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Addis Ababa University

School Of Journalism and Communication

Specialization in ‘Public Relation and Strategic Communication’

Graduate Program: Regular

Investigation in to Oromia Regional Government Communication

Strategy use and Public Relation Practice

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June. 2018

Addis Ababa

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This is to certify that the thesis prepared by Olbana Tombora entitled **Investigation in to Oromia Regional Government Communication Strategy use and Public Relation Practice.** Submitted in partial fulfillment of the requirement for the Degree of Master of Art in Public Relation and Strategic Communication complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Investigation in to Oromia Regional Government Communication Strategy use and Public Relation Practice.

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This thesis acknowledges the use of communication strategy implementation for awareness creation and attitude development. Hence, the study investigate the PR practice of ORGCAB communication strategy on creating awareness and developing attitudes of the community. Participatory communication theory, Social mobilization communication theory and the Two-steps flow of communication theories encompass the underpinning for the theoretical part of the paper.

Three basic research questions were raised to guide the study, and scholarly articles related to the issues were discussed. Both Purposive sampling and systematic sampling methods were used to select the subjects. Both qualitative and quantitative research methods were employed. Therefore, the researcher employed qualitative content analysis as a major method and quantitative as supportive method. The data for the study were gathered through questionnaires and in-depth interviews with key informants. Furthermore, the data obtained from conducted interviews was discussed and analyzed qualitatively. In addition, a document was also the tool employed for gathering the data.

The finding of the study shows that the bureau's communication strategies were implemented with inadequate knowledge, inappropriate techniques, lack of PR professionals, less training expert and salary, untimely feedback and insufficient facilities and have good flow of communication between stakeholders. Besides, the study revealed that the bureau's segments and stakeholders were implementing the communication strategy with inefficient feedbacks and limited collaboration.

Finally, the study concluded that the bureau's communication strategy were implemented unproductively; and so recommendations were provided based on the conclusion.

Acknowledgements

First and foremost my heartfelt gratitude goes to my advisor, Ton Veen, whose encouragement, guidance and support from the initial to the final stage enabled me to develop an understanding of the subject. In addition, I offer my regards and blessings to all those who supported me during the entire period of the study and my office 'Oromia Urban Planning Institute' with sponsoring budget and giving enough time to finalize the study. Over all, I would like to thank the Almighty God for His help, especially while in hard condition in Oromia and those including the achievement of this thesis.

List of Acronyms

AIDS: Acquire Immune Deficiencies

EGCAO: Ethiopian Government Communication Affairs Office

GDCS: Guidelines for the Development of a Communication Strategy

GTP: Growth and Transformation Plan

GWP: Global Water Partnership

MDG: Millennium Development Goals

NGO: Non- Governmental Organization

ORGCAB: Oromia Regional Government Communication Affairs Bureau

ORSGCHO: Oromia Regional Sectors Government Communication Health Office.

ORGCUPI: Oromia Regional Government Urban planning institute

OBN: Oromia Broadcasting Network

SPSS: Statistical Package for Social Science

SSME: Small Scale Micro Enterprise

UN: United Nations

UNICEF: United Nations Children's Fun

PR: Public Relation

ETV: Ethiopian television

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Communication is a multifaceted process, which needs tolerance and has great significance in creating awareness and developing attitudes. It has inordinate role for image building and active community participation on holistic development of a nation. As development in every aspect desires active participation of the community, creating awareness and developing attitudes of the community needs to get priority in all development aspects.

Communication delivered organizational policies, strategies and programs, which create awareness and develop attitudes of the community to implement with active participation. Governmental communication strategies mainly focus on the peace, development, good governance, efficiency and quality of implementation of government decisions and delivery of public services (ORGCAB communication strategy, 2016/17). The establishment of Ethiopian Government Communication Affairs Office (EGCAO) at the level of ministry confirms that attention is given for communication to create awareness and develop attitudes to get active community participation on the implementation of its policies, strategies and programs. Effective implementation of Growth and Transformation Plan (GTP) of the country needs awareness creation for active participation of citizens. Awareness creation and attitude development communication strategies on government policies, strategies and programs are one of the essential techniques for organizational communication like ORGCAB (Ibid).

The Oromia National Regional State is one of the regional States in the Federal Democratic Republic of Ethiopia. It shares borderlines with all the Regional States in the Federal Democratic Republic of Ethiopia, except Tigray. It also shares international borderlines with the Republic of the Sudan (with 66 km borderline) in the west and Kenya Republic (with 521km) in the south. It is the largest regional state in terms of area with 363,136 km², accounting for about 34.3 percent of the total area of the country. Administratively, the Region is divided into 20 administrative zones, 365 woreda's and 20 first level cities.

The Oromia Regional Government Communication Affairs Bureau is one of the sectors, which were established in 1995 as Oromia Culture and Information Bureau. Later, since 2000 named as Oromia Information Bureau then changed its name to Oromia Regional Government Communication Affairs Bureau since 2008. The Bureau has structural departments and offices from regional level up to districts. Nowadays, the bureau is implementing several communication strategies with the purpose to create awareness and develop attitudes of the public on government policies, strategies and programs through the set of structures.

The Bureaus' communication strategies mainly focus on creating awareness and developing attitudes of the community on the policies, strategies and programs of sectors which acquires special attention in Millennium Development Goals (MDGs) like Health, Education, Water Mineral and Energy, Women's and Children Affairs Bureaus, Road Authority, Enterprises. These sectors are indicated as the poverty reduction sectors. Hence, this study focuses to observe the PR practices and its implementation of the bureau's communication strategies.

1.1 Statement of The Problem

Creating awareness and developing attitude of human being is not a simple task that can be achieved overnight. It is identifying and managing issues and in the community to ensure that organisational goals are aligned to values and norms of the community; and it builds relationships through communication with those on whom the organization depends to meet its economic and socio-political goals. Effective group communication, allowing the circulation of messages, effective listening, and knowledgeable information flow, is one of the influential factors when seeking effectiveness of organizational communication strategies implementation. Effectively and efficiently implementing organizational communication strategies aim to achieve organizations' goal and mission.(Shobajo, 2011).

The problems of ineffectively implementing organizational communication strategies are lack of employee's knowledge, skills, and motivation to communicate. Moreover, absence of identifying and overcoming communication barriers such as inadequate management, lack of budget, turnover of employee, lack of continuous supervision, and effective choice of means of

communication, are other problems, which hinder the effectiveness of organizational communication strategies implementation.

Likewise, the managers' incapability to communicate, through effective vertical or horizontal communication with providing feedbacks regularly on time, respecting real-time communication and encouraging employee self-awareness, directly foster effectiveness of organizational communication implementation (Miller, 2006).

In the context of Oromia Regional Government Communication Affairs Bureau, its communication strategies are implemented on creating awareness and attitude development of the societies on government policies, strategies and programs. The bureau's communication strategies mainly focused on several social, economic and political issues through face-to-face, social media and media communication strategies. Even though the bureau is implementing its communication strategies, the limitation and gaps of these strategies were not researched and investigated before. Thus, this research topic is selected and the study has attempted to investigate the PR practices and implementation of these strategies.

Accordingly, first the study has been tried to investigate the PR practices of Oromia regional government communication strategies on creating awareness and develop attitude towards government policy, strategies and programs.

Second, the challenges of Oromia regional government communication affairs bureau on implementing these strategies have been analyzed. Moreover, the topic is not researched before as a result it has covered the way for further researches.

1.3 Objectives of the Study

1.3.1 General objectives of the Study

The study focuses to investigate the public relation practices and its implementation on creating awareness and develop attitudes towards the government strategies, policies, and program of Oromia Regional Government Communication Strategies.

1.3.2 Specific objectives of the Study

- To identify the main communication strategies used by Oromia regional government communication affairs bureau
- To investigate how much the bureaus PR practice and communication strategies are implemented.
- Investigate the challenges of public relation practice of Oromia regional government communication affairs bureau on implementing its communication strategies

1.1 Research Questions

The study attempts to answer the following basic questions:

- What are the main communication strategies used by Oromia regional government communication affairs bureau on practice of PR for creating awareness and develop attitudes towards the government policies, strategies and programs?
- What are the challenge and gaps of Oromia regional government communication affairs bureau on implementing public relation practice and its communication strategies?
- What are the future perspective and opportunities for Oromia regional government strategic communication?

1.5. Significance of the Study

The findings of the study may help Oromia Regional Gov't Communication Affairs Bureaus to identify its limitations and improve the implementation of PR practice and its communication strategy.

Furthermore, the finding of this study may also serve other organizations to design and public relation practices. It may also serve as a reference for those interested to do further on the field.

1.6. Scope of the study

The study focused on the implementation of public relation practice and challenges to Oromia Regional Government communication strategy. Even though ORGCAB has engaged in other

communication activities, the study may concentrate on communication strategies that are creating awareness and developing attitudes of the community on government policies, strategies and programs.

1.7. Limitation of the study

The research may be conducted under some limitations like, shortage of references, especially lack of local research finding related to the topic, absence of prior research on the area and shortage of reference materials has also been a big challenge. Nevertheless, the researcher do all his best to overcome the constraints and produce a quality research work.

1.8. Organization of the Paper.

This paper is organized in five chapters. Chapter one include introduction (background), statement of the problem, objective of the research, research questions, significance of the study, scope, limitation of the study and organization of the paper, chapter two contains the literature review and related works which important theoretical framework to the study. Chapter 3 explains the methodology the researcher followed to conduct the research.

In addition, this chapter reason out why the researcher used the methods in detail. Chapter 4 present the data and analyzes it. It shows the detailed information of the data presentation and its discussion. Chapter 5 is the final chapter that contains the conclusion, summary and recommendation based on the findings of the study

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Defining Public Relations

The UK's main body of PR professionals, the institute of public relations, defines PR as "the Planned and sustained effort to establish and maintain good will and mutual understanding between an organization and its publics" (Harrison, 1995). This definition encompasses the PR Professional's multiple roles as well as the overall goal to work with publics. Also suggests that public relations is the creation or establishment of mutual understanding between an organization and its publics. It also suggests that public relations is not a haphazard process. Public relations efforts must ensure that not only does the organization understand its publics; the publics must equally understand the organization.

