience (s) effectively requires specific approaches. Here in the Dinner for Sheger project we observe such approaches.

Communications campaigns designed for citizens are not the same as communications designed for transport specialists, politicians or city officials or other specific target audience. In this regards the PMO press secretariat utilize a systematic approaches of target audiences.

Here we want a huge amount of money for the project. So we must organize the events for selective potentials individual, organization. So first we target those investors and some international and local organization for the desired money. We list out the potential money holders who are willing to be part of the beautifying of sheger project. We launce the project through various media. We announce what Dinner for Shegere mean for the city. After the announcement we are trying to list out the potential individual and organizations. (ASDS 1)

Such huge projects need a clear way of collecting funds. So it needs first and for most focused on planning on target audience. First find out capable individuals and organizations that are located in the nation. Approaching such target groups will simplify the overall works. The PMO press secretariat organizes the fundraising like this way.

We sent an email for selected individuals and organizations to stimulate their sense. We clearly list what the project really mean. What is the overall money we need for the accomplishments, time frame of the project and other attractive packages are sent them. Then we aggressively announce the project through various media. The fundraising teams are following up the email and approach them in person at least twice within the week. (ASDS 2)

The PMO press secretariat finalized the fundraising campaign at the time of planning stage. Governmental and international organization selections are done systematically. Of course they are working with selected individuals. They lobby investors and well known influential personnel to work with us.

First through word of mouth we attract so many capable target audiences. Email, social media and the mainstream media announcement are final steps in the attracting of our target audiences. (ASDS 3)

4.9. What tools do you use to disseminate messages to your target audience?

A key step in forming a communications strategy is taking stock of the channels through which tools we reach our audience. In other words, how do we talk to our target audience about our campaign? These days, we have lots of tools to disseminate our messages to the public and our target audience as well. The most common means of communication are mainstream Medias, newsletter and magazines, email, FB, Twitter, YouTube and other social Medias are available. Most of the time the campaign organizers are use in a multiple ways, because audiences aren't all in the same place at the same time. Hence, in what way the PMO press secretariat disseminate the message to their target audience?

After completing our content of the fundraising campaign we are try to identify our means of addressing the issues for the target audience. Then we conclude that the must have means of addressing the events and information dissemination tools. The must have include emails, website, social medias. When we come to Email, we used it as a biggest communication tools. We send an email to the

potential investors and interested groups at the beginning of the fundraising campaign. Then follow-up comes. (ASDS 1)

The researcher observed that the assigned personnel communicate through various means of communication. They are also managing the PMO website every time. The PMO website stay updated with current campaigns and activities. These follow up and updating gives information for anyone who visits their page and knows about fundraising campaign and its status. Beyond these, social Media is the backbone of their campaign. It is helpful in publicizing a Dinner for Sheger fundraising campaign.

For local newsletter publisher especially the governmental one, we are informing the editor to gives attention for the events and address to the public. Different news stories are published. Some agents are tried to write about the overall use of the projects in the newsletter columns. Besides these we are addressing the events in various local and national conferences, fairs and other gatherings, word of mouth also play a significant role in the addressing of the issue for the publics. (ASDS 2)

ASS 3 also gives similar respond. The local governmental and privet Medias are the means of communication. Various events and issues about the fundraising campaign transmitted through the media.

TV can both carry straightforward messages ads and Public Service Announcements (PSAs) and present news and entertainment programs that deal with our issue. (ASDS 3)

At the beginning of the project the PMO tweet the following for the target audience; *“To all business owners, company CEOs, int'l org. heads & members of the diplomatic community, we invite you to email your contact information to sheger@pmo.gov.et to submit your interest in registering for the 'Dine for Sheger' event.”* The response was amazing.

4.10. How many times do you post in social media in the campaign communication time? (Social media post, press releases, conferences etc)

Social network marketing is any form of marketing that takes place on social media platforms. This marketing strategy can play out in many different ways, from formal advertising campaigns to informal customer engagement. So that the strategies for Social Network Marketing are a hit, it's imminent that they fulfill three fundamental conditions: the objectives are must be clear, the content is effective and the campaign messages reach to the target audience.

Every Social Network has its own dynamics, which is directly impacted by the publication frequency that we should follow in order for the content to be seen by audience. Hence, we must focus on the frequency of post in the social medias and press release or conference organized about the campaign.

