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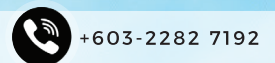
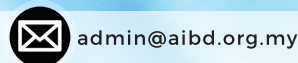
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WOMEN LEADING THE NEW FUTURE



Women leaders talk about leadership roles and responsibilities in the new future.





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FROM THE DIRECTOR'S DESK



Warmest greetings from the Asia-Pacific Institute for Broadcasting Development.

This is the last edition of our quarterly Broadcaster magazine for 2020. When I wrote the message in the January edition, I remember penning down the plans for the year. There was so much optimism, hope and plans for 2020. But, much to the dismay of every one this global pandemic has jeopardized everything. We don't really know for how long this pandemic is going to constrict us.

Both our Asia Media Summit and the General Conference had to be cancelled. And many of our regional events

were also either cancelled or put on hold. However, despite all the challenges the Secretariat organised some relevant and interesting activities, albeit virtual, for the benefit for our members. We had to quickly adjust to the new reality and get it going.

So far we have conducted about 20 online workshops and webinars, from April till end September. From COVID management to journalism; from cyber security to digital archives and TV audience measurement we have covered almost all the key aspects of broadcasting industry and their needs, both current and the future.

We have also organised some interesting and high-profile webinars, relevant to the changing times and needs. 'Children Living in the Pandemic' and 'Women Leading the Future' were two of the webinars joined by prominent speakers, including diplomats and ministers, from various countries. The outcomes have been good- we have been able to make some new partners and renew old ones, notably with UN-ESCAP, UNICEF and ITU.

The Secretariat is planning a virtual extraordinary Executive Board (EXBO) meeting soon. Discussion is ongoing with regards to the meeting with the EXBO officials and the President and Vice-President of the General Conference. We will share the outcome, including the minutes of the meeting.

Meanwhile, we have been exploring new opportunities, both in terms of partners and areas. The pandemic- as much as it has restricted us- has also opened our eyes to go and do beyond the normal. We will bring you relevant and timely services for your benefit.

If you have any feedback or suggestions on anything related to the Secretariat and its services, please do not hesitate to write or call us. Until we meet again take care and stay safe.

Philomena Gnanapragasam
Director



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PUBLISHER

AIBD

EDITOR

Jigme Thinley

CONTRIBUTORS

Philomena Gnanapragasam

Lee Lai Mee

Jigme Thinley

Monica Phang

Fathimath Leeza

Syed Nabeel Hassan Tirmazi

OFFICE

Asia-Pacific Institute for
Broadcasting Development (AIBD)
PO Box 12066
50766 Kuala Lumpur
Malaysia

Tel : (60-3) 2282-4618

Fax : (60-3) 2282-2761

Email : training@aibd.org.my

Website : www.aibd.org.my

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Empowered Women– Empowering Women

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD



the opportunities and strategies to manage the evolving roles and responsibilities.

The purpose of the webinar was to further highlight the women in leadership roles that inspire other women and provide platform to spotlight their journey and how they adapted to the fresh new challenges brought about by the COVID-19 pandemic.

More than 100 participants from over 20 countries participated in the webinar.

The Asia-Pacific Institute for Broadcasting Development (AIBD) organised a global webinar on women leaders- 'Women Leading the New Feature' on 10th September, 2020. The webinar brought together top-notch women leaders in various fields to talk about the leadership in the new future.

Among the prominent speakers are women leaders holding political portfolios, diplomats and bureaucrats

The keynote address of the event was delivered by H.E. Dr. Armida Salsiah Alisjahbana, Under-Secretary-General of United Nations and Executive Secretary of Economic and Social Commission Asia and the Pacific (ESCAP), while the

opening remarks were given by the President of AIBD, Mr Rajeev Singh, Chief Finance Officer, Prasar Bharati, India.

Eight distinguished women leaders shared their personal experiences and stories of success as leaders in spearheading their respective expertise in diverse fields.

From women at the frontline of COVID management to economic freedom; and from women at the forefront of Science and ICT to socio-economic wellbeing, the Webinar witnessed the women leaders spoke on various issues, challenges and way forward to lead the 'new future'. The Webinar also provided a platform for the women leaders to discuss

The webinar was moderated by Ms Philomena Gnanapragasam, Director, Asia-Pacific Institute for Broadcasting Development (AIBD) and Mr Rizal Giovanni P. Aportadera Jr., Director General of Philippine Broadcasting Service (PBS).

AIBD conducted a small online survey as part of this webinar. There were 262 respondents, of which 83% were women and 13.7% men. When asked about the number of women in their respective organisations, over 70% answered that there were more women or equal number of men and women and of these only 13% were at CEO level, 42% were at Director level and the rest were at middle management.

KEYNOTE ADDRESS

H.E. Dr. Armida Salsiah Alisjahbana- is Under-Secretary-General of United Nations and Executive Secretary of Economic and Social Commission Asia and the Pacific (ESCAP). Prior to this she was the Minister of National Development Planning and the Head of the National Development Planning Agency, Indonesia and served as co-chair of the Global Partnership for Effective Development Cooperation.

THE PANEL**H.E. Smt. Smriti Zubin Irani**

- is India's youngest minister in the government and the first woman to hold office as Union Minister for Human Resource Development (from May 2014 to July 2016) and as Union Minister of Textiles. Prior to this she was the Minister for Information & Broadcasting from July 2017 to May 2018. She was elected to the Upper House of the Indian Parliament representing the State of Gujarat.

H.E Sara Duterte

- is currently on her third term as the Mayor of Davao City in the Philippines. She is the youngest and the first elected woman mayor of Davao, a city with a 1.5 million people. Before running for public office, she worked for

the Supreme Court. She holds the rank of Colonel in the Army Reserve Force and is a graduate of the Command and General Staff Course of the Armed Forces of the Philippines.

Dr Sarah Alade

- is the Special Advisor to the Nigerian President on Finance & Economy. Responsible for Monetary Policy Committee Meetings and is the Chair of Monetary Policy Implementation Committee. She also served as Chairman Board of Directors for Nigeria Interbank Settlement System, Chairman Payments System Strategy Committee.

YBhg. Dato' Suriani binti Dato' Ahmad

- is the current Secretary-General of the Communications and Multimedia Ministry. She has served as Director of the National Institute of Public Administration and as Secretary-General of the Ministry of Women, Family and Community Development. She has also served in the Ministry of International Trade and Industry as well as the Ministry of Defence.

Ms Atsuko Okuda

-is the Regional Director of International Telecommunications Union (ITU), for Asia Pacific Region.

Ms. Okuda served the United Nations Economic and Social Commission for Western Asia (ESCWA) in Beirut as the Chief of the Governance and State-Building Section and as the Team Leader responsible for ESCWA Knowledge Management

Dr. Anne Felicia Ambrose

- is the recipient of 2020 American Medical Association's Inspiration Award. She is Associate Professor and Research Director in the Department of Rehabilitation Medicine at Montefiore Hospital, Bronx. She is training women physicians nationally, and has written a manual on managing COVID-19 recovery at home which has been extensively distributed in many countries.

H.E Dr. Kiran Bedi

- is the Lt. Governor of Puducherry, India. She is the first woman in India to have joined the officer ranks of Indian Police Service as well as the first woman to be appointed as Police Advisor to Secretary General in United Nations, in the Department of Peace Keeping Operations in New York. The Ramon Magsaysay Award winner has authored several books and has a biopic on her life called, "Yes Madam Sir".

Women’s contribution significant: USG of UN-ESCAP

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD



The Asia-Pacific region has seen a significant progress in the past few decades, and women’s contribution has been significant according to the Under-Secretary-General of United Nations and Executive Secretary of Economic and Social Commission Asia & the Pacific (UN-ESCAP), Ms Armida Salsiah Alisjahbana.

“As a result, it has promoted an increasingly inclusive and sustainable economic growth,” she said.

She also highlighted the key challenges of the Sustainable

Development Goals (SDGs), focusing on gender equality and empowerment of women and girls.

“The COVID-19 pandemic has complicated the measures in achieving the SDGs,” she said. “Disproportionate burden placed on women health care workers; the heavier economic impact on informal sector workers and small to medium-size women led enterprises; and the increase of physical and/or sexual violence towards women and girls.”

The United Nations, including the ESCAP, has come up with

a gender-responsive regional programmes to ‘leave no one behind’. Ms Alisjahbana highlighted 3 polices that are the most pertinent to the discussion as:

- Improve social protection systems and widen safety nets. Governments need to advocate for the allocation of sufficient fiscal space, especially targeting women and girls, along with an improved regulatory and policy framework.

- Emphasize women’s entrepreneurship as a catalyst for promoting women’s economic empowerment. Increasing women entrepreneurs’ access to finance and digital technologies through partnerships with governments, financial institutions and the private sector are essential elements in this process.

- Work together in improving gender data and statistics along with development partners. Collecting and analyzing high-quality, timely, and sex-disaggregated data can measure progress on gender equality and the empowerment of women and girls.

Women will lead from the frontiers

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD

Women will lead from the frontiers, says the Indian Union Minister for Child and Women Development, and Textiles, Smriti Zubin Irani. She quoted her Prime Minister, Mr Narendra Modi; “Now is the time for the nation to benefit from the leadership

and contribution of women and we have now made sure that ‘women-led development’ becomes the mantra for the Indian Government.”

She underscored spectrum of challenges that the pandemic

brought and how her government was circumventing them, ‘from delivery of supplementary nutrient to pregnant and lactating women and children, to supplying of rations to 800 million citizens’.

From transferring cash to over 220 million women hailing from economically challenged background to empowering women with their health and medical needs, Minister Irani highlighted some of key areas that her government is working on with regards to women and girls.



She said that a dedicated fund is set up for establishing fast track courts dedicated to providing judicial remedies to women, especially in cases with regards to harassment or violence against women.

'Beti Bachao, Beti Padhao' (Save the girl child, educate the girl child) and Sukanya Samridhi Account (Girl Child Prosperity Account) were some of the initiatives she underlined, among

many others.

She also said that a first ever stringent law to protect women and children from trafficking will be presented in the Parliament.

Collaborate with the local government

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD

Sharing her experiences on COVID management in her city of Davao, the Philippines, its Mayor, Ms Sara Z. Duterte, said that collaboration with the local government is key to handling any crises. The importance of reaching out to experts to guide and set the policies and protocols is key, she added.



Mayor Sara said she personally campaigned and encouraged the use of face masks, largely intended to protect the people against the spread of infection. "Never was I seen out in public without a mask on — simply because I believe that the best way to influence others, especially those who look up to me, is by showing example."

mitigating activities such as food distribution as well as farmers to partner with government in addressing pressing needs and at the same time providing them with economic empowerment.

for decisions, measures, and policies that were implemented.

Another strategy she used was 'people helping people'. She said that she quickly rewarded communities for registering the lowest number of cases, and including minority groups for

As a way to engage the public and open the line of direct communication with the public, she launched a daily programme aired over the Davao City Disaster Radio. This platform, she said, helped to answer queries and provide explanations

Mayor Sara called upon fellow women leaders to be relentless, despite the challenges, adversities, pressure, fear and uncertainty, by pausing and examining oneself, and looking for the values collected along the way.