Another definition is that given Cutlip, Center and Broom (1985), in their book *Effective Public Relations*. According to them, public relations is the "management function that identifies, establishes and maintains mutually beneficial relationships between an organization and its publics upon whom its success depends." Based on this definition of PRs, public is taken as the center of PRs functions because it is through the public that the objectives of a given organizations can be realized. A company's success or failure depends considerably on its relationship with its various publics.

Frank Jefkins, a British author, in his book *Public Relation*, shares this idea "public relations consists of all forms of planned communication both inward and outward between an organization and its publics for the purpose of achieving objectives concerning mutual understanding." 'Inward and outward communication' implies a two-way communication involving both the organization and its various publics.

If there is no two – way communication between the organization and its publics, it is impossible for PRs officers to achieve their organizations agenda.

It became increasingly important for organizations to know what their clients want and do not. The good will of the public is the greatest asset any organization can have. A public that is well informed and holds a positive attitude toward the organization is critical to its survival (Wells et al. 1998:560). Therefore, the purpose of the two-way communications in PR is to realize the organization's objectives by identifying the interest of its publics to meet the interest of the hiring organization.

More definitions that are recent have been more detailed. In a recent survey by the Department of Trade and Industry (DTI) and the UK Chartered Institute of Public Relations (CIPR), PR is as influencing behavior to achieve objectives through the effective management of relationships and communications' (Department of Trade and Industry and Institute of Public Relations, 2003:10). This definition is an attempt to combine the idea of managed communications with exercising influence on relationships and achieving mutual understanding, to incorporate as broad a range of activity as possible.

US academics Botan and Hazleton (1989) observed that, '[Public relations] serves as the definitional label for the process of attempting to exert symbolic control over the evaluative dispositions (attitudes, images) and subsequent behaviors of relevant publics or clientele. This is one of the few definitions that offer a conceptual approach to the process as opposed to the majority which describe the objectives of public relations practice. It also firmly places public relations in the persuasive, asymmetric model because of its emphasis on controlling communications to meet an organization's objectives.

The following concept of Haywood also substantiates the statement above. Public relations must be a two-way activity: listening to what the public thinks, as well as projecting the organizations messages. It follows those public relations efforts that can only be effective where the aims of the organization are compatible with the aims of the public (Haywood 2002:15-16).

2.2 Role of Public Relation.

Public relations involves a diversity of functions. PR practitioners, do different kinds of work, towards the creation of mutual understanding between organizations and their publics. The following view describes what PRs does or it should be.

Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools. (Harlow quoted in Wilcox et al. 2003: 7).

The concept of mutuality in this definition makes a public relations officer an intermediary between his/her organization and the publics. This implies that PR officer should be able to align the interests of these two parties for their mutual advantage.

Nessman avers the role of public relations practitioners as follows: creating and reinforcing trust; arousing attention; creating and preserving communication and relationships; articulating, representing and adjusting interests; influencing public opinion; resolving conflicts; and creating consensus (quoted in Wilcox et al. 2003: 4). According to this definition, the work of public relations is to influence the public opinion or to change the attitude of the public by arousing their attention.

The above PR 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). However, it is important to recognize that they do incorporate underlying assumptions that presume its main function is to promote the organization's interests and some writers have objected to this. Botan and Hazelton (1989), for

example, argue that such definitions tend to present a view of PR as a neutral communications channel and only partially reflect actual practice, in which the main job of a PR officer is to manipulate public opinion for the benefit of organizations.

A public relations officer is responsible to create mutual understanding between his/her organization and its several publics. In order to achieve the organization's objectives, the PR officer must take proactive steps. These entities (both the organization and its publics) have interests that must be protected. It also presupposes a streamlining of these benefits for mutual good. Therefore, it requires 'Sustained effort' between the organization and its publics to create mutual understanding and the PR practitioner is responsible to do accordingly.

Generally, scholars raise different ideas about the role of public relations. Though there are different arguments, most of them agree that a public relations is a profession that involves a two-way communications to establish mutual understanding between its organizations and public. As discussed so far, PRs to prevail, it should work to serve not only the interest of its organization but also its publics because PRs success and failure depends upon its publics. However, PRs serve the interest of the public with the implied intention of serving its organization interest first. Therefore, the rolePublic Relations is establishing the relationship between the two groups (organization and public), Art or Science of developing reciprocal understanding and goodwill, It analyses the public perception & attitude, identifies the organization policy with public interest and then executes the programs for communication with the public.

2.4 PR Practice in Government

Cutlip e/ al (1994:462), suggest that the role of Public Relations in government varies widely. The diversity of goals and activities in government is greater than any other area of Public Relations practice. Perhaps this can be attributed to the fact that governments touch every aspect of society, and virtually every facet of government is closely tied to and reliant upon Public Relations.

Actually, the purpose of government itself closely matches the purpose of Public Relations. Successful governments maintain responsive, mutual understanding based on two-way

communication with citizens (Cutlip et al, 1994:462-463).

Democracy, defined as government of the people, by the people, for the people, cannot function properly without good Public Relations. The electorate requires knowledge on how the government functions, information on decisions being made in its name, and education in order to take full advantage of the facilities and services provided. Clearly, there is need for Public Relations activities to help citizens understand their privileges and responsibilities under a democratic form of government (Black, 1976:6).

Much of the significant dialogue needed to ensure democracies function properly is generated, mounded and enunciated by Public Relations practitioners. The success and stability of democratic government are determined by continuous citizens' approval, and this approval is the one public information officers seek. In the democratic system, it is assumed that government will respond to the wishes of the governed and Public Relations work to determine the wishes of the governed and strive to make government responsive to those wishes (AronofT& Baskin, 1983: 306).

Government Public Relations activities, many embraced by terms such as public affairs and public information, have developed as a political and administrative response to various organizational goals. They are a key component of the administrative system, specifically designed to bridge the gap between popular and bureaucratic government (Cutlip et al, 1994:465).

2.5 Organization and Communication/PR.

We are born in organizations, educated by organizations, and most of us spend much of our lives working for organizations. Simply put, from birth to death, organizations affect every aspect of our lives. An organization is a consciously coordinated social unit composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals. We organize together to achieve what we cannot accomplish individually. Organizing happens through communication. When we study organizational communication, our focus is primarily on corporations, manufacturing, the service industry, and for profit businesses. However, organizations also include not-for-profit companies, schools, government agencies,

small businesses, and social or charitable agencies such as churches or a local humane society (Etzioni et al 1964, cited in Laura K. et al, 2001). According to these scholars, organization has a decisive part in human life.

On the other hand Fiske (1990, p. 1) defines communication as “talking to one another and spreading information through several channels.” He further describes communication as one of those human activities that everyone recognizes but few can define satisfactorily. Moreover, communication plays significant role to bring about the desired change for development programs. Communication is a vital social process that enables communities to reach consensus, which is critical for reaching development and making the necessary social changes (Servaes, 2008). Christensen and Cornelissen (2010) as cited in Blazenaite (2011), they would argue, as communication is central to organizational existence.

All organizations are dependent on the many voices of its individual speakers, and organizational communication investigation has been emphasizing the ‘scaling up’ from communication between individuals (micro) to the organization (macro). Therefore, the given investigation considers the input of an individual communicator (Blazenaite, 2011:p.87).

According to Laura et al (2001) organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is contextual and culturally dependent, and is not an isolated phenomenon. Individuals in organizations transmit messages through face-to face, written, and mediated channels. Organizational communication largely focuses on building relationships, or repeated interpersonal interactions, with internal organizational members and interested external publics. As to Laura et al (2001), organizational communication is the collaboration activity, which intended to achieve particular and collective objectives.

He further suggests that major organizational change requires a carefully planned communication effort such as a media and face to face communication plan, with employee workshops, lots of opportunity for feedback, and regular evaluation of the success of organizational communication (Kingston 2007:p.12).

2.5.1 Design and Components of Communication Strategies

Guidelines for the Development of a Communication Strategy (GDCS), Cook et al (2004), reiterate that, initially, the effective organizational communication strategy has to come up with a mission, vision and goal to determine what they are going to do for the community. To have a successful communication strategy, an initial process must be developed and ensure maintain a focus on the original goal.

In addition, people are very in tune with catchy mottos and missions that can be easily portrayed to the public. A mission also consists of the organizations values and beliefs that explain the reasons why the organization exists. This is more for the internal employees to know why they are pushing so hard to get more people involved.

Designing productive communication strategy stems from the inside and the beliefs of the employees, which follow those of the main organization missions that can be easily portrayed to the public. Designing the two twigs of an effective communication strategy, goals and important self-checks are intertwined and dependent upon each other. The goals of the organization area set of ideas that must be checked regularly. To begin with, it has to be understood the audience that the organization is trying to reach, since it is ineffective to market to the wrong target audience. Additionally, in a nonprofit organization, it is always important to know what resources the organization has at its disposal, be it financially or just sheer mass of volunteers. To start every organization needs to be able to have financial stability and this is extremely difficult to achieve in the case of nonprofits since most of their money comes from sponsors or the government. In addition, the last task in creating effective communication strategy is to evaluate what has happened lately. Therefore, a communication strategy is not a simple task to create, but something that is going to have to be refined over a rather long time and will never be perfected, but has that room to improve and change with the world's daily changes (Cook et al, 2004).

Further, a communication strategy for development programs reveals that, design of current communication strategy includes three communication components advocacy, social mobilization and behavior change communication around each communication objective.

Advocacy is communication targeted at leadership and the powers that can be taken actions to

support objectives. Advocacy is not only creating mass awareness or awareness among leaders. Advocacy should always go beyond awareness and lead to specified action. While, social mobilization is a process of harnessing selected partners to raise demand for or sustain progress toward a development objective. Social mobilization enlists the participation of institutions, community networks and social and religious groups to use their membership and other resources to strengthen participation in activities at the grass-roots level.