Some of the most popular current forms of social media are social networking websites such as Facebook, which surpassed over more than three billion active monthly users across the world. There are several types of online platforms classified under the vast umbrella of social media. These categories include Social Networks. Social networking websites allow users to build web pages featuring personal portfolios and interests. These pages are used to connect with friends, colleagues and other users in order to share media, content and communications. The PMO press secretariat utilizes those social media aggressively. In regards of the frequency and utilization of social media ASDS 1 said,

We are familiar with social media. We use FB and Twitter aggressively. There are a number of social media users in Ethiopia. Especially FB is common in every citizen's hands. It is the main communication platforms for our campaign. From the beginning of the fundraising campaign we inform the citizens at least ones in a day. So we are focused on it. During the announcement of Dinner for Shieger we use it every day. (ASDS 1)

Posting on social media has no written rules. But if someone ask similar question about the frequency of posting in social media, the short answer is about 3-5 posts per week, but it depends

on the situation. There isn't a magic formula for this because what works for one brand, doesn't work for another. The PMO sometimes post based on the situations.

When we have new information about the ongoing projects idea we post additional information continuously. Whenever we get an opportunity for publicity we use it as soon as possible. For instance public holidays are an opportunity for us. On the other hands when we have achieved something, for instance, a huge amount of donation or bank deposit occurred we write something on the official sites of our FB or websites. This can stimulates the potential audience and also create citizen's acceptance. (ASDS 2)

Even if there is not a magic formula in the posting frequency, most studies agree that once per day is optimal, with a maximum of two posts per day.

We are following such guide line. Of course if we post too infrequently, our audience will forget that we exist and we will quickly fade into the deep dark recesses of their minds. However, if you are posting too often, you will become a complete nuisance and they will dread seeing your posts overcrowding their feed. Dinner for Sheger fundraising exist for a limited period of time. Hence we post every time to click something in the mind of potential attendants. (ASDS 3)

We can see from their responds PMO is highly dependent on social media. Especially FB and Twitter are common social media platforms. The frequency of posting is very important. But it also needs consistency. In this regards the researcher observed that the PMO press secretariat score positive in frequency and consistency of posing.

4.11. Do you have a clearly identified messengers or spokespeople who's going to say it?

After identifying the goal, the audience, and key messages, the next step in campaign communication is to identify how we are going to deliver our message to the target audiences. The right message conveyed by a messenger our audience trusts is likely to be heard; the opposite is also true. To identify an effective messenger, consider who our target audience

respects or looks up to and who they will listen to. Potential messengers may need encouragement and practice to become comfortable and effective in delivering your message. Dinner for sheger has many messengers. All of them are responsible for the message. But the head of the messenger is PM Abiy Ahmed.

Even if we are responsible for the fundraising message and feedback, the PM of Ethiopia His Excellency Abyi Ahmed is the messenger of the events. He delivers at every stage. He is the owner of the idea. He spent his overall time and energy for the project. So whenever he has a meeting with publics in other issues he mentioned the importance of the Dinner for Sheger and other projects. So we are not assigned additional personnel for message delivery activities. (ASDS 1)

Similarly the remaining two staffs mention PM Abiy Ahmed. He is the messenger behind the overall Public relation activities of the press secretariat. In addition to this ASDS 2 add the following,

Dinner for Sheger and other national development activities are supported by the society. If you trusted by your community they are playing a significant roles in disseminating such messages to the society. Hence, Community leaders such as church leaders or cultural practitioners are delivers important message to their followers. By repeating the PM Abiy Ahmed message to their followers, they are act as a messenger for our fundraising campaign. (ASDS 2)

We can't ignore the effort of our PM Abiy Ahmed for the accomplishment of the project. He plays a vital role in addressing various messages for the citizens.

Of course he is the most trusted leader in the history of Ethiopia. Hence citizens are listening his golden ideas and support his project. Friends and family also serve as his messengers. Celebrities such as local Artists are the messengers for the project. Our staffs also a messenger for the project and also we are publicize the message of other peers to the society. (ASDS 3)

While legitimacy is a key starting point for messengers or spokespeople, on a practical note, they also have to be willing and able to deliver the intended message in the campaign. The PM has the legitimacy, but the remaining persons haven't. They are duplicating the word of the PM. That might help the organizers. The Good messengers are usually people with good communication skills; speak well in public and who are warm and engaging. Even if the PM Abiy has scarce time to do this but he manages perfectly.

4.12. Do you think the campaigns of the PMO responded well?

Beautifying Sheger aims to increase tourism and quality of life, reduce the effects of climate change and to create jobs in Ethiopia's capital city by developing green spaces from Entoto to Akaki waste water treatment plant. The project aims to convince citizens to assist in the cleaning efforts as well as despite Ethiopia's recent economic development. Dinner for Sheger is part of the overall program of beautifying Sheger. Dinner for Sheger is the most expensive and luxury dinner in the history of the country. It costs 5 million birr per plate. More than 300 local and international organizations attend the dinner.

