Status of Government Public Relations (GPR) in Nigeria and its Institutionalization in Governance

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Abstract: *This article sought to determine the status of Government Public Relations (GPR) and its Institutionalization in governance in Nigeria. Through survey research method, Government Public Relations in Nigeria was assessed using the three PR- approaches or the 'tripod Model' widely advocated in Public relations literature as a guide for determining GPR status in organizations. The elements of the three PR-approaches or 'tripod model' are PR policy approach, PR conscious approach, and PR practice approach. Findings show that GPR practices in Nigeria government circles, ministries, organs, etc do not deeply reflect the three PR approaches or 'tripod mode' which is the key index in determining the status of government public relations. Factors ranging from lack of transparency, poor understanding of PR role, non recognition of PR as a management function to adoption of pernicious propaganda militate against institutionalization of public relations in governance Effective government-citizenry relations, shared understanding on government viewpoints, issues and provision of accurate information about government policies, actions, etc are the direct impact/benefits of institutionalizing PR in governance. The article concludes that sustained adoption of the tripod approach that is rooted in the mixed grill or contemporary thinking/ practices can only ensure a sustained GPR status and its institutionalization in Nigeria and other emerging or nascent democracies.*

Keywords: Government, Public Relations, Institutionalization, Governance

1. Introduction

Government public relations practice in Nigeria has been in transition since its inception in the early 1940s. From its rudimentary and/or embryonic form to its modern phases, public relations till date has not assumed a particular or sustained status in government or best practices of the concept practiced in governance. What seemed to have prevailed over the years is an admixture of models promoting pernicious propaganda, and application of press agentry, public information model and oftentimes two-way asymmetrical communication. There has also been deliberate subversion of the tenets of public relations and brazenly enthronement of nonsensical and commonsensical derivatives or understandings of public relations by those who man the saddles of Public Relations Units in government agencies, parastatals and institutions.

Given the foregoing scenario, can one truly say that government public relations as practiced in all government organs, ministries, extra-ministerial departments, agencies etc conforms to the popular 'three PR approaches'- PR policy approach, PR consciousness approach and PR practice approach? These approaches commonly referred to as 'the tripod model' have been found to be the major indicators that encapsulates the status of public relations in corporate organizations or government institutions and agencies.[1],[2],[3],[4].

In adopting the PR policy approach, government communication and information managers in ministries, etc are expected to ensure that public relations philosophy and strategies are ingrained in every aspect of government policies and plans. This approach also emphasizes the recognition of PR as a top management function in various organizations or levels of government. The PR consciousness approach simply requires the manager to ensure that all categories of staff in the organization, governmental organs, etc are public relations conscious, PR-minded or driven, PR-literate and PR-oriented. The PR practice approach on the other hand requires that government and managers should ensure that there is a well-equipped PR department in their oranganisation and manned by adequately trained and professionally competent and registered PR practitioner.

Based on the foregoing facts, the broad purpose of the paper is to empirically examine the status of government public relations in Nigeria via the three PR approaches and to x-ray its institutionalization in governance. The specific objective include to:
(1) Determine if GPR practices in Nigeria reflects the three PR approaches
(2) Identify and examine the factors that hinder the adoption of the three PR approaches in GPR practices in Nigeria
(3) Determine if the practice of the three PR approaches ensures PR institutionalization in governance
(4) Determine the impact of institutionalizing PR in governance

To achieve the purpose of this research, the study was guided by these research questions: Does GPR practices in Nigeria reflect the three PR approaches? What are the factors that hinder the true adoption /practice of the three PR approaches in GPR? Does the practice of the tripod approach in GPR institutionalize PR in governance? Does institutionalization of PR in government ensure good governance?

2. Literature Survey
Conceptual/Theoretical Clarifications

The Webster Third New International Dictionary defines public relations as the promotion of rapport and goodwill

between a person, firm or institution and other person, special public or the community at large. There is a plethora of other conceptions of public relations which are considered 'nonsensical and commonsensical derivatives' or definitions [5],[6],[7]. This article ignores such approaches but focuses on professional cum technical-oriented definitional paradigms (which their practical and research-oriented values have been extensively discussed in several scholarly books, articles and technical papers/reports [8],[9],[10],[11],[12],[13],[14],[15]. Stripped of all technicalities, public relations is that function of management that utilizes series of well-researched, planned, systematic and sustained actions and communication to build and sustain mutual understanding, mutual respect, mutual acceptance, mutual recognition and lasting relationships or partnership between any organized group or corporate entity (e.g. a church, a government) etc and its internal as well as external stakeholders or publics [1].

