

UNIVERSITY OF EDUCATION, WINNEBA

A HISTORY OF PUBLIC RELATIONS PRACTICE IN THE PRESBYTERIAN CHURCH OF GHANA

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JULY, 2011

DECLARATION

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DEDICATION

This work is dedicated to my parents, Dr. Daniel and Mrs. Christie Okae-Anti.



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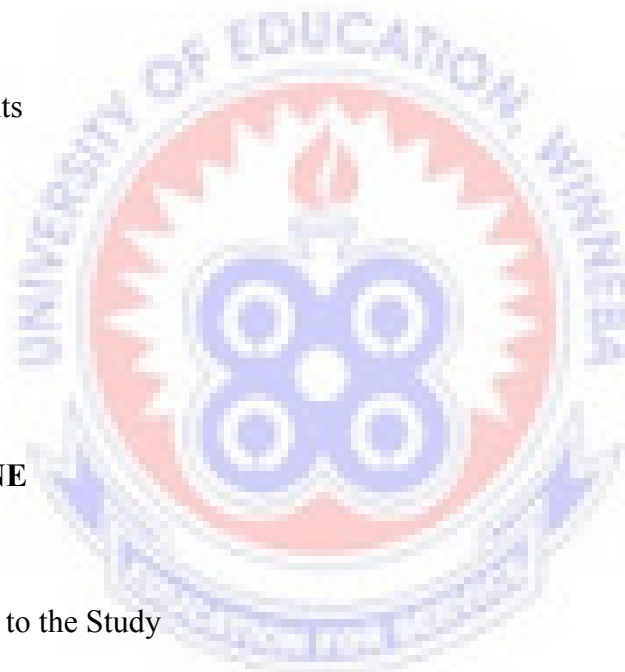
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ABSTRACT

This study focused on the trend of Public Relations practice in a non-profit organisation, the Presbyterian Church of Ghana, using the Grunig & Hunt Model of Public Relations. Utilising the purposive sampling technique, a sample of twenty-five (25) people was drawn from the Clergy and Laity of the Presbyterian Church and other para-church groups. An in-depth interview was conducted and relevant Public Relations documents on the Church were also analysed.

The findings indicated that the practice of Public Relations in the Church compared favourably with the Grunig & Hunt Model though two eras, the *Missionary*

and *African Leadership* eras overlapped. Key personalities such as Andreas Riis, Rt. Rev. Sam Prempeh and Mr. G. B. K. Owusu contributed significantly to the practice of Public Relations in the Church. The social value of Public Relations practice had been of immense importance to both the Church and society in general.

As a result of the overlaps in the historical eras in the Church, the study proposed that a replication of the study in another Christian-based organisation is undertaken to ascertain any similarities or differences in the history of Public Relations practice using the Grunig & Hunt Model.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

Public Relations is a global profession and implemented in many parts of the world in different ways. According to Tench & Yeomans (2006), Public Relations is used in a wide range of industries and in each one, slightly different skills and competencies have emerged among practitioners. Wu (2004) also advanced the argument that due to the process of globalisation, public relations practice has become internationalised. Therefore, understanding public relations practices in different cultures is very important for public relations scholars and practitioners.

However, the historical records of Public Relations reflect a dominance of the United States, especially in the academic field. Those records also tend to focus on Public Relations' origins in that country rather than in other countries (Tench & Yeomans, 2006).

Tench & Yeomans (2006) note that the discussion of the history of Public Relations reflects the social nature of the profession; thus Public Relations is a product of the social, economic and political circumstances of its time and revolves around the needs of these broader environments. Taylor (2001) also indicates that within the last decade much has been written about Public Relations practice. Some regions such as Asia and Europe are well researched by scholars while regions such as Africa and Latin America have not been adequately studied.

Odedele (2010) states that African Public Relations is evolving; a peep into the tunnel of the practice would show that there is light at the end of the tunnel. He further indicates that Public Relations is evolving in Africa as African nations seek political, industrial and socio-economic growth. He (Odedele, 2010) notes with concern how the series of research he conducted had revealed that most of the Public Relations literature available was authored by Americans and Europeans and focused mainly on the practice in America and Europe. Odele (2010) further claimed that to the best of his knowledge, no book on the practice of Public Relations and Communication Management in Africa has yet appeared.

According to Odedele (2010), the history of Public Relations is studied with the aim of helping practitioners to know past Public Relations concepts and practices which will enable practitioners to project Public Relations development into the future. He further states that history is the record of past events usually with an interpretation of their cause and assessment of their importance. To him (Odele, 2010), history is very important in the sociological, economical, educational, technological and political development of any nation or organisation.

Guth & Marsh (2007) note that although the phrase ‘Public Relations’ did not attain its current meaning until the 20th century, the practice of Public Relations had

been evident since the dawn of recorded history. Of interest to this study is the assertion by Guth & Marsh (2007) that the spread of Christianity during the Middle Ages could in a modern context be linked to the application of Public Relations techniques. They contend further that before the development of mass communication technologies, the Christian faith was spread by missionaries using the medium of word of mouth. Among the most notable of these missionaries was Francis of Assisi. He spread his teachings of self-imposed poverty and service to the poor across the Middle East.

Two other noteworthy Public Relations techniques employed in the Middle Ages included the “Johannes Gutenberg’s Bible” which was printed in 1456. That Bible eventually heralded the use of mass communication technologies (Guth & Marsh, 2007). According to Heath (2005), the Bible was physically as well as symbolically attached to churches.

Secondly, Guth & Marsh (2007) assert that the Catholic Church’s outreach efforts became more formalised in 1622 when it established the Congregatio de Propaganda Fide (Congregation for the Propagation of the Faith) to spread church doctrine

Heath (2005) notes that Churches, perhaps most notably the Catholic Church, had used techniques to attract and keep converts loyal to the faith. Heath went on further to state that church communication was a technique used by religious leaders of all kinds to disseminate doctrine, foster loyalty to the faith and establish symbols of the church as a vital part of the people’s lives. He also notes that religion traditionally focused attention on key figures. Their personage was captured and presented in forms such as statues, sacred artefacts, carvings and paintings. Paintings and statues displaying the figure and face of Jesus Christ abounded. The cross was a universal symbol. The Star of David was a sign of religious affiliation and affection as well as a

target of hatred. Members of various religious orders have been sent forth to propagate the faith – proselytizing potential converts to promise their adherence and support (Heath, 2005).

Another such religious organisation, the Presbyterian Church of Ghana (PCG) was established in 1828. From its modest beginnings, it now has 320 congregations across Ghana with 23 foreign missions in the Americas, Europe and Africa (*General Assembly Report, 2009*).

There are seven (7) departments and four (4) units which undertake the mission of PCG. The names of these departments and units vividly indicate their functions. The Departments are Church Life & Nurture; Ecumenical & Social Relations; Development & Social Services; Administration & Human Resource Management; Finance; Education; and Mission & Evangelism. The Units are the Properties; Internal Audit; Public Relations and Health Services. (*Corporate Profile, 2002*).

Public Relations in the Church appears to have been practised haphazardly until the year 2000 when the formal structure of the Public Relations Unit was inaugurated (*General Assembly Report, 2000*).

It may seem possible that in the above historical accounts, people or organisations used communication to inform, to build image and to influence public opinion. The accounts from Guth & Marsh (2007); Heath (2005) also reveal how certain historical, economical, political and technological events have helped to shape Public Relations practice.

In spite of the information in the last paragraph above, there still seems to be inadequate knowledge about how a religious organisation such as the Presbyterian Church of Ghana has managed its communication in order to build good relationships and maintain mutual understanding between it and its most important audiences over

the course of its existence. These challenges, such as relationship building and maintenance of mutual understanding, indicate that a well researched paper on the history of Public Relations as practised in an institution such as the Presbyterian Church of Ghana is a most welcome endeavour.

1.1 Statement of the Problem

Public Relations practice is an emerging area of research. However, when researched it often tends to focus on the practice of Public Relations at the national levels in America, Europe and Asia with very little in Africa and Latin America. Public Relations is a profession that is practised in a wide variety of industries. In Ghana, the focus of research on the practice of Public Relations is biased more towards profit-based organisations than non-profit organisations (Otchere-Daflagbe, 2004). The gap in research between Public Relations practice in profit and non-profit organisations, especially churches (religious organisations) is quite wide (Odedele, 2010). The study will trace the history and development of Public Relations practice in a non-profit organisation such as the Presbyterian Church of Ghana. A chronological record of such activities may or may not exist.

1.2 Research Questions

The study addressed the following:

- To what extent has Public Relations been an integral part of the Church's mission?
- What were the historical, social-political, economic and technological events that influenced the practice of Public Relations in the Church?

- Who were the key personalities whose actions or inactions contributed to the practice of Public Relations in the church?
- Of what value has Public Relations practice been in the church and society in general?
- How would the Church's Public Relations practices compare with the Grunig & Hunt Model of Public Relations?

1.3 Purpose of the Study

The purposes of the study are to document a logical and chronological account of the practice of Public Relations in the Presbyterian Church of Ghana, ascertain the value of the practice of Public Relations in the church and on society; as well widening the frontiers of knowledge of public relations using one of the PR models that explains the development of PR practice.

1.4 Significance of the Study

This study seeks to add onto existing knowledge in the history of the practice of Public Relations by non-profit organisations with a specific bias to the Presbyterian Church of Ghana and how it has practised Public Relations over the past 180 years.

Some of the strategies and theoretical models of Public Relations undertaken by the Church could be quite unique and thus widen the frontiers of Public Relations literature.

Another significant importance of this study is the new insights that would be gained by comparing the Church's communication strategies with that of the Grunig & Hunt Public Relations Model to ascertain any similarities or differences.

1.5 Delimitation of the Study

A historical study of the practice of Public Relations in a non-profit organisation can be quite involving and very demanding. This study is, therefore, confined to the investigation of the practice of Public Relations in a Ghanaian non-profit (Christian) organisation, specifically the Presbyterian Church of Ghana in the 180 years of its existence.

1.6 Limitations of the Study

This study is not without some inherent limitations. Firstly, there is relatively little literature on the Ghanaian situation as regards to the history of the practice of Public Relations in non-profit organisations (Taylor, 2001; Odedele, 2010). Secondly, owing to the limited time available for conducting this study, the sample size has been kept to a minimum.

1.7 Definition of Terms

The following terms are defined in this study:

- Church - 'Church' refers to the Presbyterian Church of Ghana.
- PCG - The abbreviation 'PCG' means the Presbyterian Church of Ghana.

1.8 Organisation of Thesis

The thesis is organised into six (6) chapters. Chapter One gives a background of the study; statement of the problem; research questions; the purpose and significance of the study with the delimitation and limitation of the study coming up at the end of the chapter.

The focus of Chapter Two is the review of related literature. In Chapter Three, the methodology used for the study was captioned under headings such as description of study area; population; sampling; research methods; administration of instruments and methods of data analysis.

Chapter Four provides a description of the theoretical framework while Chapter Five presents the analysis of data.

The final chapter, Chapter 6, provides a summary of findings and makes recommendations for further studies.



CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

The chapter will focus on some definitions of Public Relations and elements of a good Public Relations definition. Other areas to be reviewed include the functions of Public Relations, the value of Public Relations and the types of Public Relations works. Historical briefs on the practice of Public Relations in the United States of America, Britain, Philippines, Nigeria and Ghana were discussed. The subject of the study, the Presbyterian Church of Ghana, will then be examined from its historical origins to its present day operations.

2.1 Definitions of Public Relations

‘What is Public Relations, Anyway?’ is the caption to Chapter 1 of the **Practice of Public Relations** by F. P. Seitel (2007). It is a question that according to Seitel

(2007) has been asked by many of the over 150,000 PR practitioners in the United States and the thousands of others overseas who practise Public Relations. There are a plethora of definitions for Public Relations. For the purpose of this review, five definitions are looked at.

Authors such as Cutlip, Broom & Center (2000) define Public Relations to be the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends.

Seitel (2007) defines Public Relations as a planned process to influence public opinion through sound character and proper performance based on mutually satisfactory two-way communication.

Another definition of interest is The Mexican Statement of 1978 which reads as follows: –Public Relations practice is the art and social science of analysing trends, predicting their consequences, counselling organisational leaders and implementing planned programmes of action which serve both the organisation and the public interest” (Jefkins, 1985). This particular definition is a product of an international conference of PR institutions held in Mexico City in 1978 (Seitel, 2007).

The Public Relations Society of America (PRSA) defines Public Relations in this manner –Public Relations helps an organisation and its public adapt mutually to each other’ (Seitel, 2007 p.4).

The Institute of Public Relations, Ghana posits the following forty-six word definition of Public Relations: –Public Relations is a planned and sustained management art and social science function based on an understanding of critical relevance, analyses trends and predicts their consequences. Public Relations establishes and maintains mutually beneficial relationships between an organisation or group and

its publics based on truth, full information and responsible performance” (www.iprghana.com).

From the above definitions, it is clear that there is still no generally accepted definition of Public Relations. According to Maloney (2000), Public Relations is too multifaceted to be incorporated into a single definition. He argues further that Public Relations can be defined differently as a ‘concept’, ‘a practice’ and in terms of its ‘effect on society.’

It can be deduced that whatever constitutes Public Relations seem numerous and varied as indicated by the plethora of definitions now in use by most scholars and practitioners.

For this study, the term Public Relations defined by Baran (2001) is used. According to Baran (2001), Public Relations is ‘the use of strategies and tactics by organisations to inform, build an image, influence public opinion, maintain and sustain mutually beneficial relations among its key stakeholders.’

This definition encompasses two ideas in the research questions. Firstly, the use of ‘strategies and tactics’ implies that people are the drivers of these activities. Secondly, PR is has a tool used ‘to inform, build an image, influence public opinion and maintain and sustain beneficial relations’ offers some insight into its impact or effect on the society the organisation relates with.

2.2 Elements of a Good Definition of Public Relations

The struggle to define the profession of Public Relations is an unending exercise to date. Many Public Relations scholars have argued that the best way to avoid the debate over the exact wording of a Public Relations definition is to concentrate on the various elements of the profession itself (Guth & Marsh, 2007).

The work of Guth & Marsh (2007) provides the key elements of a good definition of Public Relations. These are:

- *Public Relations is a „management function.“*

The Public Relations practitioner provides counsel on the timing, manner and form that important communication should take between the organisation and its publics; this must be a top concern of the organisation's leadership.

- *Public Relations involves „two-way communication.“*

Communication is not just telling people about an organisation's needs. It involves listening to those same people speak of their concerns. This willingness to listen is an essential part of the relationship building process.

- *Public Relations is „a planned activity.“*

Actions taken on behalf of an organisation must be carefully planned and consistent with the organisation's values and goals and that of the publics' values and goals.

- *Public Relations is „a research based social science.“*

The use of formal/informal research is conducted to allow an organisation to communicate effectively within the environment it operates and the issues which confront it.

- *Public Relations is „socially responsible.“*

A practitioner's responsibility extends beyond organisational goals. Practitioners and the people they represent are expected to play a constructive role in society.

Guth & Marsh (2007) believe that Public Relations plays a critical role in

effective communications. Through Public Relations, individuals and organisations enter the great marketplace of ideas. Through the proper application of Public Relations, practitioners participate in the search for consensus.

Two of the elements propounded by Guth & Marsh (2007) are considered in the study. One of the elements, *'two-way communication'*, explains that the willingness of organisations to listen is an essential part of the relationship building process. The study traced some activities that show *'two-way communication'* in the PCG.

The second element *'socially responsible'* provides an understanding that organisations are expected to play constructive roles in society with the PR practitioner as the lead of such initiatives. The effect of PR on society and the church was one of the questions addressed in this study.

2.3 Functions of Public Relations

Heath (2005) states that the functions of Public Relations deal with the purpose for which Public Relations exist. Depending on the author or organisation, Public Relations has a number of functions.

The London School of Public Relations itemised twenty-one (21) functions of Public Relations; Baran (2001) identified fourteen (14) interrelated services offered by Public Relations agencies while Seitel (2007) notes that the functions associated with Public Relations work were numerous.

Seitel (2007) outlined a number of functions of PR as follows:

- *Writing:*

The fundamental public relations skill, with written vehicles from news releases to speeches and from brochures to advertisements, falls within the field's purview.

- *Media Relations:*

Dealing with the press; radio and television personnel.

- *Planning:*

Arranging and organising special events, media events, management functions and the like.

- *Counselling:*

Dealing with management and interactions with key publics.

- *Researching:*

Conducting studies on attitudes and opinions that influence behaviour and beliefs.

- *Publicity:*

Generating positive publicity for a client or employer.

- *Public Affairs and Issues Management:*

Dealing with public policy and its impact on the organisation as well as identifying and addressing issues of consequence that affect the firm.

- *Employee Relations:*

Communicating with the all-important internal publics of the organisation, the managers and employees.

- *Investor Relations:*

Communicating with public companies, shareholders and those who advise them.

- *Community Relations:*

Involves positively putting forth the organisation's messages and image within the community.

- *Website development and Web interface:*

Creating the organisation's principle interface with the public, the website and monitoring the World Wide Web and responding, when appropriate, to organisational challenges.

In sum, the Public Relations practitioner is manager, orchestrator, producer, director, writer, arranger and an all-round general communications counsel to management (Seitel, 2007).

2.4 Value of Public Relations

Marconi (2004) as cited by Seitel (2007) says for all its popular identification with hype, Public Relations is serious business, effective and highly cost efficient when compared to other marketing functions.

