The Centre for Democratic Institutions

INDONESIAN MEDIA AND DEMOCRATISATION WORKSHOP
1-8 FEBRUARY 2002

Following two earlier workshops in 1999 and 2000, devised to help prepare Indonesian broadcasters for the transition from a government-controlled broadcasting system to a public broadcasting model, this workshop took a further step, aimed at developing participants’ understanding of public service broadcasting and the variety of legal, political and financial frameworks within which it can develop. All three workshops have been collaborations between the Centre for Democratic Institutions, the Asia Research Centre and the School of Media, Communication and Culture at Murdoch University and the ABC, with the additional involvement of Krishna Sen, formerly of Murdoch and now Associate Professor at the School of Media and Information, Curtin University.

The first workshop had been designed, with the objective of assisting TVRI (Indonesian State-owned television) and RRI (Indonesian State-owned Radio) in their transition from their status as state broadcasters to public broadcasters in the post-Suharto era. The request for such a workshop had come from the then Director General of Radio, Television and Film, Department of Information. This workshop, attended by managers and journalists from both media, was well received by all participants.

As a result, following the abolition of the Department of Information by the Wahid cabinet, the Director of TVRI, Chairul Zen, in the process of re-thinking TVRI’s role, approached Dr Sen for another version of the workshop to be run, this time aimed at middle-to-senior television management. The group included 4 out of the 22 regional station managers. The focus this time was much more on policy and planning issues. One recommendation which came out of this workshop was for a third workshop which could extend the training to the remaining 18 regional station heads who didn’t attend this time.

The occasion of the conference on ‘Mediating Human Rights and Democracy’ at Curtin University prompted a third workshop which would incorporate conference attendance in addition to more formal training components.

The cohort was going to include provincial managers and senior broadcast planners from both television and radio, with the radio group to be hosted by Radio Australia in Melbourne and the TV group in Sydney. In the event, all participants were drawn from television at the request of the recently appointed CEO of TVRI, Dr Sumita Tobing. It was decided, however, that after the initial attendance by the whole group at the
workshop and conference in Perth, they would be split between Melbourne and Sydney, because the ABC sessions were designed for small numbers to enable interchange between the participants and presenters. Large numbers would have reduced the opportunities, and affected the quality of the workshops. The team aimed to focus on action and outcomes, to encourage participants to consider the implications of putting learning into practice in the Indonesian context. As before, the teaching team comprised industry practitioners and media policy academics. The pre-conference workshop, held at the ABC in Perth, introduced key issues and encouraged discussion of major challenges, while the post-conference visit to the ABC in Sydney and Melbourne allowed participants to engage in direct dialogue with the program and policy makers within the Australian national broadcaster.

The Perth-based workshop had four aims:

- To provide an overview of the current state of play and key challenges within the Australian television sector, both commercial and government-funded
- To discuss the regulatory environment, its impact on broadcasting strategies, and the role of editorial charters in defining parameters for performance
- To explore challenges for program-makers within this context in terms of station and program formatics, and marketing and branding strategies to attract audiences
- To provide an opportunity for participants to apply theory to practice through group exercises aimed at a) drafting an editorial charter suited to the Indonesian context; b) drafting a marketing and branding strategy by which TVRI could broaden its appeal and increase audiences; c) devise a program format showing the impact of the proposed target market on style, content and approach.

The severe flooding in Jakarta delayed the group’s arrival and led to the cancellation of the Friday afternoon session on the current state-of-play in Australia’s television industry. Though the participants missed out on meeting the two industry participants scheduled for this day, the content was integrated into the remaining sessions. The Saturday sessions were delivered by Dr Mick Broderick (media policy specialist from Murdoch), Associate Professor Gail Phillips (ex-ABC Radio program-maker and manager), Des Guilfoyle (ABC National Advisor, Training), John Maclean (ABC TV Perth Executive Producer) and Michele Elliott (marketing and media consultant).

After the conference the participants were split into two groups, one going to Sydney and the other to Melbourne. Both groups met senior staff from a range of areas within the ABC and from SBS (full details are in the enclosed program).

The two days in Melbourne and Sydney were designed along the same lines, with two main aims:

- To inform participants about how an independent broadcaster (the ABC) worked in both management and day-to-day operational functioning
- To inform participants about the marketing of public broadcasters (audience relations), and about revenue generation and the links

With the intent of relating those principles to their own situation, in terms of how they might be able to implement change.
There were, necessarily, differences between Sydney and Melbourne, but it was felt that these differences would enrich the experience, and allow the groups to compare the results. In fact, the ABC’s Deputy Programmer was flown to Melbourne to present a session on scheduling, because nobody was available locally. Otherwise, presenters were drawn from the local centres.