The city of Davao has a population of 1.6 million.

Behind every successful woman is she herself

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD



The real change will come when powerful women are less of an exception. Behind every successful woman is she 'herself'. Those were some of the key messages as Dr. Kiren Bedi, Lt Governor of Puducherry in India enthralled the participants.

Dr. Bedi is India's first woman to join officer ranks of the Indian Police Service in 1972. She shared her lifelong experiences and lessons.

"I am 71 years old, I have done it, and will strive to do it as long as there is enough energy in me to do it," she said.

For aspiring women leaders,

she advised them to 'become and remain exceptional' and to 'practice excellence, not as a skill but as an attitude'.

Dr. Bedi also remarked on the importance of male support for women empowerment and the vital necessity of teaching men how to work and live with empowered women.

She reflected on the lessons taught by her parents that women are the real architects, leaders of development along with men. "Remember that in the society, women who break down barriers will be those who will ignore limits."

The nine leadership beliefs Dr Bedi highlighted:

1. Stay focused on your higher purpose – do your best!
2. Constantly self-evaluate - give time for personal reflection and audit of your mind;
3. Never let monotony set in- Look out new ventures & opportunity, be willing to learn;
4. Gratitude - Remain grateful for whatever anyone does to you;
5. Remain Authentic - Live up to the trust you are creating. Your Audio and Video must match. You can't be saying something and doing something else.
6. Crucibles for women are your real tests - For example finding your own ways to manage COVID;
7. Draw line between personal and professional
8. Valuing your health
9. Stop fearing fear - and you will have a sense of freedom in all that you do.

More women are coming out of their "shells"

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD

The Secretary-General of the Ministry of Communication and Multimedia Malaysia (MCMC), Dato' Suriani binti Dato' Ahmad says that the future news has to be designed on how we live our lives. Sharing her views on the topic "Leading Media in the New Future", Dato' Suriani said being

a "New Normal Leader", means keeping up with the fast-paced world.

"Media play an even profound role in perpetuating how societies are organised as well as looking at how our surroundings are flooded with digital natives

who speak the language of technology," she stressed.

She added that living in this new normal, technology and media are becoming the agent for social change. This facilitates many creative people to shine their creativity especially more

women, young and old coming out of their “shells” including the transformative role of media in combating gender disparity and women empowerment.

By 2022, 60% of global Gross Domestic Products (GDP) will be digitized with growth in every industry driven by digitally-enhanced offerings, operations, and relationships, based on International Data Corporation (IDC)’s predictions.

Therefore, she said, an urgent action is required to ensure the benefits of these transformations are distributed equitably.

Her Ministry and the National Commission of Malaysia for United Nations Educational,



Scientific and Cultural Organization (UNESCO), is to prepare and execute activities that will enhance the skills and awareness to use ICTs for educational or career purposes.

In addition to educating the public about policy changes, media are set to help create public opinion with a significant

potential to influence the policy-making process, especially in times of crisis and emergency.

She concluded by saying that media can be the driving force to shape the worldview of consumers.

A ‘seat at the table’

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD

There should be policies formulated so that women have a ‘seat at the table’ and be co-creators of any strategic interventions. This process need to include dialogue and partnership with women-focused groups, both in the private sector and in civil society organizations.

These were the words from the Special Advisor to the President of Nigeria on Finance and Economy, Dr Sarah Alade. She said economic empowerment of women is a key driver of economic growth and improved development outcomes, ultimately leading to improved economic resilience.

Citing The World Economic Forum’s 2020 Global Gender Gap report published in 2019, she said, at this current rate, it

will take 99.5 years to close the global gender gap.

In Nigeria, lack of critical education, skills and training opportunities, particularly in traditionally male-dominated fields, is one of the factors inhibiting gender equality among many others.

Dr Alade also said there are inadequate policies and regulatory frameworks aimed at identifying and protecting the rights of women, and ensuring equal representation and access across various sectors.

In response to the COVID-19 pandemic and protection of most vulnerable, Dr Alade, said the President of Nigeria, Muhammadu Buhari and his government, provided tax relief



and other support to MSMEs, many of which are owned by women.

She further stated that Nigeria is accelerating the implementation of previously planned projects, including the recently approved World Bank supported Adolescent Girls Initiative for Learning and Empowerment (AGILE) Project aimed at improving access to secondary school opportunities in targeted areas.

Technology and Women

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD



Globally, 52% of the female population do not use internet, as compared to 52% of all men. There is an under-representation of women and girls in cyberspace and in STEM education, ICT sectors and leadership roles.

Presenting on gender digital divide, the Regional Director of International Telecommunication Union (ITU) based in Bangkok, Thailand, Ms Atsuko Okuda, said women must quickly adapt to use emerging technology and

leverage the power of digital platforms and infrastructures in building resilience needed to protect against global emergencies.

Founded by ITU, UN Women, the International Trade Centre, GSMA, and the United Nations University in 2016, the 'EQUALS Global Partnership' programme, brings together women-led SMEs in tech sector from Africa, Asia, the Middle East, and South America. Ms. Okuda added that the programme is not just about providing women's and girls' ability to connect, use and benefit from the internet but also about using ICTs more broadly in a meaningful way and contribute towards society and economy through access, skills, research and leadership.

Celebrating 'Girls in ICT Day' is also another programme- a global campaign of ITU and partners to highlight the use of ICT among girls. According to her, due to COVID-19 pandemic, this year's events were held virtually with more than 45000 attendees participating across

10 countries. The events, launched Thailand on 17 August 2020, were attended by inspiring high-level speakers and female leaders from the government, academia and industry.

Ms Okuda also highlighted the 'Equals in Tech Awards 2020', which recognises outstanding individuals, organisations, and projects that have made a significant impact and promoted gender equality in digital access, skills, leadership, and research.

In 2019, ITU with UNICEF and other partners launched an initiative called 'Giga' which connect schools to internet. "This is to ensure that every child is equipped with digital connectivity and e-learning, which have become essential prerequisites for the digital economy and society, especially due to COVID-19 pandemic."

She said the initiatives undertaken by ITU is to narrow the digital divide and "hope that all girls and women have equal access to the internet, digital services, applications, skills development and leadership positions in this digital era."

Woman in the eye of the storm

Contributed by **Monica Phang & Fathimath Leeza**
Programme Managers, AIBD



Most of the healthcare frontline caregivers are women during the COVID-19 pandemic. The Director of Research, Department of Rehabilitation Medicine of Montefiore Health System in United States, Dr Anne Felicia

Ambrose, said although only 35% are women physicians, 60% of the people in the frontline were women doctors and nurses.

Dr. Ambrose was sharing her personal experience as a leader in the medical field, working in one of the worst hit areas by the pandemic. It was the Bronx in New York. With 70% of the population minorities, according to her, most of them can't even speak English.

Her organisation also had to create the protocol for treatment, run the trials, monitor results and then write a playbook. To assist the very weak and ill patients who were being sent home, Dr Amrose wrote a manual, which

is published in the Journal of International Rehab Society and is translated into several languages and distributed freely to any non-profit organisation.

Speaking on her personal journey, she said, she experienced conscious and unconscious bias as a woman physician, person of colour and due to her nationality and ethnicity.

Dr Ambrose underlined the lack of support she had felt, particularly mentors or sponsors to give advice and guidance during her initial journey. Therefore, Dr Ambrose has started her own mentorship programmes, which has been running for the past 5 years.

Dr. Ambrose received the 2020 American Medical Association's Inspiration Award recently.

325 million children in Asia-Pacific affected due to school closures: UNICEF

Contributed by **Monica Phang**
Programme Managers, AIBD

The COVID-19 pandemic has directly or indirectly impacted on the socio-economic wellbeing of the people in this region, especially the school-going children who were affected due to lockdown. Some 325 million children in the Asia and Pacific were affected because of school closures.

According to the Regional Emergency Advisor, UNICEF in Bangkok, Marc Rubin, the pandemic has compounded the existing fragile, already weak and risky situation in the East Asia and Pacific region.

He was delivering his keynote address at the first-ever media dialogue on 'Children Living in Pandemic', jointly organised by AIBD and UNICEF Malaysia on 30th July 2020.

The two-hour long virtual event, first of its kind, was moderated jointly by Aditya Sharma, a youth representative from Bangkok,



Thailand and Jessica Sercombe, Communication Officer for Development, UNICEF Malaysia.

"In this region, there are 9.3 million displaced people including more than 3.5 million children and their parents under the status of refugees and migrants of stateless who are highly vulnerable to COVID-19 disease," he said.

As part of UNICEF's Supported Response to COVID-19 under the United Nation Children's

Fund, three programmes were launched- 'Child Protection, Education, and Risk Communication and Community Engagement'.

He said special assistance was rendered to help young children who were temporarily separated from their parents due to a number of reasons including illness while seeking for remote protection.

On the online learning, he highlighted that digital divide was the main concerns. Social engagement among the community, especially young children, on how to protect themselves were some of the responses initiated under the programmes.

Mr Rubin said that the voice of children is essential in order for UNICEF to take the appropriate actions needed to make a positive impact for them, their family, their friends and their community.



Learning during the lockdown

Contributed by **Monica Phang**
Programme Managers, AIBD



Besides doing assignments and homework online, the children who participated in the AIBD and UNICEF Malaysia 'Media Dialogue on Children Living in Pandemic' said they also learnt how to cook, sing, made new friends online and spent meaningful time with their parents during

the lockdown.

Maya Sharma from United States said she spent more time on her computer screen doing her school homework, sitting for test and chatting with friends on social media, besides viewing YouTube and Netflix.

For Lamar Abounassf of Saudi Arabia she said she got more time to focus on her school lessons, while Anushka Gan of Malaysia managed to find very good and genuine friend online with common interests.

Emaan Amir from Pakistan felt that 'she knew how to handle

stress during lockdown by spending times positively with her friends via social media'.

But, all was not well for some. Hyunseo Kim from Korea said the lockdown was very stressful for her. "I did not get much free time. I was most of the time in front of the screen as I had to do so much homework," she said. It was a similar situation for Karen Goh of Malaysia as well. "Our homework online double as compared to before, while attending our normal physical classes," she added.

For Samuel Ray Naden fom Malaysia, as being an outdoor boy, he said it was hard for him as he had to re-adjust his schedule. "But eventually I managed to overcome the stressful situation and took up new hobby like cooking and learn to play guitar". Most of these children said during the lockdown, they are spending more time with their parents and family members which had enhanced better family bonding.

The event was aimed at giving voice to Children living in the pandemic and to analyze the role of media in addressing the need of the children during distressing times.



KitaConnect- reaching out to youth

Contributed by **Monica Phang**
Programme Managers, AIBD

UNICEF Malaysia established an online engagement platform known as KitaConnect during Malaysia's Movement Control Order (MCO). The Communication Officer, Ms Jessica Sercombe, explained that the online platform is for youth to stay connected, receive support and inspire action among other youth across Malaysia.