Individuals are part of the fundraising events. Business people and representatives are also part of the dinner. After the dinner some attendants said "we are happy and ready to pay again and again to finish the project." That is our first goal. We convince the potential audience. (ASDS 1)

Similarly, the remaining two respondents strongly believe that the Dinner for Sheger night was highly accepted by the target organization and individuals. ASDS 2 adds the following;

The Dinner events open not only for Ethiopians, but also for other international partners too. Especially for international organizations who are working in the developing of green environment and tackle the challenge of climate change. (ASDS 2)

The researcher observes that, UN Development Program, African Development Bank, the Government of Italy, UN Industrial Development Organization (UNIDO), are part of the

fundraising campaign participants. This shows that the project is accepted by local and international organizations too.

We are successful in every direction. We attract and collect the desired number of attendants and the money respectively. Beyond that we build hope in the mind of our guests. All of them conclude that “we were satisfied by a lot of things, not just the dinner; we came out with hope,” (ASDS 3)

In terms of money and the number of attendants, Dinner for sheger is completely successful. All of POM agenda setting staffs proud of the success.

4.13. What are the challenges of PMO in regards of campaign communication?

Communicating with target audiences and potential supporters through various menses face challenges. Especially in the areas where the campaign communication is conducted in a new nation’s reform, like Ethiopia. But working strategically with the media can really minimize the challenges. There are a number of resistances groups are emerging and challenge the events. Hence, is there any challenge exist in the time of the fundraising events?

We are in a new form of governmental position. There are a number of interested groups are struggling in the country. Social problems are booming every direction of the country. Ethnic conflict, natural and human made problems are found here and there. All citizens force the government to settle peace and security. Some citizens see the fundraising campaign as a luxury. (ASDS 1)

Ethiopia faces a lot of problems at the fundraising campaign time. Citizens focused on peace and stability issues. All citizens ask the government to focus on political issues. They are ignoring the fundraising campaign. People challenge the government through various means. The fundraising is not citizen’s priority issues. The government must stop such projects and only focused on peace and security issues. Social media users are comment the PMO press secretariat on the priority. But for ASDS 2 the situation must see beyond this,

The main challenge was public attitude. Even if they are few in number, they resist the fundraising. They are stick in the past. They are proud of what Ethiopians do in the previous time. But they are not willing to write their new history. (ASDS 2)

Associating everything with politics is the unique feature of individuals. Beautifying a nation is not politics. Of course if we want to place it in the political environment we can. But we must think beyond that. We must differentiate nation with political party issues. Cleaning a place is useful for human binges.

The challenges are not beyond out capacity. Each challenge also needs additional communication. Social media users especially activists disseminate false news for their followers. We are engaged on giving facts for the citizens. This is not only on the Dinner for Sheger project. (ASDS 3)

In every direction of the PMO activities rumors are fabricated. The convinced investors and organizations are distrusting the projects. They are also social media users. They see what is going on the nation. Again the PMO trying to convince them and invest additional efforts on them.

4.14. Do you evaluate the effectiveness of you campaign communication?

In any projects or campaign communications, we can't start evaluating the outcomes unless we know what it is we are trying to achieve. If we are clear about where we want to be, it is easier to assess progress against that goal. It is better to set clear objectives with measurable and realistic metrics in place. Maybe we want to raise awareness on a topic, want to change behavior, want to create a conducive environment or build tourist attraction sites like beautifying sheger, whatever it is, when we are writing the objective ensure we have something we can measures to assess our success of failure.

The main aim of Dinner for sheger is mobilized funds for city projects to improve Addis Ababa's tourism potential. It is beautifying Sheger to increase tourism and quality of life, reduce the effects of climate change and to create jobs in Ethiopia's capital city by developing green spaces

from Entoto to Akaki waste water treatment plant. The project aims to convince citizens to assist in the cleaning efforts as well as despite Ethiopia's recent economic development.

The three-year project estimated to cost 29 billion Birr. Of the total 56 km that the project covers, the Chinese government has pledged to develop 12kms. Even if the project is not finalized, the three agenda setting department staff evaluate the fundraising campaign associate with the accomplishment of few projects.

From the Dinner for sheger attendant we collect more than 1.25 billion Birr. After the fundraising campaign we launch unity park, Entoto Park, Friendship Park. We evaluate not only the success of our fundraising campaign but also we evaluate the outcomes of the final projects too. (ASDS 1)

Evaluation is a process that critically examines a program. It involves collecting and analyzing information about a program's activities, characteristics, and outcomes. Its purpose is to make judgments about a program, to improve its effectiveness, and/or to inform programming decisions.

We are evaluate the Dinner for sheger in every directions. We evaluate the activities and its outcomes. In terms of money we secured our goal. The outcomes also visible. First we planned on the 'Diner for Sheger' initiative that mobilized funds for city projects to improve Addis Ababa's tourism potential. (ASDS 2)

Within a year, refurbishment of both Sheger and Entoto parks was complete, creating many jobs, boosting the service economies while changing the look and feel of the capital city.