Moreover, behavior change communication involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote behavior change (UNICEF, 2008).

In addition, Cook et al (2004), argue that appropriately designing real communication strategy is important to understand the stages and characteristics of behavior change. On the other hand, individualized, complex information and problem solving are the three operational communication strategy components used strategically to accomplish the communication strategies objective. The strategy document should be disseminated in the draft stage for comments from the communication coordination group and other key stakeholders; and in its finished form, to a wider circle of stakeholders, counterparts and partners.

The next step will be planning the implementation: Who is going to do what? When are they going to do it? What resources and other inputs are necessary. Following planning and implementation begins. From the point of these writers view, I argued that, designing effective communication strategy embraces several issues, which desires prudently organizing and efficiently setting. When designing a communication strategy, there are two main elements an organization should consider: branding and the internet. Branding is an essential part of a communication strategy because it helps related the organization to an image or an idea.

Once the image or idea is recognizably related to the organization, someone who sees the brand will think of that organization. Considering the role of internet, while designing organizational communication strategy in the computer generation is also important. Some nonprofit organizations only target the elderly or those who are low income. In these situations, the use of the web as a communications tool would not be as important. These are necessary considerations to make when determining which elements to include in organizational communication strategy.

2.5.2 Effectiveness of Communication Strategies Implementation

Effectiveness of communication strategies implementation needs to understand the audience, what they need, how they might want to receive it, and what their information and communication habits are. The selection of messages or content areas is an important part of the implementing communication strategies effectively. It starts with looking at the audiences and then looking at what needs to be communicated.

A message can be viewed as a theme or strand made up of various content over time. All messages must be based on evidence and need, in the same way that information must be accurate, accessible and timely (UNAIDS, 2008).

Shelby (1998) comments that, appropriate choices of communication channel are those most likely to result in communication strategies effectiveness and efficiency – for both message senders and receivers; they are those that provide perceived quality to communication processes.

Although, Clappitt (1991) illustrates that face-to-face communication is a more persuasive channel for active implementation of communication strategies, because it provides a dynamic and effective way for dealing with employee objections. However, a rich media like face-to-face communication costs the organization more in terms of time and energy than lean media like email.

In the same way, Kingston (2007) views usefulness of organizational communication strategies implementation as be contingent on the communication channel/s used by the organization met the preferences of the participants, cost-effective communications with matching impact, appropriateness and where information was easily accessible. What is more, communications strategies implementations were more likely to be effective when the communicator was someone that was trusted, and was perceived to be passionate and knowledgeable.

According to guidelines and tools for developing communication strategies for joint UN teams on AIDS (UNAIDS), a real communication strategies implementation, understand where the majority of the target audience are positioned within the process of change. Only once this has been correctly identified can the appropriate communication activities be developed.

Moreover, implementation of communication strategies consist of giving people thinking space and time, clear information, being honest, listen in a two-way communication process, acknowledge other people's views and fears, focus on priorities in communications, look forward by communicating plans and vision, establish a new world by reporting what is happening and praise and focus on results (UNAIDS, 2008).

As a Chatham House Report (2011) indicates, Communication strategies implementation by its definition is at the heart of influence and engagement, and its influence is fundamental in the pursuit of strategic goals. Effectively implementing communication strategy must be established upon a strong understanding of any given information environment.

Implementing communication strategies effectively has been understood to be a two-way process and, if properly configured should inform the periodic adaptation and adjustment of policies and strategies.

Musyoka, (2011) cited in Lihalo (2013) comments that, effectiveness of communication strategies implementation is process or paths that an organization takes in order to be or reach where it sees itself in the future. She argues that, effectively implementing communication strategies is largely an internal administrative activity. It entails working through others, organizing, motivating, and culture creating strong links between strategy and how the organization operates.

It also entails a process of converting the formulated strategies into viable operations that will yield the organizations targeted results. Musyoka further argues that delicate and sensitive issues are involved in effectiveness of communication strategies implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry).

On the other hand, Kulvisaechna (2001), remarks that, effectiveness of direct communication strategies implementation are designed to change behaviors of the target by implying the specific

action that the source wants the target to take. For instance, recommendations, requests and appeals to legal obligations fall into this type of influence strategy.

Whereas effectiveness of indirect communication strategies implementation are designed to change the target's beliefs and attitudes about the desirability of the intended behavior; no specific action is requested directly.

An example of indirect communication content is information exchange, whereby the source uses discussions on general business issues and operates procedures to alter the target's attitude about desirable behaviors.

Besides, Hahn et al (2001) argue that, to be successful in our organizational communication strategies implementation, we need to be earnest participants, as well as active listeners, to ensure effective communication and mutual satisfaction. Organizations cannot successfully operate without effectiveness of its communication strategies implementation at every level.

2.5.3 Importance of Implementing Communication Strategies

Successfully implementing communication strategies has clarify exactly what you have to get completed and it also shows what you should continue to look. According to Guidelines and tools for developing communication strategies for joint UN teams on AIDS (UNAIDS, 2008) success of communications strategies implementation benefit many other activities. The objectives of implementing the communication strategies effectively are to: increase the efficiency of the organization; increase commitments of the staff, encourage teamwork and strengthen the functionality of the team, where members work together in a coordinated manner towards a common, recognized and agreed goal.

Besides, implementing communication strategies efficiently plays a key role in creating, cohesion (working together to communicate the same messages, to be consulted and to contribute to the team removes embarrassing confusions and weaknesses), access (without knowledge management systems that support the identification and dissemination of information and experience, individuals cannot be kept up to date and involved), strength (maintaining horizontal and vertical communications, facilitating communications channels, managing messages and enables the team to maximize its added value and capacity to carry out advocacy

and behavior change work), efficiency (increasing knowledge management and lesson-learning means that wheels are not reinvented, response times are reduced and people are able to focus on constructive inputs rather than feeling excluded and having to duplicate activities).

Willner (2006) emphasize as, usefulness of communication strategies implementation develops partnerships among governments, local communities, and NGOs to encourage and motivate people to work together for change.

Further, create awareness and support for sustainable development issues, accelerate and improve people's behavior, on adoption of technologies and performances that lead to maintainable progress. Empower local people to speak for themselves and to continue their efforts into the future.

As for understanding the importance of effectiveness of communication strategies implementation, Kulvisaechana (2001) asserts that implementing communication strategies effectively is important for both managerial and organizational success.

The notion of effectiveness of communication strategies implementation is not merely confined with an interactive collaboration between employees, but it also has an impact on organizational issues.

Furthermore, Grenier et al (2000), in Baker (2002), posits that communication is not only an essential aspect of these recent organizational changes, but communication strategies implementation can be seen as the foundation of modern organizations. With this respect, communication strategies implementation is particularly useful in illustrating how communications can be used to assist an organization in realizing its core objectives. Implementing communication strategies effectively seeks above all, to strengthen the organizations effectiveness, principally by raising understanding and support among key constituencies of the organization's mission; and using communication as a tool in the delivery of the organizations' operational activities.

Laura K. et al (2001) asserts that, as value of communication strategies implementation is the key to organizational success, an ineffective communication strategies implementation can cause many problems that can impact relationships, productivity, job satisfaction and moral as we

interact in organizations. If effectiveness of communication strategies implementation can fail and a message can be understood in different ways, it will be misunderstood in the manner that does the most damage. The more effectiveness of communication strategies implementation there is, the more the organization to be successful.

As a compilation of papers on practice of public relations in Africa:

The purpose of effectiveness of communication strategies implementation is to integrate all the organization's programs. Besides, sound effectively implementing communication strategy is essentially to achieve maximum result with minimal resources and to ensure that institutional efforts are fully aligned with over all goals and objectives. Another use is to simplify the process for our planners, particularly in areas related to internal and external communications and public relations, including but not limited to marketing, advertising, media relations, crisis management, and public relations counseling, print, online and electronic communications and social media strategies, branding and process management. Moreover, effectiveness of communication strategies implementation has a vital role on awareness creation (Shobajo, 2011, p.106)

2.5.4 Factors Affecting the Implementation of Communication Strategies

According to Framework on Rural Communication for Development assert, communication strategies implementation is hindered due to hierarchical, top-down, one-way, and undifferentiated communication to beneficiaries, prevents active communication in the sense of mutual learning. Organizational working environment often does not allow communication skills to be developed or implemented (e.g. time pressure, overload with administration, no incentives).

The lack of accountability to clients makes the service provider much less interested in communication, since the feedback of employee on the quality of services has little influence on their remuneration. Rottenly, neglecting capacity building in the necessary communication skills

of professionals and front line staff of technical services. In sufficient support and follow up, particularly in rural areas hamper not only media communication, but also even face-to-face communication. The lack of resources inhibits their ability to utilize new media and communication opportunities. These cultures of many organizations do not support the implementation of communication strategies (FAO, 2006).

For the same reason, Robert and Paul (2011) argue that, the fundamental problem for unproductive communications strategies implementation is an iterated reactive approach to communications strategies implementation that in itself is insufficient to cope with the relationship between strategy, policy and action. On the other hand, the barriers of implementing communication strategies are dependent on the type of strategy, type of organization and prevailing circumstances that can be avoided if strategy development is coupled with effectiveness of implementation.

Lihalo (2013) asserts that, effectiveness of communication strategies implementation delayed by the lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation, lacks of direction from manager's leads to employees not knowing what the organization is expecting from them, and a part of the employees could have built their own goals aligned to the organizational goals.

However, the organization goals might be different from how the employee has understood them and set the goals. Motivation problems can also make some employees to put their own interest over the organization at the organization's expense. A motivational problem arises also when an organization favors other departments thus the departments not favored may boycott any strategic direction by the organization.