Owing to its perceived role as purely for persuasion, information dissemination or propaganda, Guth & Marsh (2007, p.8) quote SPRC Director Ian Mitroff as indicating that "there are two very contradictory and simultaneously held views of Public Relations. The profession is doing commendable work but suffers from low-self-esteem. Perception needs to catch up with reality."

Guth & Marsh (2007) note that Public Relations skills are transferable across a broad range of career opportunities such as health care, sports marketing, environmental management, government, politics, business, finance, public service; there is no organisation that cannot benefit from wise a Public Relations counsel. Public Relations is a profession that demands and rewards creativity and integrity. It is a career in which you can make a difference.

The economic value of Public Relations to an organisation is rarely discussed in comparison with the social value that Public Relations offers an organisation (Grunig & Grunig, 1992). Attempts are made to tie the social component of Public Relations to the social responsibilities of an organisation and the public interest in general (Ehling, 1992).

Ehling (1992) advances the argument that to enunciate the social worth of Public Relations is one thing and demonstrating the economic worth of these activities is another matter. While the social value of Public Relations lays the basis for legitimisation of Public Relations, the economic value provides the managerial basis for the departmentalisation of this endeavour.

2.5 Historical Briefs on the Practice of Public Relations

Tench & Yeomans (2006) note that wherever Public Relations is practised, its history is tied to the social, political and economic context of the time.

Guth & Marsh (2007) advance the notion that at first glance, Public Relations appears to be a 20th century invention though it has existed in some form or the other as early as the 1000BC. It is logical to link the emergence of the profession to the dramatic growth in mass communication technology during the past 100 years.

This section (subhead 2.5) outlines the history of Public Relations practice in the United States, Britain, Philippines and Africa, focusing specifically on Nigeria and Ghana. These accounts are offered because Public Relations has reached a recognised level of sophistication and professionalism in these countries (Odedele, 2010).

The review shows that the actions or inactions of certain key personalities contributed to the practice of Public Relations; a number of social, political and economic events impinged on the practice of Public Relations and that Public Relations

has had an impact in the respective countries. The accounts are in tandem with the research questions asked in this study.

Tench & Yeomans (2006) posit that Public Relations practices are shaped and constrained by the forces that caused them to emerge in the first place.

According to Seitel (2007), at least five trends are related to the evolution of Public Relations:

- growth of big institutions;
- heightened public awareness and media sophistication;
- increasing incidence of societal change,
- conflict and confrontation; growing power of global media, public opinion and democracy and
- the dominance of the internet.

2.5.1 A history of public relations practice in the United States of America

The emergence of Public Relations as a modern occupation draws primarily on the history of the United States of America. Many Public Relations textbooks written by US scholars include a brief overview of Public Relations history in that country (Tench & Yeoman, 2006).

Seitel (2007) suggests five thematic periods in the development of Public Relations history in the United States of America. These five areas are listed as follows:

- Ancient beginnings
- Early American Experience
- Later American Experience
- Ivy Lee: The Father of Modern Public Relations
- The Growth of Modern Public Relations

Tench & Yeomans (2006) however categorise the history of Public Relations practice from the following perspectives:

- War for Independence (1775-1782)
- The emergence of progressive publicists in the late nineteenth century and
- The rise of modern consumerism and the evolution of new communications technologies.

Newsom et al (1993) employ a distinct five stage model marked by particular periods in the history of the United States of America. These are:

- 1600-1799 known as the Beginnings of PR tactics
- 1800-1899 the period called the Spin of PR/Press Agency
- 1900-1939 often referred to as the era of Ivy Lee and Edwards Bernays
- 1940-1979 known as the Professionalisation and Internationalisation of Public Relations.
- 1980-present which is often touted as the Modern Era of Public Relations.

The work of Baran (2001), states that the history of this complex field can be divided into four stages:

- Early public relations
- The propaganda-publicity stage
- The early two-way communication and
- Advanced two-way communication.

These four stages have combined to shape the character of this industry.

In the „*Early Public Relations*“ era, merchants took advantage of the growing colonial population in the colonies to lure settlers to the New World with over-statements, half-truths and even outright lies. Publications such as the „*The Federalist*

Papers” of Jay, Madison and Hamilton were used to sway public opinion on getting support for the passage of a new Constitution while „*Father of Our Country*”, a fictitious biography about George Washington was used to build his (Washington) reputation. These were all early examples of people or organisations using communication to inform, to build image and to influence public opinion.

The second stage, *Propaganda-Publicity* era, saw the evolution of mass circulation of newspapers and consumer magazines, thus expanding the ability of people and organisations to communicate with the public.

During this period also Public Relations acquired its deceitful, huckster image as it disregarded the public and served the interests of the powerful. Authorities such as Ivy Lee, touted as the „*First Practitioner of Public Relations*” released his „*Declaration of Principles*” arguing that “*public relations practitioners should be providers of information, not purveyors of publicity.*” At this stage, Public Relations was typically one-way, from organisation to public.

Edward Bernays who is often described as the „*Father of Public Relations*” emphasised the value of assessing public feelings toward an organisation and using that knowledge as the basis for the development of the public relations effort. This was the beginning of „*two-way communication*” in public relations – talking to people and in return, listening to them when they talked back.

Other significant developments included the establishment of the „*Office of War Information*” (*OWI*) to bolster public support for America’s participation in World War II and the inauguration of the „*Public Relations Society of America*” [*PRSA*] to serve the professional interests of public relations practitioners.

The last stage, „*Advanced two-way communications*”, saw Public Relations turn more decidedly toward integrated two-way communication, employing research,

advertising and promotion as a result of profound social change and the expansion in consumer culture owing to advances in technology. There were also Environmentalists, Civil Rights, Women's Rights groups and safety and consumer advocate organisations using public relations to move the public toward their positions and in many cases, even toward real action (Baran, 2001).

2.5.2 A history of public relations practice in Britain

According to Tench & Yeomans (2006), Public Relations scholars acknowledge Jacquie L'Etang's comprehensive write up on the history of Public Relations practice in Britain as the first and best literature available on the subject. L'Etang (2004) as cited by Tench & Yeomans (2006) notes that the first use of Public Relations techniques in Britain was by the local governments during the 1920s and 1930s. The core of the function was to inform the public about what local governments did and their contribution to the public good. As a result of the use of Public Relations, the National Association of Local Government Officials (NALGO) recommended that all local councils include a press or publicity division in their organisations.

The second major use of Public Relations techniques was the use of film to educate the public on matters of public interest especially during the 1st and 2nd World Wars (L'Etang, 2004). A pioneer of this technique was John Grierson who founded the British Documentary Film Movement. As noted by L'Etang (2004) in Tench & Yeomans (2006), Visual communications were thus used to present "truth" in the form of a rational argument, in a compelling fashion.

In 1948, the Institute of Public Relations was established under the leadership of Sir Stephen Tallents. The Institute was founded to serve as the umbrella body of Public Relations practitioners in Britain. One of Sir Tallents' contributions was reflected in the

Institutes' immediate role as a lobbying body to encourage the recognition of Public Relations as a distinct and separate profession (L'Etang, 2004). Other achievements of the Institute included:

- the permeation and importance of truth as the “ideal” Public Relations tool in all activities;
- the concept of Public Relations as a public service and
- the potential for Public Relations to be used as means of promoting freedom, democracy and, in particular, the British way of life.

The promotion of the British way of life was particularly influenced by institutions such as the British Council using Public Relations (L'Etang 2004). The 1950s witnessed the emergence of Public Relations consultancies, offering editorial services and media liaison. As a result, a specific consultancy association, the Society of Independent Public Relations Consultants (SIPRC) was created in 1960 to work closely with the Institute of Public Relations. Unfortunately, the organisation folded up. In 1969, the Public Relations Consultants Association was set up. It still exists today (L'Etang 2004).

During the 1980s and 1990s, the deregulation and privatisation programmes for state owned companies initiated by the Conservative government opened up opportunities for private sector operations in two ways: first, as consultants to lucrative public sector accounts such as the National Health Service and second, as professional lobbyists on behalf of the bidding companies (Miller & Dinan 2000).

The privatisation programmes initiated by the government prompted extensive use of Public Relations consultants to create sound marketing strategies, build public perceptions of the value of the opportunity and persuade the citizenry to actually buy shares in these new companies (Miller & Dinan 2000; Pitcher 2003).

In the latter 1990s, the social and economic environment continued to encourage Public Relations activity. The Conservative government had succeeded in embedding a mentality in Britons namely that private interests were superior to social concerns. Thus Public Relations was used by groups and individuals to justify their decisions by making their voices heard above the general cacophony of the market (Maloney, 2000). The evolution of Public Relations practice in Britain reveals the role the public sector and local government played in the early use of Public Relations in Britain.

2.5.3 A history of public relations practice in the Philippines

Taylor (2001) acknowledges that within the last decade much has been written about Public Relations practice. Some regions such as Asia and Europe are well researched by scholars. A country in the Asian region which has been well researched is the island nation of the Philippines.

This narrative on the history of Public Relations practice in Philippines draws on the write up of Panol (2000). Panol (2000) has done government, association, university, and non-profit public relations work in the Philippines for over 25 years.

According to Panol (2000), the Philippines is one developing country where much advancement in public relations has been accomplished in a few decades. Developments in the late 1950s, 1960s, and 1970s were particularly important because these provided a germane framework for the priorities in later years. She (Panol, 2000) notes that despite significant strides in its search for legitimacy, a number of issues remain, among which is the challenge to maintain credibility and social responsibility as it responds to the developmental needs of a Third World country.

Panol (2000) writes that Public Relations has been practiced in the Philippines for more than half a century. The country is, in fact, considered as the "Pacific

birthplace of public relations" (Panol, 2000:237). Introduced by the Americans in the mid-1940s, the field started with the public information officers of the U.S. Army regularly issuing news releases to members of the Philippine media. Because of sustained friendly relations between the two countries, Public Relations in this archipelago of about 75 million people has largely maintained its Western influence (Panol, 2000).

In 1947, the Business Writers Association of the Philippines was organised to promote the idea of corporate social responsibility and to underscore the growth in the Philippine economy. Through the award scheme, outstanding business persons were recognised not only for their entrepreneurial success, but more importantly, for their contributions to the community (Panol 2000).

In that same year, The Public Relations Society of the Philippines had its early beginnings when a group of top PR and advertising executives met at the Elena Apartments in Ermita, Manila to talk about the profession and its problems. This informal gathering led to the creation of the PRSP in 1957 with the objective of "advancing the welfare of the Filipino people through the dignified, effective and relevant practice of the art and science of public relations" (www.prsp.ph).

Panol (2000) adds that notable early Filipino Public Relations pioneers were Pete Teodoro and Jose Carpio. The two men are credited with having undertaken the first organised PR campaign. Teodoro's company was competing directly with a large American corporation; his programme was geared toward winning the goodwill and patronage of local architects and contractors. Carpio, on the other hand, managed the first major association campaign and helped restore a favourable investment climate in the Philippines. The country at that time was reeling from the ravages of World War II

and the Japanese occupation as well as a communist-led insurgency by the Hukbalahap in the countryside.

In 1954, the Office of the Press Secretary was elevated to a cabinet rank while twelve years later in 1966, San Miguel Corporation, one of the biggest Filipino companies since its founding in 1890 and better known worldwide for San Miguel beer, established the first PR department (Panol 2000).

Panol (2000) notes that the imposition of Martial Law in 1971 and the urgency to sell then President Ferdinand Marcos' "New Society" to the Filipinos gave PR a double-edged sword. Although the practice grew in stature as evidenced by the 1973 reorganisation of the Office of Press Secretary into a full-fledged department called the Department of Public Information, the period was also characterised by restrictions on corporate speech and muzzling of the Philippine press.

According to Panol (2000), it was during Marcos' time that the practice of Public Relations in private corporations was increasingly tapped to support government programmes. Thus development communication which focused on the use of information to serve the developmental needs of Third World economies gained currency and PR found itself merging paths with public information. Among noteworthy examples of corporate promotion of government programmes were:

- The 1977 National Quiz Bee, a nationwide contest on Philippine history & culture; and mathematics & science sponsored by the Herdis Group of Companies. The competition supported Marcos' project to make the next 10 years the "Decade of the Filipino Child" and
- "Batarisan," a manpower development initiative for out-of-school youth members of the government's Kabataang Barangay which was undertaken by Delta Motor Corporation.

In 1986, The People's Revolution ended the Marcos regime and restored most of the country's constitutional freedoms. This signalled a new era of Philippine Public Relations (Panol 2000) and which according to Lorenzo-Molo (2006) ushered Public Relations practice in that country into two distinct eras:

- corporate social responsibility and
- from publicity for propaganda to publicity for marketing and advertising.

After more than five decades of existence, public relations in the Philippines, a transplanted practice from the West, had achieved tremendous progress.

The public relations industry sought to define its role during various stages of the country's political and economic development and embarked on a sustained process of professionalization. It is still a relatively young industry composed of a small but steadily growing group of practitioners. It is male dominated, western styled and urban concentrated (Panol 2000).

2.5.4. A history of public relations practice in Africa

As noted by Taylor (2001) and Odedele (2010) little in terms of research has been done on Africa with regard to the practice of Public Relations. The best write up is Odedele 184-paged book titled *Public Relations and Communications Management in Africa* published in early 2010. Therefore, in Section 2.5.4. only the practice of Public Relations in two West African countries, Nigeria and Ghana, will be discussed.

2.5.4 (a) A history of public relations practice in Nigeria

Section 2.5.4 (a) is devoted to the practice of Public Relations in Nigeria.

According to Odedele (2010), the development of PR is more noticeable in Nigeria and Ghana as a result of the growth of civilization, industrialization and

political development in the two countries. Both countries have national PR associations and have hosted Federation of African Public Relations practitioners [FAPRA] conferences before. The development of modern public relations in Nigeria started in 1948 when the then colonial administration set up a public relations department with offices in Lagos, Ibadan, Kaduna and Enugu. In charge of the department was a public relations expert, Mr. Harold Cooper, who successfully modernised government information services and initiated the policy of interpreting government policies to the people (Odedele, 2010).

According to Odedele (2010), the activities of Mr. Cooper and his team of expatriates and Nigerians were initially concentrated on publicity work dealing with problems arising from the Second World War such as shortages of goods, deprivation of the necessities of life and imposition of an austere regime by the colonial government. A special section of the department was engaged in publicising and popularising the work of the marketing board which at that time needed the support of the producers at the grass roots level.

In addition to ensuring a regular flow of information covering all facets of government activities to the people and interpreting the prevailing policies, Odedele (2010) writes that Harold Cooper established contacts with selected leaders of thought whose views and attitudes were calculated to be helpful to the overall communication efforts. One interesting novelty was to address letters of welcome to all Nigerians returning from abroad offering them assistance towards finding jobs or resettlement in other ways. Harold Cooper was succeeded by his deputy, Mr. John Stocker. Mr. Stocker who was assisted by such Nigerian stalwarts as Ayo Ljaju and Mobolaji Odunewu, consolidated and expanded government information and public relations activities in the country (Odedele, 2010).

Odedele (2010) notes that the growing wave of nationalism which followed the end of the World Wars, the emergence of political parties, the fight for independence, campaign for Nigerianisation of both the public and private sectors suddenly awakened the foreign firms which dominated the economy of the country to the need for some form of public relations activities calculated to meet press criticisms and misconception of their roles among the citizenry. The only form of Public Relations practised by the trading firms consisted mainly in occasional hand-outs of specimen items of trade to customers directly or through agents (Odedele, 2010).

The next significant changes in the development of Public Relations in Nigeria occurred between the years 1950 and 1960 writes Odedele (2010). He asserts that this period witnessed political, social and economical change in the country, including the attainment of independence with all its implications, the discovery of oil and the shift of emphasis from general trading to industrialization (Odedele, 2010). Shell and U.A.C, the leading companies with considerable presence, were compelled to launch planned programmes covering government press and community relations. They also helped to popularize the creation of Public Relations departments in their various companies and the development of Nigerians to man such positions (Odedele, 2010).

According to Odedele (2010), following the rapid and extensive spread of public relations activities during the decade, it (Public Relations) gained professional identity in 1962 with the establishment of the Public Relations Association of Nigeria under the leadership of the late Dr. Sam Epelle, a one-time director of the Federal Ministry of Information. The association helped to draw together an increasing number of practitioners who, over the years, had become members or associates of the British Institute of Public Relations (Odedele, 2010).

The evolution of Public Relations in Nigeria in the private and public sectors resulted in the establishment of public relations agencies which in turn led to the formation of the Nigerian Public Relations Consultants Association in 1983. The Public Relations Association of Nigeria subsequently adopted the more professional name of the Nigerian Institute of Public Relations in 1990 after it was chartered (Ofulue, 2006).

2.5.4 (b) A history of public relations practice in Ghana

The advancement of Public Relations (PR) in Africa in general and Ghana in particular dates back five decades ago. The application of certain PR techniques originated at the dawn of African civilization. According to Nartey (1988), the concept of PR was practiced in Africa long before colonialism. Nartey (1988) drew parallel ideas between the task of a PR practitioner and that of a spokesperson (linguist) at the chief's palace in traditional African villages. No person spoke directly to the chief, nor had the means to speak directly to the chief. According to Nartey (1988), the concept of PR is neither alien nor a practice that arrived with colonialism, commercialisation and neither through Western media. It existed on the African continent in a different form. PR also existed, and is expressed in the form of music and the beating of drums in communicating messages from the chief to his subjects in the traditional African setting (Nartey, 1988).