Suffice it to say that common denominator in the above conceptualizations of public relations is the mutuality principles in terms of understanding, respect, acceptance, truth, recognition and partnerships [7].Arising from the above, public relations can be seen as a conscious desire to create and uphold a mutually beneficial relationship between people, institutions, organization or groups. It sets out the environment for development because the relationship so created is very vital for peace, progress and stability [16]. Modern public relations involve complete openness and strive to achieve understanding. It also emphasizes solid image and reputation building and sustenance based on solid performance or actions that are well communicated [11], 17]

Based on the truism, therefore, government or organization reforms, policies, programmes, etc need to be well communicated so that every stakeholder is carried along the path of governance.

Two distinct notions of government public relations can be identified in the literature. First, corporate entities or business organization have aspect of public relations that specially focused on creating and sustaining harmonious relations with government, its agencies, official etc. Second, it is also assumed or hoped that government or its official, agencies etc employ public relations strategies, techniques and philosophies in relating with the citizens or other stakeholders in order to engender mutual understanding, goodwill, partnership and respect. The paper is specifically concerned with the second notion.

Approached from this second notion, government public relations can be conceived as a philosophy and function of government which is aimed at evaluating public attitudes identifies the policies, programmes, actions and procedures of government with public interest and carrying out genuine programme of action and effective communication to win and sustain public understanding and acceptance [18].

However, a working definition of government public relations is thus conceived as effective application of public relations principles, techniques and strategies by government to facilitate process of governance and keep the public informed of its policies, issues, and events, problem etc. so

that mutual understanding, respect and trust can exist between government and citizenry or numerous external and international publics. According to Achor and Moguluwa [7], the basis of the definition anchor on the premise that, without public understanding, approval and goodwill, programmes and activities of government becomes paralyzed and unpopular. At this point, public relations should mediate between both important human institutions by seeking to win citizens' approval for government activities. This can be done with continuous and sustained communication forms so that government sways favorable public opinion to her side.

Philosophy of Modern Government Public Relations (GPR) Practices

The new philosophy of modern government public relations recognizes the validity of the view that an institution does not function by divine right but, like other part of the society exists with the sanction of the community as a whole. From the early writing of Canfield and Moore [19] to the new millennium studies and documentaries of Umechukwu [20], Lori & John,[21]; Edemode[22];Bostan& Taylor[23], Fitzpatrick, Fullerton & Kendrick[24], modern public relations has been entrenched around four conceptual foundations. The first contextual foundation enunciates public relations as a social philosophy of management. Among other things, it places the interest of the people first in all matters pertaining to the conduct of the government or organization. It assumes that an organization's right to operate is centered on the public, and that this privilege maybe withdrawn; that an institution functions to serve the basic/primary needs of people; employment, wages, income, goods and services and social or spiritual satisfaction (Canfield & Moore 1973, Boston and Taylor 2006, Lori & John 2010).

Second, government public relations is conceptualized as a social philosophy expressed in policy decisions. This is the best practice paradigm that scholars earlier referenced believe reflects global trends in organizational management. Public relations policies are the objectives of an organization, settled course of action to be followed by management in dealing with problems that arise in the conduct of the enterprise. The third conceptual foundation concerns action resulting from sound policies. Policy decision needs to be expressed in appropriate action or put into practice in relations with the public. The second and the third foundation are similar to PR policy approach expounded by Nwosu [1]. Nwosu, advocates that government communication and information managers must ensure that public relations philosophy and strategies are ingrained in every aspect of government policies and plans.

Finally, public relations is communication. Communication is believed to be the anchor or the life-wire of the public relations profession. It is through communication that an organization, etc. reveals, explains, defends or promotes its policies in order to secure understanding and acceptance. In a democratic government, the function becomes more imperative to enhance stability and development (Umechukwu 2001; Edemode, 2003). Laying further credence to the above expressions, Edemode (2003:87)

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opines that, "public relations practice utilizes communication skills and strategies in order to establish and maintain the several position linkages among human beings in the context of society, to minimize and eliminate the

The Need for Public Relations in Governance: An Empirical Framework

Just as there are needs for public relations in very many facets of life, there is also need for public relations in governance. This notion is widely supported by several literature reviewed, namely (Nweke [25], Perin[26], Edemode [22], Deswilson [27], Lori & Moon[28], Ansell & Gash [29], and Imperial[30];Achor,[6];Achor and Moguluwa,[7]; Moguluwa & Achor,[31]; Roper [32]; Jin, Liu and Austin,[33]. Implicit in these reviews is the notion that every individual in society needs to know what is going on within and outside his immediate environment for him to function and participate as active and responsible member of that society. Again, he/she needs to know how prudent contributions made and utilized for the common good for the citizenry.