The shared information on COVID-19 are translated into four main languages – English, Bahasa Malaysia, Mandarin and Tamil. Insert slide Channel for Youth

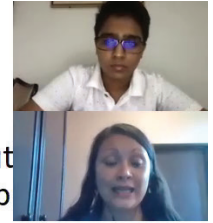
Jessica said before establishing @KitaConnect, UNICEF Malaysia released a youth survey to find out their concerns and challenges. "700 youth responded. About 65% were worried about 'not knowing when things would

go back to normal', 52% were struggling with feeling tired, bored, agitated, 49% were really finding it hard to find something fun to do, and 77% wanted to receive tips on wellbeing during this time, to keep themselves motivated and positive," she added. Insert slide How are youth feeling?

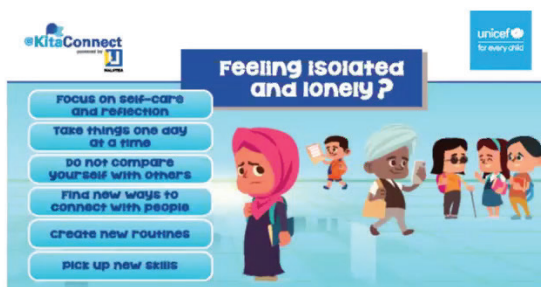
@KitaConnect also link content partners directly to develop content, not only inspire and motivate, but also develop on



CHANNEL FOR YOUTH



@KitaConnect (powered by U-Report) is an online Telegram platform for youth connected, receive support and inspire action amongst other young people in Malaysia.



mental health and well-being among the youth. This also include engaging mental health experts and celebrities while sharing their own skills.

Now @KitaConnect has developed into a user-initiated drive engagement platform, where youth and content partners

conduct weekly sessions online on topics or issues which interest them. Most importantly, @KitaConnect prioritises its way to engage youth members for feedback specifically.

UNICEF Malaysia is also working with a group of youth who have been engaged in its programmes

before and are from diverse backgrounds, including youth with disabilities. The involvement of youth, according to the Communication Officer, is to get their opinion and inputs on the messaging, designs, and engagement ideas to ensure their needs and interests were provided.

Content for children during pandemic

Contributed by **Monica Phang**
Programme Managers, AIBD

Four content creators from Argentina, Italy, Mexico and South Korea also joined in the media dialogue to share their views and experiences during the global pandemic.

Emmanuel Caballero, Production Director at Canal 22 of Television American Latin (TAL) in Mexico said the Federal Government of Mexico through the Ministry of Health immediate took charge to create information content for both children and adults since the beginning of the pandemic.

He explained that his station did not produce its own content. "Instead, children were asked to create their own content by sharing their video for competition to portray their daily lives during confinement."

His Channel also expanded the airtime for children programming from 3 hours to 5 hours daily to keep the children entertained during confinement.

Children's documentary filmmaker from Educational

Broadcasting System (EBS) of Korea, Dr Hyunsook Chung noted that the current situation has made it very difficult to travel around to produce content for children. However, she said, use of technology must be encouraged to share content online which is the way forward. Sharing from the Argentina's perspective, Ms Cielo Salvio said it was a real challenge to produce content this year. She cited that content creators need to produce content by focusing in helping children to deal with



COVID'S prevention issues and provide open spaces for them to share their feelings and their thoughts.

Ms Cielo is a researcher, media consultant and currently the Director at Pakapaka Channel in Argentina, the first public TV channel for children in Argentina.

He Channel is producing content for children from 3 to 9 years old in different formats and also for radio in areas which do not have internet and TV connectivity.

"We have to be there for these children especially young kids who have different kind of fears and thoughts by comfortably expressing to them, it is "Ok" for "not to be Ok", said Ms Cielo. She added that people have been living in isolation for many months

since the lockdown. Therefore, media content creators need to think about how to re-build the sense of community.

In Italy, one of the first countries to go into lockdown, Mr Luca Millano said the National Public Broadcasting of Italy, RAI has taken the necessary steps to broadcast content aimed at helping the community and instrumental to solve public health crisis.

Mr Luca Millano is that Director of Rai Ragazi (Children's Content) Italy & Chair of the European Broadcasting Union (EBU) Kids Community.

During the lockdown the RAI, he said, produced educational contents to supplement school lessons which are done online

and for distant education to cover the entire country, including the families who did not have access to internet facilities. "RAI launched a 3-hour daily educational programme for primary and middle grade school while another channel is catering for high school students to prepare them for their final examination," he added.

Among many other programmes, RAI also produced a five-episode fictional drama series called JAMS, a thirty-minute each by adolescent actors. "It tells the story of their experiences about the situation of COVID-19, life in lockdown and quarantine besides distant schooling from home. It took 10 days to complete the shooting with 7 different sets from remote locations."

In her closing remarks, AIBD Director, Ms Philomena Gnanapragasam, said more and better content must be produced for children, as they are the future of every nation.



Sharing and Learning

By **Aditya Sharma**

Student, Bangkok, Thailand



The Asia-Pacific Institute for Broadcasting Development collaborated (AIBD) in collaboration with the UNICEF Malaysia, hosted a webinar on the COVID-19 pandemic. It was 30th July, 2020. The webinar wasn't just any other webinar about the pandemic. It was about a group of people, possibly the worst impacted and also the most ignored groups, by the pandemic. Yes, the group that I also belong to- the Children.

I was honoured and happy to be the co-moderator of the webinar, alongside Jessica Sercombe who is the Communication Officer at UNICEF, Malaysia.

Fifteen students from all over the world sat down (online, of course!) with various representatives from major media houses from Italy, South Korea, Mexico, and Argentina to discuss how children consumed

media over the course of the pandemic.

Listening to them, it was clear that they were, in deed, facing an 'infodemic'- excessive information on the pandemic. Therefore, this webinar was a good platform for children and content creators to share ideas, and learn from each other. It is important to have effective communication and dialogue of all involved parties to have same end goal of societal betterment.

I would like to thank the organizers, AIBD and UNICEF, who made it possible for everyone to come together. The AIBD Director, Mrs. Philomena Gnanapragasam, ensured that so many different parties, from all over the world could come together and talk about a much side-lined topic. It was an incredible learning experience for me.

Aditya Sharma is a student studying in grade 10 at International School of Bangkok (ISB). He has been a part of multiple projects on Child Online Protection (COP) in 2020. In April 2020, he contributed to a consultation commissioned by International Telecommunication Union (ITU), United Nations lead agency on ICT by its COP team to discuss the new Guidelines. Aditya has co-moderated the Online Dialogue on the Launch of the 2020 Guidelines with the Director of the ITU's Development Bureau, where he spoke along with Her Majesty Queen Silvia of Sweden as well as Ministers and CEOs of private sector on the importance of having strong guidelines for protecting children on the internet.

Protecting the generation born in the cyber world

By **Fathimath Leeza**
Programme Manager, AIBD



"We have been working on and developing a plan to address the online exploitation of children more effectively, the plan is to establish a reporting system and work on developing programs for parents, teachers and children," said the Minister of State for Gender, Family and Social Services, in Maldives, Ms. Zifleena Hassan.

She was making her keynote address during the In-Country Webinar on 'Cyber Security-Protecting Kids Online' held on 13th August 2020. It was organised by Asia-Pacific Institute for Broadcasting Development (AIBD) and Public Service Media (PSM), Maldives.

The event created a space for

dialogue on protecting children online. It explored how media can be used to create the awareness on this issue, while guidelines and policy-level changes are being formulated.

The Webinar had a panel of International and Local speaker representing the most relevant areas of the issue.

The Managing Director of Welchman Keen, Mr Philip Victor, stressed on the importance of learning the rapidly changing cyber behavior, newer terms and concerns, which inadvertently invite further threats. He underlined the importance of establishing a Computer Emergency Response Teams (CERT), and the need for mobile operators and Internet Service Providers' to play a greater role.

Mr. Musthafa Farooq, Psychotherapist & Co-founder of THIBAA Psychology said families must be connected and be familiar with the gadgets kids are using.

From the legal perspective, taking Maldives as a case study, Ms Agita Pasaribu, Founder & CEO of Bullyid App Chair of Bullyid (Indonesia) looked at the International legal commitment

and national legislation of the country, as well as available data of the internet usage.

"Advocacy cannot go alone, you must be prepared to partner with state agencies and relevant stakeholders to ensure that reform is coming through," said Mr. Muruthala Moosa, Executive Committee Member of Advocating the Rights of Children (ARC).

"Broadcast media is lagging behind, while the digital media are doing a bit more substantive writing," said Mr Ismail Azim, Assistant Journalist, PSM, while presenting his experience. He further lamented the lack of research and data available from the state agencies that prevent better reporting.

During the question and answer session all the panelists reiterated the need for parents to adapt and navigate the threat landscape as the children, although tech-savvy, is without world experiences and vulnerable to a wide range of dangers.

The session saw 208 registrants from Fiji, Malaysia, Maldives and Myanmar attending/ viewing the webinar on multiple platforms.

#	WEBSITE	TIME / VISIT	PAGES / VISIT	#	WEBSITE	TIME / VISIT	PAGES / VISIT
01	VAGUTHU.MV	5M 585	3.8	11	BONGACAMS.COM	3M 005	1.7
02	SUN.MV	3M 425	2.2	12	NETFLIX.COM	3M 155	2.7
03	AVAS.MV	4M 445	2.7	13	FACEBOOK.COM	17M 485	7.8
04	MIHAARU.COM	9M 395	4.3	14	LINEASMIN.COM	2M 205	1.5
05	GOOGLE.COM	12M 095	14.6	15	BANKOFMALDIVES.COM.MV	3M 085	2.7
06	CNM.MV	3M 255	1.8	16	GOOGLE.MV	5M 005	2.9
07	IBAY.COM.MV	6M 095	2.8	17	KUJUHUFUSHI.COM	2M 265	2.0
08	YOUTUBE.COM	11M 445	6.7	18	WIKIPEDIA.ORG	3M 555	3.0
09	ONEONLINE.MV	3M 415	2.0	19	MANORAMAONLINE.COM	11M 115	6.2
10	VOICE.MV	1M 105	1.0	20	ALIEXPRESS.COM	12M 175	9.0



Role of PSBs in economic development

By **KP Madhu**

Health Journalism Consultant, India

COVID-19 epidemic has had severe economic impact on most countries. Public Service Broadcasters (PSBs) will also therefore, face financial constraints in the coming months. Most publicly funded broadcasters will also, in the meantime, be put under pressure to counter the disenchantment of the public at large, a natural response to economic downturn. Broadcast organisations that aspire to be Public Service Broadcasters will need to develop clear strategies for facilitating economic growth, to align their contributions to national development and public service, to ward off or at least reduce the demands on use of airtime by political, religious, commercial and other vested interests.