According to Otchere-Daflagbe (2004), the Ghanaian PR industry employs practices aligned with the Western techniques of PR practice. This can be seen in terms of the Institute of Public Relations, Ghana (IPR, Ghana) using a universally recognised definition of PR: →Public Relations is the management function that establishes and maintains mutually beneficial relationships between an organisation and its publics on

whom its success or failure depends” Cutlip, Center, & Broom (2000). Also in its code of ethics, IPR Ghana employs the International Code of Ethics known as the “Code of Athens;” this code was adopted by the International Public Relations Association (IPRA) General Assembly in Athens on 12th May, 1965 (Otchere-Daflagbe, 2004).

Otchere-Daflage (2004) states further that the PR industry in Ghana supports a cross section of staff from highly educated professionals to quack practitioners. To distinguish between practitioners and quacks, a group of practitioners came together in 1972 to establish the Public Relations Association of Ghana (PRAG). In the latter part of the 1980s through to the early 1990s, a series of meetings, seminars and fora took place and PRAG metamorphosed into the Institute of Public Relations, Ghana. PRAG was re-organised by some cohorts of PR practitioners and a new Constitution and Code of Ethics was adopted on December 6, 1991 which transformed PRAG into the Institute of Public Relations, Ghana (Otchere-Daflage, 2004). Otchere-Daflagbe (2004) concludes that IPR Ghana was consequently registered as a professional body under the Professional Bodies Registration Decree, (NRCD 143) of 1973.

Even though Odedele (2010) asserts that the development of Public Relations is more noticeable in Nigeria and Ghana, the following is the account in his write up on the history of Public Relations practice in Ghana:

Public Relations is developing in Ghana. There is a national professional body. The Institute of Public Relations, Ghana was established in 1972 as the Public Relations Association of Ghana (PRAG). PRAG was re-organized and a new constitution and code of ethics were adopted on December 6, 1991 which transformed PRAG into the Institute of Public Relations, Ghana (IPR) after it had registered with the Ghanaian Professional Bodies Secretariat

(www.iprghana.com.gh). This is actually the account of the history of Public Relations as displayed on the website of the Institute of Public Relations, Ghana

Another account on the practice of Public Relations in Ghana is an outline provided by Joseph Emmanuel Allotey-Pappoe at a public lecture in September 2009. Allotey-Pappoe (2009) divided the practice of Public Relations into four periods. These were:

- *Pre-colonial Traditional Society up to 1482*, an era dubbed as the initial creation of a ‘system of Public Relations consciousness’. The culture was understood by use of proverbs, drum language, traditional protocol, festivals and a traditional conflict resolution system.
- From 1482 to 1956 was the *Colonial/Pre-Independence period*. It was dominated by the Nationalist Protest Movements, the setting up of the Information Services Department, the emergence of indigenous private newspapers and the establishment of Public Relations Units by multinationals operating in the country.
- The period from 1957-1990 was called the *Post-Independence era*. This period was characterised by the active role of the External Service Unit of the Ghana Broadcasting Service in Kwame Nkrumah’s Africanisation policy, the growth of Public Relations units in state institutions such as the Ghana Publishing Corporation, GOIL, State Farms and the formation in 1972 of a loose association of Public Relations practitioners known as the Public Relations Association of Ghana (PRAG).
- The final era spanned from the period 1990 to the present and was aptly captured as the *Growth of Public Relations*. The Public Relations Association of Ghana was reorganised into a professional body, adopted its own Code of Ethics

and Constitution in 1991 and was renamed the Institute of Public Relations, Ghana. Public Relations education evolved from being pursued at the Diploma level to be read at the degree, post-graduate diploma and master's level as Communications training institutions began to spring up.

The Institute of Public Relations, Ghana, hosted the continental body of Public Relations practitioners in 1994, 2003 and 2008. The Institute is affiliated to international bodies such as the International Association of Business Communicators and the Global Alliance for Business Communication.

2.4.5 (c.) Major patterns in the historical briefs

As Seitel (2007) indicated, from humble beginnings less than 100 years ago, the practice of Public Relations today is big business around the world. Despite the stereotypes that still overhang the field, the fact remains that with 200,000 men and women in its fold in the United States alone and the thousands more overseas, Public Relations has become solidly entrenched as an important, influential and professional component of the 21st century society.

In a country by country historical brief, a number of key characteristics have been identified. Firstly, all accounts showed that the actions or inactions of certain personalities contributed to the practice of Public Relations. For example, early Filipino Public Relations practitioners, Pete Teodor and Jose Carpio were identified while the work of Harold Cooper and indigenes such as Ayo Ljadu and Mobolaji Odunewu greatly influenced the practice of Public Relations in Nigeria.

Secondly, each historical brief indicated that a number of unique social, political and technological events affected the way Public Relations was practiced. According to L'Etang (2004), the Conservative Party's (a political organisation) attempt to inculcate

the British way of life through the British Council was a classic example. In Ghana, Kwame Nkrumah's Africanisation policy, an economic and political tool, allowed Public Relations to be at the forefront of an economic and political programme.

Thirdly, the review showed that various strategies and tactics have been used to inform, build image or influence public opinion. The strategies and tactics were initially one-way communication mainly to gain favourable image and eventually developed to the use of two-way communication to build relationships and maintain mutual understanding. A typical one way communication according to Baran (2001) was the way merchants took advantage of the growing colonial population in the colonies to lure settlers to the New World at all costs with over-statements, half-truths and even outright lies. With regards to the two-way communication, Odedele (2010) writes that Shell and UAC for instance were compelled to launch planned programmes covering community relations and government press. This approach ensured the building of sustainable relationships while maintaining mutual understanding.

Fourthly, each historical brief can be viewed from at least four or five thematic areas of Public Relations development. The developmental stages show Public Relations origins as a basic tool for information dissemination through to a mechanism for enhancing image and reputation. For instance, in Ghana, according to Allotey-Pappoe (2009), the first stage in Ghana's public relations history showed that PR was basically understood by the use of drums, proverbs and traditional protocol. The second stage saw PR as an informative tool used by the nationalists to advocate their right to self rule. The third stage was characterised by a more deliberate attempt to use PR to influence opinion as seen in Nkrumah's Africanisation policy. The fourth and final era saw PR coming into "its own" through a more formalised and recognised professional structure as seen in the establishment of the Institute of Public Relations, Ghana.

A close look at the literature on the growth and development of Public Relations reveals that, like in other fields and professions, public relations practice has not had a smooth history. It is still a budding profession in its formative stage.

2.6 Approaches to Reviewing the Historical Development of Public Relations

According to Lubbe (1994), the historical development of public relations can be reviewed from either a systems or a structural perspective. The systems approach focuses on the widening scope of public relations in relation to the social and economic development of a society whereas the structural approach depicts the professionalisation of public relations in terms of the establishment of professional bodies, codes of conduct, accreditation and the like. The focus of the study on the history of Public Relations practice in the Presbyterian Church of Ghana is based on the systems perspective. It will be the focus of Section 2.6.

2.6.1 The systems approach

According to Lubbe (1994), a study of available literature on public relations history from a systems approach reveals two tendencies. The first is to focus on the changing role of public relations as it adapted to changes in the environment. The four models formulated in 1984 by Grunig and Hunt is a case in point. Grunig & Hunt (1984) assigned certain historical periods to each developmental model as shown below:

- press agency - 1850-1900;
- public information - 1900-1920;
- two-way asymmetric - 1920s onward; and
- two-way symmetric - 1960s onward.

Another model is the identification by Aronoff & Baskin (1983) of three major phases in the development of public relations namely - manipulation, information and mutual influence & understanding. Manipulation is associated mostly with the techniques of 19th century press agents, information with the work of the publicity officers at the beginning of the 20th century and mutual influence and understanding with public relations as a management function in its modern form.

The second tendency is to link public relations to historical events and periods in the world. Such a study of public relations history reflects the social, economic, political and technological changes the world went through, the influences of these changes on communication and the impact of public opinion (Lubbe, 1994).

The origin of public relations is, for example, linked to efforts to inform and persuade in the earliest civilisations. Seitel (2001), Cutlip et al. (2000), Wilcox, D.L., Ault, P.H., & Agee, W.K. (1992), Moore & Kalupa (1985) and Grunig & Hunt (1984) refer to techniques used by leaders in ancient societies such as those of Egypt, Greece, India and Iraq to inform, to persuade and to impress. Wilcox et al. (1992) and Grunig & Hunt (1984) refer to Biblical figures like David, Solomon, John the Baptist and Paul, who understood the art of influencing large groups of people. Reilly (1987) also refers to historical persons like Napoleon, Catherine the Great and Charles Dickens as examples of public figures who used public relations techniques to promote personal image and to influence public opinion.

The development of public relations is also discussed with reference to: propaganda by the early Roman Catholic Church (Seitel, 2001; Wilcox et al., 1992); the invention of the printing press by Gutenberg and the development of mass communication (Grunig & Hunt, 1984); social changes such as the Renaissance and Reformation, the rise of Humanism and the abolition of censorship (Grunig & Hunt,

1984); economic changes brought about by industrialisation (Seitel, 2001; Wilcox et al., 1992); political changes such as the American Revolution (Cutlip et al., 2000; Grunig & Hunt, 1984) and the rise of trade unions (Truter, 1991); technological development and the onrush of the global information age (Cutlip et al., 2000); and the emergence of consumer rights and activist organisations (Grunig & Hunt, 1984).

Cutlip et al. (2000) also link the most important growth periods in public relations to some of the world's most significant crisis periods such as World Wars I and II, the wars in Vietnam and Korea, the Great Depression, the Cold War, the invasion of Panama and the Persian Gulf War.

This study used two tendencies in the systems approach as espoused by Lubbe (1994). The first was to focus on the changing role of public relations as it adapted to changes in the environment. With this tendency, the study evaluated the changing role of public relations as it adapted to changes in the church's history in four major historical periods namely the Missionary era; *Christian Messenger* era; African leadership era and the Modern Public Relations era. This tendency shows whether communication in the church was either one-way or two-way.

The second tendency is to link public relations practice to certain historical events and periods in the world. The study linked certain world events to the church's public relations practice. Two such events are the invention of the printing press by Gutenberg and significant crisis periods such as the World Wars I and II which greatly impacted the development of the PR practice in the church.

Though the two tendencies assist researchers to understand approaches to reviewing the historical development of public relations, they are different in approach. Whereas the former tendency looks at PR practice as either a one-way or two-way communication, the latter links PR practice to historical events and periods in the

world.

2.7 Evolving History of Public Relations Functions

Public Relations is among the newer functions of management. According to Seitel (2007) its roots and practice could be traced back to ancient times when organisers (press agents) promoted athletic events and built aura and myth around emperors and heroes. These agents without any consideration for professional ethics, exaggerated advertisements and press releases to the extent that they generated voluminous publicity for events.

Publicity, which consisted mainly of issuing of news release to the media about the activities of the organisations or an individual, was one of the earliest forms of public relations. Publicity usage transcends time.

According to Wilcox, Ault and Agee (1992) by the twentieth century, publicity usage had gained such wide acceptance that the first publicity bureau was established in Boston. The emergence of modern Public Relations counsellors could be linked to the early press agents. The first Public Relations counsellor appeared in the late 1920's. The counsellors helped corporations to regain public confidence lost in the economic depression of the 1930's and to counteract public criticism of business and the attack by labour. Most counselling was a one-man operation until the close of World War II (Canfield & Moore, 1973).

Ivy Lee, one of the first modern Public Relations counsellors is best remembered for eradicating the "public-be-damned" attitude by industrialists and businessmen. It was Lee who set the stage for the "public-be-informed" era. Lee's remarkable feat in this area marked the emergence of a second stage of Public Relations, that is humanising business and relating effectively to its employers,

customers and neighbours (Wilcox et al, 1992). Lee's contribution to Public Relations counselling is reflected in a number of businesses and industries which in modern times depend on Public Relations counselling firms. According to Canfield & Moore (1973), where business retains Public Relations counsel, management is able to competently handle a diversity of public relations problems they are faced with.

Non-profit organisations such as educational institutions also opened Public Relations departments. Wilcox et al (1992) quote the pioneer of educational public relations Moehlman (1927) as saying –Educational Public Relations was equated with social interpretations, the purpose of which was to bridge the information gap between school and community.” For instance, the University of Michigan led the way when it established a publicity office in 1897.

Public Relations –seedbed” years brought innovative publicity programmes to many colleges and universities, among them Harvard, Yale, Columbia and Pennsylvania in the Ivy League and Chicago, Michigan and Wisconsin in the Big 10. As classical education gave way to curricula responsive to the needs of the twentieth century, as the demand for extension grew and as the demand for money increased sharply, the college administrators turned, sooner or later, to the use of publicity and ultimately, to Public Relations (Cutlip, 1965). This dramatic need and increase for Public Relations was given a modern impetus when Millman (1990) expounded seven (7) reasons why Public Relations was growing as follows:

- Public Relations is cost-efficient:

An annual Public Relations campaign cost less than the production of most television commercials.

- Public Relations has won over management:

With issues such as ecology, civil rights, equal rights and consumerism commanding increased attention, management has come to realise the value of its Public Relations operations.

- The penalties of poor PR are viewed each night on the 10 o'clock news:

With the Exxon oil disaster as an example, good managers realise they must prepare for crises as though they were part of the year's business plan.

- Public Relations is no longer measured by the ink or time it produces:

Measurement tools are now more sophisticated.

- Public Relations is becoming more specialised:

Many public relations firm now concentrate their efforts solely in one area such as finance, consumer marketing, crisis communications and politics.

- Public Relations tools are becoming more complex:

For example video news releases are a basic ingredient of almost every marketing Public Relations programme and facsimile are an accepted means of distributing news not only to the media but also to the business community.

- Marketing is going international:

The stakes of competing in the global marketplace have increased along with obstacles, such as different languages, culture and approaches. Public Relations is the technique of choice as a global communication tool.

From the accounts in section 2.7, it can be deduced that Public Relations has been recognised as an essential ingredient of successful commercial and non-profit enterprise a view held by Wilcox et al (1992).

2.8 Types of Public Relations Works in Different Organisational Settings

As noted earlier in Section 1.0, Public Relations skills are transferable across a broad range of career opportunities, and organisations benefit extensively from wise PR counsel (Tench & Yeomans, 2006).

As a result of the transfer of skills, there are many types of PR activity in various organisation settings in both developed and developing countries. A summary of some of the principal types of public relations activities in a developing nation such as Ghana is listed below:

2.8.1. Religious organisations

Guth & Marsh (2007) write that the spread of Christianity during the Middle Ages could in a modern context be linked to the application of Public Relations techniques. The scholars contend that before the development of mass communication technologies, the Christian faith was spread by missionaries using the medium of word of mouth. Among the most notable of these missionaries was Francis of Assisi. He spread his teachings of self-imposed poverty and service to the poor across the Middle East (Guth & Marsh, 2007).

Two other noteworthy Public Relations techniques employed in that era included the “Johannes Gutenberg’s Bible” which was printed in 1456. That Bible eventually heralded the use of mass communication technologies. According to Heath (2005), the Bible was physically as well as symbolically attached to churches. Secondly, the Catholic Church’s outreach efforts became more formalised in 1622 when it established the Congregatio de Propaganda Fide (Congregation for the Propagation of the Faith) to spread church doctrine (Guth & Marsh, 2007).

. Heath (2005) notes that Churches, perhaps most notably the Catholic Church, have used techniques to attract and keep converts loyal to the faith. According to Heath (2005) church communication was a technique used by religious leaders of all kinds to

disseminate doctrine, foster loyalty to the faith and establish symbols of the church as a vital part of the people's lives. Heath (2005) noted that religion traditionally focused attention on key figures. Their personage was captured and presented in forms such as statutes, sacred artefacts, carvings and paintings. Paintings and statutes displaying the figure and face of Jesus Christ abound. The cross is a universal symbol. The Star of David has been a sign of religious affiliation and affection as well as a target of hatred. Members of various religious orders have been sent forth to propagate the faith – proselytizing potential converts to promise their adherence and support (Heath, 2005).

According to Cutlip, Centre and Broom (2000), organised religion has not escaped the vortex of change, crises and confrontation. The various changes in church leadership, crises arising out of scandals and confrontation between the church and other religious groupings has become top news in various media outlets. Whereas the church has long been comfortable using the media in the cause of religion, it is not experienced or comfortable in the spotlight of the evening news and tabloid expose. Cutlip et al (2000) indicate that the church as a major force in society and social change cannot avoid the spotlight. Increased media attention and a whole range of other relationship problems suggest an important and growing role for public relations in the church.

Jefkins (1985) notes that religious organisations publish educational literature, make films, contribute to community work and seek acceptance by those who will never join them. According to Jefkins (1985), the distribution of Bibles by Gideons in schools and at workplaces in Ghana may help the students to seek acceptance of God's word and become Christians if they are not already.

2.8.2. Corporations

To Wilcox, Ault and Agee (1992), a substantial majority of public relations professionals work to further the goals and objectives of profit-earning organisations. They do so either as members of a public relations department or as part of a counselling firm employed by the corporation. In large corporations, public relations programmes have many facets; each requires development of special knowledge and techniques. Wilcox et al., 1992 enumerate their ten principal areas of public relations as follows:

- reputation-protection and enhancement;
- information service or media relations;
- marketing communications or product publicity;
- investor relations or stock holder communications;
- community relations;
- employee relations;
- special events management;
- public affairs or government relations;
- issue management and
- financial relations.