The views of the listed scholars and researchers above show that the citizens expect government to be transparent, trustworthy in their actions, policies and maintain open channels of communication so that they receive sufficient information that enables them make constructive criticisms and intelligent suggestions for good governance, especially in a democratic setting. This notion prompted, Geishart [34] to assert that liberal concepts of democracy and citizenship rely on an informed citizenry to hold government accountable. Zachariah (2004) also shared the same opinion as he opines that democracy will live where there is free communication of dependable information' (p: 10).

The Nigerian society tend to develop a sense of belonging and pride in governance and feel motivated into greater action when they are adequately equipped with enough information about government and its activities, but if on the contrary mutual suspicious, mistrust, confusion and anarchy are bound to set in. To avoid this negative situation, government must adopt informative, candid and continuous reporting methodologies so that the citizenry are favorably disposed [3].

Good governance makes specific demands on the ruler and the people. Government as an enterprise is run by leaders and followers. For efficiency of government, leaders and the followers are expected to possess and demonstrate some characteristics. On the part of leaders, governance demands the following attributes, honesty, discipline, competence, modesty or simplicity, inspiration, intelligence, fair-mindedness, kindness and magnanimity, etc. Followership on its parts demands the attributes of obedience or loyalty commitment, critical thinking and perseverance [22]. Each of the distinct parties must continually exhibits these attributes. Honesty entails trust worthiness, truthfulness and personal integrity; these are great pillars on which public relations practice anchor [3]. Leaders are considered honest, truthful or trustworthy to the extent there is consistency between their word and deed. It is widely acknowledged that it does not advance the prospects of governance when there

many negative attitudes and behavior that are innate or adapted to man's nature

is a gap between a leader's pronouncements and his/her private or public actions. This is what is known in public relations circles as "bad PR", when words which suppose to be bond of the leaders departs from their actions or deed. Hence, public relations should be seen as good deed publicly acknowledged.

The interface between public relations and governance is often unacknowledged because of leader's misconception of the value and relevance of public relations at peace time. Consequent on their common concern with the people, it is expected that public relations and governance should be inseparably compatible in the context of democracy, whose fortitude and relevance begin and end with the people.

In their joint people centered ventures, Edemode[22] opines that democratic governance and public relations should be equal partners in planning, implementation and appraisal of policies each contributing its skills and even anticipating likely impediments and strength of such policies in so far as they are directed at satisfying public demands for egalitarianism and equality[22]. In sum, government public relations entail also collaborative governance as it has come to be known, brings public and private stakeholder together in collective forums with public agencies to engage in consensus-oriented decision making [21]. Research has shown that a virtuous cycle of collaboration tend to develop when collaborative forums focus in "small wins" that deepen trust, commitment and shared understanding [29],. Further studies by Lori & John [21], Imperial [30] supported the findings, particularly when government- citizen relations are informational, transactional and collaborative.

In communicating or relating with the citizens, government must employ both traditional/conventional and information communication technologies (ICTs)-mediated platforms. ICT is highly recommended in the government- citizens relations because of its many benefits. Platforms such as e-politics, e- government, e- democracy and the pivoted function of new technologies in either supporting or suppressing public deliberation and normative consensus, has been recognized by many communication scholars such as Dah [35], Zimmerman [36],Aiken [37], Calabrese & Mark & Moon [38], Nisehigaki [39], and Lori & John[21]. All these are in line with Achor [6] assertion that ICTs have reconfigured public relations media landscape and communication ecology. From the preceding expose and findings of a study by Achor [3] the role of institutionalizing public relations in governance can be deduced to include:
1. Giving regular information on policy, plans and achievement of government and to reform and educate the public on legislations, regulations and all matters that affect the daily life of citizenry.
2. Provision of accurate, full and timely information about government activities, policies, pragrammes to the public help in building accountable public officers and active citizenry.
3. Institutionalization of public relations in governance ensures good governance which demands some

obligation from the leaders and a number of duties from the led. Such complementary demands, expectations combine to define the nature of government- citizenry relationship.