Without descriptors of current positions, it was difficult to be consistent in the allocation of participants to either centre, so the selection was made on the basis of what appeared to be a cross-section in terms of seniority and function. This proved to be a workable arrangement.

In Sydney, the group’s activity was facilitated by Marilynne Smith, Manager International Training, and Hidayat Djajamihardja, Broadcaster from the Bahasa Indonesia Unit, RA. In Melbourne, the group was facilitated by Nuim Khaiyath, Executive Producer of the Bahasa Indonesia unit.

The presenters were drawn from a range of senior managers (details in the attached program) from corporate governance areas as well as news and current affairs, programming, marketing and new media areas. These presenters spent from one to one-and-a-half hours each with the group. Presenters were briefed on the current situation at TVRI and asked to offer ‘grabs’ of information and to concentrate on engaging the group in questioning and discussion. This approach worked well, with some presenters choosing to present more extensive material and others concentrating on discussion.

Outcomes

The workshop was evaluated on the basis of

- Quantity and quality of active participation in discussions by the Indonesian team
- Conversations between trainers and trainees regarding the value of the workshop
- Requests for further training with the group of trainers and other collaborative work.

Perth

The participants were highly motivated and engaged throughout, participating easily and eagerly in discussions. The presentations were challenging, covering matters of policy as well as production practice, though participants managed to follow most of the content (the one exception was the session on marketing where the speaker spoke very quickly and tested their capacity to keep up). Their lines of questioning showed their full grasp of the issues and their awareness of their relevance to the Indonesian context. The practical sessions involved exercises which gave participants the chance to apply what they had learnt to the Indonesian context. The three working parties spent Saturday night working until 0100 on their presentations for the next day, and presented detailed and carefully worked out plans that attested to the seriousness with which they viewed the exercise. The discussion following the group presentation teased out more delicate and contentious issues which might impede their capacity to translate these templates into genuine outcomes at home. They were aware of the political barriers that would impede further progress and expressed the need for further assistance in order to effect real change.
Sydney and Melbourne

The same engagement and commitment were evident in Sydney and Melbourne. All participants were active and were ready to offer comments and ask questions. In Sydney, sessions on the independence of the ABC and its news services were some of the liveliest, provoking debate about the difficulties of maintaining independence from funding bodies. This was particularly significant, because the majority of participants were from news or marketing areas and programming areas, and the question of independence goes to the core of their role as a public broadcaster – especially since TVRI had started taking sponsorship and commercials this year.

There was frank skepticism about the ABC’s degree of independence, and various presenters made an effort to describe the processes in detail so that participants understood properly the whole system. Presenters also made an effort to be open about the real difficulties faced by the ABC. It was clear that this model could not work in Indonesia, but participants appreciated the differences and were willing to inform their management groups about the material covered, and to attempt adaptation of some of the principles within their own spheres of activity.

Sessions on programming and marketing were designed to show how the ABC regarded the relationship between the broadcaster and the audience, and the value placed on that relationship. The principles are broadly applicable anywhere, and participants appeared to understand and appreciate the points made by the presenters.

Informal feedback indicated that participants felt that, while they’d learned some very useful material and had a very positive experience, their ability to implement change was limited. This is reflected in the written evaluations, where high ratings were given to most sessions, and to the overall workshop, but there was a lack of commentary – though this may also be a function of the difficulty inherent using English to comment.

Many in the group said, in conversation, that it would be valuable to send a small team of ‘consultants’ to Jakarta, to deliver what was done in Sydney and Melbourne. They believed that this would be more beneficial because it would allow more people to attend.

In Melbourne, the participants appeared to take a more pragmatic approach, commenting after the event that they wanted more practical sessions, and more opportunity to observe workplace operations. After being invited to observe the News and Statewide going to air, the group stayed in the Newsroom until 8.30 on Friday night, and had a lively debate comparing their operations with these programs. The group expressed a high degree of satisfaction overall.

Summary

In the formal evaluation, the workshop was judged as highly effective. The workshop gave the participants the chance to see what independence in a public broadcaster means in practice, in broad terms as well as more pragmatically in terms of determining content and schedules. At a cultural level, the participants were ready and willing to engage with their Australian counterparts, demonstrated by their openness and the remarkable degree of frankness with the presenters and facilitators.
The success of the workshop lay in introducing participants to information and concepts which otherwise would be inaccessible. It was quite clear that much of the material and many of the concepts were novel. It was also clear that participants understood how they operated and believed that they were valuable. However, it’s also clear that TVRI is still emerging from its status as a state broadcaster, and that participants felt that many of the concepts, while interesting and attractive, would be difficult to implement.