2.8.3. Professional and Cultural Societies

Members of a profession band together in an association for their mutual benefits, including the exchange of information, just as trade associations. The public relations work of professional societies includes:

- legislative campaigns
- advocacy of professional standards

- publication of information at both the skilled, professional and general readership levels
- membership recruitment and
- general work to strengthen the profession's stature in the public mind

(Wilcox *et al*, 1992)

Examples of professional bodies are the Ghana Bar Association; Ghana Medical Association and the Institute of Public Relations, Ghana. The Institute of Public Relations, Ghana organises its annual PR Week in October to strengthen the profession's stature in the public mind and advocate the practice of PR in organisations (www.iprghana.com).

2.8.4. The Military and Government

Many men and women pursue public relations in government agencies, the military service and police force. The massive administration and legislative structures of central and local governments need to explain their work to the taxpayers who support them and to help them obtain the services they provide.

In Ghana, the Ministry of Information and the Information Services Department explain to taxpayers or the general public why government has made or taken certain decisions. This work is done by hundreds of specialists usually called public information officers. Every government department and agency in Ghana has its public information office and the military service not being an exception has an elaborate public information network. Its principal functions according to the Ministry of Defence's website was to:

- provide information about military policies and operations
- encourage recruitment

- maintain good relations between military installations and their surrounding communities and
- distribute news about individuals in the service (www.ghana.gov.gh/ministries)

The Ghana Armed Forces Day is held on the eve of Ghana's Independence (March 5) annually to educate the public on the role of the Armed Forces in contemporary Ghana. The Armed Forces Day is to thwart the negative view the Ghanaian population has about the military (www.gaf.mil.gh)

2.8.5. Educational Public Relations

According to West (1985), Educational public relations is one of many descendants of public relations. Although many have contributed to the growth of educational public relations, Arthur B. Moehlman deserves the most credit for pioneering the field of educational public relations. Through his writing he was able to make educators aware of the importance of educational public relations. Moehlman equated educational public relations with social interpretation, the purpose of which was to bridge the information gap between school and community (West, 1985).

West (1985) writes further that educational public relations have been characterised by a variety of approaches, ranging from publicity to information and interpretation to involvement and marketing. Presently, the notion of marketing the schools seems to be gaining supporters in educational circles. West (1985) concludes that with the rapid rise of computerised information systems and the exponential growth of information, public relations specialists of all kinds are already being challenged to function within a new setting.

Educational public relations, therefore, is a systematically and continuously planned, executed and evaluated programme of interactive communication and human

relations that employs paper, electronic and people medium to attain internal as well as external support for an educational institution. Its premise is that support and appreciation are rooted in understanding and involvement. Its intent is to link institutions and communities in a way that makes goal accomplishment mutually satisfying (West, 1985).

2.9 A Brief History of the Presbyterian Church of Ghana

The *Constitution of the Presbyterian Church of Ghana* (2000) indicated that the Presbyterian Church of Ghana is a product of three (3) main missionary movements, namely: the Evangelical Missionary Society, Basel, Switzerland commonly known as the Basel Mission; the Moravian Church, Jamaica in West Indies and the United Free Church in Scotland. Its 180 plus years of history is a combination of the selfless sacrifices of missionaries, the industry of the African leadership and the effects of social, political and economic changes in modern day Ghana.

2.9.1 The missionary era

The account from Reynolds (1985) stated that the work of the Basel Mission at Akropong officially began on 21st March 1835 but seven years earlier on 18th December 1828, the mission had attempted to establish a station on the coast at Christianborg.

The work that had begun on the coast in 1828 was the result of the invitation that the Danish Governor, John Christian von Richelieu, extended to the Basel Mission to begin the work of evangelisation on the coast. After fifteen years of evangelisation, no single convert was won. Many of the missionaries sent died (*The Constitution of the Presbyterian Church of Ghana*, 2000).

Andreas Riis, a Danish missionary, is considered as one of the outstanding pioneers of the Basel Mission (Knispel & Opare Kwakye, 2006). As Reynolds (1985) notes, Andreas Riis undoubtedly had faults but it was largely through his persistence, determination and vision that the foundations were laid for the Akropong Church and the Presbyterian Church of Ghana as a whole. The attention given by the Basel Mission to the local language became one of the major steps for the development of the Gold Coast into an independent Ghanaian society. According to Knispel & Opare Kwakye (2006), Johannes Gottlieb Christaller devoted his life to the Twi language. He published all the four gospels, the Acts of the Apostles, the Bible, a comprehensive grammar book and a dictionary in the Twi language. Christaller's work achieved three things:

- it raised the Twi language to a literary level;
- it gave a first insight into the Akan religious, social and moral ideas and
- it made it possible for African Christians to worship in their mother tongue (Knispel & Opare Kwakye, 2006).

Christaller is also credited for reducing the Akan language into a literary form and laying the foundation for further scholarship and a formal academic educational system since by then education was purely informal. The work of Johannes Zimmerman spanned over 26 years in the Gold Coast. He had a farming background and it was his desire to help develop the agricultural skills of the natives upon his arrival in the Gold Coast (Knispel & Opare Kwakye, 2006). According to Knispel & Opare Kwakye (2006), Zimmerman is credited with building Abokobi as a Christian example of how people could live together as farmers in peace and unity. Abokobi was well organised. A village father was put in charge of all secular problems and rules for living. The missionaries and the church elders were in charge of spiritual development. The Bible

was read in the local language and African church songs were always sung. To finance the whole enterprise, plantations were established and crops planted.

In 1848, the missionaries showed vision and foresight with the establishment of a theological seminary at Akropong. The first students at the seminary included the West Indian, John Rochester and four sons of Akropong, Paul Keteku Standt; William Yirenkyi; Isaac Addo and David Asante. The seminary was for the preparation of teachers and ministers for the church (Reynolds, 1985). The arrival of the Moravian Christians from Jamaica ushered a new beginning in the missionary work since the Jamaicans were deemed able to withstand the tropical climatic conditions which had decimated the ranks of the early white missionaries and also to convince the indigenous people that Africans could become Christians (*The Constitution of the Presbyterian Church of Ghana*, 2000).

By the close of the 19th century the church could boast of a membership of about thirty three thousand baptised members. The mission had spread from Akropong to Krobo, Akyem, Kwahu, Asante, Brong and northwards to Yendi. The Basel Mission contributed to the agricultural, medical, commercial and educational development of the country (*The Constitution of the Presbyterian Church of Ghana*, 2000). The moratorium on personnel and funding from overseas was imposed on the church with repatriation of the German workers of the Basel Mission in the Gold Coast during the First World War. The crisis created by the forced exodus of the German missionaries was effectively managed by the Ghanaian contingent of pastors, catechists and presbyters until the Scottish missionaries led by Rev. Dr. A. W. Wilkie were invited by the British colonial authority to fill the leadership vacuum (*The Constitution of the Presbyterian Church of Ghana*, 2000).

2.9.2 The African leadership era

It must be noted that since the establishment of the Basel Mission outpost in the Gold Coast in 1828, the life and work of the Church had been governed by Regulations (–Die Ordnung”) issued by the Basel Mission Committee in Basel (*The Constitution of the Presbyterian Church of Ghana*, 2000).

Citing literature from *The Constitution of the Presbyterian Church of Ghana, 2000*, in 1918, when the Synod was summoned at the instance of Rev. Dr. Wilkie to meet in Akropong, it marked the beginning of a radical break from the Basel Mission centrally-controlled model of church administration and governance to a more democratic participatory polity of the Reformed Tradition. The first Synod at Akropong appointed the first African leadership of the Church, Rev. Peter Hall, Moderator and Rev. N. T. Clerk, Synod Clerk. During that same Synod, –Courts” of the church were established. The Synod of 1922 which was held at Kyebi found it expedient to organise the Church into Presbyteries. The founding Presbyteries were Ga and Dangme; Akuapem and Anum; Agona and Kotoku; Akyem and Okwawu and Asante and Asante Akyem. A subsequent Synod held in 1926 at Abetifi adopted the new name ‘The Presbyterian Church of the Gold Coast.’ The Regulations, Practice and Procedures were completely revised to reflect the new polity which was a break away from the framework set in –Die Ordnung” of the Basel Mission. After the independence of Ghana in March 1957, the Church became known as the –The Presbyterian Church of Ghana” (*The Constitution of the Presbyterian Church of Ghana*, 2000).

2.9.3 The modern era

The PCG *Corporate Profile (2002)* indicated that there are fifteen (15) Presbyteries across the country. There are also overseas missions in twenty three (23) different countries.

In 2000, the 1st General Assembly meeting of the church established a Public Relations Unit to handle all strategic communications activities of the Church's external and internal publics. In that same year, the Presbyterian Church of Ghana launched its fund-raising campaign dubbed the 'Millennium Fund' in which members aged 18 years and above would contribute 12 Ghana cedis per annum over a three year period (*General Assembly Report, 2000*). The Church marked its 175th Anniversary in December 2003 with pomp and pageantry. The theme was 'Come let us walk into the light'. Though it was a first class event, issues concerning perceived irregularities in the award of contracts for the printing of the anniversary cloth in China nearly marred it (*General Assembly Report, 2003*).

It pioneered a corporate social networking programme in 2007 aimed at creating a platform for the church to dialogue in a relaxed atmosphere with its professional members. The initiative dubbed the 'Moderatorial Business Luncheon' afforded the Moderator and his management team the opportunity to project the image, programme, policies and investment projects of the church to potential investors with the view of establishing strong partnerships and development (*General Assembly Report, 2007*).

The 7th General Assembly meeting of the church created the Young Adults Fellowship in 2007 to cater for members who were within the 30 to 40 year age group since many felt they had outgrown the Young Peoples' Guild, the church's umbrella group for those between 18 years to 30 years of age (*General Assembly Report, 2007*).

In March 2009, the church partnered the Parliament of Ghana to establish a Caucus of Presbyterian Parliamentarians to lobby government on issues that faced the church and other faith based organisations (*General Assembly Report, 2009*).

Emerging issues such as the church's attempt to win back ownership of its schools has not been accomplished to date; high profile scandals involving the private lives of its clergy have featured in the newspapers and electronic media; leadership struggles among presbyters and their agents and the encroachment of church lands continue to stifle church growth and development were raised in the *2010 General Assembly Report*.

2.10 History of Public Relations Practice in the Presbyterian Church of Ghana

Information obtained from an interview with Rev. Peter M. Kodjoe revealed that since the establishment of the Church in 1828 till 1858, the early forms of disseminating information or influencing public opinion was through the medium of word of mouth and the „*Bulletins*” issued by the Basel Missionary Movement on the operations of the Movement in the Gold Coast. Rev. Kodjoe further indicated that In 1859, a significant milestone in information dissemination was chalked with the founding of the *Christian Messenger*, the official newspaper of the Church. The paper presented the Church's position on issues of national concern deliberated at its Synod meetings, highlights on economic, social and financial matters affecting the Church and other issues of general interest.

According to Rev. Kodjoe, the Presbyterian Church has always had a favourable image in the public's eyes as a result of the „proverbial Presbyterian discipline.” To Rev. Kodjoe, from its establishment in 1828 till 1999, the medium of word of mouth, the „*Bulletins*,” the *Christian Messenger*, the issuance of communiqués and the

‘proverbial Presbyterian discipline’ have served as the Church’s foremost public relations tools.

2.11 Public Relations Research

2.11.1 Definition and importance of research

Baran (2001) defines Research as the objective search for knowledge while Seitel (2007) writes that Research is the systematic collection and interpretation of information to increase understanding. According to Tench & Yeomans (2006), Research plays a crucial role for many different reasons in Public Relations. Firstly, it is an integral part of the Public Relations planning process. Without research, it is difficult to set communication objectives, identify publics or develop messages. Secondly, research is also undertaken to evaluate public relations efforts. Evaluation helps practitioners understand and improve programme effectiveness through systematic measurement and proves the value of Public Relations efforts to clients, management or other disciplines, such as marketing or integrated communications.

Cutlip, Centre and Broom (2000) underscore the importance of research by writing that without research, practitioners are limited to asserting that they know the situation and can recommend a solution. With research and analysis, they can present and advocate proposals supported by evidence and theory. It is the scientific alternative to tenacity, authority and tuition. Its main purpose is to reduce uncertainty in decision making. Cutlip et al (2000) acknowledge that even though research cannot answer all the questions or sway all decisions, methodical and systematic research is the foundation of effective Public Relations.

Seitel (2007) postulates three purposes of research:

- describe a process, situation or phenomenon;

- explain why something is happening, what its causes are and what effect it will have and
- predict what probably will happen if we do or don't take action.

2.11.2 Types of public relations research

According to Seitel (2007), primary research in Public Relations is either theoretical or applied. Whereas theoretical research aids understanding of a public relations process, applied research solves practical problems. Seitel (2007) notes that theoretical research is more abstract and conceptual than applied research. Theoretical research helps build theories in public relations work about why people communicate, how public opinion is formed and how a public is created (Seitel, 2007). According to Seitel (2007), knowledge of theoretical research is important as a framework for persuasion and as a base for understanding why people do what they do. The use of theoretical research in this study will enable the church to better understand why people inside and outside the church have communicated in various ways.

2.11.3 Areas of public relations research

Lerbinger (1977) as quoted by Tench & Yeomans (2006) provides a classification that defines areas of Public Relations less concerned with the process of programmes. Lerbinger distinguishes four major categories of public relations research as environmental monitoring (scanning); public relations audits, communications audits and social audits. Table 1 identifies the categories of research and defines the scope of each approach.

Table 1: Categories and Scope of Public Relations Research

Categories of Research	Scope of Research
Environmental Scanning	Issues/Trends in Public opinion. Issues in Mass media. Social events which have significant impact on an

	organisation. Competitor communication analysis.
Public Relations audits	Assess an organisation's Public Relations activities.
Communications audits	All forms of internal/external communications are studied to assess their consistency with overall strategy as well as their internal consistency (Narrower than a Public Relations audit).
Social audits	Measures an organisation's social performance.

Source: Lerbinger (1977) in Tench & Yeomans (2006)

The study has elements of the Public Relations audits and the Social audits. According to Lerbinger (1977), the Public Relations audit assesses the health of the relationships between an organisation and its key publics. This type of audit provides insight into who key publics are and the images they hold of the organisation. The Social audit according to Lerbinger (1977) evaluates an organisation's social responsibility activities such as voluntary environmental programmes, community education programmes, corporate philanthropy & volunteerism and diversity initiatives. The audit measures perceptions of the organisation's performance as a corporate citizen.

2.12 Summary

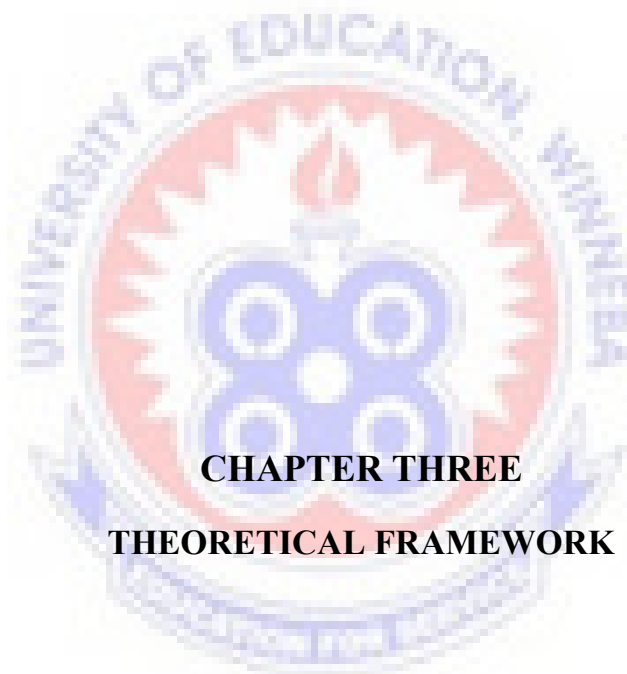
The chapter reviewed literature related to the study. The review began with a discussion on the definitions of Public Relations. It showed that what constitutes PR definitions seem numerous and varied as indicated by the plethora of definitions now in use by both scholars and practitioners.

The review on the evolving history of Public Relations functions showed that public relations was initially likened to publicity. The discipline has now evolved into a

distinct management function with its own theories and assumptions. The functions of PR were also reviewed. It allowed the reader to appreciate the many things public relations is able to do. In reviewing the value of PR, the literature showed that the societal value of PR was the dominant issue in the writing of most scholars though there have been arguments suggesting that the economic value of PR must also be determined.

Brief narratives on public relations works in specific industries were also discussed. The review showed the ever growing and important role of public relations in sustaining mutually beneficial relationships between organisations and the public's they serve. The narratives also confirmed that people or organisations have used communication to inform, to build an image and to influence public opinion.

The country by country accounts of public relations practice revealed that the development of public relations practice had undergone at least four major historical periods; that certain historical, social, economic and political events helped shape public relations practice and that the actions or inactions of individuals have impacted the practice of public relations.



3.0 Introduction

The chapter discusses the theoretical model underpinning the study on the History of Public Relations Practice in the Presbyterian Church of Ghana. The following sub-themes were reviewed: What is theory; the advantages of theory and the limitations of theory. The Grunig & Hunt Public Relations Model which serves as the bedrock of the study was discussed.

3.1 What is Theory?

The word ‘theory’ often connotes confusion, dullness, obscurity and irrelevance in the minds of people (Griffin, 2000). However, the *Longman Contemporary Dictionary of English (2007)* defines theory as ‘an idea or set of ideas that is intended to explain something about life or the world, especially one that has not yet been proved to be true.’

Griffin (2000) defines theory as a systematic representation of an object or event in idealized and abstract form. He further noted that theories are somewhat arbitrary by their nature. The act of abstracting eliminates certain details to focus on essential factors. The key to the usefulness of a theory is the degree to which it conforms in point-by-point correspondence to the underlying determinants of communicative behaviour (Griffin, 2000).