3. Research Method

Approached from quantitative research design, pilot survey was used in the execution of the study. Pilot survey was preferred to other methods because it allows the researcher to focus attention on representative samples denoted from the entire population of this study (public relations practitioners that work in government ministries, parastatals, agencies).This method of data collection enabled the researcher to gain insight into and rich experiences of PR practitioners with established careers in their various organizations. Samples were selected by means of purposive sampling technique based on their familiarity with various aspects of governance; their level of public relations experience and the type of organization in which they work. Furthermore, because the researcher was interested in exploring all facets of government public relations field, it was important that the participants represent ministries, parastatals and government agencies. Each category of the organizations was assigned quota thus:

 (1)Ministries – 25
(2) Parastatals-- 15
(3) Agencies -- 10

The research instrument used was a 16 – item structured questionnaire that sought the opinion of 50 PR practitioners as explained above. The questionnaire was divided into two sections. Section A bore questions relating to respondents' demographic variables while section B contain questions that specifically pertain to the research questions and objectives. Both open and closed-ended questions were used. Questions that particularly addressed the research questions were framed using Likert five-point scale options, e.g. strongly agreed, agreed, and undecided, strongly disagree, disagree. The questionnaire was pre-tested using non-participants in the study who are seasoned PR practitioners. Their observations were quite useful and helped in re-framing better questions. The distribution /administration of questionnaire were through e-mails and by face-to-face contact and limited to the South-east states of Nigeria for easy coordination. Descriptive statistics such as frequency tables, percentages and mean were used in analyzing and presenting data. Further analysis was done using five-point Likert scaling. The five point Likert scale was to show the respondents feelings or perceptions on the research questions. The data collected and collated was analyzed using the mean. The scale was assigned weightings as follows: Strongly agree (5), Agree (4), Undecided (3), strongly disagree (2) and Disagree (1); this gives a total of 15

A cut off point was determined by finding the mean of the nominal value assigned to option using the formula:

$$\bar{x} = \frac{\sum f}{n}$$

Mean

Where Σ = summation value
n = number of item
f = frequency

4. It is expected that public relations should be used as veritable tool to make the leaders and followers see themselves as partners in achieving the set objectives of government [7].

The mean $= \dfrac{15}{5} = 3.00 + 0.05 = 3.05$ level of significance.

For the purpose of decision making 3.05 and above was accepted as agree while below 3.05 was accepted as disagree.

4. Research Findings/Discussion

The analysis of the demographic data of the respondents show that only29 (58%) were male while 21(42%) were female. The lowest educational qualification is the National Diploma or its equivalent i.e. 8(16%) respondents. 15(30%) either hold first degree or its equivalent; 18(36%) hold second/master degrees while 5respondents representing 10% hold post graduate diploma. None hold doctoral degrees. The lowest work experience/years spent by respondents is 2 – 5 years, i.e. 6(12%); 12(24%) have spent 6-10 years, 13(26%) have put in 11- 14 years.10(20%) have worked between 15-19 years; 9 respondents accounting for (18%) of the total respondents have worked for 20years and above. Other results from the analyzed research data are shown as tables 1 – 6

Table 1 gives descriptive statistics on the elements or indices of public relations policy approach. The table indicate that 20(40%) respondents believe that government rarely integrate or ingrained PR philosophies, principles and strategies in its policies, plans, or actions. 10(20%) said government does it always while 5(10%) said government does it often. 5(10%) were undecided while the remaining 10 or 20% said government never ingrained PR principles, strategies, etc in its policies, programmes and plans .Further analysis of the data on table 2 using the five-point Likert scale indicates that a mean score of 2.7. This below the cutoff point of 3.05 which suggests that government does not ingrained public relations Philosophy, principles and strategies into its policies, programmes and plan. Table 1 also indicates that public relations is not accorded top management function in the respondents' organizations or units. This yielded 2.94 mean score which is below the cutoff point of 3.05 significance level. This result revalidates the widely acclaimed notion in public relations scholarship that when public relations remains at the dominant coalition (i.e. top management), there is strong evidence that policies, programmes or plans promoted or marketed will be ingrained in PR philosophy and strategies [40],[41],[42].