ASDS 3 gives similar responds like his friends. He mentions tools of measurements what the PMO Dinner for Sheger organizers are doing after the fundraising campaign communication.

We use both qualitative and quantitative evaluation measurements tools. When we come to quantitative evaluation tools we focused on social media analysis, video statistics, and media coverage. Social media users are strictly follow our contents and gives feedback. We filter their message and take necessary

adjustments. Similarly we are done video statistics. How much viewers are watched each video clips and the number of share are there. Media coverage also counted. When we come to qualitative evaluation tools we focused on Focus Groups Discussion. We organized the FGD's in the PMO. We get amazing feedbacks from the participant. (ASDS 3)

The researcher believe that the PMO press secretariat implement some Barcelona principles of measuring the campaign communication. They are focus on qualitative and quantitative measurement and evaluation methods. But they give more on quantitative. But they should also give more focus on qualitative information. It plays an important part in measurement and evaluation.

4.1.1. Data Analysis and Discussions summary from selected Public Relations practitioners of other organizations.

It is stated in the previous chapter of this research, random selected PR practitioners of other organizations is one of the major data gathering to achieve the objective of this study. The Interview of the selected PR practitioners aim is to know their feelings and how they evaluate the Dinner for Shegere fundraising program achievement. Because of the COVID 19 pandemic the interview conducted through telephone. But among the total of 11 interviewed PR practitioners 5 of them are gives their words in person. For data analysis clarity and simplicity the researcher select their interview based on their work experience and educational status. Hence the researcher gives first priority for BA holders in communication and journalism. Work experience also considered for the selection. The remaining interviewer comes when they rose unique and not mentioned by the selected PR practitioners. The researcher gives a code for the respondents as PRP 1, PRP2, PRP3 and PRP 4.

4.1.2. How do you describe the campaign communications of the PMO especially Dinner for Sheger?

Dinner for Sheger is the fundraising campaign for beautifying the capital city of Ethiopia. We have get response from the PMO press secretariat agenda setting department. Meanwhile, the researcher raised some questions for PR practitioners from selected organizations.

The first question raised by the researcher is, how do they describe the campaign communications of the PMO especially Dinner for sheger?

Dinner for sheger is an outstanding fundraising program organized in Ethiopia. It is a 5 million birr dinner program. The first ever unique events in the history of Ethiopia. It is also an example for other project organized here in Ethiopia. But it was not inclusive. Everything was about the investors. As it was communicated I pretend that all rivers in Addis will be clean and the edge will be used as a recreational site. (PRP 1)

The campaign was exaggerated during the introduction of the project. It was over stated. The expectation of citizens and the actual performance is not meet.

One of the PR professions responds differently, for him the PMO press secretariat is a unique and well organized department. They organize various events and campaigns to create a conducive environment in the nation.

I have never seen such kinds of public relations work in Ethiopia. Each event was fruitful. When we come to Dinner for sheger the project also wonderful and we are also the witness for its success. It's a sample for every organization who wants collect money for their projects. (PRP 2)

In my view, Dinner for sheger is a non-sense project for Ethiopia. We face so many social, political and economic problems. The government says we are in a reformation era. So, we expect so many campaigns to overcome the challenges. But the PM falls in love with his ideas. As a PR practioner I prefer to organize other projects rather than Dinner for sheger. Basically they ignore all citizens. The main aim was just collecting money from wealthy individuals. It was better to allocate that huge amount of money in other humanistic content. (PRP 3)

At the time of Dinner for Sheger fundraising, Ethiopia faced a lot of challenges across the nations. Citizens are lives with fear and unstable situation.

I think Dinner for sheger is great ideas for us. We lack green areas and cities tourist attraction sites. So beautifying Addis Ababa is solving such problems. As a

project it was necessary for the nation. Dinner for Shegere is helping us to implement the desire situations. But if the fundraising campaign done based on real research they must analyze the external situation of a nation. Before that luxury dinner, all Ethiopians need peace and stability. As you know after the new political reform, Ethiopia is not in good condition. Ethnic conflicts are booming every direction of the nation. So, first we must create a peaceful national environment and bring our lost unity. (PRP 4)

Similarly other respondents share their ideas. Ethiopia needs development. We want a new attraction places across the nation. The idea of Dinner for sheger is so nice but it ignores the real situations happened on the ground. Before the beautifying a city peace and stabilities must come first.

4.1.3. Do you think the mentioned campaign communication address for the public in the appropriate media?

PMO press secretariat and the campaign organizer of Dinner for Sheger are very tactical in addressing their ideas to the public.

In my opinion communicating with the target audience or with the citizens they use appropriate media. They are aggressive in media usage. That's why they achieve their goal. (PRP 1)

Definitely! The strength of PMO press secretariat is utilizing the appropriate media for their communication. (PRP 2)

Not only in the Dinner for Sheger fundraising program but also, they are very strong and dependent on mainstream Medias and social media. Media strategies focus on circulating messages through media channels to audiences. In this regards the PMO is done wonderful jobs.