The first is to make sure that no health issue in the future will ever catch us again unprepared. We need to strengthen health communication and reporting, to reduce expensive morbidities and mortalities caused by not only corona virus, but also by other diseases and conditions. COVID-19 came upon us unexpectedly and took a toll in a short time, but there are illnesses that take their toll, slowly, steadily, killing millions. The economic impacts of such illnesses also nibble away from economic progress. Broadcasters can do what WHO and the Ministry of Health cannot— provide the public adequate understanding to make informed choices about their health.

Besides this PSBs can contribute in improving national productivity and prosperity. Many countries in the Asia-Pacific region have progressed from dire poverty and were moving towards self-sufficiency in food and some were developing rapidly before

the pandemic. But we have not given adequate service to the primary producers for the society— the farmers, the fishers, animal herders and forest dwellers that feed our cities. Even in countries that are primarily agrarian, there are no specific time slots or interesting and useful programmes targeting these sections of the public.

Manufacturing and service industries too, have faced setback due to COVID-19. These secondary and tertiary producers also need special attention from PSBs in these times. These sections of the society can make a healthy, well-nourished population prosperous in a short time— faster than a government can, even with the right political will. However, many in these categories of public were forced to innovate, just to survive the pandemic— especially those that were not involved with healthcare systems.

The most important service that we can provide to these sections of the society is to constantly and consistently inform them about new technologies and new innovations. We need to strengthen ourselves to energise the media consumers, to ensure that our respective countries do not need to depend on costly imported technologies, imitating innovations, but can develop economically on the basis of problem solving skills of their own.

Developing clear cut action plans based on these three strategies can help broadcasters regain their viewership and listenership, necessary for survival. So, even those broadcasters who are not in the game for public service can benefit from adopting these strategies, to help hold up their sagging financial bottom-line, as the coming months unfold.



It is with this background that AIBD first initiated the creation of a manual for training in health communication and reporting. A task force to lead the strategic action in the Asia-Pacific region is also being constituted. AIBD is actively analysing the situation in the other areas also, that need capacity building and seeks inputs from broadcasters on the ground realities in their respective countries.

COVID-19 pandemic has posed a setback to our task of sensitising, orienting and training broadcasters on issues that need attention. But we responded by resorting to online technologies for meetings and seminars. The experiences with these experiments at online capacity building have provided us lessons that we will use to adapt our capacity building activities to the post-COVID world.

We would like to know how to serve our members and affiliates and seek inputs to make sure that the path we are charting for the future is aligned to your needs and requirements. The COVID-19 conundrum may force us to keep physical distance. But we must now act together to find ways to put the world on the speedy path to development and cooperate to communicate issues that are relevant to the media consumers and citizens.

Digital disruption leads to changing business models

By **Dr Mike McCluskey**

International Media & Broadcast Consultant, Australia



Broadcast media around the globe is changing rapidly as digital disruption leads to changing business models, new patterns of audience media consumption, mobile consumption and production, and easy access to on demand content anywhere at any time. Consequently, broadcasting organisations around the world need an approach to leadership that encompasses the capacity to lead teams to effectively adapt and evolve within the rapidly changing media landscape.

With this in mind and with a focus on the essential attributes of modern broadcast industry leadership, 25 participants from Ratio Television Brunei (RTB) were involved in a full-day digital in-country workshop on Modern Broadcast Management. Organised and coordinated by AIBD, the workshop was conducted by Broadcast Media Consultant, Dr Mike McCluskey, who ran the online interactive one-day workshop from Australia.

The participants were asked to form themselves into 5 groups

of five people, each sharing a laptop or desktop computer. This allowed RTB team members to participate in group work and with individual spokesperson designated for plenary session feedback.

The participants ranged in their levels of leadership and management experience, including radio producers and station managers, team leaders in broadcast engineering and training coordinators. Despite some difficulties with broadband network connections, the workshop ran smoothly with lively interaction.

Differences between the processes of management and the attributes of leadership were discussed. Team members were given opportunity to build on their understanding of how leadership and management are interdependent and focussed on some of the common attributes that all leaders need to practice. Some of the key leadership attributes discussed included:

- Embodying cultural and organisational values at all times;

- Setting vision, goals and direction of their teams;
- Building vision and goals on sound principles of understanding audiences and community interests;
- Undertaking research and seeking information;
- Collaboration and interactions with stakeholders;
- to support, encourage and empower their staff and teams to do their best;
- offering and receiving constructive feedback from staff, superiors and audiences;
- encouraging innovation, experimentation and strive for excellence; and
- demonstrating fairness and integrity at all times.

Management systems were covered in detail with discussion about the need for good leaders to utilise and design management systems that facilitate and enhance the ability of teams to undertake their work as seamlessly and as effectively as possible.

The concept of the leader's toolkit was used to demonstrate how good leaders utilise a range of systems and attributes to enhance their leadership capabilities. The participants agreed that a leader who needs to guide their teams through the constantly evolving and rapidly changing broadcast media environment will need to constantly utilise all these attributes and avail themselves of all leadership tools and management systems to ensure they and their teams remain nimble, effective and relevant to their audiences.

Community Radio: Empowering Societies During Disasters

By **Nabeel Tirmazi**
Programme Manager, AIBD

Community radio has always proved to be an effective medium for the development of the unprivileged communities. In recent times, Community Radio (CR) has proved to be a great bridge for information and communication to the remote, marginalized, and the most vulnerable communities. Being an economical medium, its portability adds value not only in reaching but giving voice to the unheard.

Over 75 media practitioners from 18 countries joined the AIBD’s webinar on Community radio on 17th September 2020. AIBD engaged speakers from Australia, Bangladesh, India, Nepal and Nigeria to share their knowledge and case studies with the attendees. The three-hour event focused on the role of community radio in various countries during disasters and how this institution dealt with the recent global pandemic lockdown.

During the opening remarks, Ms Philomena Gnanapragasam, Director, AIBD, said that, Radio is the theatre of the mind, though being a traditional medium it still withstood time and it has become stronger with the evolution of technology. Though globally, community radio stations are low on resources but they have deep roots and have more penetration in their communities, which make them a significant media.



Renowned humanitarian writer and photographer Dr Shahidul Alam from Bangladesh moderated the event. He also said that in an image-saturated world, radio still proves to be an important medium to disseminate content to the masses.

Mr AHM Bazlur Rahman, CEO, BNNRC, talked about how Bangladesh mobilised all the community radio stations to develop awareness-building programmes on COVID-19. He also mentioned about the Government’s initiatives to mobilise community radio to collaborate with government departments, CSOs, and communities.

Dr Sreedhar Ramamurthy from India delivered said community media has always been proactive during disasters like cyclones, tsunami, floods, and even during the current pandemic. He highlighted various strategies that Indian community media adopted to ensure their

connectivity during vulnerable times.

Mr Suman Basnet, regional Director, AMARC from Nepal, said that while the pandemic is far from over, its consequence on community radio is visible and severe. “Community radio journalists worked as the frontliners during these unprecedented times, but they suffered enormous setbacks in terms of income, logistics, and human resources,” he said, adding that governments should have formal policies on emergency broadcasting as well as for social inclusion. “Wearing a mask is important, but let it not block our voice!”, he emphasized.

A media consultant from Australia, Mr Martin Corbin, shared a case study of Australia’s recent tragedies of bushfires and how community radio reacted to it. He mentioned that during that period, over 80 stations were at any one time under

Continued on next page

threat or undertaking some form of emergency broadcasting. He also highlighted that during that period, the listenership of community radio increased significantly, as listeners wanted to know more about localised news and local voices.

Mr Balakrishana Pokhrel, Executive Director of ACORAB Nepal, shared the experiences of community radio broadcasters during the disasters in Nepal in recent years. He showcased his case study on how CRs played a bridge role between victims and authorities during the earthquake in 2015 and then in floods. He mentioned the role of ACORAB during COVID19, where the association constantly conducted policy advocacy and capacity development for its member broadcasters.

in India, Ms Archana Kapoor, presented her case study on a small city 'Mewat' and how community radio was able to raise the awareness among masses to combat COVID19. Apart from broadcasting awareness-based programmes, Radio Mewat also ran a campaign on digital media literacy, she said.

Professor Ralph Akinfeleye, Chairman of the mass communication department of the University of Lagos from Nigeria, also known as the father of community radio in Nigeria, spoke about the history of community radio in Nigeria. He also mentioned that during COVID19, local community radio stations translated the information about the pandemic to avoid any severity of disinformation.

Director of Institute for Media and Society, Nigeria highlighted various strategies about how community radio stations can minimise the impact of disasters by acting proactively. He also mentioned that sometimes the localised disasters are not highlighted in the mainstream media, thus the role of community radio becomes more evident to safeguard its audience by disseminating relevant precautions.

During the Q&A session some of the participants said it was a timely effort by AIBD and traditional broadcasters should also learn from the engagement techniques used by community media. AIBD will organise more in-depth workshops on this subject for members in near future.

The founder of Mewat radio

Dr Akin Akingbulu, Executive



Cutting the feet to fit the shoes

By **Raviratan Arora**
CEO, DecisionCraft Inc.

TV audience measurement is a typical case of the tail wagging the dog, where an investment of a few million dollars ends up deciding the fate of billions of advertising dollars.

Over the years it has come to believe that there should be a single measurement service (single currency), presumably since multiple audience measurement numbers make it harder to price, buy, and sell advertising time. But in the endeavor to obtain the convenience of a single currency, the industry has **cut its feet to fit the shoes**.

Almost everywhere, TV channels that are not happy with the numbers that their ratings company produces, have one or more of the following complaints: Inadequate panel size; skewed panel distribution; biasedness and; unethical practices including corruption.

But what is seldom questioned is what type of hardware technology is used for measurement, demerits of monopolised ratings service, and issues related to moral hazards. Most users of audience measurement data know very little about what lies under the hood of a ratings system.

For example, I haven't met a media professional who knew how to calculate the margins of error for the ratings data. It's a different matter that I also haven't met a ratings agency that would give them the required data. More often than not, it is a case of the blind leading the blind.

In my experience, most of the problems with a ratings service arise from the fetish with a single currency. Or the least one can say is that most of the problems can be solved if we give up this fetish.

There are different types of peplemeters and they differ from each other on the following two aspects: Definition of viewership data and mode of data transmission.

Given the high stakes (advertising dollars) in the game, where a small error can lead to grossly disproportionate consequences for the broadcasters, it's the demerits rather than merits of the technology that should decide the choice of technology.

It has been my experience that most of the media professionals are inadequately trained on how to interpret the ratings data, and on how to ask hard questions. Most of them work as automatons. Their knowledge is limited to the ratings jargon.

What should the broadcasters do and ask?

1. Build expertise. Understand strengths and weaknesses of measurement technologies.
2. As a group, broadcasters should insist on active participation. Take nothing on reputation (All that glitters is not gold). Test each component of the supply chain. Insist on a number of checks and balances.
3. Resist/fight monopolistic forces including monopolistic technologies.
4. Ensure no media agency or broadcaster has co-ownership of the ratings company.