Table 2 reveals public relations consciousness of staff in the respondents' organizations or units. Data on this table2 indicate that their staff is not public relations conscious or PR-minded. This yielded a mean score of 2.56 which is below the cutoff point 3.05 significance level. This result corroborates research finding of Anekeoku and Odibo [2]. They stated that "no sustained effort in institutionalizing PR can be achieved within government organs if citizens are not public relations minded". Not being PR minded or conscious has image and reputation implications. Table 3 reveals the

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extent PR practice approach is adopted in the respondents' organizations. The table indicates existence of public relations department in their organizations or units. Two indicators /indices of PR practice approach evaluated are existence of well equipped PR department and training of staff manning them. 10(20%) have well equipped PR department, another 10(20%) had fairly equipped PR department. 8(16%) neither had well or fairly equipped PR department while 15(30%) had a poorly equipped PR department. Only 7 accounting for 14% had no equipped PR department. Unfortunately, further data analysis using Likert five-point scales yielded a 3.02 mean score which is below the cutoff point- 3.05 significance level. The implication of this result is that, public relations departments in most government ministries, parastatals and agencies are not well equipped. This is particularly inimical to effective PR practice approach stated in 'tripod model /approach' to GPR (Nwosu, 2003; Achor, 2011a). In terms of training, the mean score is 3.48 and above the cutoff point, hence, this indicates that irrespective have well or poorly equipped PR department, those who manned them engage in training to sharpen their skills. This finding is in line with Nigeria Institute of Public Relations call for professionalization of PR practitioners in government institutions, etc.

Table 4 captures factors that militate against institutionalization of public relations in governance. Lack of transparency ranks top among these factors. This because, transparency is a key ingredient that drives the mutuality principles of respect, trust, recognition, understanding and partnership in modern public relations management [47]. Government transparency allows the public to develop a more accurate picture of what is happening in government, which also allows citizens to hold government accountable.

Table 5 indicates that institutionalization of public relations in governance can be achieved when government , policy implementers and communication or information managers ingrained PR philosophy, principles and strategies into government policies , plans and activities. This yielded a mean score of 3.58 which is above the cutoff point of 3.05, hence we accept the decision. Table 6 indicates ratings of various benefits or impact of institutionalizing public relations in governance. Among the seven itemized benefits in the table 5, shared understanding of government viewpoints, issues, policies, programmes was rated highest. It had a mean score of 3.52. Trust building between government and the citizens ranked second with a mean score of 3.46; facilitation of understanding between government and citizenry ranked third, pooling a mean score of 3.4. Ranking fourth is the provision of accurate information on government activities and policies. It had a mean score of 3.33. Building informed citizenry ranked fifth with a mean score of 3.3; good governance ranked sixth poling a mean score 3.08. The least ranked benefits had a mean score of 2.7(i.e. sense of shared commitment on governance). The above results revalidates Achor's [3] finding that government does not operate effectively without the support of the citizenry. An encompassing role of public relations in governance is to provide regular information,

regulations in all matters that affect the daily life of the citizenry [7].

From the above discussions the following is summarized as findings:
(1) GPR practices in Nigerian do not deeply reflect the three PR approaches or the tripod model which is the key index in determining the status of government public relations.
(2) GPR in Nigeria is yet to a top management function.
(3) A combined factors ranging from lack of transparency, poor understanding of PR role, non recognition of PR as a management function to adoption of pernicious propaganda militate against institutionalization of PR in governance.
(4) The adoption of the three PR approaches in government public relations practices ensures its institutionalization in governance
(5) Trust building between government and the citizenry, shared understanding on government viewpoints, issues and provision of accurate information about government policies, actions among other factors are the direct impact/ benefits of institutionalizing PR in governance.

5. Conclusion and Recommendations

This study has really unfolded lots of eye-openers in the way and manner government public relations activities are conducted in Nigeria. Despite the historical presence and growing ubiquity of public relations effort in government/governance, there is still a lack of coordinated approach that properly reflects the three PR-approaches or the tripod practicing model, particularly in government ministries and agencies. Within the context of the study and global best practices, the institutionalization of the government public relations tends to render legitimacy to public relations practice and empower the practitioners by according PR practice a strategic function toward the achievement of public institution effectiveness. As revealed in the study, institutionalization of public relations in governance is achievable through the adoption of the three PR-approaches. The three PR-approaches offer both practical and theoretical orientation capable of replication in the contemporary government/public administration. More importantly, the desired status of government public relations is achieved when public relations is accorded top management function in different government institutions or ministries, etc. It is also important to acknowledge that, apart from the three PR-approaches, there are other models which can help to enthrone desired the GPR status and also ensure the institutionalization of public relations in governance practice. These include the mixed grill approach and the contemporary thinking/approach. However, factors that militate against institutionalization of public relations in governance centers around practices that do not promote the mutuality principles-trust, understanding, transparency, respect, recognition and partnership.