They are dependent on social Medias. But these approaches might be ignoring the lower level society. Of course the project focused on wealthy individuals and organizations. Hence the PMO get their potential audience through social media.

They ignore other communication tools. Especially for citizens who are not active in social media other means of communication is mandatory. (PRP 3)

The organizer uses their effort perfectly. They use the modern means of communication tools. Especially they are active user of social Medias. I think they are introducing the new version of communication tools for our country. The old version of media usage almost ignored. Of course the situations give them these opportunities. (PRP 4)

4.1.4. Do you think the campaigns of the PMO responded well?

Dinner for Sheger project requires an estimated \$1 billion. The dinner raised \$25 million, with donors from the United Nations, the Italian government, the African Development Bank, and the Commercial Bank of Ethiopia. In addition to this individuals and business organizations also donate for the projects. More than 300 attendants are promise to give the mentioned amount of money and give their promises. It is not a onetime project, rather a three consecutive year's project. Hence, do you think the dinner for sheger is responded well? Here is the PR practioners respond;

'Beautifying Sheger' project is a three-year initiative. The organizers tell us that, the project will run along the rivers of Addis Ababa, developing green space starting from Entoto to Akaki alongside 56 Km river streams until they reach Akaki water waste treatment plant. Hence it is not at the final stage. But some hints are observed within the last two years. Especially Entoto and Friendship parks are open for visitors. They are part of the beautifying of Addis. So even if the overall projects are not completed, the starting points are well accomplished. (PRP 1)

Attendees of the dinner have contributed to a 5 million Birr deposit to make Addis Ababa a great city to live in. Of course 5 million Birr is so extremely unbelievable for a single dinner. But the money is beyond eating dinner with the PM. It's putting a stamp in the beautifying of a city. I think for that purpose those

attendants give their money. The respond is perfect and we are seeing that was the plan is tern to reality. (PRP 2)

In addition to local investor's contribution, international and regional organizations, foreign governments and national corporations have supported the project. I think this is the successes of the organizers. (PRP 3)

In terms of money the fundraising meets its goal. Still some projects are in progress. In my opinion the fundraising is meet its goal. But I fully appreciate the overall projects after every word are in place, especially the PM gives his word that all the contributors and supporters will have a plaque with their name placed at a location along the 56 km project rout once completed. Until that we shall see what will happen. But for now they are achieved their plan. (PRP 4)

All of the PR practitioners believe that the fundraising program was successful. The remaining works are in progress. Hence the Dinner for sheger evaluation must see again at the end of the overall project. But the fundraising program was successful.

4.1.5. Do you think that the campaign communication of PMO distracted by any pressure groups? Would you mention some indicators of these distractions?

Pressure groups are groups without political power, but which aim to influence the political, or decision-making, process. They have specific interests and attempt to influence businesses, people and government to help achieve their objectives. They may have a very narrow focus (e.g. a local group trying to prevent the building of a road), or they may have broader focus (e.g. environmental groups like Greenpeace). These groups are often referred to as single-cause or multi-cause groups. At the reforming era in Ethiopia, there were so many pressure groups who are challenge the work of the government. They are lobbying their supporters through various means. Just put these in mind, is there any pressure groups that influence the Dinner for sheger project or any PMO work at all?

Pressure groups are the challenge of the PMO press secretariat. Especially, activities are the main challenge for the overall performance of the country. Activists who lived in Addis and abroad are challenge the government policy and strategies. (PRP 1)

The project area for beautifying Sheger is covered from Entoto to Akaki, the community who are settled around the river sides. At the time of discussions they are resist the government. Because they are not sure the government project implementation. (PRP 2)

Social media users are the main challenge for the PMO. They ignore the project and focused on ethnic conflicts occurred across the nation. They are lives in other world. Rather than talking about the Dinner for Sheger they are focused political debate. The investors' attention also diverts to the social media users and places themselves in dilemma. Here we appreciate the work of the PMO how to handle the activist or any other interested groups work not to distract the work.(PRP 3)

Pressure groups try so many ways to influence the PMO press secretariat work, but they are not cost any price at the implementation of the project. All PR practioners believed that the handling mechanism of the PMO is good.