5. Insist on transparency. Some of the possible initiatives with watermarking are described in the following paragraphs.

6. Work towards a regulator/oversight mechanism.

Full version of the article can be accessed from our website via link: <https://bit.ly/3cw2oJX>

About the author:

Raviratan Arora, an alumnus of Indian Institute of Management, Ahmedabad, is the CEO of DecisionCraft Inc. in New York, USA. DecisionCraft runs a TV advertisement monitoring service in NY under the commercial name, cTrack. The author had set up and run a 7,000-household TV audience measurement panel in India. With that experience, DecisionCraft developed an end-to-end audience measurement system (peplemeters, software, and hosting) based on image-matching technology. This system was deployed in Mexico, Malaysia, and Bulgaria. A brief view of this system can be had at <https://www.ctrack.tv/?page=AudienceMeasurement>

NOTE: More than 30 participants, mostly researchers and decision makers, from 17 countries participated in the workshop on 3rd September, 2020. The author of this article was the consultant of the workshop.

Multimedia based higher education in India

In every edition of Broadcaster Magazine, we bring you an up-close, candid one-on-one interview, with a head of our member organisation. In this edition we bring you the Director of Consortium for Educational Communication (CEC) in India, Prof. Jagat Bhushan Nadda.



Broadcaster: Tell us, briefly, about yourself and your career.

Prof. Bhushan: Currently, I am serving as the Director of Consortium for Educational Communication (CEC), New Delhi- an autonomous organisation under India's apex higher education body known as University Grants Commission (UGC). With more than 3 decades of academic-administrative experience, I have the distinction of being appointed Professor in Management at the young age of 37 and has since worked as a faculty in 8 different reputed universities and institutions of high standing across the country. I am privileged to serve on the Board of Governors of several Indian Institute of Management (IIMs)- India's finest business and financial education Institutions. Besides, I am also serving in Executive Council of Central and State Universities. I have keen interest in the area of "Organization Behaviour" and "Organization Development" and I have widely travelled in pursuit of academic excellence.

Further, I am humanitarian and always trying to work towards the empowerment of the people of my country with my expertise and efforts.

Broadcaster: Not many of our members know about your organisation. Can you briefly say something about the Consortium of Educational Communication (CEC)?

Prof. Bhushan: The Consortium For Educational Communication (CEC), New Delhi is an Inter-University Center of University Grants Commission (UGC), Government of India. It was established in 1993 as a pioneer autonomous institution in developing and disseminating multimedia based higher education. We have 21 Educational Multimedia Research Centers, popularly known as EMRCs which are fully functional with production facilities and access to academic recourses as they are housed in universities colleges located across the length and breadth of the country. We are also the largest repository of multimedia higher educational content in the country and also perhaps in Asia.

We have the mandate to develop, disseminate digital educational content in the country by collaborating with multiple stakeholders including faculty, educational institutions, policy makers, broadcasting bodies etc. We play a pivotal role in re-imagining the higher education

in the country as we are the National Coordinator of 10 SWAYAM Prabha educational DTH channels and also for SWAYAM Massive Open Online Courses (MOOCs) at Post graduate and undergraduate levels.

In the past three years, CEC as the National Coordinator of MOOCs has offered 460 UG and PG courses on SWAYAM platform benefitting close to a million learners from India and abroad. These projects are being facilitated and funded by Ministry of Education, Government of India. Besides, we are also engaged in creating and promoting ICT based educational environment to facilitate and popularise digital education in the country.

Broadcaster : The current COVID-19 pandemic gave rise to a sudden boom and importance to online education. Tell us about the role CEC played during this pandemic?

Prof. Bhushan: Sadly, the COVID-19 pandemic has affected the entire world in unprecedented way – destroying jobs, wealth, education and our lives. We at CEC have tried to find a workable and sustainable solutions to the challenges posed to us in the field of educational content development and dissemination. The pandemic is proving to be 'big push' leading to the adoption of digital education as educational institutions shifted

to online mode of teaching and learning processes.

The CEC, as the national coordinator of SWAYAM MOOCs, is offering a total number of 127 undergraduate and post graduate courses in the current semester, benefitting more than 3,30,000 students from India and abroad. In view of the pandemic, we have not only increased number of courses on the portal but also modified our schedule to offer courses on SWAYAM to dovetail learners' requirement. Also, 11 DTH higher educational channels witnessed huge viewership of more than 5 million from April to June 2020. Syllabus based E-content was made available as Open Educational Resources (OER) on CEC web portal thereby allowing easing access to 1,45,498 learners in the pandemic period.

The magnanimous socio-cultural-ethnic-linguistics diversity of India also poses unique challenges in adoption and accessing of the educational content. With its 22 scheduled official languages and thousands other languages and dialects, CEC has initiated a mammoth task of translating its already developed course contents in eight regional languages. In order to provide continuous educational content to learners, CEC everyday uploads lectures on CEC's YouTube channel, recorded by faculties from different knowledge streams at remote locations. During the lockdown, CEC started to map online courses to traditional degree programs. Additionally, CEC is in process of developing 3 -year degree programmes as online courses. In the same period, CEC also took part in

Online Training sessions on Faculty Development Programs being hosted by various universities.

Broadcaster: What are some of the challenges in relaying educational content, especially through television and radio? And what needs to be done to overcome these challenges?

Prof. Bhushan: Television and Radio offer Free to Air channels, which are cheap and can reach learners in any location served by broadcast satellite downlink. In this direction, Ministry of Education has offered a bouquet of 34 free to Air Educational DTH channels on the Ministry's SWAYAM Prabha platform. Out of these, we operate 11 channels which are dedicated to subject clusters. However, the broadcasting for education has its own set of challenges and opportunities. There is a requirement of additional number of channels so that channels may broadcast subject specific content instead of cluster based. The language of the content is also a challenge, especially in the context of linguistic diversity. And, it is also a challenge to align programme schedule of the channels with that of university/school semester/time table for effective delivery. In our context, we plan to create more channels by migrating from MPEG-2 to MPEG-4 DVB S-2 uplink platform. This would provide 72 educational channels on existing 2 transponders.

Broadcaster: When we talk about online education, there has always been the issue of those who have access to it and those who don't. Your

thoughts on this?

Prof. Bhushan: When it comes to the accessibility to Online Education, it is certainly a challenge, especially in view of the affordable ICT technology and infrastructure. In India's context, considerable number of stakeholders reside in the remote areas with poor internet connectivity, which is an essential prerequisite for online education. The government is rapidly working towards increasing internet connectivity to remote regions with 4G networks, which would be secure and affordable for individuals. In this era of the smartphone and mobile network, we hope that in near future a major part of the population will have access to it. As of now, for dealing with the existing challenge, we are using DTH Platform to disseminate educational content to cater to wider student community.

Broadcaster: What are the areas that you think AIBD and CEC could collaborate?

Prof. Bhushan: I see a lot of possibilities of mutual collaborations for the benefit of education in the world. CEC as one of the pioneer of multimedia and digital education India has lots of experience in educational content generation and broadcasting. I think CEC and AIBD can visualise cooperation in capacity building training for technical and production staff. There can also be cooperation in pedagogy framework and strategies for digital educational. Possibilities may also be explored of AIBD member countries coming together for educational content development and broadcasting.

2020 Micronesian Presidents' Summit

By **Monica Phang**
 Programme Manager, AIBD



The Presidents of the five Pacific island nations that have remained COVID-free since the pandemic started, has a face-to-face leadership meeting from 30th September 2020 to 2nd October 2020. The Micronesian Presidents' Summit (MPS) coincided with the 26th Independence Day of Palau on 1st October.

The leaders of Palau, Marshall Islands, Nauru, Kiribati, and the Federated States of Micronesia came together to hold the Summit, which was the largest in-person meeting of Pacific leaders since the beginning of the COVID-19 pandemic.

All five member countries of the MPS are currently COVID-19-free, making it one of the very few regions on earth.

In a COVID-19 briefing on 17th September 2020, Palau's President Tommy Remengesau Jr. explained to the community

that Palau is hosting this year's Summit because they wanted to showcase the fact that everything does not have to be economic or profit-oriented.

Remengesau Jr. said Palau and the other COVID-free nations closed its borders at the onset of the pandemic. He said if the economic considerations were overpowering, Palau would have opened its border. But the Pacific culture is to prioritize the community first before making money.

These five island nations remain COVID free due to the swift response and preventive measures undertaken by their governments.

Meanwhile, the Chief Executive Officer and President of Oceania Television Network (OTV), Palau, Mr. Jeffrey T. Barabe, said the pandemic has severely impacted their economies as these island nations are heavily dependent on tourism.

Sharing his view at AIBD's virtual media dialogue on COVID Management in the Pacific on 27th August 2020, Mr Barabe said lot of investors are leaving

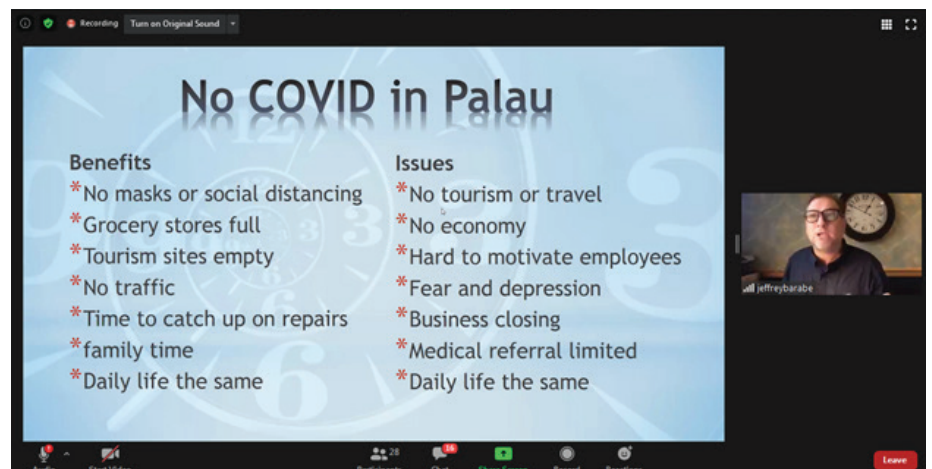
and the full recovery is not expected until 2024.

Palau also did not receive sufficient relevant information on COVID and the local broadcast stations also faced difficulties to get access to programme content during the unprecedented time.

In Samoa, since the pandemic started the government has drafted its National Epidemic and Pandemic Influenza Preparedness and Response Plan for 2020-2024.

The Chief Executive Officer of the Ministry of Communications & Information Technology (MCIT), Mr Fualau Talatalaga Mata'u Matafeo, said the National Emergency Operations Centre (NEOC) has also been activated following a declaration of State of Emergency (SOE) on 20th March 2020.

Its stringent measures, according to the CEO, have helped Samoa remain COVID free thus far. However, he added that Samoa still continues to face challenges. "Disseminating accurate and timely information to the wider population, spread of misinformation and fake



news among are some of the challenges,” he added.

In Australia, the Australia Broadcasting Corporation (ABC) produced a ‘special flyer’ in educating their employees and the general public how to protect themselves while discharging their duties.

