



Centre for Democratic Institutions

The Transition to Publicly Accountable Broadcasting in Indonesia

Murdoch University, Perth and The Australian Broadcasting Corporation, Perth and
Sydney

5-9 June 2000

The second workshop on 'Transition to Publicly Accountable Broadcasting in Indonesia' was conducted in Perth and Sydney, 5-9 June 2000. It was a revised version of the program delivered at the first workshop with the same title delivered in 1999. The second workshop, like the first, was a collaboration between the Asia Research Centre and the School of Media, Communication and Culture at Murdoch University and the ABC, coordinated by Krishna Sen (School of Media and Information, Curtin). The workshop was again sponsored by the Centre for Democratic Institutions in association with the Australia-Indonesia Institute.

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. The workshop was coordinated by Dr Krishna Sen (Murdoch University) and delivered in part at Murdoch and in part at the ABC in Perth and Sydney.

The first workshop was highly successful. Consequently, after 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 a version of the workshop.

As with the first workshop on this topic, the overall objective of the second workshop was to assist the creation of public service broadcast in Indonesia. The team of Australian academics and media practitioners interpreted this task in two ways:

- To provide a variety of models of public service broadcast, exploring how it is defined in the context of different societies and how it is being challenged everywhere in the current context of globalisation and privatisation of the media.
- To enable the Indonesian participants to think through these models as they applied to their specific present national situation. In other words, this was an

opportunity for the Indonesian television managers to deconstruct their own working situation and question not only their own but many other models of state-owned broadcasting.

- To encourage the Indonesian participants to articulate operational aspects of securing public television in Indonesia.

The outline of the program for the first workshop was retained, but the content was revised in two ways:

- (i) The first workshop had been inclusive of all forms of broadcast. The second was designed exclusively for television. This meant that the discussions about technology and programming could be fine-tuned for the particular medium.
- (ii) The first workshop had been designed for both front-of-camera personnel as well as managerial staff. TVRI had decided that participants for the second workshop would be drawn exclusively from middle-to-senior management, or staff who were expected to take on such management functions in the near future. Therefore, policy related issues were much more prominent in the content of the second workshop program.

The first three days of the workshop took place at Murdoch University. For Days 4 and 5, eight of the group travelled to Sydney, with seven remaining in Perth for sessions at the Perth ABC studios.

Seminars on Day One were conducted by academics from Curtin University, Day Two by Murdoch academics and senior management from AC Nielson, and Day Three by Murdoch and ABC Perth experts. The Sydney seminars utilised access to senior ABC managers in a range of fields including corporate policy, news and current affairs, multimedia, programming, finance, human resources and property development. In Perth, the activity on the two final days concentrated on managing provincial stations in a national context, and incorporated workshops on management of TV production. (A full program is enclosed.)

This was decided because the Perth office did not have access to the senior managers available in Sydney, and many of the participants were from provincial offices. The Perth ABC office is a particularly good example of how a provincial office of a public TV broadcaster can work. Productions from WA ABC TV were used to demonstrate and illustrate the management of TV production in that context. A full manual was produced for this purpose, and a copy is attached.

All participants received a briefing on the ABC and how it worked as a public broadcaster, with materials such as copies of the editorial policy and the ABC law book used by journalists. Copies of these materials are attached. In addition, the participants had the opportunity to talk with the then Head of ABC News in the same context as Sydney, because he worked from both centres.

It was understood by participants that the programs in Perth and Sydney were different, and the reasons for those differences. All participants received the same

basic materials, and expressed their intention to share their experiences when they returned to Indonesia.

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
- Responses to evaluation questionnaires
- Requests for further training with the group of trainers and other collaborative work.

The majority of the Indonesian team participated fully in all sections of the workshop, and provided excellent feedback to the trainers in most of the sessions. Most of the lunch and tea breaks were taken up with continuing discussions, which extended well beyond the scheduled limits of the sessions!