4.1.6. What do you recommend to improve campaign communication practice of the PMO?

The PMO press secretariat engaged in full of communication campaigns since the appointment of PM Abiy Ahmed as PM of Ethiopia. Each communication aims to catch the attention of citizens and also a particular audience and hoping to increase people's understanding and awareness of a nation's reform. Based on this experience and the success of the previous communication campaign the PR practices recommend the following in the PMO press secretariat on going duties;

The core of communication strategies focused on social issues. Ethiopia has so many social issues to be solved in the day to day activities by the government or privet organizations. To do so, first they must start their works from selecting those social issues based on evidence. All decisions should be based on evidence or data that identifies the needs and characteristics of the population and their context. Research is at the heart of effective communication strategies. (PRP 1)

I recommend for the PMO press secretariat to adopt a participatory approach. They must know that each and every citizen has the power to change anything. We are building the GERD by our own money, mind, and human resources. We believe that the Dam is of all Ethiopian, because all citizens contribute something for the GERD. Hence not only in terms of money, in other menses the PMO gives chance to all citizens. (PRP 2)

I think the current practice of the PMO is excellent. They should strength these work to be more effective. Utilization of social media must be strengthening. People communicate more and more through digital social networks, and look for information on websites, especially young people. Even from the initial stage of gathering of information, it is very important to know the digital practices of target audience in order to develop appropriate strategies. (PRP 3)

The PMO press secretariat work is recognized as a bench mark for other organizations. The social media usage is very interesting. But they must use other PR tools, especially they must use press release. (PRP 4)

4.2.1. Data Analysis and Discussions summary from the FGD

It is stated in the previous chapter of this research that FGDs is one of the major data gathering tools employed to achieve the objective of this study. The FGD is aimed at providing an insight from the few citizens. A total of six individuals were involved in a group. They represent hear as C1, C2, C3, C4, C5 and C6.

The discussion is focused on five questions. How they see the necessity of beautifying sheger project, what are the benefit from the project, how they see the restricted attendant of the participant, is it create negative feelings on citizens, in which medium they know about the project, how they evaluate the result of the fundraising campaign. The five questions are discussed one by one in the following manner.

4.2.2. Do you believe that, beautifying of Sheger is necessary for the nation?

The selected citizens who participated in the FGD stated that the Dinner for sheger is a new concept and important for the city. They also stated that the accomplishment of the projects bringing economic prosperity and good image for the country. The collaboration of government and private organizations are showed clearly. The idea by itself purchased by the wealthy individuals, private organizations and NGO's.

Addis Ababa is the capital city of Ethiopia and Africa. It is the 3rd diplomatic center in the world. International organizations are settled in Addis. As the name by itself signifies its beauty. Addis Ababa means “a new flower”, but the reality is not like that. So beautifying of sheger is very necessary for the city. (C1)

Addis Ababa lack urban tourist attractions site. According to Ethiopian Airlines management information 70% of its passengers are use the Ethiopian Airlines as a transit. So, after the accomplishment of the desired projects, we can attract those passengers to stay in Addis Ababa for additional days. This means the tourism industry might be wake up from its sleep. (C2)

We deserve better living environment. No one can responsible for our country's beauty except the government and citizens. Beautifying a city has several benefits. It creates jobs for the citizens. It mobilizes private and government money. (C 3)

C4, C5 and C6 also have similar view, beautifying sheger is very important but they are not agree, that the project is implemented in at a right time.

Since PM Abiy Ahmed is comes to power Ethiopia face several problems. Ethnic conflicts boom every direction of the country. In my opinion the first duty of the government must be resolve those problems. A country which is in such troubles need conflict resolution mechanisms not fundraising program for beautifying a city. (C4)

There is an Amharic proverb “Yalbelahen Atekeke”. Ethiopians suffer several political, social and economic problems. The citizens struggle to escape from such challenges. The government should work on those problems. Beautifying a city for me good but it is not mandatory. It lacks priority. (C 5)

I am optimist. I believe everything will be okay. Even if we are in so many challenges the outcomes will be good. We must break negative attitude. I know we are in a new political environment. Challenges are happened. But it will not stop us from our development. Hence, beautifying sheger fundraising is necessary for the city. (C 6)

We can summarize from the respondents view, the fundraising campaign for the beautifying sheger is necessary for the nation, but it is not a timely project. Investing time and resource for such events is not correct. But some of them accept the project as it is. Even if we are in a serious problem the project is mandatory.

4.2.3. Do you feel something in the restricted attendants at Dinner for Sheger?

Prime Minister Abiy hosted the ‘Dine for Sheger’ initiative to mobilize funds for the two projects aimed at better positioning Addis Ababa as an urban tourism site. To do so the PMO press secretariat concentrates only in selected individuals and organization. The dinner is affordable only for capable investors. Ordinary citizen is not allowed for it.

I think the fundraising dinner is prepared for selected persons and organization. That is wonderful decision. In the last 27 years Ethiopia registered several investors. If we provide them such unique content they can participate in the development work. So, concentrating only in the potential cash holder is very important. (C1)

The interesting part in the Dinner for Sheger is the selection of attendants. I think the selection is done based on research. The organizers ask themselves who is capable for the 5 million dinners? And how much attendants are present at the

Dinner? How much money is secured from the selected ones? All these questions are answered perfectly. (C 2)

For me it is like **Galácticos* Dinner. Capable and milliners are gathered for the same goal. Who will be contributing money for the beautifying of Addis except those superstars? I think the organizers are tactical on the selection of the attendant. (C 3)

*(Spanish word referring to superstars) inserted by the researcher.