The ABC’s Head of International Strategy, Mr David Hua said guidelines were drawn up on pandemic emergency broadcasting and pandemic broadcasting brief to share with others how to work in the field and working with talent.



The Media Dialogue brought together top-level management to learn and share best practices of crisis management, content sharing and manage COVID related health risks by the

member organisations.

More than 40 participants, mostly from the Pacific countries, attended the Dialogue.

Latest Trends in Visual Archives & Digitisation

By **Nabeel Tirmazi**
Programme Managers, AIBD



The year 2020 highlighted many vulnerabilities of media organisations where everyone was forced to work remotely with fewer resources and maintain the efficiency and effectiveness of the processes. Traditionally, archiving and digitisation were regarded as a support function but recently with the opportunities coming with OTT,

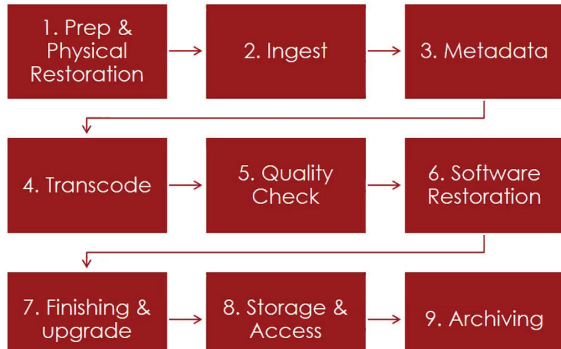
online archives, syndication with other media organisations, broadcasters are now more concerned on this subject.

From dedicated buildings to store tapes to CPU backed digital storage rooms, now the broadcasting organisations are aiming for cloud-based solutions. Many underdeveloped countries

are still lacking the modern-day models for such kind of archiving and thus losing most of their invaluable media assets.

AIBD organised an online workshop on “Latest trends in visual archives and digitisation”, on 19 August 2020. Prior to the event, AIBD conducted a survey with its members and 27 percent

Workflow Steps



respondents revealed that they don't have any digitised archiving system in their organisation, while many of the respondents, about 73 percent, were of the view that the potential of digital archives wasn't availed effectively and much more is to be done.

The workshop aimed to highlight the latest techniques and models of archiving and digital media asset management.

Mr Ale Raza, Founder and Managing Director of Whiteways System, Singapore, presented on archival management techniques and digitising of existing archives. Mr Raza discussed the step by step decision making process regarding the archiving and what could be the most effective workflow management.

Mr Adrian Wood, Co-ordinator of Restoration Asia from Japan

showcased various of his case studies regarding challenges to restore the old media for digitisation purposes.

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Mr. Jan Müller, Chief Executive Officer of National Film and Sound Archive of Australia (NFSA), spoke on the project "Deadline 2025", which is funded

by the Australian government to preserve the magnetic tape collections which are an asset to the country. His key message was that "it is not about preservation and digitisation anymore. It's about what you do with your collections". He also highlighted the importance of embracing data analytics, user's digital engagement, remaining relevant and visible as the key significant aspects while devising a plan for digitisation.

Mr Ale Raza also displayed a step by step cleaning process of old films and the restoration mechanism. He showcased the potential of "Diamant software to clean the dust, noise, etc. from the old footages.

More than 120 participants from 23 countries attended the workshop. Most of them suggested that AIBD should have more of such online workshops on the same topic to explore different aspects of visual archiving and restoration.

As a follow-up, AIBD will be organizing another regional workshop, which will deal with the subject of ethics of re-using content and legal matters, copyright clearances, and creative rights of contributors.



STRATEGIC PRIORITIES



Digitise the national audiovisual collection



Establish the National Centre for Excellence in Audiovisual Heritage



Build our national profile



Collect, preserve and share multimedia and new media



Redefine our physical presence

Virtual Concert in the Pacific

By **Lee Lai Mee**

Chief Compliance Officer, AIBD

AIBD's content sharing initiative, which was one of the outcomes of many COVID Response Session for heads of member organisations in April, accomplished another great milestone. Fiji Broadcasting Corporation (FBC) with the cooperation from the UN in the Pacific organised a cross platform virtual concert called 'Pacific Unite: Saving Lives Together', on 15th August, 2020.

The virtual concert was a regional extension of the Global Goal concept, and an opportunity for the geographically remote Pacific region to connect with the rest of the world through creative expressionism and bring attention to some of the region's and world's most pressing issues, that have been exacerbated by this pandemic.

The event showcased the unique value of the Pacific to the world. It also highlighted health workers and community workers on the frontline as they led the fight against the COVID-19 pandemic. The broadcast consisted of addresses by international celebrities, Pacific Heads of State, and UN Leaders alongside exciting performances by some of the region's top artists. AIBD was proud to promote the event and to facilitate the link-up for the members. Amongst some of the interested broadcasters were Tonga Broadcasting Corporation(TBC) who transmitted live via their Pasifika TV, Radio Television Hong Kong (RTHK); Maldives (PSM); Mediacorp, Singapore and All India Radio (AIR). Some



I AM...DELIGHTED THAT THE SPIRIT AND UNITY OF YOUR REGION IS BEING CELEBRATED THROUGH THESE ARTFORMS AT THIS PACIFIC UNITE CONCERT.

HRH THE PRINCE OF WALES



AS WE ENJOY PERFORMANCES FROM SOME OF THE REGION'S BEST ARTISTS, WE BEAR WITNESS TO THE RICHNESS OF OUR CULTURES.

THE PRINCESS ROYAL HER ROYAL HIGHNESS PRINCESS SALOTE MAFILE'O PILOLEVU TUITA



of the Pacific Broadcasters had requested for rebroadcast upon popular demand from the Pacific people.

All in all, the concert was very well received by many around the Pacific and also the diaspora around the world with viewership of around 150,000 people. The concert brought the Pacific communities together in solidarity besides paying tribute to essential workers for the work they had done to prevent transmission and save lives; and encouraging everyone to play their part in adapting to the new normal, to protect themselves and others – especially the most vulnerable.

AIBD stood tall as a partner in this collaboration to share this content with her members.

Te Vaka was one of the musical bands, which performed during the concert. It is a Contemporary Polynesian band acclaimed for its distinct original sound and un-touristy devotion to the South Pacific and the stories of its ancestors.



Leading with Purpose and Passion

By **Shanmugam D. Moorthi**

Founder, Centre for Leading with Purpose and Passion
CEO/Founder Teamcoach International

Over the past 30 years, while observing different leaders, I realised that successful leaders shared common values and traits that made them successful. Successful leadership in my view is where leaders are able to serve the people they lead, to achieve individual and organisation's purpose.

The Seven Cs of Leading with Purpose and Passion

1. *Clarity Of Purpose*

There must be meaning to what a leader does. A Leader should be purpose driven. The greater the purpose, the greater will be the conviction. The greater the conviction, the greater the desire and passion in fulfilling the purpose.

A purposeful leader inspires followers to live a purposeful life. Clarity of purpose means clarity of the mind and spirit. Our purpose becomes clearer when the focus is on others and not us. Purpose gives us meaning and direction in leading self and others. Communicating our purpose clearly painting the right mental picture; a blue print of our actions and behaviour (Body level). Purposeful leaders envision the future.

2. *Congruence*

A leader's behavior can be changed and adapted to lead more effectively. It is important for a leader to recognise and understand his/her personality as this knowledge enables one



to change one's behaviour appropriately in different situations so as to lead others more effectively.

2. *Compassion*

Leaders who are compassionate, are more focused on others. This gives them the opportunity to have a genuine relationship with others. Through genuine relationships, leaders discover themselves. Compassion helps to practise forgiveness and develop social intelligence. Giving and caring without expecting anything in return, sacrifice and loving unconditionally are characteristics of Compassionate Leaders. When shown such compassion, followers feel happier, more secure, significant and connected, and will ensure a high level of commitment.

3. *Courage*

Courage is a virtue. Courage is our will and ability to take action when we face fear. The fear can

be in many forms; physical and emotional. A leader needs to have both. To develop courage, he/she should always confront their fears and doubts. A leader needs to realize that sometimes one needs to make undesirable decisions as a leader.

Courageous leaders admit mistakes and demonstrate humility. Humility is not thinking less of oneself, but being selfless. Most emotional fears are developed when the focus is on what one does not have. When the focus is redirected to the abundance in life, one feels more secure and become more courageous.

Courageous leaders inspire their followers. In time of crisis and uncertainty, courageous leaders step up and make tough decisions by taking risk, responsibility and accountability.

4. **Creativity & Innovation**

Leaders who are creative and innovative will be open to new ideas and are also more visionary. They listen and encourage new ways of doing things. They are constantly seeking and asking the right questions. They lead better in times of crisis and are more optimistic. This results in the creation of a culture and environment that encourages creativity and constant innovation.

5. **Coach**

Coaching is not about telling followers what to do. Leaders as coaches, strive to make a difference in others. They sincerely believe in developing others. Leaders as coaches lead the followers to discover their strengths and wisdom within themselves.

Through coaching, they help their followers to actualize their goals and objectives. Coaching allows followers to be more solution focused. This gets them to focus on possibilities minus the

interference. A coaching process encourages them to take small steps to progress forward and holds them accountable. In this way, the followers become more responsible and accountable and have ownership on their actions.

6. **Community Builder**

Leaders need to connect with the people they lead at physical, emotional and spiritual levels. This will be easier if the leaders build communities that are built on trust and respect. Each member of the community knows that whatever they do, it will have an impact on the community. They care and guard the values and culture of the community.

Each member of the community is an advocate of the community. When the team or organization operates as a community, embracing change and moving forward becomes easy. A community-based organisation is more optimistic when facing crisis.

A community has natural leadership succession plan integrated within. Leaders are defined by followers.

7. **Conclusion**

Successful leaders are leaders who consider themselves as individuals who have been selected and entrusted to serve others, so that they achieve not only their purpose but the organisation's purpose as well. Leaders inspire and influence their followers to be the best when contributing their talents. Leaders unleash the potential of their followers while continuously developing their leadership competencies. They also create an environment where change is embraced and the focus is on solutions, rather than problems. Leaders build communities by encouraging Cohesiveness, Communication, Cooperation and Innovation. Leaders are continuously building trust and respect throughout their leadership voyage.



NOTE: More than 60 participants from 15 countries participated in the online workshop "Leading with Purpose and Passion", on 6th August, 2020. The author of this article was the consultant for the workshop.

AIBD at 6th Asia-Pacific Spectrum Management Conference

By **Nabeel Tirmazi**
Programme Manager, AIBD

The 6th Asia Pacific Spectrum Management Conference was held virtually from 3-6 August 2020. AIBD was invited to provide the broadcasters' perspective to the conference. Consultant and Advisor of Broadcast and ICT Dr Amal Punchihewa represented AIBD at the conference.

One of the main discussions of the Conference was the 5G mobile services and the required spectrum to deliver projected services. Dr. Amal presentation focused on the value of broadcasting. He made it clear that no service, such as mobile or online delivery, can replace broadcast service. Mobile and online services may complement what broadcasters perform from production to delivery.