No matter the definition of theory and what it stands to achieve, scientists believe that a good theory must be simple, testable and useful (Griffin, 2000).

3.2 The Advantages of Theory

As noted above, even though theories may be abstract in nature, they do serve a lot of purposes for which researchers the world over use to explain phenomena. According to Griffin (2000), theories are useful in the following five ways. These five ways will be listed and explained briefly. Firstly, a good theory explains an event or behavior. This means that theories bring clarity to an otherwise jumbled situation, it draws order out of chaos by enabling the researcher to focus attention on what’s crucial while ignoring that which makes little difference.

Secondly, a good theory should help predict what will happen in the future. This of course is only useful when dealing with things that can be seen, heard, touched, smelt

and tasted. By noticing these events over and over again, one is able to create universal laws to predict certain instances.

Thirdly, a good theory is as simple as possible. This is supported by the rule of parsimony which states that given two plausible explanations for the same event, we should accept the simpler version.

Fourthly, a good theory is testable. Every theory must have elements which allow for proof of truthfulness or falsifiability. If there is no way to prove a theory false, then the claim that it's true seems hollow.

The final advantage of a good theory is that it must offer practical utility. Every theory should offer practical help to its users. It is important to note that if a theory seems impractical at first, one should not dismiss it until one has fully grasped the theory and considered how others have made use of its advice.

3.3 Limitations of Theory

As with everything, there are the merits and the demerits. Theories are not exempt. The three limitations of theory as provided by Griffin (2000) are listed without any explanation. These are:

- Theories can lead to oversimplifications.
- Theories can lead to a confusion of the theory and the behaviour it portrays
- Theories can lead to premature closure.

3.4 The Grunig & Hunt Public Relations Model

The Grunig & Hunt Public Relations Model was formulated by Professors James E. Grunig and Todd Hunt in 1984. Grunig & Hunt (1984) identified four models that explained the practice of PR. According to Grunig & Hunt (1984) these four models provided scholars with a way of describing and explaining how and why contemporary Public Relations is practised as it is.

The first two models portray public relations as a one-way flow of communication between an organisation and its publics. The third and fourth models portray public relations as a two-way flow of communication between an organisation and its publics and highlight the importance of research (Grunig & Hunt, 1984).

The authors contend that these four models are still in practice today (Grunig & Grunig, 1992)

3.4.1 Press agency/publicity model

Grunig & Hunt (1984) as cited by Grunig & Grunig (1992) indicate that there had been public relations-like activities throughout history; the work of press agents in the mid 19th century was the first formal specialists to practise PR. These press agents practised the press agency/publicity model of PR for individuals such as Andrew Jackson (an American Presidential candidate); Daniel Boone; Buffalo Billy Cody and Calamity Jane. According to Grunig & Grunig (1992) a prominent practitioner of this model was P. T. Barnum who is credited as saying there is a sucker born every minute' (pg.620), an axiom Barnum used when recruiting his circus performers.

According to Seitel (2007), this early form of communication was essentially one-way; it beamed messages from a source to a receiver with express intention of winning favourable media attention. Grunig & Grunig (1992) note that this model represents public relations in its earliest forms, as practised by organisations that equate

public relations to publicity or promotions. Practitioners in these organisations concern themselves mostly with getting media attention for their organisations or clients; and their communication with their publics is one-sided and rather propagandistic in nature.

3.4.2 Public information model

The second model of public relations, the Public Information Model, developed as a reaction to attacks on large corporations and government agencies by muckraking journalists at the beginning of the 20th century (Grunig & Grunig, 1992).

Seitel (2007) explains that the Public Information Model was also another early form of one-way communication designed not necessarily to inform but rather to persuade. Both public information model and the press agency model have been linked to the common notion of 'public relations as propaganda.' In this model, Grunig & Hunt (1984), indicate that organisational leaders hired their own journalists as PR practitioners to write press handouts explaining their actions. Although the PR practitioners chose to write only good things about their organisations, the information they presented was generally truthful and accurate.

Grunig & Hunt (1984) as cited by Grunig & Grunig (1992) identified Ivy L. Lee as the primary historical figure whose work characterised the Public Information Model. The model emphasised the information dissemination function of public relations by means of the mass media. According to Hiebert (1966) as cited by Grunig & Grunig (1992), Ivy Lee was a journalist who had the talent for explaining complicated and misunderstood facts to a popular audience to help organisations explain and defend themselves.

3.4.3 The Two-Way Asymmetrical Model

The third model describes public relations as an effort to plan communication with the publics of an organisation to achieve maximum change in attitude and behaviour, with the emphasis on persuasion. According to Grunig & Hunt (1984), public relations based on this model have a manipulative nature.

According to Seitel (2007), this is a more sophisticated two-way communication approach that allows an organisation to put out its information, and receive feedback from its publics about the information. He (Seitel) writes further that under this model, an organisation would not necessarily change decisions as a result of feedback but rather would alter its responses to more effectively persuade publics to accept its position. The foremost proponent of this model was Edward L. Bernays (Grunig & Grunig, 1992).

According to Grunig & Hunt (1984) most of the PR work in the two-way asymmetrical model was based on research. The introduction of a scientific approach made the practice of PR two-way. Practitioners now based their work on the behavioural and social sciences. Bernays introduced theories such as propaganda, persuasion and engineering of consent (Grunig & Grunig, 1992).

3.4.4 The Two-Way Symmetrical Model

The fourth model by Grunig and Hunt (1984) is the two-way symmetrical model. The model describes public relations as an effort to attain mutual understanding between an organisation and its publics. The emphasis is on social responsibility and investment. The model is based on the assumptions from the writings of Lee, Bernays and John Hill (Grunig & Grunig, 1992).

In the two-way symmetric model, assumptions such as ‘telling the truth’, ‘interpreting the client and public to one another’ and ‘management understanding the

viewpoints of employees and neighbours as well as employees and neighbours understanding the viewpoints of management is crucial' (Grunig & Grunig, 1992).

The Two-way symmetric model is the preferred way of communicating as it advocates free and equal information flow between an organisation and its publics based on mutual understanding. This approach is more 'balanced'—symmetrical—with the public relations communicator serving as a mediator between the organisation and the publics (Seitel, 2007).

3.5 Criticisms of Grunig & Hunt's Public Relations Models

Although Grunig & Hunt's notion of the asymmetric and symmetric models is widely accepted by other scholars of public relations (e.g. Cutlip et al., 2000; Dozier & Ehling, 1992; Sriramesh & White, 1992; Wilcox et al., 1992 and Niebauer, 1991). However, this viewpoint is not shared by all.

According to Van der Meiden (1993), one of the main opponents of Grunig & Hunt's symmetric model is G. R. Miller, who denies the possibility of a symmetric concept. Miller (1989) argues that there is a close correlation between effective persuasion and effective public relations, because both are concerned with symbolic control over the environment. Effective, ethically defensible persuasion and effective, ethically defensible public relations are virtually synonymous - in practice public relations professionals rely on persuasive strategies frequently if not almost exclusively (Miller, 1989).

Van der Meiden (1993) also does not share in the viewpoint of Grunig & Hunt's notion of asymmetric and symmetric models of communication. She (Van der Meiden) argues that objective or neutral communication, as implied in the symmetric model, is not possible in public relations, as the latter is inevitably a controlling instrument. As an

organisation cannot disconnect its communication activities from its immediate or remote interests, the public relations function of that organisation is essentially a manipulating force. According to Van der Meiden (1993), the distinctive perception of asymmetric and symmetric elements is neither realistic nor practical and cannot be a valid starting point for positioning public relations in society.

Other critics of the symmetric model also claim that the approach is unrealistic or idealistic. They argue that public relations professionals are appointed to advance the interests of their organisations and those clients would not appoint practitioners who do not practise asymmetric public relations (Grunig & White, 1992).

To this end, Grunig & Grunig (1992) acknowledge that, in practice, professional public relations involve both asymmetric (compliance-gaining) tactics and symmetric (problem-solving) tactics. They also acknowledge that the symmetric model is normative and idealistic. However, they describe the two-way symmetric model as a characteristic of excellent public relations (Grunig & Grunig, 1992).

Olansky (1987) as cited in Grunig & Grunig (1992) also argues that Public Relations did not originate with Press Agency. He instead argues that organisations practised what he called 'private relations' before they practised Public Relations. Olansky (1987) explains private relations this way: 'organisations did not feel obligated to communicate with publics or that organisational executives communicated directly with publics without the intervention of manipulative public relations practitioners' (pg.635)

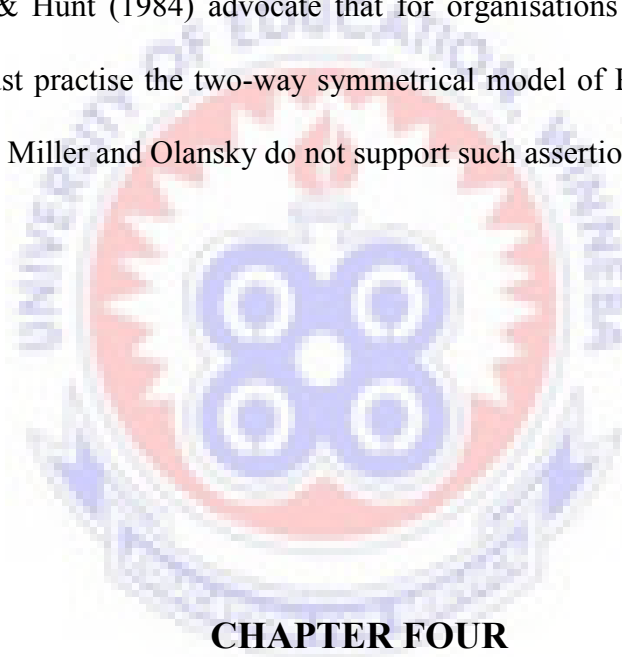
Finally, there is also the school of thought by feminist scholars who have criticised histories of PR for ignoring the contributions of female practitioners (Grunig & Grunig, 1992). To counter this argument, L. Grunig as far back as 1989 suggested

that historical evidence showed that women were practising PR early in the US and they often practised the symmetrical model.

3.6 Summary

Grunig & Hunt identified four (4) models as stages in the history of Public Relations practice. Grunig & Hunt contend that the models are still of practical use today Grunig & Grunig (1992). The four (4) models provide scholars with a way of describing and explaining how and why contemporary PR is practised as it is.

Grunig & Hunt (1984) advocate that for organisations to be successful, their departments must practise the two-way symmetrical model of PR though a number of scholars such as Miller and Olansky do not support such assertions.



CHAPTER FOUR

METHODOLOGY

4.0 Introduction

This chapter focuses on the methodology used in conducting this study. The discussion was under the following sections: Description of Study Area; Population; Sampling Method; Research Instruments; Administration of Instruments and Method of Data Analysis.

4.1 Description of Study Area

According to the *Corporate Profile (2002)*, the Presbyterian Church of Ghana's (PCG) headquarters is situated in Accra. There are seven (7) departments and four (4) units which undertake the mission of the PCG. Their names vividly indicate their functions. The Departments are Church Life & Nurture; Ecumenical & Social Relations; Development & Social Services; Administration & Human Resource Management; Finance; Education and Mission & Evangelism. The Units are the Properties; Internal Audit; Public Relations and Health Services.

4.2 Population

The target population for the study was both the Clergy and Laity of the Presbyterian Church of Ghana as well as the Clergy and Laity of other Christian-based organisations in Ghana. The reason for the choice of the Clergy and Laity of the Church was that they had certain characteristics which enabled them to offer relevant historical narrations on the practice of Public Relations in the Church. One such characteristic was the fact that one of the clergy had spent forty (42) years as a Minister of the Church. The reason for the choice of the Clergy and Laity in other Christian based organisations was that they had worked closely with the Church and were in a position to provide appropriate information with regards to the Public Relations efforts of the church over the years.

4.3 Sampling Method

The Purposive sampling technique was used in selecting respondents for the study. The respondents selected have once held or are still holding various leadership positions within and outside the church. Their roles were considered to be very crucial

and closely linked to the practice of Public Relations in the church. One such role was the compilation of news stories and editing role of the Editor of the Church's official newspaper, *The Christian Messenger*.

The Purposive sampling method involves a deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 2004). Since the parameter of interest in this study was specifically to ascertain the history of Public Relations practice in the Church, the purposive sampling was considered most appropriate enough to obtain such information.

Kothari (2004) notes that there is always the danger of bias entering into the purposive sampling technique. However, if the investigator is impartial, works without bias and has the necessary experience so as to make sound judgement, the results obtained from an analysis of deliberately selected sample may be tolerably reliable. The issue of reliability and validity which arises here is explained in Section 3.4

Kothari (2004) indicates that in small inquiries by individuals, the purposive sampling technique may be adopted because of the relative advantage of time and money inherent in this method of sampling. The purposive sampling was considered appropriate for this study because the target population happened to be small and a known characteristic, the history of PR practice, was to be studied intensively.

Four categories of respondents were involved. These were

1. Clergy of the Presbyterian Church of Ghana
2. Laity of the Presbyterian Church of Ghana
3. Clergy of other religious based organisations
4. Laity of other religious based organisations

A sample size of 25 clergy and laity was used for this study. The breakdown is displayed in Table 2 below:

Table 2: Categories of Respondents

Sample	Targeted
Clergy of the Presbyterian Church of Ghana	9
Laity of the Presbyterian Church of Ghana	8
Clergy of other religious based organisations	3
Laity of other religious based organisations	5
Total	25

The sample of Clergy of the Presbyterian Church of Ghana was selected as follows, three (3) surviving Moderators of the church and four (4) Clerks of the General Assembly of the Church. Of the two remaining clergy, one (1) was the longest serving minister in the Presbyterian Church and the other was the Secretary to the Presbyterian Church of Ghana's Constitution Drafting Committee in 2000.

The Moderators and Clerks were chosen because in the church structure they are the official spokespersons of the church. The longest serving minister served as a valuable vault of knowledge with regards to the history of the church while the Secretary to the Constitution Drafting Committee offered insight to the role the Committee played in getting the Public Relations Unit of the church documented into the Constitution.

The sample of Laity of the Presbyterian Church of Ghana comprised the two (2) Public Relations Officers of the church, namely Messrs Owusu and Osei-Akyeampong; the Managing Director of the Presbyterian Book Depot, the Editor of the *Christian Messenger*, the Chairman and Secretary of the 'Establishment of Public Relations Committee' that was set up to establish the Public Relations Unit and two (2) former staff of the Public Relations Unit of the Church.

The two (2) Public Relations Officers of the church have served in that position for more than a year and were in a position to offer a better comparative analysis of

public relations practice in the Church. The Managing Director of the Presbyterian Book Depot and the Editor of the *Christian Messenger* were the two (2) individuals who have oversight responsibility of the publication of the church's official newspaper and were in a position to explain certain practices of the church. The Chairman and Secretary of the Committee that was set up to establish the Public Relations Unit and the two (2) former staff of the Public Relations Unit were in a position to give a good historical background and development of the Unit.

Selected Clergy from other religious organisations were also included in this sample. The three (3) clergy selected in this category of other religious organisation were the heads or their designated representatives of the Evangelical Presbyterian Church of Ghana; the Methodist Church Ghana and the Province of the Anglican Church in Ghana & West Africa. These heads or their accredited representatives were chosen because they were all of the Protestant tradition. They were also the Church's three biggest and closest collaborators in Ghana. It was assumed that they would help the researcher obtain relevant information pertaining to the subject matter, namely Public Relations as practised in the Presbyterian Church of Ghana.

Finally the sample of laity from other religious organisations included five heads of para-church groups who work closely with the church. The groups were the Christian Council of Ghana, the Scripture Union, Ghana; the Bible Society of Ghana; The Blue Cross Society of Ghana and the Trinity Theological Seminary, Accra. These were selected because their relationships with the church offered the opportunity for a better assessment of Public Relations involvement within the church and in the wider society.

4.4 Research Instruments

The study employed the in-depth interview and the examination of documents. According to Kothari (2004), the in-depth interview is a method of collecting information through personal interviews in a structured way. The interview involves the use of a set of pre-determined questions and of highly standardised techniques of recording. The method is more economical, provides a safe basis for generalisation and requires relatively lesser skill on the part of the interviewer.

The interview technique was used to elicit information from the nine (9) Clergy of the Presbyterian Church of Ghana; the eight (8) Laity of the Presbyterian Church of Ghana; the three (3) Clergy of other religious based organisations and the five (5) Laity of other religious based organisations. The interview allowed follow up clarifications on issues raised by the respondents.

The second method was the examination of documents. Seitel (2007) posits that secondary research uses data that have been collected for other purposes other than your own. The data collected came from sources such as government publications; books, magazines and newspapers; reports and publications of agencies connected with the church such as the *Corporate Profile, Constitution, General Assembly Reports, Committee Reports* and other sources of published information related to the Church. Sources of unpublished data such as diary entries, official correspondences, unpublished biographies and autobiographies were also examined.

Kothari (2004) raises three concerns with respect to the use of secondary data. These, he (Kothari, 2004) notes, are issues of:

- reliability of data
- suitability of data and
- adequacy of data when examining the documents.

Kothari (2004) explains that reliability of data can be tested by finding out such things as:

- Who collected the data?
- What methods were used to collect the data?
- At what time were they collected?
- What level of accuracy was desired?