Employees also compare what and how other organization are doing and expect at least the same level in their own organization. As well, culture also can be a barrier to communication strategy implementation. Inappropriate systems utilized during the process of operation, institutionalization and control of the strategy are often sources of challenges during strategy implementation. Lack of leadership from top executives arises when the top managers and leaders do not commit themselves to the process of communication strategies implementation in an organization.

Further, the barriers to successfully implementing communication strategies include lack of consensus, knowledge, understanding and transparency regarding the meaning of the organizations' mission and vision, lack of relation between strategic content and strategic process, lack of coherence between strategic planning and resource allocation, lack of strategic feedback, a relatively inflexible formal structure due to IT, lack of involvement of the organization's management and using techniques that are inappropriate to organizational reality.

As a Chatham House Report (2011) comments, the challenge of effectively implementing communication strategies is to gain insight regarding the relation between the organization's strategic priorities and its internal and external stakeholders' agendas, needs and wants.

2.6 Theoretical Framework of the Study

The need to study, understand, and effectively use organizational communication has been, for many individuals, an after-the-fact enlightenment (Thomas E. and Mark D., 2008) Communication strategies goals would require a more holistic approach to understand the role of communication strategy in the current world. Such considerations would in turn enable a more unified understanding of the role of all components in the communications toolbox that are relevant to responsive strategy. Particularly, in order to communicate strategically, communication strategy must be adaptive to the level and moment of application. The need for flexibility supports the view that communication strategy should be seen more as a framework than as a paradigm in its own right (Paul, 2011).

2.6.1. Participatory Communication Theory

According to framework on effective rural communication for development, participatory approaches should result in effective communication strategies implementation and have meaningful effects on policies, institutions, wealth distribution and people's attitudes and livelihoods (FAO, 2006)

Participatory communication theory is closely associated with Paulo Freire's model of communication, which consisted of five key concepts: dialogue, conscientious, praxis, transformation, and critical consciousness. Dialogue consists of the back and forth

communication between those within development organizations and those they serve.

Conscientious is the acknowledgement, awareness and handling of the inherent power differential and possible disenfranchisement between the organization and the native population. Praxis involves the ongoing examination of theory and real world practice. Transformation refers to the enlightenment or education of the native population in a way that promotes active consciousness and critical thinking in regards to their situation and/or why certain change implementation is taking place. Critical consciousness is the active social and political involvement of the beneficiaries.

According to Freire, the incorporation of the above in the design of a development project would lead to a more democratic form of communication. Likewise, McPhail (2009) suggests that, participatory communication thrives on input from people from all occupations and of every socioeconomic sphere.

The participatory approach embodies multiple levels of entry regarding intervention and communication in order to involve all key figures involved in the social change process. This approach starts from the bottom-up and establishes open forms of communication based on trust in order to mobilize and organize participants based on common goals for change.

Public -based strategy, particularly those using participatory approaches, can improve the communication strategies through involving beneficiaries in policy design, implementation, and evaluation. Participatory approaches can help empower communities, create a sense of ownership, and foster accountability to implement the policies, strategies and programs. Such an approach is recommended to be used as the basic methods and approaches applicable to the communication strategies.

Community participation can lead to increased equity and sustainability if the process empowers diverse members of communities especially the most disadvantaged, to mobilize and gain access to resources and to advocate for change to improve their positions(Kristin, et al, 2006).

According to the Global Water Partnership (GWP), participatory approaches cover a wide range of tools and methodologies that all have one common feature: they all attempt to actually involve "the public," and give them both a stake in the outcome of the process and power to determine its

direction. Most participatory approaches work with groups of people (GWP, 2002).

Participatory communication is mostly a self-determining model in that it does not focus on describing conditions that already exist but rather seeks to perpetuate environments, especially within the economic development of third world nations that encourage the indigenous populations and the intervening parties to communicate in such a fashion.

Having a tightly focused objective, literature on participatory communication tends to lean towards evaluation of change implementation with real world projects and examining the effectiveness of inclusion of native citizens in the development of third world countries.

The literature also differs in the application of participatory actions as either an end in itself, or as a means to end – whether that is social, cultural, economic, or political in nature. Three rationales exist for participatory communication, the native population possesses relevant information regarding their own circumstances and is a unique resource without which a development project might fail; the native population has the fundamental human right to contribute to the formation of their own advancement; and inclusion of the native population will draw more support which will in turn facilitate the achievement of common goals (McPhail, 2009).

However, it would be fair to acknowledge now the fact that community participation has meant different things to different people. Hence, there can be no single definition or universally accepted understanding of the concept of participation. The practice of participation is equally relative, as its interpretation and therefore its application will largely be dictated by the circumstances on the ground. For some, participation is an effort to involve the community in the implementation of already drawn-up blueprint plans. Empowering people starts from providing correct and up-to-date information and the appropriate skills needed for behaviors change and maintenance. Hence, the impression here is the involvement of the community in public -based strategies ensures the sustainability of those strategies.

McPhail (2009) reiterates that participatory communication stresses the basic right of all people to be heard, to speak for themselves and not to be represented or rewarded by another party. This open approach to communication attempts to facilitate trust and is aimed at recruiting the

participation of the native populations in third world countries in their own development

Accordingly, the PR practice of Oromia Regional Government Communication Affairs Bureau communication strategy implementation requires involvement of the public on government policies, strategies and programs need participatory communication strategies to create awareness and develop attitudes. As a result, the participatory communication theory seems more applicable to this study.

2.6.2. Social Mobilization Communication Theory

According to a communication strategy for development programs, social mobilization is a process of harnessing selected partners to raise demand for or sustain progress toward a development objective. Social mobilization enlists the participation of institutions, community networks and social and religious groups to use their membership and other resources to strengthen participation in activities at the grass-roots level.

The backbone of developing the social mobilization component of a communication strategy comes from a combination of data, participant and behavioral analyses and community input. The issues on community participation are relevant here in that the voice of the community should help direct social mobilization objectives and activities.

Consultation will be needed with the community to ascertain which institutions; social, political and religious groups will have the most influence on the primary participants (UNICEF, 2008). The social mobilization, incorporates, teachers, students, religious groups, farmers' cooperatives, micro-credit groups, civil society organizations, professional associations, women's groups and youth associations. Whether formal or non-formal, organizations selected for social mobilization should be chosen according to the following criteria: generally, the group has a wide geographic spread over the country with a structure emanating from the national level down to lower levels of administration-to districts and below. Its participation in a cause can be triggered and activated at the national level.

The group is already known and accepted by the community targeted in the communication strategy. Normally, the task the group is required to perform is compatible with the values and principles underlying the group's core vision. Social mobilization is the basis of participatory

approaches and effectiveness of communication strategies implementation programs. It is a powerful instrument in decentralization policies and programs aimed at strengthening awareness and attitude of the community at local level (Biruk cited Mukundan (2006). Brown (2001) comments that mobilization refers to a process in which people join together to take action oriented measure to accomplish one or more objectives.

Thompson and Pertschuk (1992) in other words suggest that mobilization is a process through which community members become aware of a problem, identify the problem as a high priority for community action, and decide steps to take action.

More to the point, social mobilization as a component in the communication strategies is best used when: the behavior being promoted or the messages to disseminate are simple and people are generally aware of an issue. Furthermore, effectiveness of communication strategies implementation can be accomplished through means of communication approach. For the most part, behavior change communication involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote behavior change (UNICEF, 2008).

In addition, Mukundan (2006) addresses the issue of social mobilization in noting that for successful social mobilization of the rural poor, there is a need for improved access to public information on local development issues directly linked with their livelihood interests. Community is a word that encompasses many different types of social groups, organizations and institutions. In the development lexicon, social mobilization is allied with empowerment and participation of these community units. An extra plus is that many types of neighborhood groups, health and literacy programs and the mass media-newspapers, radio and television-also play a vital role in social mobilization in the community level (Mukundan, 2006).

The overall notion is that the PR practices of communication strategies implementation has something to do with the context in which a particular society is living. In this regard, the ORGCAB communication strategy intended to create awareness and develop attitude of the community on government policies, strategies and programs that focused on achieving the MDG goals based on the GTP of the country.

2.6.3 The Two-step flow of Communication Hypothesis

Paul Lazars Feld, Bernard Berelson and Hazel Gaudet in the People's Choice first introduced the two- step flow theory. This theory argued that ideas often flow from the mass media to the opinion leaders and from them to the less active sections of the population.

The two-step flow of communication saw the communication process simply as a message going from sender to a receiver.

The hierarchic view of communication can be summarized in Laswell's classic formula: "Who says what through which channel to whom with what effect?" (Laswell cited in Servaes, 1999:23)

According to Lazars Feld, et al in Servaes (1999:23) cited in Temesgen (2007, p.34), the first formulation of this approach is: "Ideas often flow from electronics and print media to opinion leaders and from these to less active sections of the population" Thus, two elements are involved: the first is the notion of population divided into "active" and "passive" participants, or "opinion leaders" and "followers"; and the second is the notion of a two-step flow of communication influence rather than a direct contact between "stimulus" and "respondents" (or the so-called bullet or hypodermic needle theory).

The general conclusion of this line of thought is that mass communication is less likely than personal influence to have a direct effect on social behavior. However, as Lin (1973) quoted by Servaes (1999), the two-step flow hypothesis neglects the fact that a greater amount of information flows directly from the media to users without passing through opinion leaders.

According to the multi-step flow theory of communication a more concrete information flow from mass media to opinion leader; from opinion leader to another opinion leader, as well as to the community.

On the ground of these facts, the ORGCAB communication strategy is designed based on the GTP of the country, which was planned with the opinion leaders. To realize the expected goals and changes of the plan this flow of information should be practical from below by the community those who need it on their own behalf. However, in the context of our country the

communication strategies setup and the media practice need improvement to play this role indeed.

2.7 PR Practice by Oromia Regional Government Communication Affairs overview

Oromia Regional Government Communication Affairs Bureau is implementing several communication strategies that create awareness and develop attitude of the societies of the region on government policies, strategies and programs with these structures.