Like a first question, C4, C5 and C6 argue in differently.

Even if the project is demand a huge amount of money, every citizens must participate in the fundraising campaign to build the belongingness of the project. See the Grand Ethiopian Renaissance Dam (GERD); it is built by the citizen's income. The money still comes from different citizens. If you ask someone about the GERD, they replied with confidence it's my dam. When we come to the Dinner for Sheger project the narrative is different. (C 4)

At the time of announcement, I heard one amazing promises from the PM. He gives his promises for anyone who donates will have a plaque with their name placed along the river routes besides scoring a private photo with Abiy himself. You see it discriminate the citizens from the belongingness of the city. Actually the promise is not kept. May be after the final work of the river it will be implemented. (C 5)

It is obvious. The poor will have no place in Addis. It's not their project. The organizers are fall in love with their own idea. They don't have care for the displaced citizens. It's all about politics. (C 6)

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

This research has focused on the campaign communication practice and challenge of PMO in the case of Dinner for sheger. Dinner for sheger is part of beautifying sheger project. Beautifying Sheger aims to increase tourism and quality of life, reduce the effects of climate change and to create jobs in Ethiopia's capital city by developing green spaces from Entoto to Akaki waste water treatment plant. The project aims to convince citizens to assist in the cleaning efforts as well as despite Ethiopia's recent economic development. To come up with conclusion and recommendations, first data obtained from the senior experts and practitioners towards the PRs practice of the Press Secretariat Agenda setting department has been analyzed. The findings of the PR practitioners and the FGDs analyzed separately. So as to strengthen the findings the researcher's personal observation and secondary sources such as analyzed documents are integrated in the analysis.

Public communication campaigns can be defined as purposive attempts to inform or influence behaviors in large audiences within a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce noncommercial benefits to individuals and society. So as to assess the campaign communication practices of the press secretariat, the researcher try to analyze documents and PMO official web site. Besides this the researcher asks the PR personnel if any other campaign communication practices are done. Dinner for Sheger, Plantation, Cleaning Addis, are the famous campaign done with in the last two years. Social awareness video clips and short movies are broadcasting throughout various media platform, especially in FB and twitter.

Dinner for Shiger is a 5 million dinners with selected individuals to beautifying the capital city of Addis Ababa.(PMO) But it ignore lower level of the citizens in the fundraising campaign, hence it lacks the belongingness of the project. On the other hand the challenges could be lack of understanding by the society in achieving the reform in an acceptable ways, there is a real gap

between government and lower level citizens, especially at the time of social media usage, (twitter, high professionals discussions, roundtable discussions), even if there is a high governmental commitment, some gaps are exist, and lack of trust of PMO PR personnel. The project is in the hands of Prime Minister Abiy Ahemed (Dr.) hence, it lacks institutionalization. On the other hand the emerging of pressure groups or activists is creating visible challenges in the nation's transformation era.

The main aim of Dinner for sheger is mobilized funds for city projects to improve Addis Ababa's tourism potential. It is beautifying Sheger to increase tourism and quality of life, reduce the effects of climate change and to create jobs in Ethiopia's capital city by developing green spaces from Entoto to Akaki waste water treatment plant. The project aims to convince citizens to assist in the cleaning efforts as well as despite Ethiopia's recent economic development.

Even if the project is not finalized, the entire participant in this research believes that it was successful. They evaluate the fundraising campaign associate with the accomplishment of few projects. The ongoing activities of beautifying sheger are the clue to the fundraising events success.

There are groups who are not interested in the project at all. Their main debates come from political view. Ethiopia is in a new form of government. Since 2018 there are ups and down in every direction for the country. As a governmental organization and real reformist they must focus on peace and stability of the country. The government is more responsible in political stability not in beautifying a single project. It is the duties and responsibilities of other governmental organizations.