The workshop indicates clearly that there is a lot of common ground in perceptions of how the media can operate, and there is a willingness to accept change and to implement it. The group consistently expressed the view that the material would be valuable to present in Jakarta and other Indonesian centres, in order to allow many more people access. The difficulties identified are systemic, and derive from the history of media operations in Indonesia. The participants showed that they understand quite clearly their own situation, and via the workshops now understand more clearly the western public broadcasting model. Though there was a willingness to accept the concepts, the participants were also aware that they were unable to implement significant organizational change at their levels, and real progress could be made only as a result of firm direction at the political level.
PROGRAM

Program Details Summary

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Venue/Activity</th>
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</thead>
<tbody>
<tr>
<td>Friday 1 February</td>
<td>Arrive Perth from Jakarta</td>
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<td>Friday 1 February</td>
<td>Sunday 3 February</td>
<td>Murdoch University &amp; ABC Perth: seminars/workshops</td>
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<tr>
<td>Monday 4 February</td>
<td>Tuesday 5 February</td>
<td>Curtin University, Perth: Conference:</td>
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<td>Wednesday 6 February</td>
<td>Travel to Sydney &amp; Melbourne</td>
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<tr>
<td>Thursday 7 February</td>
<td>Friday 8 February</td>
<td>ABC Melbourne &amp; Sydney: seminars/workshops</td>
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<td>Saturday 9 February</td>
<td>Depart Sydney for Jakarta</td>
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<tr>
<td>Sunday 10 February</td>
<td>Depart Melbourne for Jakarta</td>
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PERTH PROGRAM

Facilitators will be:
A/Prof Gail Phillips, Head, School of Media Communication and Culture, Murdoch University
Mr Des Guilfoyle, National Adviser, Training, Australian Broadcasting Corporation
Ms Charmaine Anderson, Training Coordinator WA, Australian Broadcasting Corporation

Friday 1 February 2002

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>1230–1400</td>
<td>Welcome Lunch</td>
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<tr>
<td>1400–1500</td>
<td>Introduction</td>
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<td>Krishna Sen, Curtin University</td>
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<td>1500–1600</td>
<td>Public Broadcasting Model</td>
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<td>Norm Taylor, Broadcasting Policy Consultant</td>
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<td>1600–1630</td>
<td>Afternoon Tea</td>
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<tr>
<td>1630–1730</td>
<td>Commercial Sector Broadcasting Model</td>
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<td>Chris Wharton, Managing Director, Channel Seven, Perth</td>
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Saturday 2 February 2002

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<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>0900-1030</td>
<td>Broadcast Regulation</td>
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<td>Mick Broderick, Murdoch University</td>
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<td>1030-1100</td>
<td>Morning Tea</td>
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<td>1100-1230</td>
<td>Editorial Charters</td>
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<td>Gail Phillips, Murdoch University</td>
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<tr>
<td>1230-1400</td>
<td>Lunch</td>
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<td>1400-1530</td>
<td>Station and Program Formatics</td>
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<td>Des Guilfoyle, National Advisor, ABC</td>
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<tr>
<td>1530-1600</td>
<td>Afternoon Tea</td>
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<tr>
<td>1600-1730</td>
<td>Audiences, Branding and Marketing</td>
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<td>Michele Elliott, Media Consultant</td>
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<td>1900</td>
<td>Dinner</td>
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Sunday 3 February

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<th>Time</th>
<th>Activity</th>
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<tr>
<td>0900-1100</td>
<td>Group work session 'Adaptation of commercial and public broadcasting models in Indonesia'</td>
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</table>
Session Coordinators: Des Guilfoyle, Gail Phillips

1100-1130  Morning Tea
1130-1230  Group presentations
12.30-1330 Lunch and presentation of certificates
1630-2015 Conference registration and reception

Monday 4 February and Tuesday 5 February

Attendance at Curtin University conference:
Mediating Human Rights and Democracy: Indonesia, Australia and the Netherlands

SYDNEY AND MELBOURNE COMPONENTS

Wednesday 6 February
Travel to Melbourne (participants from Television) and Sydney (participants from Television)

Sydney Venue: ABC at Ultimo (headquarters and radio) and Gore Hill (Television)
Melbourne Venue: ABC at Ripponlea (Television) and Southbank (Victorian headquarters and all News and radio)

SYDNEY PROGRAM

Thursday, 7 February – Sydney
0845-0900  Welcome and general orientation
0900-1015  The ABC as a public broadcaster
            Joan McKain, International Relations Manager, Corporate Relations
            Michael Ward, Policy Advisor, Television
1015  Morning Tea
11.00-12.30 SBS: Editorial Independence is a semi-commercial environment
1300-1330 Lunch
1330-1445 Editorial Independence
            Walter Hamilton, Head National Coverage, News & Current Affairs
1445-1500 Afternoon Tea
1530-1700 Human resources in the ABC: Infrastructure and broadcasting issues
            Colin Palmer, Director, Human Resources
            Jenny Ferber, Head Training