However, the bureau's PR practice implemented communication strategy through face-to-face and media communications. The bureau has two main departments at the zonal and woreda levels, namely, the first department is government information and media source and the second is government and public relations department. Whereas the bureau has one additional main department at the bureau level, which is the department of communicators capacity building and media development. In addition, there are sub departments, which support these two main departments. In 56 regional sectors, there are government communication affairs main departments led by public relation department on the level of deputy manager of these regional sectors.

These main departments have their own staff having from 4-9 human powers. The stakeholders of the bureaus are media, the rural and urban community of the region, which engaged on several activities; like farming, trade, commercial activities and private, and government employees. The office of the Government Spokesman aims at being an excellent facilitator of communication between the Government of Oromia and its publics for prosperity by building an efficient and proactive government communication system through training and information dissemination for good governance and positive image of the region.

The core functions of the Office of Government Spokesman/Public Relation include, carrying out research on communication aspects of Government and providing appropriate strategies for effective communication, propagating Government policies, and programs and disseminating accurate information.

Other functions are advising the Government on best practices in dealing with the media; anticipating public concerns and responding to them appropriately; coordinating with the media

on matters touching on Government; ensuring good working relations between the Government, media and the general public, producing journals and other publications aimed at improving Government image building; and using communication to encourage nationalism and patriotism. Government office and bodies are expected to provide the Office of Public Relation with Press conference and Press Releases and provide updated information for communication to the public. The Government Spokesman holds weekly press briefing.

Hence, this study examined the public relation practices and implementation of the bureau's communication strategy on creating awareness and developing attitudes of its stakeholders on government policies, strategies and programs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

In this study, it is mainly designed to investigate public relation practice and its implementation of Oromia Regional Government Communication Affairs Bureau Communication Strategy. The study is a descriptive design where qualitative and quantitative methods.

As to Frey et al (1991), generally behaviorists collect atomistic quantitative units of analysis under controlled conditions. On the other hand, phenomenologists typically collect holistic qualitative units of analysis under naturalistic conditions. Understanding complex phenomena, such as ‘communication’ often demands combining both approach.

Mixed research method, which combines both qualitative and quantitative methods, has been used to strengthen the reliability of the study. As to Creswell (2009 cited in Adane, 2012), the problems addressed by social science researchers are complex; and using either qualitative or quantitative approaches by themselves is inadequate to this complexity. Besides, using triangulation approach provides and expands the researcher’s understanding of research problem he/she investigates. Hence, in order to reduce such limitations, the triangulation (mixed) method was thought to be applicable to this study.

3.2 Method of the Study.

This study mainly focused on qualitative data and partly on quantitative data that were supposed to give some descriptive functions. Understanding how human beings act and interact therefore necessitates acquiring both quantitative and qualitative data (Rajasekar et al, 2013).

As to Frey et al (1991), communication researchers usually rely on three general techniques for measuring research concepts: questionnaires, interviews and focus group discussion that comprise both qualitative and quantitative methods.

3.3. Data Sources.

To assess the public relation practices and implementation of ORGCAB communication

strategies, the study employed primary data from key informants who were working at the bureau and the bureau's segments. Secondary data were also gathered from documents of ORGCAB communication strategy. Therefore, both primary and secondary data were collected for further analysis.

The 2016/17 document of ORGCAB communication strategy, which guides the practice of creating awareness and developing attitudes of the communities on government policies, strategies and programs was selected and analyzed. The document analysis enables the researcher to examine in what ways the experts and concerned public relation officials implement the communication strategies. Furthermore, the bureau's 2016/17 supervision report used to evaluate the public relation implementation and challenges of ORGCAB communication strategy.

3.4. Sampling Techniques and Procedure

In order to collect the desired data using appropriate research technique that guides the researcher on the process of gathering the necessary data is important. Under the circumstances where lack of time and finance is principal, sample is the best way to study a given research problem. To deliberately include the structural subdivisions of ORGCAB in this study, the researcher has applied purposive sampling technique. This technique was preferred as it is relevant to select key informants of the questionnaires and interview.

The sample size was representative and provided sufficient data for the targeted experts and officials working in ORGCAB and its segments. From the 68 total staff officials and experts in the bureau and its subdivision of regional sectors, zonal and city administration (40) have been selected with systematic sampling techniques to get realistic data. In the researcher's conception, these purposively selected experts and officials know more about the PR practice and challenges of ORGCAB communication strategies implementation.

There are several approaches to determining the sample size. These include using a census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate a sample size. In this study, a simplified formula Yamane (1967) were

employed to calculate sample sizes. Therefore, based on this simplified formula were selected by assuming 90% confidence level and 10% precision (e).

Where, N = population size

n = the standard sample size

e = level of precision/error

Which in this case

$$N= 68$$

$$e= 10\%$$

$$n= 68/ 1+68(10\%)$$

$$n=68/1+68(0.01)$$

$$n=68/1+0.68$$

$$n=68/1.68$$

$$n=40$$

This study used purposive sampling. Purposive sampling is a sampling technique that allows a researcher to use cases that have the required information with respect to the objectives of his or her study. Cases of subjects are therefore handpicked because they are informative or they possess the required characteristics(Mugenda and Mugenda, 2003:50).

The selected respondents encompass 15 from communication offices of zone and city administration, 15 from regional sectors government communication departments and 10 from ORGCAB experts and officials. The questionnaires were therefore, distributed to 40 experts and officials.

Furthermore, the researcher conducted individual in-depth interviews through purposively selecting four experts and officials who were directly working on the topic of the research and with representative from members of one purposively selected Oromia urban planning institute,

Oromia regional communication main office, SSME and Oromia health office which was established with the support of the bureau's awareness creation and attitudes development for the stakeholders. The interview took a week to explore details on the particular issues relevant to the study.

3.5. Data Collection Technique

Data was collected using interview schedules and questionnaires. The interview schedule was used to collect data from key informants (public relations officers based at the Department of Public relation and customers).

The key informant interview involves selecting and interviewing leaders and experts who are presumed to be knowledgeable on the field under investigation. These people are called key informants because they are assumed to have more knowledge on the subject than other members of the study population does. The interview usually takes the form of an open-ended discussion in which the selected informants are encouraged to air their views on the problem or issue that is under investigation (Cut lip et al, 1994:330).

The questionnaires were self-administered after being distributed to respondents by the researcher. The questions were both structured and unstructured to yield quantitative and qualitative data. Completed questionnaires were collected after two days. Key Informant Interviews was selected for this study because it is less structured and would therefore provide deeper insights and assess the phenomena under investigation from different perspectives.

Triangulating data by using several data collection approaches is particularly important when undertaking organizational research (Kingston, 2007). Several types of data collection tools were employed in this study, such as questionnaires, in depth individual interviewees and focus group discussion that provided the data. As Pattern (2004) cited in Adane (2012:61), for qualitative research method purposive sampling is counseled.

As a result, the researcher purposively selected individuals who had experiences in PR practices of ORGCAB. The questionnaires were distributed to the systematically selected 40 experts and officials. An interview guide was also prepared to conduct the interview with the purposively selected five (5) interviews question. The guide contained different close and open-ended

questions on the PR practices and challenges of Oromia Regional Gov't communication strategy implementation. To maintain the validity and reliability of the study all the researcher's activities of gathering and coding data were checked and advised in every bit with adviser.

3.5.1. Questionnaires

The objective of the questionnaire was to explore the PR practice and challenges of ORGCAB communication strategy implementation from the point of views of experts and officials in ORGCAB and its segments. Therefore, the questionnaire was distributed to 40 experts, customers and management officials. From 40 questionnaires distributed to experts, customers and officials in ORGCAB and its segments, 35 questionnaires were properly completed and returned five (5) were incomplete and excluded from the analysis. Close and open-ended questions, ranking questions, and multi-choice questions were included in the questionnaire.

Questionnaires are commonly used in survey research to gather information from large sample. Since questionnaires can be mass-produced easily and inexpensively and distributed widely in person or through the mail (or even through an online, computer network), they are useful for reaching large sample. Moreover, many respondents can be given an identical questionnaire, which makes reliable measurement techniques for survey research. As to Frey et al (1991), there are two general strategies for administering questionnaires: researcher administers questionnaires, which are administered in person by the researcher, and self-administered questionnaires, which individuals complete by themselves at their own direction. To do so, deliberately both strategies were applied on this study.

3.5.2. In-Depth Individual Interview.

Interview was also a major tool for this study, which enables the researcher to question respondent deeply about research problem. The personal nature of the interview provides researchers with both benefits and potential determinants in conducting survey (Frey et al 1991).As Cohen et al (2003) cited in Kingston (2007) the aim of an in-depth interview is to investigate more deeply into the experiences of individuals. Mostly in-depth interview participants were familiar with the raised issue and tend to be comfortable with qualitative interviews in comparison to other research techniques.

They allow the interviewer to almost ‘have a conversation’ with the interviewee about something of mutual interest, and can be less threatening than other techniques (such as observation). Even if there are a number of different types of qualitative interview, in-depth individual interview was a versatile approach applied in this study.

In-depth individual interviewees were purposively selected and conducted with two (2) communication experts and one department head of ORGCAB and regional sectors government communication affairs main departments, as well as with 1(one) representative from members of purposively selected one association settled with Small Scale Micro Enterprise (SSME) at Adama town, which engaged on furniture production and the discussion approximately, took an hour.

3.6. Method of Data Analysis

As stated earlier, the researcher employed mixed research method. Hence, the data were analyzed based on appropriate quantitative and qualitative research methodologies. Quantitative data that was collected by using the questionnaire was interpreted and analyzed using Statistical Package for Social Science (SPSS). The results were presented by using descriptive statistics, percentages and frequencies. The qualitative data obtained from interview also interpreted qualitatively in the study. Finally, the results were summarized and recommendations were drawn from the conclusion.