5.2. Recommendations

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

- It is clearly discussed that the Dinner for shege project is necessary for the nation. To be tourist destination such kind of projects is wonderful. But it must create trust with in the citizens. At the beginning the project strategic plan should be institutionalized.
- Research-based planning of campaign activities have a strong evaluation approaches. Hence the project starts from planning. The PMO staff approved that the government think big, dream highly, put their imagination in paper, and finalized the project. They must believe in strategic planning of any short term or long term communication. In this sense, the PMO needs to call its attention towards the importance of strategic planning they need an independent institution that facilitate and managing relationships with the target audience, the media, campaign messages, and communication tools among others.
- Achieving the end result within a minimum time span is very mandatory. For these purpose the PMO focused on few target audiences. But the majority of citizens want to participate in the project like what they done previously in the GERD. To be part of the development of the nation is not the investors or organizations interest. To participate all interested groups in the fundraising campaign, SMS service is profitable way. Governmental and privet organizations employees might be contribute for the project if the government calls them for the beautifying project of sheger. Inclusive campaign communication creates belongingness for the events.
- The PMO press secretariat must keep the social media utilization. They are active in every direction. FB, Twitter, and web site managements are seen as a strong communication tools. But they are totally ignoring the traditional communication menses. Updating about the project need press release, billboards administration, and aggressive usage of mainstream media.
- Finally, the researcher doesn't believe that this research can show clear image of the campaign communication done by PMO, especially Dinner for sheger. Therefore, other researcher sill investigate the campaign communication activities of PMO in eh future. Thus, it is believed that other studies on PMO major campaign communications practices will definitely fill the gap. The

researcher would like to recommend the PMO to see the findings and recommendation of this research for to see their efforts and drawback one by one.

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APPENDIX 1

ADDIS ABABA UNIVERSITY JOURNALISM AND COMMUNICATION FACULTY DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

Interview questions for PMO Press Secretariat Agenda setting staff (ASDS)

1. What is your position and responsibility in PMO?
2. What are the public relations roles of your department?
3. What are the major campaign communication practices of press secretariat that have been accomplished during the last two years in PMO?
4. Who is generating the idea of the dinner for Sheger campaign communication? Is it done based on research?
5. What is the main aim of dinner for sheger Campaign?
6. What are the benefits of the campaign in nation's transformation purposes?
7. How you select your target audience(s) for the campaign communication?
8. What methods you are implemented to create your campaign communication messages research.
9. What tools do you use to disseminate messages to your target audience?
10. What is your media communications plan to communicate with the target audience.
11. How many times do you post in social media in the campaign communication time? (Social media post, press releases, conferences etc)
12. Do you have a clearly identified messengers or spokespeople who's going to say it?
13. Do you think the campaigns of the PMO responded well?
14. What are the challenges of PMO in regards of campaign communication?

16. Do you evaluate the effectiveness of you campaign communication?

17. Do you have recommendations what you give me about your campaign communications?

APPENDIX II

ADDIS ABABA UNIVERSITY JOURNALISM AND COMMUNICATION FACULTY DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

Interview questions for selected Public Relations practitioners of other organizations.

1. What is your position and current responsibility in your organization?
2. How long have you been working in the field of public relations?
3. What is your perception about the campaign communication?
4. How do you describe the press secretariat of PMO?
5. How do you describe the campaign communications of the PMO especially Dinner for Sheger?
6. Do you think the mentioned campaign communication address for the public in the appropriate media?
7. Do you think the campaigns of the PMO responded well?
8. What do you recommend to improve campaign communication practice of the OPM?
9. Do you think that the PMO is fully addressing its end goal regards to Dinner for Sheger campaign communication?
10. Do you think that the campaign communication of PMO distracted by any pressure groups?
would you mention some indicators of these distractions?
11. Do you believe that the PMO has efficiently endorsed the most recent (modern) versions of campaign communication principles, methods or tools?

Thank you again for your cooperation!

APPENDIX III

ADDIS ABABA UNIVERSITY JOURNALISM AND COMMUNICATION FACULTY
DEPARTMENT OF PUBLIC RELATION AND STRATEGIC COMMUNICATION

FGDs Questions for selected journalist and interested group

ለቡድን ተወያዮች የቀረቡ መነሻ ጥያቄዎች

1. በጠቅላይ ሚኒስቴር ጽ/ቤት አዘጋጅነት የተከናወነው ሸገርን የማስዋብ ፕሮጀክት አስፈላጊ ነው ብላችሁ ታምናላችሁ
2. በጠቅላይ ሚኒስቴር ጽ/ቤት የተካሄደው ሸገርን የማስዋብ ፕሮጀክት ምን ጥቅም አስገኘ ብላችሁ ታስባላችሁ
3. ሸገርን የማስዋብ ፕሮጀክት የተመረጡ ባለሃብቶችና አቅማቸው የደረጃ ሰዎችና ተቋማት የተሳተፉበት ነው። ሌሎች ዜጎች በፕሮጀክቱ አለመሳተፋቸው የሚፈጥረው አሉታዊ ስሜት አለ
4. ሸገርን የማስዋብ ፕሮጀክትን በተመለከተ ህዝቡ እንዲያውቃቸው የተደረገበት የመገናኛ ብዙሃን መልዕክቶች ሲተላለፉ ሰምታችኋል/ተመልክታችኋል በየትኛው የመገናኛ መንገድ
5. ሸገርን የማስዋብ ውጤቱን እንዴት አገኛችሁት