The participants at the workshop included provincial managers and senior broadcast planners. (A full list of participants is at the end of this report.) In the formal evaluation, the workshop was judged as highly effective by all participants.

The workshop took place at a time when media legislation was being debated in the Indonesian parliament. This legislation is intended to transform TVRI into a public broadcaster, and at the same time change its basis for funding to become at least partly commercial. Participants were very much aware of this legislation and its potential impact, and showed a high level of understanding of those parts of the Australian model which may be useful to them in defining their role and their method of operation. The program included two sessions on Media law, first on Day One and again on Day Five in Sydney. These sessions were particularly relevant to the issues that senior TVRI managers were engaged with at that time.

During the sessions in Sydney, senior ABC managers (listed in the program) spoke briefly on the topics listed and then engaged in discussion and debate with the participants. The exchanges were notable for their openness (on both sides) and clarity in terms of content, focus and intent. The TVRI participants engaged rapidly and fully with the speakers, asking questions which revealed a depth of understanding and commitment which was a little surprising given common perceptions of their previous status as a state broadcaster. At the same time, it's clear that they are just beginning to grasp principles of public broadcasting in their own context, and that their understanding will improve with exposure. It was also evident, during these sessions, that there were many more questions than there was time to ask or answer them. Promising lines of questioning and debate had to be truncated for lack of time. This was inevitable, and the reasons well understood, but the participants expressed a sense of frustration that the discussions could not be extended. However, it was also clear that the discussions were seminal in their effect, with ideas and perceptions being raised and tested.

A continuing theme in the discussions was the relationships among the public broadcaster, the government, the parliament and the people (audience). There was incredulity at the level of criticism in ABC News and Current Affairs programs of the government which supplied the broadcaster. There was also a clear effort being made to understand how these relationships worked, and to relate them to the Indonesian context. For its part, ABC managers were open and honest in their assessment of the difficulties and tensions inherent in this arrangement, and the effects on the public broadcaster and the way it operates.

There was interest in the SBS session in Sydney because of some clear parallels with advertising by a public broadcaster and the commercial realities imposed by the advertisers; but there was also a clear understanding that the SBS focussed on international news, and was therefore not in the same position in relation to its audience and government as the ABC and its focus on the Australian context.

The success of the workshop went beyond the original targets, negotiated between the Director of TVRI and the Coordinator of the workshop, in a number of ways:

The workshop identified a number of key areas of urgent training need for Indonesian public broadcast. These were:

- (a) media management;
- (b) audience/market research;
- (c) legislative protection of public broadcast;
- (d) a culture of public service.

The workshop demonstrated an enormous trust, and common concerns between media practitioners in Australia and Indonesia.

The Indonesian participants provided a series of concrete suggestions regarding future media-related training that would be welcomed by the Indonesians.

The workshop not only proved yet again that people-to-people connections between Indonesians and Australians were healthy, but also provided suggested directions which might ensure the strengthening of this connection in a particularly problematic area of the relationship between the two nations – the very different media cultures of the two countries. The workshop proved to the trainers and trainees alike that there is a very large common ground and a very large range of common concerns to do with technology and commercialisation. While the workshop started with a series of criticisms of public broadcast, it closed with a complete conviction that Indonesian and Australian democracy alike had a great deal to gain from a strong culture of public service broadcast.

List of participants

Khaerul Andi Anom Mr	Head of News Subsection Station, Bandung
Sjafei Sikumbang Mrs	Head of Station of Production, Bendar Lampung
Irwan Effendi Mr	Head of Broadcasting Section, Medan
Meity Silvana Inaray Mrs	Head of Production BAPORA Program Section, Jakarta
Sri Wahyuni Mrs	Head of Production and Broadcasting