With regard to this study, reliability on who collected the data? was ensured by verifying that all the secondary data referenced had identifiable authors/writers who were either employees of the Church or were individuals commissioned by the Church to produce such documents. *The General Assembly Reports* and *Constitution* were two (2) examples of data sources that have identifiable authors. *The General Assembly Reports* were compiled by the Clerk of the General Assembly thirty (30) days after the hosting of a General Assembly and thus provide an apt snapshot of all proceedings that took place during the assembly. This supports the element of the time the data was collected.

The suitability of data underscores the need to carefully scrutinise the definition of various terms and units of collection used at the time of collecting the data from the primary source originally. If there are differences in the data, the researcher is best advised not to use them in his or her study (Kothari, 2004). Since the study primarily dealt with the practice of Public Relations in the Church, the researcher avoided information that did not provide any link with the practice of Public Relations.

Adequacy of data explains the need to ensure that data collected for the study is neither narrower nor wider than the area of the present enquiry. The data collected must be as accurate as possible for the case under study so as to be adequate (Kothari, 2004). To ensure adequacy of data, the researcher only concentrated on those data that were

relevant to PR practice in the Church such as obtaining information from the *Corporate Profile, General Assembly Reports* and the *Constitution*.

4.5 Administration of Instruments

The interviews were conducted in the months of April and May 2011. Appointments were booked with the various respondents with the assistance of the Public Relations Officer of the PCG. The interviews were conducted in the offices or designated venues of the respondents.

4.6 Method of Data Analysis

Data collected by way of the interviews were grouped according to the category of respondents. Since the study was primarily of a qualitative nature, the responses were analysed according to the category of the research questions in the study. Brief narratives were written from information gleaned from the secondary sources such as the newspapers and official church publications.

CHAPTER FIVE

ANALYSIS AND DISCUSSION

5.0 Introduction

The fifth chapter analysed and discussed information gathered through interviews and the examination of relevant documents from the church. As indicated under subhead 1.2 the following five key research questions guided discussions of the study:

- To what extent has public relations practice been an integral part of the church's mission?

- What were the historical, socio-political and economic events that influenced the practise of public relations?
- Who were the key personalities whose actions/inactions impacted on the practise of public relations in the church?
- Of what value has public relations practice been in the church and on society?
- How does the church's public relations practices compare with the Grunig & Hunt's public relations model? were asked.

5.1 To what extent has Public Relations practice been an integral part of the Church's Mission?

The first research question was to ascertain the extent to which Public Relations practise has been an integral part of the church's mission. Information obtained from an interview with Rev. Peter M. Kodjoe (Section 2.10) revealed that since the establishment of the Church in 1828 till 1858, the early forms of disseminating information or influencing public opinion was through the medium of word of mouth and the „*Bulletins*” issued by the Basel Missionary Movement on the operations of the Movement in the Gold Coast. Rev. Kodjoe further indicated that in 1859, a significant milestone in information dissemination was chalked with the founding of the *Christian Messenger*, the official newspaper of the Church. The paper presented the Church's position on issues of national concern deliberated at its Synod meetings; highlighted economic, social and financial matters affecting the Church and other issues of general interest. According to Rev. Kodjoe, the Presbyterian Church has always had a favourable image in the public's eyes as a result of the proverbial Presbyterian discipline.‘ To Rev. Kodjoe, from its establishment in 1828 till 1999, the medium of word of mouth, the Bulletins,”the *Christian Messenger*, the issuance of communiqués

and the ‘proverbial Presbyterian discipline’ have served as the Church’s foremost public relations tools.

According to Baran (2001), Public Relations is the use of strategies and tactics by organisations to inform, build image, influence public opinion, maintain and sustain mutually beneficial relations among its key stakeholders. The study identified four historical periods to explain the church’s history of public relations practice. In each of the periods, it was seen that various strategies and tactics were used by the church to inform, build an image, influence public opinion, maintain and sustain mutually beneficial relations among its key stakeholders.

The Church’s *Constitution* (2000) outlines its Mission. The Mission is the set of activities aimed at driving the church towards its vision. These are spelt out as follows:

- *Improve church growth through evangelism and nurture;*
- *Attain self-sufficiency through effective resource mobilisation;*
- *Address all factors that inhibit development through advocacy and effective delivery of social services and*
- *Uphold the Reformed tradition and cherish partnership with the worldwide body of Christ.*

From the interview with Rev. Peter M. Kodjoe; the definition of Public Relations as quoted in the study and the church’s own mission statement (especially bullets 3 & 4), it can be deduced that Public Relations practise had been an integral part of its mission even before the church formally established a Public Relations Unit in 2000.

5.2 Historical, Socio-Political, Economic and Technological Events that Influenced the Practise of Public Relations

The second question was a review on the various historical, socio-political, technological and economic events that influenced the practise of Public Relations in the church. Lubbe (1994) notes that there is a tendency to link public relations to historical events and periods in the world. He (Lubbe, 1994) further advances that this approach of public relations history reflects the social, economic, political and technological changes the world went through. The following are some of the historical, socio-political, economic and technological events that influenced the practise of Public Relations in the church:

- The *Corporate Profile* (2002) indicates that tropical conditions in Ghana had a severe impact on the early missionaries in their evangelisation efforts. For example, the first batch of four missionaries from the Basel Mission that came to Ghana died of malaria. It was only until the Moravian missionaries from Jamaica arrived in Ghana that missionary work was stabilised. The Moravian missionaries were of African descent and thus were able to withstand the tropical conditions.
- According to Cutlip et al (2000), the most important growth periods in public relations can be linked to some of the world's most significant crisis periods such as the World Wars I and II. Rev. Peter M. Kodjoe intimated that the First World War (1914-1918) affected the work of the missionaries, as many were called back to serve their countries while the Second World War (1939-1945) affected the African leaders who were forced to serve their colonial masters at the warfront. These two wars greatly affected the communications strategies of

the Church at that time. In both instances, there was a vacuum created in the leadership of the church Rev. Peter M. Kodjoe concluded.

- According to the Managing Director of the Presbyterian Book Depot, the introduction of the Gutenberg press led to the establishment of the *Christian Messenger* which became Ghana's first newspaper in circulation. The Editor of the newspaper intimated that the technology at that time enabled a thousand copies to be produced on weekly basis thus strengthening the church's communications efforts. Thus the history of the Church mouthpiece, the *Christian Messenger*, to a large extent corroborates Grunig & Hunt's (1984) assertion that the development of public relations has a bearing on the invention of the printing press by Gutenberg and the development of mass communication. Seitel's (2007) view that heightened public awareness and media sophistication was one of the trends related to the evolution of Public Relations practice further corroborates this view.
- Mr. Emmanuel Osei-Akyeampong, the Public Relations Officer identifies the role of modern communication technologies as impacting on the practise of public relations in the church. Public Relations practices according to Cutlip et al. (2000) could be linked to technological development and the upsurge of the global information age. The church, according to Mr. Akyeampong, communicates with its members via media outlets such as an official Facebook page (Presbyterian Church of Ghana); an official website (www.pc-ghana.com); a TV channel (The Channel of Hope) and an official twitter page. The use of modern technology in the Church's communication strategies affirms Heath's

(2005) assertion that churches have used various techniques to attract and keep converts loyal to the faith.

5.3 Key Personalities whose Actions/Inactions Contributed to the Practise of Public Relations in the Church

The third question identified the various key personalities whose actions or inactions contributed to the practise of public relations in the Church highly:

- According to the *Constitution of the Presbyterian Church of Ghana* (2000), the missionaries from Basel, the Moravian group and the United Free Church, are identified as one of the key personalities in the development of public relations practice in the church. According to Knipsel & Opare Kwakye (2006), a missionary by name Johannes Gottlieb Christaller devoted his life to the development of the Twi language, helping the Twi language to be raised to a literary level. Zimmerman and Riis, two other prominent missionaries used word of mouth, sermons and the books they published as basic public relations tactics (Knipsel & Opare Kwakye). The activities of the missionaries show that the origins of public relations is for example linked to efforts to inform and persuade earlier indigenes (Seitel, 2001). The tactics employed by the missionaries is further corroborated by the assertion of Guth & Marsh (2007) that the spread of Christianity during the Middle Ages could in a modern context be likened to the application of Public Relations techniques. The scholars (Guth & Marsh, 2007) indicate further that before the development of mass communication technologies, the Christian faith was spread by missionaries through the medium of word of mouth.

- The first African leaders of the Church, that is, the Rev. Peter Hall (Moderator) and Rev. N. T. Clerk (Synod Secretary) were also commended for their role in facilitating some public relations tactics in the Church according to Mr. G. B. K. Owusu, a former Public Relations Officer of the Church. Moore & Kalupa (1985) and Grunig & Hunt (1984) refer to techniques used by leaders in ancient societies such as Egypt and Greece to inform and persuade large groups of people to accept change or a new direction in life. Mr. Owusu intimated that having assumed office after World War II, the two (Hall & Clerk) pushed for reforms which saw the church change from its centralised organisational set up to a more decentralised body allowing for more communication avenues between the church and its members; this, thus supports Moore & Kalupa's (1985) assertion.
- According to Mr. Owusu, the Rev. C. Y. Adu-Twum, the Synod Clerk from 1999-2001 and Rev. Philip Laryea, the General Youth Secretary of the Church from 1999-2001 were identified as personalities who had contributed to the practise of Public Relations. Mr. Owusu again relates that Revds Adu-Twum and Laryea exchanged blows at the Church's headquarters parking lot at Makola over the allocation of a new vehicle that had been given to the latter. The issue generated a lot of media coverage causing deep embarrassment to the Church. According to Grunig & Hunt (1984), the development of public relations could be linked with the rise of humanism and the abolition of censorship and thus according to Mr. Akyeampong, it was this encounter that led to the formal debate for a Unit to be established in the church to handle all of its communications needs. The setting up of a Public Relations Unit of the Church

appears to have been given a boost after the face-off between Revds. Adu-Twum and Laryea. The church's response in setting up a Public Relations Unit seemingly supports Seitel (2007) who identified the function of Public Affairs and Issues Management as dealing with public policy and its impact on the organisation as well as identifying and addressing issues of consequences that affect the organisation.

- The Justice S. A Twum Committee was also identified. According to the Secretary to the Church's Constitution Drafting Committee, the Justice S. A. Twum Committee set out the enabling framework that established the Public Relations Unit. The Committee proposed the roles of the Public Relations Officer; the functions of the Unit; its position in the organisational hierarchy; basic resources to kick start the Unit and provided education to members on the strategic need for such a unit. The perseverance and commitment of the Justice S. A. Twum Committee ensured that the unit was eventually established in 2000. The Justice S. A. Committee's efforts to inform and persuade the members to accept the public relations unit affirm the assertions by Seitel (2001) and Cutlip et al. (2000) that strategies such as lobbying were used by leaders in ancient societies to inform, to persuade and impress.
- According to Rev. Dr. Sam Prempeh, a former Moderator of the church from 1999 to 2006, it was under his leadership that the Public Relations Unit was established in 2000. Rev. Prempeh indicates that upon receiving the Justice S. A. Twum report, he vigorously championed its cause among the Council members and key stakeholders of the church leading to the establishment of the

Public Relations Unit. According to Reilly (1987), historical persons such as Napoleon and Catherine the Great were public figures who used public relations techniques to influence public opinion. A public figure such as the Rev. Dr. Sam Prempeh used his stature as a public figure to influence the adoption of the Public Relations Unit.

- Mr. G. B. K. Owusu, first Public Relations Officer of the Church from 2001 to 2006 and the current Public Relations Officer, Mr. E. O. Akyeampong are cited because of the yeoman's role they played in ensuring the practise of modern day Public Relations tactics. Mr. Owusu indicated that he developed a stable media relations contact base and procured innovative gadgets for the Public Relations Unit. Seitel (2007) defines Media Relations as dealing effectively with the press, radio and television personnel. According to Mr. Akyeampong upon assumption as the Public Relations Officer, he (Akyeampong) introduced new programmes such as the *„Moderatorial Business Luncheon;”* published the *„Corporate Profile,”* and established *The Channel of Hope*, the Church's official TV programme. According to Guth & Marsh (2007), Public Relations is a profession that demands and rewards creativity and integrity. The contributions of the two Public Relations Officers (Owusu & Akyeampong) corroborate the assertion of Guth and Marsh (2007) that there is no organisation that cannot benefit from wise Public Relations counsel. It is a career in which you can make a difference.

The actions and inactions of the key personalities identified in the Church aptly sum up Cutlip et al's (2000) assertion that the church's role as a major force in society needs an important and growing role for PR in the Church.

5.4 Value of Public Relations Practice in the Church and on Society

The fourth research question was on the value of Public Relations practice in the church and on society. Seitel (2007) advances that the value of Public Relations maybe societal or economic. The study used the societal value of public relations instead of the economic value of public relations as its basis. According to Ehling (1992), the social value of public relations attempts to tie the social component of public relations to the social responsibilities of an organisation and the public interest in general. Ehling (1992) indicates that the social value of public relations lays the basis for legitimization of public relations.

According to Mr. Owusu, the Church, since its establishment in 1828, has contributed greatly to the socio-economic development of Ghana in the areas of Education, Health and Agriculture. Mr. Owusu disclosed that in the area of Education, the Church had 1,966 Basic schools; 32 Secondary, Vocational and Technical Schools; 5 Colleges of Education; 3 Nurses' Training Colleges and a University College with two satellite campuses.

Mr. Akyeampong also provided information on the church's involvement in the health sector. According to Mr. Akyeampong, the Church is the third leading provider of health services coming behind the Government of Ghana and the Catholic Church. It runs four District Hospitals; four Clinics; eight health posts; eleven primary health care programmes and mobile clinics.

Rev. Erasmus Odonkor, the General Secretary of the Bible Society of Ghana, indicates that the PCG has collaborated with his organisation on a varied number of projects to enhance the two-way communication channel between the church and the society. Rev. Odonkor related that in 2007, the Church, the society and the Scripture

Union of Ghana worked together to distribute golden jubilee commemorative editions of the ‘_Good News Bible‘ to mark Ghana’s 50th anniversary of independence. Rev. Odonkor also disclosed that the church is the second biggest sponsor of the society’s work behind the Church of Pentecost.

The representative of Scripture Union of Ghana, Mr. Isaac Frimpong-Boakye informed the researcher that the church and the Scripture Union, Ghana had been collaborating for the past ten years in hosting the Scripture Union Youth Vacation camps. According to Mr. Frimpong-Boakye, the support from the church is usually in kind with the church offering its school premises at rates lower than the market value. The church also sends its Children’s Service teachers and Junior Youth Leaders to serve as resource persons at such camps.

The Chaplain of the Trinity Theological Seminary, Rev. Martin A. Obeng, served as the representative of the President of the Trinity Theological Seminary. Rev. Obeng disclosed that the Seminary and the church had a long standing relationship dating back to the establishment of the Seminary five decades ago. The church is one of the five (5) sponsoring churches that founded the Seminary. Rev. Obeng further disclosed that the Seminary and the church collaborate on the compilation and publication of material that supports Christian education and nurture. According to Rev. Obeng these publications have further strengthened the church’s effort of inculcating the ‘_Presbyterian‘ way of life into its members.

According to Guth & Marsh (2007) a key element of public relations is that public relations must be socially responsible, that is, public relations practitioners and the organisations they serve are expected to play a constructive role in society.

5.5 How does the Church's Public Relations Practices compare with the Grunig & Hunt Public Relations Models?

The fifth research question attempted to compare the Church's public relations practices with the Grunig & Hunt Public Relations model under four sub-headings namely the Missionary era; the *Christian Messenger* era; the African leadership era and the Modern Public Relations era.

5.5.1 The Missionary Era

According to the *Constitution of the Presbyterian Church of Ghana* (2000), the work of the Basel Mission at Akropong officially began on 21st March 1835 but seven years earlier, on 18th December 1828, the mission had attempted to establish a station on the coast at Christianborg, Osu.

The work that had begun on the coast in 1828 was the result of the invitation the Danish Governor, John Christian von Richelieu, extended to the Basel Mission to begin the work of evangelisation on the coast. After fifteen years of evangelisation, no single convert was won. Many of the missionaries sent died (Reynolds (1985) cited in *The Constitution of the Presbyterian Church of Ghana*, 2000).

Andreas Riis, a Danish missionary, is considered as one of the outstanding pioneers of the Basel Mission (Knispel & Opare Kwakye, 2006). As Reynolds (1985) notes, Andreas Riis undoubtedly had faults but it was largely through his persistence, determination and vision that the foundations were laid for the Akropong Church and the Presbyterian Church of Ghana as a whole. The attention given by the Basel Mission to the local language became one of the major steps for the development of the Gold Coast into an independent Ghanaian society.

According to Knispel & Opere Kwakye (2006), Johannes Gottlieb Christaller devoted his life to the development of the Twi language. He translated all the four gospels, the Acts of the Apostles, the Bible, a comprehensive grammar book and a dictionary in the Twi language. Christaller's work achieved three things:

- it raised the Twi language to a literary level;
- it gave a first insight into the Akan religious, social and moral ideas and
- it made it possible for African Christians to worship in their mother tongue

(Knispel & Opere Kwakye, 2006). Christaller is credited for reducing the Akan language into a literary form and laying the foundation for further scholarship and a formal academic educational system since by then education was purely informal (Knispel & Opere Kwakye, 2006).

The work of Johannes Zimmerman spanned over 26 years in the Gold Coast. He had a farming background; and it was his desire to help develop the agricultural skills of the natives when he arrived in the Gold Coast (Knipsel & Opere Kwakye, 2006). According to Knispel & Opere Kwakye (2006), Zimmerman is credited with building Abokobi as a Christian example of how people could live together as farmers in peace and unity. Abokobi was well organised. A village father was put in charge of all secular problems and all other community rules. The missionaries and the church elders were in charge of spiritual development. The Bible was read in the local language and African church songs were always sung. To finance the whole enterprise, plantations were established and crops planted (Knipsel & Opere Kwakye, 2006).