3.7 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated results. Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer's fatigue, interviewee's fatigue, interviewer bias, etc. (Mugenda and Mugenda, 2003:95-96).

In this research therefore, random error was minimized through giving clear instructions to the respondents, having fewer questions to avoid interviewers and interviewee's weakness and pursuing objectivity.

3.8 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. Validity, therefore, has to do with how accurately the data obtained in the study represents his variables of the study (Mugenda andMugenda, 2003:99).

To ensure the validity of the research process, utmost care was taken in collecting accurateand analyzing data to ensure their credibility

CHAPTER FOUR

DATA ANALYSIS, DISCUSSIONAND PRESENTATION OF FINDINGS

INTRODUCTION

The main objective of this study was to examine the PR practices and its implementation of ORGCAB's communication strategy and challenges on creating awareness and developing attitudes on government policies, strategies and programs. In this chapter, the analysis of the data obtained using questionnaires and in-depth interviews are presented.

Accordingly, the major techniques of communication strategies, ways of the communication strategies implementation, appropriateness degree of PR practices and its implementation are presented and analyzed using data from questionnaires and in depth interviews. The questionnaire consisted of 23 questions, 6 open-ended, 5 in-depth interview and the rest 12 close-ended. The questionnaire was aimed at revealing the outlook of officials and experts on the PR

practice and implementation of the ORGCAB communication strategy.

Moreover, the way ORGCAB and its segments, experts and officials implementing the bureau's communication strategies and what challenges they confronted were discussed based on the information obtained from in-depth interviews. The findings of survey data collected through questionnaires and in depth, interviews were presented and discussed simultaneously in this chapter.

4.1 Research Finding.

The study sought to establish basic data about the respondents in terms of their age category, gender, highest educational levels, their of PR work experience, professional training, current post/job title, Job Group and job title before the current one.

Table 4.1: Age and Sex of Respondents

Age	Frequency	Percent
20-29	20	57.1
30-39	9	25.8
40-49	6	17.1
Total	35	100
Sex	Frequency	Percent
Male	26	74.3
Female	9	25.7
Total	35	100

The data were divided into three age groups based on cutting points that divide the whole data into three equal parts: 20-29, 30-39 and 40-49. As can be seen from table 4.1 above 57.1% of respondents were aged between 20- 29, 25.8% respondents were aged between 30-39 and 17.1% respondents were aged between 40-49 years. Amongst respondents, 74.3 % of the respondents

were male respondents and 25.7% respondents were female. This indicates young age and more of male respondent.

Table 4. 2: Educational Status of Respondents

Educational Status	Frequency	Percent
Diploma	6	17.14
BA/BSc	20	57.14
MA/MSc and above	8	22.9
Doctorate	1	2.9
Total	35	100

As presented in table 4.2 above, the educational status of the respondents was, 17.14% had Diploma, 57.14% had BA/BSc degree, 22.9% MA/MSc degree and 2.9% Doctorate. This data indicates us that the majorities of the informants were qualified and had higher education in social science departments, mainly Journalism and communication , linguistics with BSc/BA holder and none of respondent have no PR professionals.

Table 4. 3: job group (Responsibility of Respondents)

Educational Status	Frequency	Percent
Public Relations Officer	20	57.1
Department Head	2	5.8
Expert	13	37.1
Total	35	100

The above table 4.3 shows that respondents in the study had different occupation background, the majority of the respondents were public relation officers 57.1%, 5.8% were experts and 37.1% were department heads.

PR Work Experience

The study also sought to determine the level of education of the respondents. Table 4 below shows the PR work experience of the respondents.

Work Experience	Frequency	Percent
Less than 5 years	4	11.4
5-10 years	24	68.6
11-15 years	6	17.1
16-20 years	1	2.9
Over 20 years	-	-
Total	35	100

The respondents were previously referred to as Public Relations Officers mostly 68.6 % have more experience with PR work and none PR practitioner more than 20-year work experience.

4.2. Data Presentation and discussion

4.2.1 Design and means of ORGCAB Communication Strategy implementation

Designing Public relation practice concentrated more on the inside and the beliefs of the employees, which follow those of the main organization missions, visions and goals that can be easily portrayed to the public.

The 2016/17 ORGCAB communication strategy also indicates as the bureau's communication strategies designed to create awareness and develop attitudes of community on government policy, strategy and programs, through PR practitioner and implementing with the bureau's officials and experts having adequate knowledge.

As the regional sector government communication experts' state, the PR practice of communication strategies needs a skill intensive work through the translation of any tool, technique, process, and method of doing from knowledge to implementation with higher hierarchy.

Particularly, the bureau's communication strategies based on knowledge to create awareness and develop attitudes ensure that the target group understands the messages and allows the communicator to identify unexpected interpretations of the message.

As a result, before implementing the strategies having adequate knowledge of organizational

communication strategies and setting appropriate means of communication is necessary for community's awareness creation and attitude development. Besides, the finding of questionnaires on the knowledge (view) of the bureau's structural segments officials and experts' on the ORGCAB communication strategy is presented as follows:

Table4.5:-View of Officials, management and Experts of ORGCAB on Communication Strategy

Status ofORGCAB communication strategy on creating awareness and developing attitudes of the community on government policies, strategies and programs.	Frequency	Percentage
Excellent	2	5.7
Very good	3	8.6
Good	5	14.3
Satisfactory	7	20
Poor	18	51.4
Total	35	100

As can be understood from the above table 4.5,about 51.4 5% of the bureau structural segments officials, management and experts have Poor, 20 % of respondents say satisfactory and 14.3 % respondents have good status of communication strategies of the bureaus. This indicates expert and officials haveno enough adequate knowledge on the PR practice of ORGCAB communication strategy.

This finding shows that the bureau's communication strategies are often practiced with lack of

basic knowledge of the bureau's communication strategies. From the reactions of key informants in Oromia Regional Government Communication Health Office interviewed, the researcher perceived that there are high rate of officials and experts' turnover from the bureau's structural segments. The newly drafted experts and appointed officials practice the bureau's communication strategy without having sufficient short and long-term training and insufficient payment. This makes fail to communication implementation on creating awareness and developing attitude of stakeholder for building good image of regional state polices, strategies and programs.

Table 4.6: Means of Implementing ORGCAB Communication Strategy

Ways of communication strategy planned at creating awareness and d evelop attitudes of the community on government policies, strategies and program	Frequency	Percentage
Meeting	3	8.6
Exhibition	2	5.7
Holidays	3	8.6
Newsletters (Kallacha)	3	8.6
Bulletin	2	5.7
Brochure	3	8.6
National media(EBC/ETV)	2	5.7
Regional media(OBN)	8	22.8
Community radio	5	14.3

Mini media	4	11.4
Total	35	100

The result in table 4.6 shows that 54.2 % ORGCAB communication strategy was implemented using media communication channels; mainly with electronic media and 45.8 (%) percentage through face to face to address the strategies of bureau.

The finding indicated that the bureaus' communication strategies were predominantly practiced by regional Oromia Broadcasting Network (OBN) TV 22.8%, 5.7 Ethiopia Television (ETV) national media and local media (community radio and mini media) 25.7% respectively.

This indicates that the PR practice of communication strategies implementation of the bureau have been targeted on awareness creation and developing attitude of the community on government policies, strategies and programs, so as to build image of the region and create consensus among government and the community were implemented mostly relying on media communication than face to face communication.

However, the strategies, which were intended on creating awareness and developing attitudes like the ORGCAB communication strategy, need more of continuous and interactive face-to-face communication.

The key informants responded that:

From their 2016/17, experiences they gave priorities for print and electronic media to measure their success with number of information they have been

provided through these media, quantitatively. Besides, they used face-to-face communication on others scheduled meeting as message transmitter. However, as a communicator they have to practice the ORGCAB communication strategy more with scheduled and prearranged face-to-face communication issues in order to promote and built image of their sector as well as their region, which is one of their major role. ((Personal interview)

The SSMEs informant also stated as

“The zone and city administration communication office officials and experts were less attentive on communicating the bureau’s communication strategies to the community properly through face to face communication having consistent meetings. Rather they were more focused on print and electronic media; as well as act as facilitators than communicators.”(Personal interview)

Table 4.7: Providing Feedbacks.

Activates of bureau monitor, evaluate and give supports as well as provide feedbacks.	Frequency	Percentage
Monthly meeting	3	8.6
Written feedbacks monthly	0	0
Quarterly meeting	5	14.3
Written feedbacks quarterly	0	0
Meeting and written feedbacks once within six months	14	40
Meeting once on final year	13	37.1
Total	35	100

Table 4.7 indicates as feedbacks is provided 40% through Meeting and written feedbacks once within six months, while 37.1% only through Meeting once on final year respectively. On the other hand, according to this finding, 8.6% monthly meeting feedback and 14.3 % quarterly meeting feedbacks are provided.

As interviewer explained,

Even if the ORGCAB communication strategy proposes as written feedbacks given monthly, quarterly, and yearly on the progress of regional sectors communication activities, the practice shows as the bureau was providing feedbacks only through quarterly meeting. Yet, the bureau was not provided any written feedbacks for their department, within the past two years, and they were suggested as this is due to less attention was given on providing written feedbacks to the regional sectors government communication departments (Personal interview with bureaus PR expert).

Moreover, informant 1 described that *“The bureau’s 2016/17 communication strategy stated that the expert and officers assessments evaluated regularly twice in a year, which is the main inputs for the bureau to revised its communication strategy. However, the bureau’s communicators and experts was not investigated within the past two years.”* He further elaborated as implementing the bureau’s communication strategy without assessing customers’ satisfaction is challenging task to address the targeted issues.