Siregar Ade Wandina Mrs	Subsection, Samarinda Staff of Broadcasting Department, Directorate of Television
Yudo Herbeno Mr	Head of Station Semarang
Wardi Wahid Mr	Head of Station, Ujung Pandang
Gatot Budi Utomo Mr	Head of Station Production, Padang
France Djasman Mr	Head of Station, Manado
Josta Baharuddin Mr	Head of Planning and Broadcasting Rights Section, Directorate of Television
Immas Sunarya Mrs	News Reporter, Directorate of Television
Diana Macdalena Mallo Mrs	Head of News Section, Station of Production, Jayapura
Marlinda Irwanti Mrs	TV Announcer/Presenter, Jakarta

15 Participants

7 Remain in Perth for entire program, 8 travel to Sydney for last 2 days.

INDONESIA: TRANSITION TO PUBLICLY ACCOUNTABLE BROADCASTING WORKSHOP

MONDAY JUNE 5TH TO FRIDAY 9TH 2000

PROGRAM

MONDAY 5TH JUNE

- 9:00am – 10:30am **SESSION 1 – INDONESIA: MEDIA, POLITICS AND CULTURE**
Associate Professor Krishna Sen, Media and Information,
Curtin University
- 11:00am – 12:30pm **SESSION 2 – MEDIA AND THE LAW**
Dr Pauline Sadler, Lecturer, School of Business Law,
Curtin University
- 2:00pm - 3:15pm **SESSION 3 - MODELS OF PUBLIC SERVICE BROADCASTING : UK
MODEL**
Professor James Donald, School of Media Studies, Curtin
University
- 4:00pm - 5:15pm **SESSION 4 - MODELS OF PUBLIC SERVICE BROADCASTING : THE
THIRD WORLD EXPERIMENTS**
Dr Geoffrey Reeves, Senior Lecturer, School of Social
Sciences, Curtin University

TUESDAY JUNE 6TH

- 9:00am – 9:30am **SESSION 1 - INTRODUCTION**
Dr Mark Balnaves, Program Chair, Mass
Communication, Murdoch University
- 9:30 - 10:30am **SESSION 2 - DIGITAL TELEVISION ADVERTISING: OPPORTUNITIES
AND CHALLENGES**
Dr Mark Balnaves, Program Chair, Mass
Communication, Murdoch University
- 11.00 - 12.30 **DIGITAL TV (NEW MARKETS)**
Ian McDonald, Client Service Director, ACNielsen
- 2:00pm - 2:45pm **SESSION 3 - INDONESIA AND THE ROLE OF RESEARCH IN
IDENTIFYING MARKETS/OPPORTUNITIES FOR PUBLIC
BROADCASTING**
Irawati Pratignyo, Senior Manager, Media Client

Service, Indonesia, ACNielsen

4:00pm – 4:40pm **SESSION 4 - MEDIA PLANNING (RATINGS AND THE ROLE OF MEDIA PLANNING IN MARKETS)**
Kendra Gibson, AIS Elliott Matthews

WEDNESDAY 7TH JUNE

9:00am – 10:30am **SESSION 1 - THE ABC MODEL OF PUBLIC SECTOR BROADCASTING**
Dr Gail Phillips, Chair of Media Studios, Murdoch University

11:00am – 12:50pm **SESSION 2 – SMART – THE ABC'S EXPERIMENT IN PROGRAM PLANNING**
Mr Des Guilfoyle, National Broadcast Specialist, ABC Training

PERTH PARTICIPANTS
PROGRAM FOR THURSDAY JUNE 8TH AND FRIDAY JUNE 9TH

THURSDAY 8TH JUNE

9:00am – 9:30am **MEET ABC RADIO FOYER AND PROCEED TO TRAINING ROOM.**
Welcome Hosts :
Geoff Duncan, WA State Manager
Des Guilfoyle, National Broadcast Specialist
Steve Gill, TV Officer Prod. Operations, Interpreter

9:30am - 10:15am **ABC ACT, CHARTER, FUNDING, AND THE ORGANISATION TO BE DISCUSSED: HOW THE ABC WORKS AS AN INDEPENDENT BROADCASTER.**
Geoff Duncan, WA State Manager
Steve Altham, Manager, Local Radio
Michael Jackson, Finance
Wayne Harding, Executive Producer, Television