In 1848, the missionaries showed vision and foresight in the establishment of a theological seminary at Akropong. The first students at the seminary included the West Indian, John Rochester and four sons of Akropong, Paul Keteku Staudt; William

Yirenkyi; Isaac Addo and David Asante. The seminary was for the preparation of teachers and ministers for the church (Reynolds, 1985).

The arrival of the Moravian Christians from Jamaica ushered a new beginning in the missionary work since the Jamaicans were deemed able to withstand the tropical climatic conditions which had decimated the ranks of the early white missionaries and also to convince the indigenous people that Africans could become Christians (*Presbyterian Church of Ghana, 2000*).

By the close of the 19th century the church could boast of a membership of about thirty three thousand baptised members. The mission had spread from Akropong to Krobo, Akyem, Kwahu, Asante, Brong and northwards to Yendi. The Basel Mission contributed to the agricultural, medical, commercial and educational development of the country (*Presbyterian Church of Ghana, 2000*).

A moratorium on personnel and funding from overseas was imposed on the church with the repatriation of the German workers of the Basel Mission in the Gold Coast during the First World War. The crisis created by the forced exodus of the German missionaries was effectively managed by the army of African pastors, catechists and presbyters until the Scottish missionaries led by Rev. Dr. A. W. Wilkie were invited by the British colonial authority to fill the leadership vacuum (*Presbyterian Church of Ghana, 2000*).

The missionaries employed the use of word of mouth, the publication of their books and preaching of sermons as basic public relations tactics. These tactics conform to Grunig & Hunt's first Model, the Press Agency/Publicity model, that is, the missionaries beamed messages from a source (missionary) to a receiver (potential converts) with express intention of winning favourable media (here Missionary movements and natives attention or conversion to Christianity).

The establishment of the theological seminary in 1848 at Akropong for the preparation of teachers and ministers of the church suggests that communication was one sided and propagandist in nature. The teachers and ministers were taught exclusively in the ‘ways of the whiteman’ without consideration of the circumstances of the indigenes. This view of communication being one-sided and propagandist in nature is captured in the Press Agency/Publicity Model.

5.5.2 The *Christian Messenger* Era

The *Christian Messenger* era also continued with the one-way communication approach. According to Rev. Peter M. Kodjoe, since the establishment of the Church in 1828 till 1859, the early forms of disseminating information or influencing public opinion was through the word of mouth, „*Bulletins*” issued by the Basel Missionary, books and sermons produced by the missionaries. In 1859, a significant milestone in information dissemination was chalked with the founding of the *Christian Messenger*, the official newspaper of the Church. It was founded by Revds. J. B. Freeman and H. Wharton, two educated Ghanaians. It was the first newspaper founded and published by indigenes. The paper was distributed on a weekly basis on Sundays.

According to the Editor of the *Christian Messenger*, Mr. George Martinson, the paper presented the Church’s position on issues of national concerns deliberated at its Synod meetings, highlighted economic, social and financial matters affecting the Church and other issues of general interest. Mr. Martinson provided two note-worthy stories that Church has had to deal with: the ‘Exclusion of RME in the 2005 White Paper on the Review of the New Educational Reforms’ and the ‘Banning of Lodge Movements in the Church’ in 1999.

According to Mr. Martinson, in 2005, the Government of Ghana issued its White Paper on the Review of the New Educational Reforms. Conspicuously absent in the reform was the teaching and examination of the Religious and Moral Education (RME) subject. Through consistent articles in *The Christian Messenger* editions from May to August 2005, the Church was able to lobby government to re-introduce the teaching and examination of Religious and Moral Education (RME). He (Martinson) informed the researcher that both the Christian Council of Ghana and the Coalition of Muslim Organisations made inputs in getting RME re-introduced into the syllabus.

Mr. Martinson explained that with regard to the banning of Lodge movements, the church used its March to June 1999 issues to educate members on the doctrines of the church and its opposition to the Lodge Movement. Through the paper, members were educated to see that the Lodge movement had no relation with the doctrines of the Church. According to Mr. Martinson, the church excommunicated all members who were still in the Lodge and banned all Lodge Movements in the Church in November 1999.

The Christian Messenger era shows traits of both the Public Information Model and the Two-Way Asymmetric model as spelt out by Grunig & Hunt (1984). In the Public Information model, communication was one-way and was designed not only to inform but to persuade. As indicated by Mr. Martinson, the articles on ‘Banning of the Lodge movements’ were basically to persuade members of the church not to accept the lodge movement as an association in the church. The Public Information model also indicates that organisations hired their own journalists or PR practitioners to write out news stories explaining their actions. Although the PR practitioners chose to write only good things about their organisations, the information they presented was generally truthful and accurate. Thus for instance, the church identifying that the RME was

excluded from the Review of the New Educational Reforms was truthful and accurate as that was exactly the case at the time of releasing their press releases..

The two-way asymmetric model describes public relations as an effort to plan communication with the publics of an organisation in mind to achieve maximum change in attitude and behaviour with the emphasis on persuasion (Grunig & Grunig, 1992). Seitel (2007) writes that in the two-way asymmetric model, an organisation would not necessarily change decisions as a result of feedback but rather would alters its responses to more effectively persuade publics to accept its position. The church used the talents of its PR practitioners to explain complicated and misunderstood facts on the church's stance on issues to its members and other stakeholders. Mr. Martinson explains that when the issue of the banning of lodge movements gained currency in the church prior to its 1999 Synod meeting, there were numerous presentations by various groups either in support or not of the lodge movements in the church. Though feedback was obtained from the various meetings from the key stakeholders on the issue, Mr. Martinson indicates that the ban of lodge movements was unanimously adopted at the 1999 Synod meeting. Mr. Martinson revealed that the Moderator at that time, Rev. Dr. Sam Prempeh, had prior to the Synod meeting in 1999, openly declared his support for the ban of the lodge movements.

According to the Managing Director of the Presbyterian Book Depot, the *Christian Messenger* has seen its fortunes somewhat dwindled owing to the emergence of digital publishing in recent times. From 2005 to 2007, the *Christian Messenger* was not on the newsstands (*General Assembly Report, 2007*). Financial difficulties had put a strain on its operations. However, in November 2009, the Church recognising the crucial role the paper played in public relations communication inaugurated a new management board to oversee the operations of the paper. To date, new state of the art

equipment has been procured to revitalise the operations of the church (*General Assembly Report, 2010*). The *Christian Messenger* is back on its feet. However, it has lost a lot of its market share and will have to re-strategise to win back its readership intimated Mr. Martinson.

The *Christian Messenger* era thus fits into Grunig & Hunt's Public Information and Two-way asymmetric models. The former posits that this form of one-way communication is designed not only to inform but to persuade while the latter explains that an organisation would not necessarily change decisions as a result of feedback but rather would alter its responses to more effectively persuade publics to accept its position.

5.5.3 The African Leadership Era

In 1926, the first African leaders of the Church were appointed to oversee the operations of the Church. They were Rev. Peter Hall, the Moderator and Rev. N. T. Clerk, the Synod Clerk. The leaders championed a review of the Regulations, Practice and Procedures to reflect a more Reformed Presbyterian tradition. This review was a breakaway from the framework set in 'Die Ordnung' by the Basel Mission. The Church also became known as the 'Presbyterian Church of Ghana' after Ghana became independent in 1957 (*Presbyterian Church of Ghana, 2000*).

According to Rev. Peter M. Kodjoe, the church established five Presbyteries in 1922. The first five Presbyteries were Ga & Dangme; Akuapem & Anum; Agona & Kotoku; Akyem & Okwawu and Asante & Asante Akyem. These divisions helped to expand the communications frontiers of the church by allowing information to be freely disseminated to members across the five Presbyteries.

Rev. Peter M. Kodjoe indicated that the African leaders also introduced the concept of Communiqués after every Synod Meeting. This a practice which is in vogue today. A most memorable Communiqué was issued in 1972 in which the Church requested for restoration of civilian rule with immediate effect and the abolishment of UniGov plans (Owusu, 2002).

The African leadership era exhibits both the Public Information and Two-way asymmetric models as espoused by Grunig & Hunt (1984). The issuance of communiqués is an example of a Public Information model which explains that organisational leaders hired their own journalists as PR practitioners to write press releases explaining their actions. The campaign by the African leaders to decentralise communication in the church is akin to the two-way asymmetric model. This is because Grunig & Hunt (1984) indicate that most of the PR work in this model was based on research. According to Rev. Peter M. Kodjoe, the African leaders were informed by research from news stories emanating from reformation movements across the globe. Rev. Kodjoe explained the Reformed tradition of church governance as the one in which governance is exercised in a more democratic way by and through ‘_Courts’ and ‘_Committees.’ According to Rev. Kodjoe, the reformed theology was borne out of an opposition to the leadership of the Catholic Church.

5.5.4 The Modern Public Relations Era

Rev. Peter M. Kodjoe indicated that the word of mouth, books, sermons, the *Christian Messenger*, the ‘_proverbial Presbyterian discipline’ and the issuance of Communiqués have served as the Church’s foremost public relations tools since its establishment in 1828 until 1999. According to Mr. E. Osei Akyeampong, the current

Public Relations Officer, in March 1999, an unfortunate incident occurred between two top officials of the Church, Rev. C. Y. Adu-Twum, the Synod Clerk, and Rev. Philip Laryea, the Youth General Secretary over the allocation of an official vehicle. Mr. Akyeampong indicated that the incident which resulted in a free for all fight between the top officials gained widespread coverage in the national dailies, *The Daily Graphic* and *The Ghanaian Times*. Mr. Akyeampong acknowledged that the incident threw the Church's once held respected image into the mud and was dubbed in Presbyterian circles as the 'Dark Age' of the church.

Mr. Akyeampong mentioned that a Commission of Enquiry was established by the Church to investigate the matter and come out with its recommendations. The Commission, which was chaired by a Justice of the Supreme Court of Ghana, Justice S.A. Twum, recommended amongst others, 'the establishment of an office dedicated to managing the Church's communications efforts.' The recommendation was duly forwarded to the Synod Council for consideration. In August 2000, the Synod established the Public Relations Unit as a specialised unit of the Church to manage its entire communications effort. Mr. Akyeampong disclosed that this development was thus the genesis of official Public Relations practice in the Presbyterian Church of Ghana. The Committee also developed the duties of the Public Relations Officer; the functions of the Public Relations Unit and its position in the Church's organisational structure. With the establishment of the PR Unit, the immediate past Editor of the *Christian Messenger* and a veteran journalist, Mr. G. B. K. Owusu, was appointed the first Public Relations Officer. Mr Owusu stated that he served from 2001 to 2006.

The modern public relations era is similar to the Two-symmetrical model developed by Grunig & Hunt (1984). According to Grunig & Grunig (1992), the model describes public relations as an effort to attain mutual understanding between an

organisation and its publics. The emphasis is on social responsibility and investment. Grunig & Grunig (1992) note further that the model has assumptions such as ‘telling the truth’; ‘interpreting the client and public to one another’ and ‘management understanding the viewpoints of employees and neighbours’ as well as ‘employees and neighbours understanding the viewpoints of management.’

Mr Owusu established a list of reliable media contacts to facilitate the communications efforts of the Church. According to Seitel (2007), media relations involve dealing with the press, radio and television personnel. The establishment of a reliable media database corroborates the idea in the model that public relations is an effort to attain mutual understanding between an organisation (church) and its publics (media organisations).

According to Mr. Owusu, another notable activity during the modern public relations era that he had to deal with during his tenure was the ‘175th Anniversary Cloth Saga.’ The Presbyterian Church of Ghana marked its 175th Anniversary milestone on the 23rd of December 2003. Mr. Owusu explained that as tradition demanded, a special anniversary cloth was printed for the celebration. Mr. Owusu goes on further to disclose that what should have been a simple contract generated into media frenzy among the private papers who accused the Church of printing the cloth in China against the government’s directive on imported print material and being insensitive to the plight of the Ghanaian manufacturer who could have benefitted from a contract of such magnitude. According to Mr. Owusu, the Church’s response was immediate and simple. when news broke out on the contract in early January 2004:

- Mr. G. B. K. Owusu issued a statement to the effect that indeed the Presbyterian Church of Ghana had printed a large consignment of its 175th Anniversary cloth

from China as stated by the media but was in no way culpable of any wrong doing.

- The issue of the ban on importation of material from China was debunked since this was purely a private printing contract that was undertaken in China on behalf of the church.
- Mr. Owusu provided the media with copies of the Cost Benefit Analysis document the sub-committee on the printing of the anniversary cloth prepared and the minutes of the General Assembly Council which approved of the decision to print the material in China.
- The Moderator of the Church at the time, Rt. Rev. Dr. Sam Prempeh, appeared on Kwaku One-on-One and a special broadcast on Joy FM to clarify the issue and settle it once and for all.

In the two-way symmetrical model, the assumption of ‘telling the truth’ is advocated. This ‘telling the truth’ is seen in the approach Mr. Owusu employed in explaining the issues with regard to the ‘175th Anniversary Cloth saga.’

According to Mr. G. B. K. Owusu he retired in August 2006 and Mr. E. O. Akyeampong was appointed the new Public Relations Officer of the Church. Mr. Akyeampong described the background information to the introduction of the ‘*Moderatorial Business Luncheon*’ in 2007 as a corporate social networking programme of the Presbyterian Church of Ghana. According to Mr. Akyeampong, in the past, the church’s developmental activities were funded by the generous contributions of its members through levies, tithes and free-will offering. Mr. Akyeampong explained that the luncheon created a platform for the church to dialogue with its existing and potential investors Mr. Akyeampong indicated that the 2009 edition of the *Moderatorial Business Luncheon* was held on *Friday, September 4, 2009*

at the Aviation Social Centre, Accra and went on to explain that Corporate Ghana responded very favourably to the presentations made by the Church on its investment projects which included the Kuntunse Conference Centre, the Salem Hotel and the completion of the Presbyterian University College. This activity of courting existing and potential investors reflects the model's effort to attain mutual understanding between an organisation and its public and the public relations communicator serving as a mediator between the organisation and the publics (Grunig & Hunt, 1984).

Two other key publics, the Young Adults Fellowship and the Clergy, have also benefitted from the church's efforts at maintaining mutually beneficial relationships between the church and the publics. According to Mr. Akyeampong, the 7th General Assembly meeting of the church created the Young Adults Fellowship [YAF] in 2007 to cater for members of the church who were within the 30 to 40 year age group since many in that group felt they had outgrown the Young Peoples' Guild, the church's umbrella group for those between 18 years to 30 years of age. The reason for this development according to Mr. Akyeampong was that a number of presentations had been by the Young Adults Fellowship to the General Assembly Council for consideration. After a series of meetings, the proposal was adopted. In Mr. Akyeampong's words, "the PCG considers the adoption of the YAF concept has one of its most important strategic decisions. Today, the church's membership has tripled as a result of the special grouping made for the young adults."

The "May School of Management," introduced in 2007, is an annual management training course for the Clergy. It is another example of the church's efforts at maintaining mutually beneficial relationships with key publics. The idea for the "May School of Management" according to Mr. Akyeampong came about as a result of

complaints from the clergy of their handicaps in handling basic administrative decisions in the church. Indeed, the curricula used to train the ministers lacked material on administrative matters. Mr. Akyeampong disclosed that the General Assembly Council subsequently adopted a proposal submitted by the Department of Administration & Human Resource to organise the ‘May School of Management’ for the clergy. The May School of Management has since trained over 200 ministers and equipped them with skills to adequately handle administrative issues in their respective congregations. The two examples, the introduction of the Young Adults Fellowship and the May School of Management gives further credence to the two-way symmetric model’s effort to attain mutual understanding between an organisation and its public and the public relations communicator serving as a mediator between the organisation and the publics (Grunig & Hunt, 1984).

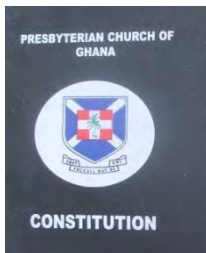
The two-way symmetrical model emphasises social responsibility and investment. This is corroborated by Mr. Akyeampong who mentioned community relations as the function that deals with enhancing the Church’s participation and position within the community through outreach efforts for the mutual benefit of the Church and the communities involved. According to Mr. Akyeampong, the *Presbyterian Relief and Development Services*, a non-governmental organisation of the Church, cooperates with the Public Relations Unit to execute its community relations agenda. The Church since its establishment in 1828 has contributed greatly to the socio-economic development of the nation in the areas of Education, Health and Agriculture. In the area of Education, the Church has 1,966 Basic schools; 32 Secondary, Vocational and Technical Schools; 5 Colleges of Education; 3 Nurses’ Training Colleges and 2 Universities (*Corporate Profile, 2002*). Mr. Akyeampong quotes further from the *Corporate Profile (2002)* that the Church is the third leading provider of Health

services behind the Government of Ghana and the Catholic Church. It runs four District Hospitals; four Clinics; eight Health posts; eleven Primary Health Care programmes and Mobile clinics. In 2008, the Church donated in cash and kind to the Nsawam Prisons and visited the Teshie Orphanage in December 2009 disclosed Mr. Akyeampong.