Table 4.8: Challenges on PR practices of ORGCAB Communication Strategy Implementation

The main challenges of ORGCA on implementing the bureau’s public relation practices.	Frequency	Percent
Budget	10	28.6
Turnover staff	9	25.7
Lack of training	6	17.1
Low remuneration/payment	7	20
Lack of logistics	3	8.6

Total	35	100
-------	----	-----

The finding indicated in table 4.8 above, that there are several institutional challenges that PR practice of ORGCAB is facing in practicing its communication strategy implementation. The finding shows that ORGCAB is mainly facing on lack of budget for about 28.6 % respondent and high rate of turnover (25.7 %) and low payment when compared with other bureaus, medium on lack of logistics and insufficient training internally and external for expert and officials.

However, the 2016/17 ORGCAB communication strategy indicate that “the concerned bodies must allocate necessary budget and human power which enable the bureau to implement its strategies effectively” Basically, the bureau’s budget was allocated to major areas in a communication programs communication research, monitoring and evaluation, training/capacity-building, development and production of print materials, development and production of broadcast materials, special events and local planning and coordination meetings (ORGCAB communication strategy.

Furthermore, lack of adequate training, supervision and feedbacks were the significant challenges, which hinder the PR practice of ORGCAB communication strategy implementation. Similarly, providing inadequate logistics, low remuneration that promote staffs turnover, inadequate participation of the officials, experts and stakeholders on developing the bureau’s communication strategies are the dominant challenges, which the bureau may look into

Table 4.9 ways of addressing message

Means of bureau communicate with office or department.	Frequency	Percent
Face to face.	11	31.4
Email.	8	22.9
Postal.	2	5.7
Telephone	10	28.6
fax	4	11.4
Total	35	100

As table 4.9 shows that about 31.4 percent through face-to-face, 28.6 percent through telephone, 22.9 by email. According to this, the bureau communicate with bureau or department mainly through face-to-face and telephone.

4.2.2 Accommodating factors for PR practice and implementation of the ORGCAB Communication Strategy.

The Oromia Regional Government settled favorable structure for public relation practice on implementation of the communication strategy. In this, regard at the level of deputy manager, government communication affairs main department in the regional sectors, at the zonal and woreda level the deputy managers of the sectors as communicators/PR. These Public relation cooperatively applying the strategies having common plan through mobilizing resources that are being used to address gaps, such as facilitating logistics, providing trainings and materials.

The study indicated that messages disseminated through these PR/communicators focus on creating awareness and developing attitudes of the community on their own sector policies, strategies and programs. These PR/communicators also correct the wrong perception of the community, replaced with developmental attitudes, and create active participant citizens as the researcher observed the responsibility and job description of the bureaus PR.

The 2016/17 supervision report found out that the collaboration of these PR/communicators were not well organized and sustainably attempted to plan, monitor and evaluate their activities monthly, quarterly and yearly. Furthermore, they were not properly providing necessary feedbacks on time to their customers and stakeholders.

Besides, Hershey (2005) expresses the feedback as that can shed some light on what is and is not working well. This is essential information: we want to know which of our products and tools are

Hitting their targets, and which are missing. We want to know how our audience receives them, and how their perception of us might be changing. How might we change both our strategy to reflect our users views and experiences with our communications.

Similarly, communication experts tend to agree on some general guidelines for giving and receiving feedback as well as feedback should be given soon after the particular situation, but at

a time when it is likely to be received well. In many cases, if a problematic situation is allowed to continue for a long period, it might be very difficult to correct it later (Sky, 2003).

The study participants explained that there is good opportunity, which enables the communicators/PR to use the regional media and local channels, like community radio and mini media. Whereas, the study revealed that there was maximum use of electronic media and minimal use of print media. However, mostly they concentrated on using the regional electronic media. Lack of budget and skilled workers were among the explanations given for these problems. Mainly implementing the bureau's communication strategies without having adequate knowledge was one of the main challenging factors.

According to Hershey (2005) assessed that we can only communicate what we know and we must understand and respect our communications abilities and limits, as well as our time and resources: communications can be time- and skill-intensive work.

Blazenaite (2011) agreed with Hershey's argument and underline as training and development for organization members enhances the communicators' communication skills, knowledge, and motivation to communicate. He also emphasized that detecting and overcoming organizational communication strategies barriers (lack of knowledge, commitment, budget, feedbacks, supervision, rate of turnover and inadequate management style) may resolve large communication issues, sometimes challenging strategic communication of an organization.

Participatory approaches also support public based strategy like the bureau's communication strategies as it can improve the communication strategies through involving beneficiaries in policy design, implementation, and evaluation.

The study showed the ORGCAB communication strategy was applied through most commonly used PR techniques by PR practitioners in government bureau and departments include exhibitions, interviews, and speeches, fliers, brochures, newsletters, press releases, posters, website, radio and TV.

4.2.3 Major challenges Facing PR practice and implementation of ORGCB Communication strategy.

According to findings of the study, the challenges facing PR practice and implementation of ORGCB strategy are varied. These include low staffing levels, financial constraints and the lack of a regional communication strategy framework and poor understanding of the role of PR by top management /departmental heads challenge, late release of funds for various activities, inadequate equipment like cameras, computers, studios and standby vehicles.

According to informant while interviewing, the undermining of PR functions by officers from other departments especially administration and finance in coordinating of printing of newsletters and other materials, demoralization of PR Officers due to their lowly job groups compared to officers from other departments, lack of properly defined roles of PR Officers, lowly placement of PR in the management hierarchy and too much bureaucracy that delay service delivery are other constraints faced by PR practitioners in Oromia Regional Government Bureau and departments also lack educated PR professional.

As these informants explained, the PR practice of the bureau's communication strategy implementation needs may fail to succeed the desired results even if the bureau has formulated an appropriate strategies it could not be much fruitful and the strategies may fail to achieve the desired goals unless the bureau's top managers should be committed enough on the bureau's communication strategies practices, this what we fear/threat through the department but Government attention toward the sector, regulations and manuals developed by Government Communication Minister, Availability of social media and The opening of PR studies in Addis Ababa University is the main opportunities for PR practices.

Therefore, the perception for the ORGCAB to be able to achieve its targeted strategic objectives these challenges should be resolved in time and properly. Furthermore, the finding of respondents through questionnaires on the challenges of the bureau's communication strategies implementation implies similar results.

4.2.4 Ways of Improving PR Practice in ORGCB Communication Strategy Implementation.

The respondents suggested that for PR practice in government bureau and department to improve, several measures should be undertaken. Among these measures, include the provision of adequate office space and conducive work environment for PR practitioners. Making PR representatives of their respective departments would raise their profile, boost their morale and hence improve their performance. The officers should be upgraded to higher job groups, services outsourced where necessary (events management, design, and advertising) and senior managers prepared on the importance of PR. Other suggestions, delinking PR from administration and providing enough funding/budgetary support and equipment.

The PR officers also cited the continuous training of staff, incorporating them into key decision-making organs, formulation a regional Communication Policy to standardize and professionalize PR practice as key in the improvement of PR practice in their office and departments.

4.2.5 Encouraging PR practice of ORGCAB Communication Strategy Implementation

The study also showed that the communicators strived to use model individuals who succeeded on implementing the strategies and play an important role in persuading and encouraging the community to actively participate on the implementation of the bureau's strategies. Moreover, the communicators/PR tried to use model small-scale micro enterprises; those applied the strategies and benefited engaging on several activities. These models were awarded and sometimes get the chance to teach and share their experiences.

To be fruitful, the community was more reliable on the witness of these models than the communicators thought were. Because, they were practically observed from these models the result of implementing the strategies. The study also found influential and religious leaders used for their role in making messages accepted as informant explains. They have been delivering this message during community gathering and religious ceremonies. The opinions and supports of these leaders were found to be significant in influencing individuals and communities' awareness and attitudes.

Furthermore, the one-to-five development army group structures were other mechanisms of

implementing the strategies. These groups expected to apply the strategies through enhancing the community's active participation for implantation of bureaus communication strategies.

According to the Global Water Partnership (GWP), participatory approaches cover a wide range of tools and methodologies having one common feature, they all attempt to actually involve "the public," and give them both a stake in the outcome of the process and power to determine its direction. Most participatory approaches work with groups of people (GWP, 2002). However, the study identified gaps of communicators in that they did not use these models effectively and the one-to-five development army groups' activities were not continuous and supported sustainably with the communicators.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF FINDINGS.

This section has attempted to summarize whether the PR practices of bureau's communication strategies implementation have been well designed and performed to create awareness and develop attitudes of the communities to be active participant and benefit communities. It also noted the challenges affecting the implementation of the strategies conclusion and suggests recommendations to this end.

5.1 Summary Finding

- ❑ More than 71.4 % of the bureau structural segments officials, management and experts have no adequate knowledge; that is Satisfactory and Poor on the PR practice of ORGCAB communication strategy. This shows that the bureau's communication strategies are often practiced with lack of basic knowledge of the bureau's communication strategies.
- ❑ The researcher perceived that there are high rate of officials and experts' turnover from the bureau's structural segments and in sufficient short and long-term training.
- ❑ Communication strategies of the bureau (ORGCAB) have been targeted on awareness creation and developing attitude of the community on government policies, strategies and programs to build image of the region and create consensus among government and the community were implemented mostly relying on media communication than face-to-face communication/discussion.
- ❑ As respondent replays, feedbacks were provided through written and meeting feedbacks once within six months are provided.
- ❑ PR Practicing of Oromia Regional Government Communication Affairs Bureau strategy implementation is mainly facing on lack of budget, high rate of turnover, low payment when compared with other bureaus, lack of logistics and the bureau communicate with bureau or department mainly through face-to-face and telephone.
- ❑ low staffing levels, financial constraints and the lack of a regional communication strategy framework and poor understanding of the role of PR by top management /departmental heads challenge, late release of funds for various activities, inadequate equipment like cameras, computers, studios and standby vehicles.
- ❑ The undermining of PR functions by officers from other departments especially administration and finance, demoralization of PR Officers due to their lowly job groups, lack of properly defined roles of PR Officers, lowly placement of PR in the management hierarchy and too much bureaucracy that delay service delivery are other constraints faced by PR practitioners in government bureau and departments also lack educated PR professional.