10:30am - 11:00am **TOUR OF RADIO STUDIOS - FAMILIARISATION WITH FACILITIES.**
Host: Bill Bunbury, RN & Classic FM Co-ordinator

11:00am - 1:00pm **TOUR OF TV STUDIOS/OB VAN; GRAPHICS; POST PRODUCTION: FAMILIARISATION WITH OPERATIONS AND DISCUSSION**
Host: Tim Garratt (assisted by Graphics Designer & PPS Operator)

2:00pm - 2:45pm **BRIEFING ON TV DEVELOPMENT IN PERTH, COLLOCATION AND DIGITISATION: TELEVISION PRODUCTION IN A REGIONAL AREA.**
Hosts: Gary Davis, Technical Services Manager
John O'Brien, Resources Manager

2:45pm - 3:30pm **ABC ONLINE — CONTENT PRODUCTION FOR MULTIPLE DISTRIBUTION PLATFORMS (FLEXIBLE PUBLISHING) INCLUDING PREPARATION OF CONTENT FOR COMMERCIAL SALE.**

Hosts: Steve Gill, TV Officer Prod. Operations/Interpreter
Penny Tassone, Marketing Manager

3:45pm - 4:30pm **HUMAN RESOURCES IN THE ABC. INFRASTRUCTURE AND BROADCASTING ISSUES.** Session to include Australian industrial law infrastructure and how the ABC works within it, and the role of HR in developing the workforce both within the ABC and as a player in the industry

Host: Kerry Gledhill, HR Manager

4:30pm - 5:00pm **MARKETING STRATEGIES: MARKETING A NATIONAL TELEVISION NETWORK TO REGIONAL AUDIENCES.**

Host: Penny Tassone, Marketing Manager

FRIDAY JUNE 9TH

9:00am - 9:30am **MEET ABC RADIO FOYER TO DEPART FOR CHANNEL 7 STUDIES, DIANELLA**

Hosts: Kerry Gledhill, Manager Human Resources
Des Guilfoyle, National Broadcast Specialist
Steve Gill, TV Officer Prod. Operations, Interpreter

9:30am - 11:30am **TOUR OF CHANNEL 7 STUDIOS/FACILITIES: THE COMMERCIAL ENVIRONMENT FOR A PROVINCIAL OFFICE OF A NATIONAL NETWORK**

Host: John Crilly

11:30am - 12:00 **INDEPENDENT & CO PRODUCTIONS: DEVELOPING RELATIONSHIPS WITH INDEPENDENT PRODUCERS FOR LOCAL AND NATIONAL CONTENT**

Host: Wayne Harding, Executive Producer, Television

12:00 - 1:00pm **EDITORIAL INDEPENDENCE — HOW IT WORKS IN THE ABC:**

- editorial policy handbook
- legislative infrastructure (defamation, copyright etc)
- upward referral
- how control is exercised
- how decisions are made
- perceptions and relationships with members of the Governments

Host: Norm Taylor, Head of News

2:00pm - 3:00pm **PROGRAM SCREENINGS & DISCUSSION - PANEL. DISCUSSION ON MAKING CHEAP, EFFECTIVE REGIONAL TELEVISION PROGRAMS AND HARNESSING LOCAL RESOURCES AND TALENT.**

Hosts: Wayne Harding, Executive Producer, Television
David de Vos, Producer, Television
Kevin Firkins, Producer, Television
Pam Oliver, Producer, Television
Fiona Herbert, Production Manager, Television

3:15pm - 4:30pm **PROGRAM SCREENINGS & DISCUSSION - PANEL (CONT.)**

4:30pm - 5:00pm **PRESENTATION OF CERTIFICATES AND FAREWELL**

Host: Geoff Duncan, WA State Manager

Des Guilfoyle

6:30pm *Farewell Dinner*

SYDNEY PARTICIPANTS

PROGRAM FOR THURSDAY JUNE 8TH AND FRIDAY JUNE 9TH

THURSDAY JUNE 8TH

9:00am - 10:15am **ABC ULTIMO: WELCOME AND FAMILIARISATION SEMINAR — DISCUSSION OF THE ABC ACT, THE CHARTER, FUNDING, AND THE ABC ORGANISATION.**