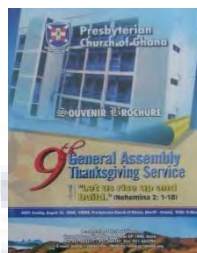
The Church values its Image and Reputation according to Mr. Akyeampong. An activity that helps the church to build its Image and Reputation is the strategic corporate visitations by Management of the Church to introduce the Church and develop mutual beneficial relationships with its key stakeholders. Mr. Akyeampong that such visits have included meetings with the management of Ecobank [Gh.], Zenith Bank, the Graphic Communications Group Ltd, The New Times Corporation; the International Central Gospel Church and The High Commissions of Britain and Canada to name but a few. These visits according to Mr. Akyeampong helped to 'interpret the organisation (the church) and the public (various stakeholders) to one another' (Grunig & Grunig, 1992). This interpretation is often facilitated by a public relations communicator serving as a mediator between the organisation and the publics (Seitel, 2007).

The *Publications function* is very significant in the scheme of work of the Public Relations Unit according to Mr. Akyeampong. The Public Relations Unit in collaboration with statutory committees in the Church publishes books, manuals and specially commissioned material that highlight the activities of the Church. Mr. Akyeampong identified the *Christian Messenger*, the official newspaper of the Church; the *Almanac* which provides the preaching plan for the entire year; the *Constitution*, the Church's official rules book; *Presbyters Manual*, a blueprint for Presbyters of the Church; *Corporate Profile*, which condenses the history, achievements and future projects of the Church as some of the publications produced by the church.. Mr.

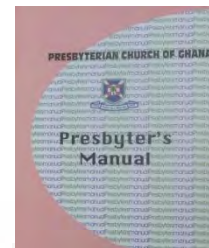
Akyeampong disclosed that the Church prints all its publications in house via the Andreas Riis Company Ltd (hitherto known as the Presbyterian Book Depot). In recent times Mr. Akyeampong intimated that souvenir brochures are published and distributed free of charge after major corporate events. Samples of some of publications produced by the Unit are provided below:



1. Constitution



2. General Assembly Brochure



3. Presbyters' Manual

Mr. Akyeampong disclosed that *Research Management*: is a critical role of the Public Relations Unit. According to Mr. Akyeampong, in a global village such as we live in, the Public Relations Unit recognises the need to have accurate, timely and reliable information that would facilitate decision-making. The Public Relations Unit reviews on a daily basis, political and socio-economic issues emanating from various media outlets and scans on regular basis the various activities of its strategic church institutions to identify areas in which the Church is strong or weak as the case may be stated Mr. Akyeampong. The Public Relations Unit submits quarterly questionnaires on the work of the Moderator and Clerk or on other general interest issues of concern to the General Assembly Council Mr. Akyeampong disclosed. The research reports are fed to the Committee on Information Management, Statistics and Strategic Planning for their attention and necessary action he concluded. According to Grunig & Grunig one of the assumptions of the two-way symmetric model is the assumption that

‘management must understand the viewpoints of employees and neighbours as well as employees and neighbours understand the viewpoints of management’ is crucial. Through the various research reports generated from the environmental scanning activities of the Public Relations Unit, management is in a better position to appreciate the viewpoints of its employees and neighbours (key stakeholders).

Information gathered in the narratives indicated activities in the modern public relations era to include the establishment of reliable media contacts; the crisis in the 175th anniversary cloth saga; the introduction of the Moderatorial Business Luncheon; the community relations projects of the church; the strategic corporate visitations and research management show elements of the two-way symmetrical model developed by Grunig & Hunt (1984). The model suggests that this is the preferred way of communicating and advocates for free and equal information flow between an organisation and its publics based on mutual understanding with the public relations communicator serving as a mediator between the organisation and the publics (Seitel, 2007).

5.6 Summary

The chapter dealt with the analysis and discussion of data related to the history of public relations practice in the Presbyterian Church of Ghana under five main research questions. The key questions were the key personalities whose actions or inactions impacted on the practice of Public Relations; the historical, socio-political and economic events that influenced the practice of Public Relations; the impact of Public Relations on the church and society; whether PR has been an integral part of the church’s mission and how the church’s Public relations practices compare with the Grunig-Hunt Public Relations Model.



CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

In this chapter, the findings of the study are summarised, the conclusions drawn and recommendations for the attention of the Church and further study are also provided.

6.1 Summary of Findings

The study revealed a number of findings which are stated below:

- There have been a number of individuals and groups whose actions or inactions have greatly impacted the practice of Public Relations over the years in the Church. They are:
 - Missionaries such as Andreas Riis; Johannes G. Christaller and Johannes Zimmerman.
 - Ghanaian clergy such as Revds. Hall, Clerk, Adu-Twum, Laryea and Prempeh and lay members such as G. B. K. Owusu, E. O. Akyeampong and Justice S. A. Twum.
- The historical, socio-political and economic events that have impacted the practice of Public Relations in the church have included:
 - The harsh tropical conditions in Ghana and Africa in general.
 - The outbreak of the two World Wars from 1914 to 1945.
 - The printing press technology together with the newer forms of modern technology such as the radio, television and Internet.
- The practice of Public Relations has been of value to the church and society. The *Corporate Profile* (2002) indicates for instance that the church's Eye Centre

at the Bawku Presbyterian Hospital is a major referral centre for eye treatment in Ghana and the West African sub-region. The church's Akrofi-Christaller Mission for Applied Theology is a leading centre for the teaching, research and preservation of Ghanaian languages, culture and traditions. The centre continues to attract scholars from all over the world interested in Ghanaian culture and customs and thus had profound impact on the church's image (*Corporate Profile*, 2002).

- Public Relations has been an integral part of the church's mission. This is seen in the various strategies and tactics employed over the course of its history to inform, educate, build image and influence public opinion. Public Relations has been given further impetus with a formal declaration in the church's official mission statement.
- The church's Public Relations practices compare favourably with the Grunig & Hunt's (1984) Public Relations Model. Two eras exhibit characteristics of two of the models. They are summarised as follows:
 - i. The Missionary Era compares with the Press Agency/Publicity model.
 - ii. The *Christian Messenger* exhibits both the Public Information and Two-Way Asymmetric model.
 - iii. The African Leadership era compares with the Public Information and Two-Way Asymmetrical model.
 - iv. The Modern Public Relations era compares with the Two-way symmetrical model.

6.2 Conclusions

The conclusions which could be drawn from this study are stated below:

- The first conclusion is that there have been a number of individuals and groups whose actions or inactions have contributed to the practice of Public Relations in the church.
- The second conclusion relates to the fact that certain historical, socio-political and economic events have impacted the practice of Public Relations in the church.
- The third conclusion from the study is that the practice of Public Relations has been of value on the church and society.
- The fourth conclusion is that the practice of Public Relations has been an integral part of the church's mission since its establishment in 1828.
- The final and most important conclusion is that the Grunig & Hunt's (1984) Public Relations Model compares favourably with the Public Relations practices of the church.

6.3 Recommendations

The following are recommended for further study:

- Lubbe (1994) identified two tendencies in the writing of public relations history. The first tendency was to focus on the changing role of public relations as it adapted to changes in the environment and the second tendency was to link

public relations to historical events and periods in the world. A study using another Christian based organisation is proposed.

- A major criticism of the Grunig & Hunt public relations model by feminist scholars has been the omission of the role of women in Public Relations history (Grunig & Grunig, 1992). A study on this topic to find out the specific role of women, if any, is also proposed.
- Ehling (1992) suggests that while the social value of Public Relations lays the basis for legitimisation of Public Relations, the economic value provides the managerial basis for the departmentalisation of Public Relations. It is recommended that a study on the economic value of Public Relations in the church be conducted to determine the managerial basis for the departmentalisation of Public Relations.
- Hutton's (1999) Three Is Framework challenges the widely accepted Grunig & Hunt's (1984) Public Relations models arguing that the Grunig & Hunt model does not meet the requirements of a theory and have failed the test of empirical confirmation. It is recommended that a study of public relations practice in the church should be conducted using the Hutton's (1999) Three Is Framework.

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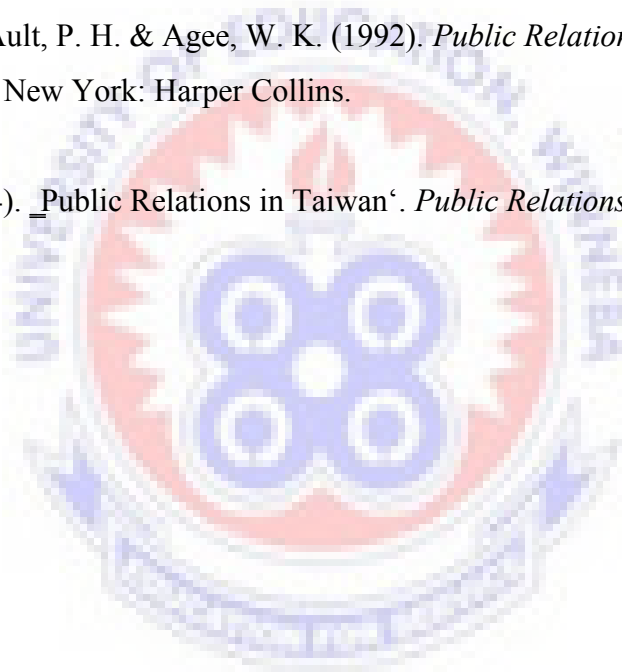
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APPENDICES

INTERVIEW SCHEDULE – HISTORY OF PUBLIC RELATIONS PRACTICE IN THE PRESBYTERIAN CHURCH OF GHANA

A. INTERVIEW SCHEDULES

A.I. TWO MINISTERS OF THE PRESBYTERIAN CHURCH OF GHANA

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. What does Public Relations mean to you?
2. Do you think Public Relations been an integral part of the Church's mission?
3. Did you think it was necessary for the Church to have established a Public Relations Unit?
4. Are there in your opinion any specific historical circumstances that influenced the practise of Public Relations in the Church?
5. Following on that, what of any social-political, economic and technological events that influenced the practice of Public Relations in the Church? Any examples?
6. A lot of individuals may or may not be credited for ensuring the sustenance of Public Relations in the Church. Who in your humble opinion do you consider as the key personalities whose actions or inactions impacted on the practice of Public Relations in the church?
7. Since the establishment of the Public Relations Unit, do you believe Public Relations has had any impact on the church and society in general? In what ways do you see this?
8. How difficult was it to get the establishment of the Public Relations Unit in the Constitution of the Church?
9. How do you envisage Public Relations practice in the next ten years?

THANK YOU

INTERVIEW SCHEDULE – HISTORY OF PUBLIC RELATIONS PRACTICE
A.II. TWO PUBLIC RELATIONS OFFICERS

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. Permit to ask what —Public Relations” means to you personally?
2. Is this the thinking of the Presbyterian Church of Ghana as well?
3. Prior to the establishment of the Public Relations Unit in the 2000, what and who was responsible for Public Relations in the Church?
4. What were some of the strategies and tactics employed by the Church to keep in touch with its stakeholders before formal Public Relations?
5. Kindly take me through the exact events that led to the formal establishment of the Public Relations Unit.
6. You were appointed the first (second)* Public Relations Officer of the Church in 2001 (2006)*.. At the time did you think there was a need for a Public Relations Unit?
7. Were your duties and the expectations of your office clearly spelt out?
8. Let us discuss three main issues that you had to handle during your time as Public Relations Officer?
9. Kindly take me through some of the key functions of the Public Relations Unit and share with me some of the tactics employed in that function.
10. Do you think the level Public Relations practice is at the level of manipulation, information or mutual understanding and acceptance?
11. What have been the main challenges to your work as the Public Relations Officer?
12. What in your humble opinion is the future of Public Relations practice in the Church?
13. Has Public Relations been of any significant impact on the Church and in society? In what specific ways please?
14. Obviously, you will be considered a key personality whose action (or inactions) have impinged on the practise of Public Relations? Which other individuals do you think ought to be acknowledged in the development of Public Relations in the Church?
15. The history of Public Relations is tied to the social, political and economic events of that time? Do you believe in this statement? Would you care to offer some examples of events that impinged the practise of Public Relations in the Church?
16. Do you think the leadership of the Church has shown good faith at ensuring that effective Public Relations is championed vigorously across all aspects of church life?
17. Kindly take me through the issue of the _175th Anniversary Cloth saga’. It generated a lot of news in the media. I want to know how you handled it?

18. With the emergence of new technologies available to the Public Relations Officer, how are you managing their use to ensure that you are constantly in touch with congregants and other stakeholders? Are there any particular challenges?

19. You published a book, *“Cry Freedom”*, a collection of all communiqués the Church has issued since its establishment. What was the premise for the production of this book? Has it helped the Church explain itself better?

20. Your reporting relationship is a direct one to the Moderator? How do you colleague directors find this arrangement? Does it in anyway affect your work as a Public Relations Officer?

21. Once again, kindly tell me how you want to say Public Relations practice within the next five to ten years?

THANK YOU.



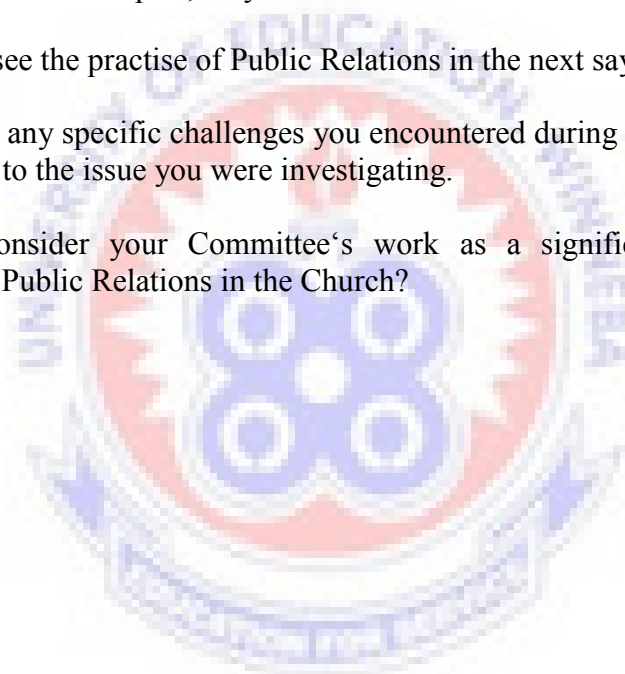
A.III CHAIRMAN AND SECRETARY OF COMMITTEE TO ESTABLISH THE PUBLIC RELATIONS UNIT.

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. May I kindly know what Public Relations means to you?

2. In your humble opinion has this been part of the mission of the Church?
3. What were the Terms of Reference for your Committee?
4. How was the composition of the Committee in terms of male to female AND clergy to laity?
5. Take me through the briefing you had before the formation of your Committee?
6. Did you expect the work of your Committee to be accepted by the leadership so willingly?
7. Please state three key recommendations in the report.
8. As you reflect on that report, do you think the Church has been better off since then?
9. How do you see the practise of Public Relations in the next say, five to ten years?
10. Where there any specific challenges you encountered during the various sittings you had with regard to the issue you were investigating.
11. Do you consider your Committee's work as a significant milestone in the development of Public Relations in the Church?

THANK YOU



A.IV INTERVIEW SCHEDULE FOR SEVEN MINISTERS FROM THE PRESBYTERIAN CHURCH OF GHANA.

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. Has Public Relations been an integral part of the Church's mission?

2. What specific examples would you cite to support your answer?

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.....

3. What in your humble opinion were the historical, social-political, economic and technological events that influenced the practice of Public Relations in the Church? Suggest three key examples in each event

a. Historical -----

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b. Social -----

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c. Economic -----

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.....

d. Technological -----

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.....

5. Who were the key personalities whose actions or inactions impacted on the practise of Public Relations in the church? Suggest six of them and indicate the way you think they facilitated this development

Key Personality	Contribution(or Otherwise)
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6. Has Public Relations practice in the church had any impact on the church and society in general? Provide examples to show the impact of Public Relations in the Church and Society

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A.V INTERVIEW SCHEDULE FOR MANAGING DIRECTOR OF THE PRESBYTERIAN BOOK DEPOT/EDITOR OF *Christian Messenger*.

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. In which year was the *Christian Messenger* first published?

2. Who were the founders of the *Christian Messenger*?

3. What influenced the establishment of the *Christian Messenger*?

4. Briefly describe two stories (issues) that the *Christian Messenger* has discussed and made significant inroads in public understanding and acceptance.

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5. What have been some of the challenges the *Christian Messenger* has had to grapple with since its establishment?

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6. How has the *Christian Messenger* influenced and impacted on the practise of Public Relations?

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A.VI INTERVIEW SCHEDULE FOR THREE CLERGY FROM OTHER RELIGIOUS ORGANISATIONS.

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. When did the organisation begin formal relations with the Presbyterian Church of Ghana?

2. In what areas do the organisation and the Church collaborate?

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3. With these collaborations, do you think Public Relations is an integral part of the Church's dealings?

4. What have been some of the challenges your organisation has had in its relations with the Church?

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5. How do you see the future of the relationship between your organisation and the church?

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A.VII INTERVIEW SCHEDULE FOR FIVE LAITY FROM OTHER RELIGIOUS ORGANISATIONS.

The study, an academic endeavour, seeks to document a chronological record of Public Relations practice in the Presbyterian Church of Ghana using five main research questions. Please kindly assist me conduct the following interview to obtain primary information for the study. Thank you.

1. When did the organisation begin formal relations with the Presbyterian Church of Ghana?

2. In what areas do the organisation and the Church collaborate?

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3. With these collaborations, do you think Public Relations is an integral part of the Church's dealings?

4. What have been some of the challenges your organisation has had in its relations with the Church?

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5. How do you see the future of the relationship between your organisation and the church?

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