5.2 Conclusion

The PR practices of ORGCAB communication strategy implementation was consistent with the participatory, social mobilization and two-step flow approaches which can help empower communities create a sense of ownership, influence to have a direct effect on social behavior and foster accountability to implement the policies, strategies and programs. Likewise, modeling is a respectable instance of the bureau's strategies that was playing a vital role to create awareness and develop attitudes. The study has shown that modeling is encouraging the community in order to benefit actively implementing the government policies, strategies and programs.

Besides, the cooperation of communicators was bringing intended results through applying the sectors' policies, strategies and programs with active community participation. Similarly, the study found out that the communication strategies by embracing the influential and religious leaders were creating awareness and developing attitudes of the community to be active participants and beneficiaries having a sense of ownership. This was supported by the multi-step flow theory of communication, which suggests a more concrete information flow from mass media to opinion leader, from opinion leader to another opinion leader, as well as to the community and vice versa.

On the other hand, the finding of the study showed that the PR practices of ORGCAB communication strategy implementation were intended for creating awareness and attitude development were mainly practiced through media communication than face-to-face communication.

Further, the managers did not given necessary attention to the bureau's segments on providing feedbacks on time and regularly. Lacks of budget and managers commitment were the causes for these gaps.

As the finding of the study indicated, the bureau and its segments gave priorities for the event issues than for strategic issues and then, calls for the need for sustainable implementation of the bureau's communication strategies for it had has many challenges should be given due attention.

5.3 Recommendation.

- The researcher advice everyone has a role on implementing the strategy of the bureau has

to give priority for active community participation. This role became active through participating communities, private sector, partners and other concerned stakeholders, beginning from planning process, to create a sense of ownership. Having a sense of ownership and common consensus is important for active implementation of the bureau's strategy. As a result, identifying the targeted audiences and respecting the bureau's stakeholders role has a great impact on effectively implementing the bureau's communication strategy.

- The study recommends that research carried out to find the linkage between the lack of a regional communication strategy framework and the formulation of communication strategies by various bureau and delinking with administration also stake holders.
- The study further recommends that PR practitioners be made the official spokesperson of their respective departments or bureaus to agreement them the opportunity to develop on policy, strategy, programs matters and engage more with the public
- The government and the public in general should give a proper position for the PR professionalization, awareness of PR in order to build the credibility of the profession with PR placement should be standardize, and merit based.
- The study indicates the bureau's communication strategy practiced more through means of media communication; however, it is difficult to accomplish the bureau's strategies concern creating awareness and developing attitudes on government policies, strategies and programs with this means of communication. Since each medium has its own advantages and disadvantages, the bureau and its segments should define which means of communication access to its particular audience and achieve its strategies – face to face or media communication such as, meeting, exhibitions, special events, holidays, electronic, print media and the web. Communication objectives identify how participants and partners' behaviors will develop or change, to what extent and over what period. They should not be confused with a program outcome or impact, but reflect only what communication can achieve. A communication objective should not describe an activity it should express the outcomes of activities.
- The researcher recommends continuously monitoring and evaluating the regional communication strategy and sectoral performance is essential to provide appropriate feedbacks on time.

- Training in this sector for PR practice of communication strategy implementation needs to be included in pre-service and in-service training courses. When training is given to input, dealers giving payment guidance in fixed services, emphasis must place on the communication issues as well as the technical content. The bureau should allocate and look for adequate budget to provide these trainings with external and internal experienced professionals.
- Enhancing and creating awareness among the public about the contribution of Public relation to the economic prosperity, democratization process of bringing a civilized society. For instance by conducting panel discussions, articles, etc...
- The regional government must give attention of awareness creation and develop attitude of society on government policy, strategy and programs through different communication techniques on implementation of PR practice and ORGCO Communication strategy.
- Developing PR curriculum throughout Oromia regional government communication sectors and bureaus.
- The government communication office should follow-up and support the implementation and regulation of procedures.

Appendix 1

General background

Part one

Questioner for only Public Relation (PR) expertise of Oromia regional communication bureau.

Personal Information

a. Sex: Male ____ Female ____

- b. Age 20-29____30-39 ____40-49____49-50____
- c. Educational Background Diploma____ BA/BSc degree____ MA/MSc and above____
- d. Responsibility of Public Relations officer____ Expert____ Department head____
- e. PR work experience. Less than one year____ two years ____More than two years ____
- f. How many members of staff does the PR unit have?_____

1. Enumerate the day-to-day activities of the PR section in your bureau.

- a)
- b)
- c)
- d)

2. Outline the major challenges that you face in the course of performing your duties.

- a)
- b)
- c)

3. Does your department/bureau have a communication strategy? Yes [] No []

3.1 If yes. Did you participate in developing it? -----

-

3.2 If no, why?-----

4. Has the PR unit ever been appraised by internal and external publics? (Customer Satisfaction)

Yes [] No [] If yes, indicate how it was rated by;

(a) Internal publics Very High [] High [] Average [] Low [] Very Low []

(b) External publics Very High [] High [] Average [] Low [] Very Low []

5. Does your department have a website? Yes [] No []

6. Is the budgetary allocation to the PR department adequate? Yes [] No [] Don't Know []

7. Do the top and bureau's management appreciate/recognize the role of the PR department in your

Office? Yes [] No [] Do not Know [] If no, why?

a).

b).

c).

**Appendix 2
Detail questionnaires**

Part 2.

Questionnaire for Communication officers, Managements and Experts of the Bureaus

1. Please answer the questions by ticking (☐) on your alternative

Poor 1 Satisfactory 2 Good 3 Very good 4 Excellent 5

	1	2	3	4	5
1.1 How do you view (your knowledge) of the Oromia Regional Government Communication Affairs Bureau's communication strategy?					
1.2 How far the communication strategy of Oromia regional government communication affairs bureau (ORGCAB) with public relation implementation on creating awareness and develop attitudes of the community on government policies, strategies and programs?					

2 Please answer the questions by ticking (☐) on your alternative

Never 1 Rarely 2 Sometimes 3 Usually 4 Always 5

	1	2	3	4	5
1.1 How your office or department on implementing of bureau's on communicati strategy planned at creating awareness and develop attitudes of the community on government policies, strategies and programs?					
2.1.1 Meetings					
1.1.1 Holidays					
1.1.2 Exhibitions					
1.1.3 Panel discussions					
2.2 With channels of media					
2.2.1 National media					
2.2.2 Regional media					
2.2.3 Community radio					
2.2.4 Mini media					
2.2.5 Newsletters (Kallacha)					
2.2.6 Brochure, booklet and Magazine					
2.2.7 News, Programs and documentaries					
2.3 How does the bureau monitor, evaluate and give supports for your activities, as well as provide feedbacks?					
2.3.1 Providing and evaluating monthly checklist and report on regular meeting					
2.3.2 Providing and evaluating quarterly plan and report on regular meeting					
2.3.3 Providing and evaluating six months plan and report on regular meeting					
2.3.4 Providing and evaluating yearly plan and report on regular meeting					
2.3.5 Monthly supervision					
2.3.6 Quarterly supervision					
2.3.7 Six months supervision					
2.3.8 Yearly supervision					
2.3.9 Telephone					
2.3.10 Fax					
2.3.11 Email					

1. Please answer the questions by ticking (☐) on your alternative

1.1 How does the bureau communicate with your office or department?	1	2	3	4	5

Face to face 1 Email 2 Postal service 3 Fax 4 Telephone 5

2. Please answer the questions by ticking (☐) on your alternative. Lack of (profession knowledge

1 Lack of commitment 2 Lack of man power 3 Rate of turn over 4 Absence of enough financial and professional support (budget, supervision, training, feedback) from bureau

What are the main challenges of your office or department on implementing the bureau's public relation practices?	1	2	3	4	5

3. Do you think the community has been provided adequate information with the bureau's communication strategy, which creates awareness and develop attitude of the community on government policies, strategies and programs? Yes ___ No ___

If your response to question No 5 is yes,

What are the progresses of the community on applying government policies, strategies and programs?

6. Are there any measures taken by the bureau to improve its communication strategy?

Yes ___ No ___

If your response to question No 6 is yes, what are the measures has to be taken?

1. Does ORGCAB's involve your office or department on identifying problems and

searching solutions for the improvement of the bureau's communication strategy?

Yes ___ No ___

If your response to question No. 7 yes, how?

- 1. Is there any recommendation, which you will provide to improve the ORGCAB's communication strategy and challenges on public relation implementation? Yes ___ No ___** If your response to question No 8 is yes, what is the recommendation?

- 2. What is the next perception of bureau's communication strategies on its implementation?**

- 3. What is the main opportunities and threats of the PR practice and implementation of bureau's communication strategies?**

Opportunities _____

Threats _____

Appendix 3

In-depth interviews.

Part 3

Questions for in-depth individual interview with selected or sample PR experts of ORGCAB, customers and regional sectors

1. How far the bureau’s communication strategy has extremely implemented and addressed its stakeholders appropriately?
2. How much is your participation on designing the ORGCAB’s communication strategy on public relation effectively implemented?
3. What are the major gaps and obstacles of Oromia Regional Government Communication Affairs Bureau on implementing of public relation practices?
4. How do you explain the current situation of the bureau’s communication strategy on creating awareness and develop attitudes of the community on government policies, strategies and programs?
5. What recommendation can you give to improve the ORGCAB’s communication strategy on public relation implementation to build and link as strong bondage between society and government police, strategy?

The interviews conducted took place.

Informant 1expert of ORGCAB

Informant 2.....experts of ORSGCHO

Informant 3.....expert f ORGCUPI

Informant 4 representative of SSME

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Appendix 2

Declaration

I, the under signed, declare that this thesis is my original work and all sources of materials used for this study have been appropriately acknowledged.

Name: Olbana Tombora Ayansa

Signature: _____

Date of Submission: _____

Place of Submission: Addis Ababa University, Ethiopia