"APT has 38 member countries in APAC. In these member countries, if we look at how many have already migrated to digital completely, only seven of them have done ASO (Analogue Switch Off). There are a lot more to complete. 31 countries haven't done that yet and occupy sub 1GHZ band to broadcast analogue television broadcasting."

The moderator of the session said, "I think you (Amal) have made the case and I think current circumstances are, as he (Amal) said, highlighting the need for continue to broadcast so thanks so much for that perspective". Dr Amal also highlighted that there is a lot of misunderstanding among people about linear and nonlinear content or what a



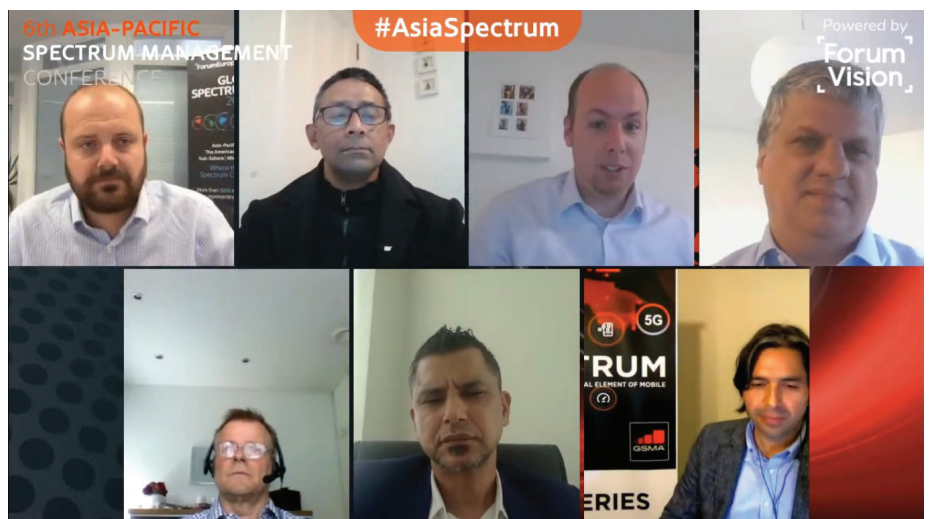
broadcaster does before the close of the session. "The user-generated content is a very little contribution, but television broadcast is a business (operation) using high-quality content," he said.

"Today the broadcaster could cater to audience both over the air (OTA) as well as online delivery combined with interactivity through hybrid TV engines such as HbbTV, which provide the interactivity. Therefore, the broadcast will to remain for many years," Dr Amal said.

Dr. Amal has written a detailed article on three aspects that are concerning broadcasting; the value of broadcasting, the digital transition and then the digital divide in mobile access. The article also analyses arguments presented by the mobile industry requesting more frequencies below 1 GHz to be allocated and to be assigned to IMT2020.

The article can be accessed via link <https://bit.ly/3mGtPp1>

You can listen to the session via link <https://bit.ly/32Q03pX>



First Online Regional Workshops on 'Training of Trainers'

By **Y K Sharma**
Advisor (Training &HRD), BECIL, India

New technological developments, emerging new delivery platforms/ modes and enhanced audience expectations for quality content, anytime, anywhere on multiple devices, are impacting the media landscape and broadcasting eco-system in many ways. Consequently, the broadcasting organisations are facing multiple challenges, not only in meeting their organisational objectives but also to remain relevant and viable in the prevailing highly dynamic and competitive environment. The organisations are constantly looking for effective measures and tools to cope with these challenges.

It is widely acknowledged that human resources are critical and valuable assets for the organisations in meeting these challenges. Also training and

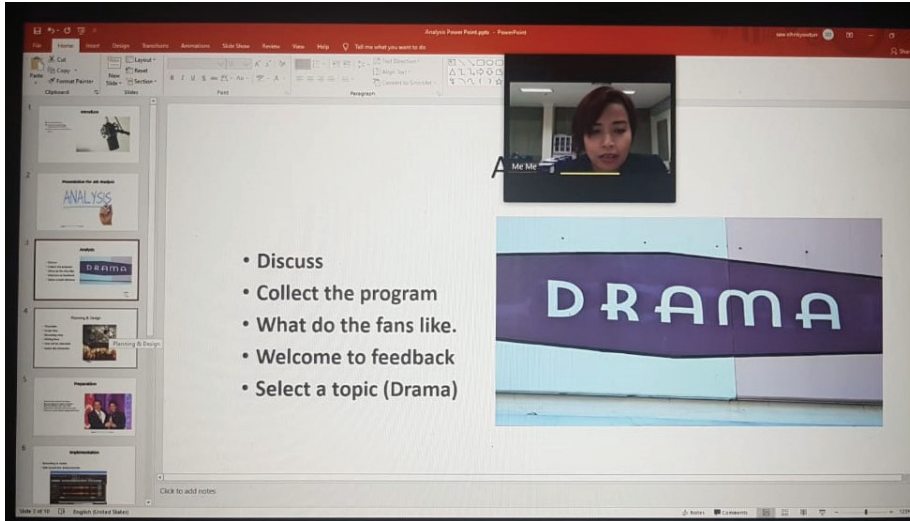
development of human resources are most reliable means in making them competent and well-equipped in handling their job functions and thus help the organisations in coping up with the challenges.

Recognising this need to develop human resources and capacity building in the member broadcasting organisations, AIBD has identified a need for building up the training resources of the member organisations in terms of professionally trained trainers. With a pool of trained trainers becoming available, the organisations would be able to organise their trainings for up-skilling/upgrading the capabilities of organisational staff in their respective job discipline.

In this context, AIBD has developed a Training of Trainers (ToT) programme to provide a well-structured and systematic approach to the training. It has planned to conduct such ToT workshops for the staff engaged in training function in respective organisations. One such ToT workshop of two weeks' duration was organised in March, 2020, for the trainers from broadcasting organisations of the Asia-Pacific region. However due to the wide spread impact of COVID-19 pandemic around the world, it was difficult to organise this face-to-face workshop at Kuala Lumpur, Malaysia.

In view of the prevailing pandemic conditions and as suggested by the Director, AIBD, it was thought to explore the possibility of conducting an on-line ToT workshops instead. Though short duration activities like; Webinars/ Conferences/





from eight countries, which were split in two batches. For the first session 13 participants from eight countries and for second session, 17 participants from 8 countries attended the workshops. The two-week standardised structure and curriculum was compressed and aligned to make it suitable for on-line delivery in one week. The salient features of the workshops were experiential learning and learning by doing interactive lecture sessions, group exercises and project work, individually as well as in groups. There was a lot of interest and active participation by the participants in all the activities of the workshop, in spite of the many limitations. This helped in meeting the objectives of the workshop and demonstrated assimilation of learning by the participants.

The participants found the inputs provided in the workshop to be very useful. However, most of them felt that the duration of the workshop should have been more, to devote more time to the topics and, probably a few days of face-to-face follow-up session later might help them better.

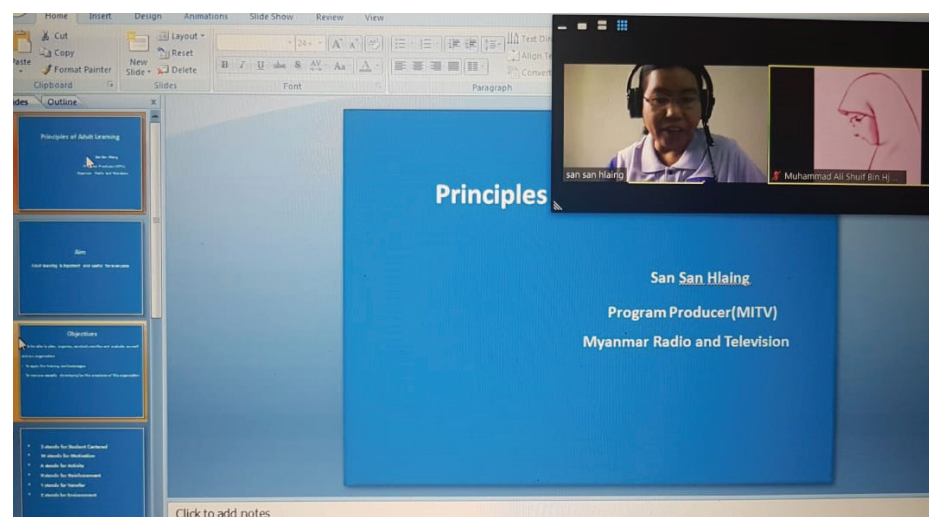
Seminars etc. is becoming common these days, conducting a two-week, full day on-line workshops, was a challenge, particularly for a workshop of the nature of Training of Trainers, since it requires close interactions, keen participation and presentations by the participants individually and in groups in the workshop. However, in view of continuing pandemic conditions and after considering various factors, AIBD in consultation with the Consultant, scheduled two ToT on-line workshops, each of one-week duration in July, 2020.

carry out effective training (formal and on-the-job) and implement core competency development programmes in their organisations. These ToT workshops focused on the principles of Adult Learning and their Application, Training needs analysis, Formulation of Training Objectives, Instructional Design, Training techniques and assessment of the training programmes. It was about how to plan, deliver and evaluate structured training programs, but does not focus on specific skills or job practices in media organizations.

The first workshop (ToT- Session I) was conducted from 6-10 July, 2020 and the second workshop (ToT- Session II) was conducted from 20-24 July, with participants from various broadcasting organisations of countries of the region. It was the first on-line week-long training workshop of this kind by AIBD.

AIBD received more than 30 nominations for these workshops

AIBD's ToT program aims at providing the professional staff with the knowledge and skills they need to plan and



Strong Leadership & Joint Effort needed to fight disinformation: MoI Minister, Cambodia

By **Jigme Thinley**
Programme Manager, AIBD



We can't create new law every time we have new case, but a strong leadership, a strong determination, a strong teamwork and a joint effort," said Dr. Khieu Kanharith, Minister of Information, Cambodia. He was giving his keynote address at the Media Dialogue on **'Disinformation, Legislation, and Freedom of Expression'**, organised by Asia-Pacific Institute for Broadcasting Development (AIBD), in collaboration with the Ministry of Information, Cambodia.

Referring to the current pandemic the minister said some groups and countries, instead of promoting joint effort to solve the problem, were creating more confusion and chaos for their own interests and benefits.

"Cambodia is no exception to this sad event," he said.

When asked about whether a legislation or a law can help control 'fake news', Dr. Lim, Ming-Kuok, Advisor for Communication, UNESCO, Indonesia, said 'NO'. He added that it is a complex issue and

needed multi-faceted approach to the address it.

Making his presentation on 'International Laws vis-a-viz Freedom of Expression', Dr Ming-Kuok said there is still a lot one can do before even thinking of restricting freedom of expression by bringing in

Legality Test

- It must be a written law (not customary law or oral tradition)
- It must be accessible to the public (not a secret law)
- It must be formulated with sufficient precision
- It must comply with International Standards including ICCPR and other international human rights instruments... "A law may not confer unfettered discretion for the restriction of freedom of expression on those charged with its execution"

legislation to address the issue. "We haven't even done our due diligence, of providing all the alternatives," he said, adding that freedom of expression is an important individual right, and also an important component for a democratic society.