Based on the import of the research findings, the following is recommended:

i. Organizing public relations as a management function rather than a technical support activity for other management functions will definitely give GPR its desired status

ii. Public relations must be practiced as a two-way communication process and with a symmetrical purpose

of using communication to foster collaboration between government and their publics (stakeholders).

iii. Governments must stop paying lip service to public relations but must see it as a strategic function that builds bridges of understanding, respect and mutual relationship

Table 1: Descriptive Statistics on Indices of PR -Policy Approach

Questions	Always	Often	Sometimes	Rarely	Never	Mean
Considering your length of service, how often does govt. ingrained PR philosophy, principles & strategies in its policies, plans, problems or action?	10	5	5	20	10	N= 50 M=2.7
Has public relations in your organization been accorded the status of top management function?	Strongly Agreed 8	Agree 10	Undecided 5	Strongly Disagreed 25	Disagreed 2	N=50 M=2.94

Table 2: Respondents' Assessment of Organizations PR Consciousness

Question	Very conscious	Fairly Conscious	Neutral	Not PR conscious	Poorly conscious	Mean
How PR conscious are the staff in your organization/unit?	10	6	1	18	15	N= 50 M= 2.56

Note: : Mean score are based on responses to five-point Likert-type scales where "5"=very conscious; "4"=fairly conscious; "3"=Neutral; "2"= Not conscious; "1"= Poorly conscious

Table 3: Descriptive Statistics on Elements of PR-practice Approach

Questions on PR-practice Approach	Well equipped	Fairly equipped	Undecided	Poorly equipped	Not equipped	Mean
How equipped is the PR department of your organization/unit?	10	10	8	15	7	N=50 M =3.02
How often do you go for PR training	15	10	12	7	6	M =3.48

Note: Mean score are based on responses to five-point Likert-type scales where "5"=Well equipped; "4"=Fairly; "3"= Undecided; "2"= poorly equipped; "1"= Not equipped

Table 4: Factors that Hinder Institutionalization of Public Relations in Government

Factors	Frequency	Percentage
1.Lack of transparency	50	100
2. Poor understanding of PR role in Governance	*	
3. PR not being accorded top mgt function	*	
4. Staff/citizens not being PR-minded	*	
5. promoting govt. policies & plans via pernicious propaganda by politicians and their aides	*	
	*	100

Note: The asterisks denote 50 responses for all other factors

Table 5: Institutionalization of PR in Governance through Integrating PR Philosophy, Strategies in Govt. Policies, Plans, etc.

Question	SA	A	UD	SD	D	Mean
Do you agree that if govt. ingrained PR philosophy, strategies in its policies, programmes,etc it will help to institutionalize PR in governance**?**	21	8	5	11	5	M==3.58

Note: Mean score are based on responses to five-point Likert-type scale, Where:
SA= Strongly, A = Agreed, UD = Undecided, SD= Strongly Disagreed, D= Disagreed

Table 6 : Ratings of the Benefits of Institutionalizing PR in Governance

Benefits/impact	Highly promoted	Fairly promoted	Neutral	Poorly promoted	Not promoted	Mean
1.Trust building btw govt.& citizens	17	8	8	15	2	3.46
2. Sense of shared commitment on governance	10	5	5	20	10	2.7
3. Shared understanding on govt. views policies, issues, programmes& problems	15	12	9	12	2	3.52
4. Facilitating understanding btw govt. & citizenry	16	9	8	13	4	3.4
5. Provision of accurate information about govt. activities, policies	16	10	7	8	9	3.33
6.Brings good governance	14	12	6	10	8	3.08
7Building informed citizenry	12	13	9	10	6	3.3

6. Future Scope

Further research is needed in the area of Public relations and Public diplomacy at least to discoverareas of convergence in creating government- citizens relations. This can be done through constantly and empirically studying of activities of government information management and application of public relations principles and strategies in government actions, policies and plans for national development. This approach is better than historical methods because human attitude and public relations practices are not static.

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