Jenny Ferber, National Manager, Learning & Development

Marilynne Smith, Business Development Manager, L&D

Roger Grant, Manager International Relations

10:30am - 11:00am **CONTINUATION OF FAMILIARISATION: FUNDING ARRANGEMENTS**

Laurie Treloar, General Manager, Financial Planning & Analysis

11:00am - 12:00 **THE ABC AND ITS RELATIONSHIP WITH THE AUSTRALIAN GOVERNMENT — HOW THE INTERFACE WORKS. THE MAJOR THEME FOR THIS SESSION WILL BE HOW THE ABC WORKS AS AN INDEPENDENT BROADCASTER — HOW THE RELATIONSHIP IS MANAGED TO ENSURE THAT THE ABC IS GENUINELY INDEPENDENT OF FEDERAL GOVERNMENT/MINISTERIAL CONTROLS, DESPITE BEING FINANCIALLY DEPENDENT.**

Liz Jakubowski, Strategic Advisor, Local TV & Regional Services

12:00 - 1:00pm **BRIEFING ON TV DEVELOPMENT AT ULTIMO: WHAT COLLOCATION AND DIGITISATION MEAN FOR THE NATIONAL BROADCASTER**

Alex Marhinin, Project Director, Sydney Accommodation Project

2:00pm - 3:00pm **HUMAN RESOURCES IN THE ABC: INFRASTRUCTURE AND BROADCASTING ISSUES**

Jacque Hutchinson, Head of Human Resources

This session will describe the Australian industrial law infrastructure and how the ABC works within it; and the role of HR in developing the workforce both within the ABC and as a player in the industry.

3:15pm - 5:00pm **EDITORIAL INDEPENDENCE — HOW IT WORKS IN THE ABC:**

- editorial policy handbook
- legislative infrastructure (defamation, copyright etc)
- upward referral

- how control is exercised
 - how decisions are made
 - perceptions and relationships with members of the Governments
- Norm Taylor, Head News

Note ; Arrangements were made for the participants (in 2 groups) to observe TV News going to air on Thursday at 7:00pm.

FRIDAY JUNE 9TH

- 9:30am - 11:30am** **SBS EDITORIAL INDEPENDENCE IN A COMMERCIAL ENVIRONMENT**
 Tour of SBS TV
 Phil Martin, Director of News & Current Affairs
- 1:00pm - 2:00pm** **ABC ONLINE — CONTENT PRODUCTION FOR MULTIPLE DISTRIBUTION PLATFORMS (FLEXIBLE PUBLISHING) AND MANAGING INTERNAL AND EXTERNAL PRODUCTION RELATIONSHIPS.**
 Stephen Rapley, Online Services Co-ordinator, ABC Online
 Denise Alexander, Resources Manager, ABC Online
- 2:00pm - 3:15pm** **COMMERCIAL RELATIONSHIPS AND THE INDEPENDENT BROADCASTER — OPPORTUNITIES AND ISSUES FOR PUBLIC BROADCASTERS**
 Diane Powell, Policy Co-ordinator, Digital Conversion
 Terry Moloney, General Manager, ABC Enterprises
 Mary Jane Stannus, National Manager, Archives & Library Services
- 3:30pm - 4:30pm** **PROGRAMMING FOR THE ABC:** how the content is determined and how the schedule is shaped — relationship with the audience and how the audience is a determinant of programming/scheduling/production — how it's measured and its links with programming decisions.
 Sue Lester, Network Programmer
- 4:30pm - 5:00pm** **PRESENTATION OF CERTIFICATES & CLOSE**
 Jacquie Hutchinson, Head of Human Resources