Friday 8 February — Sydney
0900-1015  The ABC and its relationship with the Australian Government - how the interface works
            Trevor Burns, Government and Parliament Relations, Board Secretariat
            Di Powell, Manager Corporate Policy, Corporate Strategy
1015  Morning Tea
1030-1130 Commercial relationships/opportunities and the independent broadcaster - opportunities and issues for public broadcasters - Part 1
            Doug Walker, A/Director, ABC Enterprises
1130-1230 Programming
Sue Lester, Network Programmer

**Lunch**

1230

Commercial relationships/opportunities and the independent broadcaster - opportunities and issues for public broadcasters - Part 2

**1430 Afternoon Tea**

1445-1600 ABC Online - content production for multiple distribution platforms (flexible publishing) and managing internal and external production relationships
Stephen Rapley, Editor, National Networks, ABC Online

1600-1700 Evaluation and wrap - considerations for the future, areas of special interest and how they could be pursued.

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**MELBOURNE PROGRAM**

**Facilitator in Melbourne:**
Nuim Khaiyath, Executive Producer, Radio Australia Indonesian Programs

**Thursday, 7 February 2002**

0845-0900 General orientation
0900-1030 The ABC as a public broadcaster - how it works
**1030-1045 Morning tea and welcome by Murray Green, State Director, Victoria**
1045-1200 The ABC and its relationship with the Australian Government - how the interface works.
Murray Green, State Director, Victoria.

**1200 Lunch**

1330-1430 Resourcing and infrastructure to meet program objectives - digitization and collocation of news/current affairs as a case study
Ashlay Schwall-Kearney, Production Resources Manager

**1430-1630 Editorial Independence - how it works in the ABC**
Marco Bass, Head, News and Current Affairs, Victoria

**1500 Afternoon Tea**

**Friday 8 February — Melbourne**

0830-1000 Observe Bahasa Indonesia Radio Australia program
0900-1000 Human Resources in the ABC: Infrastructure and broadcasting issues
Hanan Gamali, Manager, Human Resources Victoria

**1000-1115 Morning Tea**
1130-1230 Visit Indonesian section of Radio Australia, and Asia-Pacific Program: editorial independence at work.
Peter Mares

**1230 Lunch**

**1330-1430 The production process and its linkages with programming/scheduling**
Ashley Schwall-Kearney, Manager Production Resources, News & Current Affairs

**1430 Afternoon Tea**

1500-1600 ABC Online - Content production for multiple distribution platforms (flexible publishing) and managing internal and external production relationships
Dave Lane, ABC Online

1600-1700 Evaluation and wrap - considerations for the future, areas of special interest and how they could be pursued.
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<thead>
<tr>
<th>Name</th>
<th>Sex</th>
<th>Position</th>
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<tbody>
<tr>
<td>Drs. Sentot Sudarsono</td>
<td>M</td>
<td>Marketing Manager, TVRI Headquarter</td>
</tr>
<tr>
<td>Purnama Suwardi</td>
<td>M</td>
<td>Program &amp; Promotion Manager, TVRI Headquarter</td>
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<tr>
<td>Dra. Yenny Chrisnie</td>
<td>F</td>
<td>Programmer, TVRI Jakarta</td>
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<tr>
<td>Nyoman Yuyun Wahyuni, S,Sos Division</td>
<td>F</td>
<td>News Producer, National News &amp; Information</td>
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<tr>
<td>Sakdiah, S.Sos</td>
<td>F</td>
<td>Assistant Manager of News, Information &amp; Sport, TVRI Banda Aceh</td>
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<tr>
<td>Drs. Eko Wartono</td>
<td>M</td>
<td>News Producer, TVRI Palembang</td>
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<td>Dra. Erica Hermiati Erwin</td>
<td>F</td>
<td>News Producer/Reporter, TVRI Bandung</td>
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<td>Endang Sulistiyowati</td>
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<td>Programmer, TVRI Makassar</td>
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<tr>
<td>Drs. Arys Herman S, MBA</td>
<td>M</td>
<td>General Manager of Production Cooperation &amp; Creativity, TVRI Headquarter</td>
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<tr>
<td>Ni Kadek Suartini</td>
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<td>Program Director, TVRI Jakarta</td>
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<td>Siti Solvia Basri</td>
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<td>Reporter, National News &amp; Information Division</td>
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<td>Drs. Sukardi</td>
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<td>Reporter, TVRI Medan</td>
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<td>Drs. Syamsul Bachri</td>
<td>M</td>
<td>Assistant Manager of Program and Marketing TVRI Palembang</td>
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<td>Joyce Julia Susan Rumokoy, MS</td>
<td>F</td>
<td>News Producer/Reporter, TVRI Surabaya</td>
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<tr>
<td>Dra. Ni Ketut NEgarawati</td>
<td>F</td>
<td>News Producer/Reporter, TVRI Denpasar</td>
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