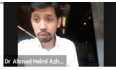
Dr Ming-Kuok underscored three-part test for permissible restrictions of freedom of expression under the international laws. They are, according to him; legality **test**, **legitimacy test** and **necessity test**.

Speaking on 'Regulatory options for disinformation', Dr. Ahmad Helmi Azhar, a public policy analyst from Malaysia, provided four regulatory options. The first one, he said, was engagement and collaborations with platforms and new media. The other three, according to him, are: Digital literacy and awareness campaigns; Fact-Checker and technical standards; and Legislation.

Referring to case studies from other countries, Dr Helmi said, Singapore's 'Protection of Online Falsehoods and Manipulation Act' (POFMA) is a good example of state-legislative approach while European Commission's,

REGULATION OF DISINFORMATION: SINGAPORE GOVERNMENT AND EUROPEAN COMMISSION

Singapore is a good example for state-legislative approach, while the European commission is a good example for co-regulation approach.



SINGAPORE	EUROPEAN COMMISSION
<ol style="list-style-type: none"> 1. In early 2018, the government published a green paper on Deliberate Online Falsehoods, and subsequently a Parliamentary Select Committee was setup to address the issue. 2. In mid 2019, the parliament passed the POFMA bill, which protects the society from malicious actors by targeting falsehood. 3. The Government agency Infocomm Media and Development Authority is <u>in charge of the Act to execute sanctions on contents and fines</u>. 4. <u>Appeal process</u> via special court proceedings, which process is done within 9-days. 	<ol style="list-style-type: none"> 1. At the end of 2017, the European Commission created a high level expert group, composed of representatives of civil society, social media platforms, news media organisations, journalists and academia. 2. The group delivered its report in March 2018, which served for the drafting of a <u>self-regulatory code of practice</u> released at the end of September 2018. 3. European Commission also launched an <u>independent network of fact-checkers</u> and an online platform on disinformation, as well as measures aiming at <u>enhancing media literacy</u>.

a good example of co-regulation approach (see diagram below).

Dr. Masato Kajimoto, Associate Professor with the University of Hong Kong said media literacy education is the answer but there are lot of limitations. "The results are not immediate and it is not a good tool to fight something like the current pandemic, because you need the actions and reactions immediately," he said.

The other limitations, he highlighted, were diverse competencies (IT and communication skills), few teachers who can teach media literacy, sensitivity and lack of coordination among multiple stakeholders.

Dr Masato made some proposals; that all teachers must be trained and there should be

daily myth busting in classroom. For instance, he said, science teachers can de-bunk COVID-19 rumours, likewise geography teachers about flat earth theory and history teachers about alternative conspiracies.

Dr. Sara Chinnasamy, Associate Professor & Political and Social Media Analyst based in Malaysia spoke on misinformation/ disinformation in the Asia-Pacific Region and its implications. Dr. Antoon De Rycker Associate Professor of Berjaya University College in Malaysia and Dr. Ramachandran Ponan presented preliminary findings of AIBD Angkor Anti-Fake News Research.

More than 70 participants from 12 different countries took part in the webinar on 2nd July, 2020.

Limitations of media literacy education

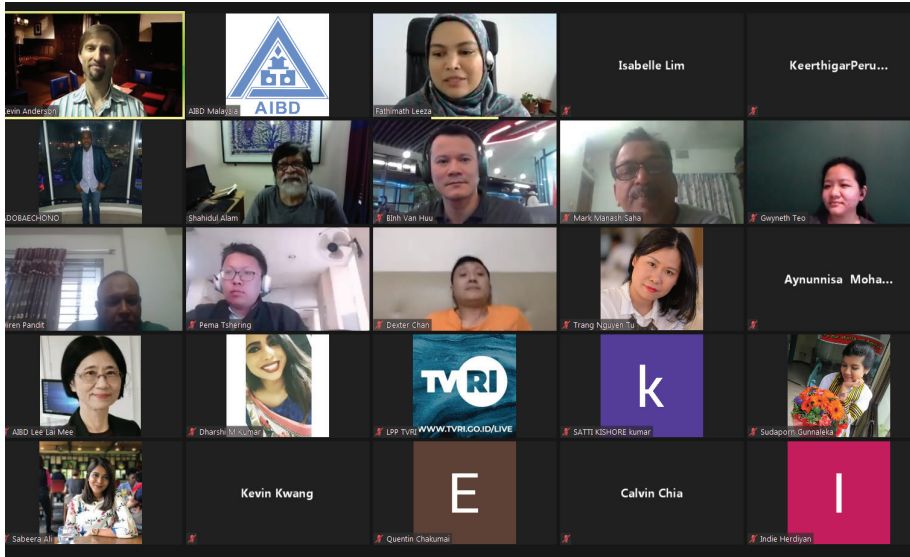
- **Measurement:** Evaluating impact/efficacy of educational intervention is difficult.
- **Long-term commitment:** Results are not immediately visible.
- **Diverse competencies:** IT knowledge, empathy, communication skills, etc.
- **Few teachers:** Media literacy is not part of core curricula in most countries.
- **Sensitivity:** Political nuances, socio-cultural context, religion, etc., etc.
- **Lack of coordination:** Hard for multiple stakeholders come

A proposal

- **All teachers to be trained:** It must be part of teacher certification process, no matter what subject matter she/he will be teaching (math, history, P.E., music...).
- All future public school teachers must have basic skills and more advanced skills in her/his specialized area.
- **Daily myth busting in classroom:** Fact-checking must be integrated into teaching on daily basis. e.g. science teachers debunk COVID-19 rumors, geography teachers flat earthers, math teachers statistical manipulation, history teachers alternative conspiracies, etc.

Biggest data story ever told– COVID-19 for broadcasters

By **Kevin Anderson**
 Managing Producer, Digital Media



At the Financial Times, the data visualisation team has been working to keep charts up to date following the spread of the virus in countries around the world. And “without data it’s very hard to answer those questions and it would be very easy for governments or the media or other people with vested interests to just tell their own story,” FT data journalist John Burn-Murdoch said in an interview.

Webinars Help Journalists Meet the Challenges

The first step in taking advantage of this opportunity was to develop skills in finding data and curating it, including knowing how to evaluate data. In the first webinar, we covered inspiring examples, sources of data as well as search techniques for finding data and the skills needed to judge the quality of the data.

After the first webinar, participants used these new skills to find data to be analysed and visualised during the second webinar.

The journalists taking part in the AIBD webinars met a range of challenges, from a lack of data in some countries or data that was in PDF files that needed to be converted so that the data could be analysed and visualised. Participants learned some of the techniques necessary to prepare the data for visualisation and how to analyse it so that they knew which visualisation technique to use.

We then walked through how to

Ideastream, United Kingdom

The United Nations agree with journalists at the Financial Times or The Washington Post that COVID-19 is the biggest data story that they’ve ever told, and this story is being told not just with numbers but also with engaging and informative data visualisations. The pandemic presents a unique challenge but also an incredible opportunity for journalists.

To meet this challenge and seize this opportunity, AIBD held two webinars in June to support journalists across Asia-pacific and Africa to find, analyse and visualise data in a way that would engage and inform audiences. Fifty-two journalists from Bangladesh, Bhutan, Brunei, Cambodia, India, Indonesia, Myanmar, Malaysia, Nigeria, Pakistan, Papua New Guinea, Singapore, Thailand and Vietnam took part in the webinars.

Spreading information on how to stop the spread

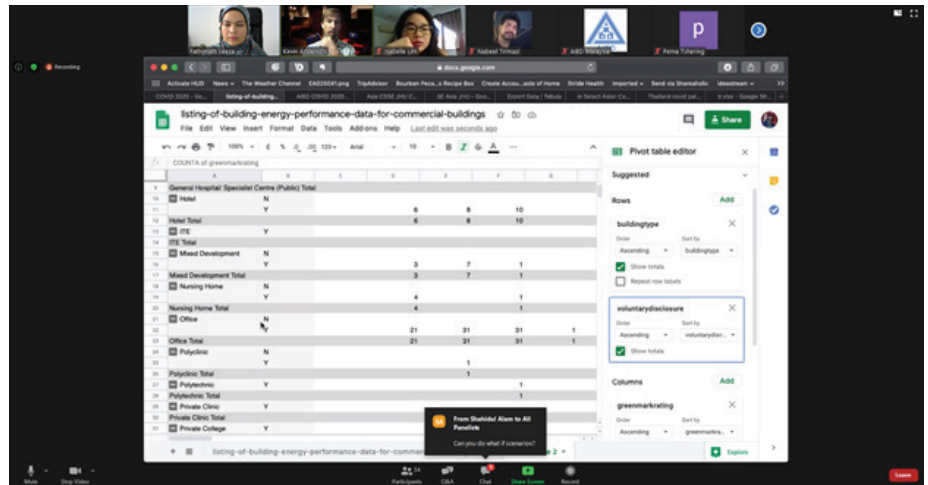
The opportunity is clear. In mid-March, Harry Stevens of the Washington Post created a fascinating simulation that visually showed how social distancing could ‘bend the curve’ and control the spread of COVID-19. Barack Obama shared the story with his 14 million followers on Twitter, and it was retweeted 122,000 times. It was a truly viral story spreading accurate information about this deadly virus, and it has become the most-read story ever on the Washington Post website, according to Poynter.

And six of the seven most popular stories on WashingtonPost.com ever have been visual stories.

These stories are not only engaging but also help deliver credible, life-saving information to audiences.

use a number of visualisation services including the charting tools with Google’s spreadsheet service and Datawrapper, a comprehensive graph and mapping service developed by journalists for journalists in Germany.

Participants also were shown how to use Google My Maps service. One of the participants from Channel News Asia found data about dengue fever clusters in Singapore, and with the data provided by the government, he and others were shown how to



quickly create a map using the data. It was truly a whirlwind tour, meant to inspire and stimulate

the curiosity of participants. Plans are underway to provide comprehensive training later in the year.

BBS CEO successfully completes his tenure

Mr. Tshering Wangchuk, the Chief Executive Officer of Bhutan Broadcasting Service Corporation (BBSC), the National Radio and Television Service of Bhutan, has successfully completed his tenure. Having served for two consecutive terms of three years each, he became the longest serving CEO of BBSC till date. As per the corporate governance rules in Bhutan, a CEO can serve for a maximum of two terms only.

Mr. Wangchuk is also the first and only Bhutanese to head print, radio and television. He is the founder of Bhutan’s weekly business newspaper called ‘Business Bhutan’.

A man of few words, but more action, Mr. Wangchuk had been an active member of AIBD. He participated in almost all the Asia Media Summits and General

Conferences. He supported all the activities of AIBD.

Those of us who visited Bhutan as part of 18th General Conference would have nothing but good memories to share. It was his sheer hard work and dedication that a big conference like this was a huge success.

For many, who know him closely will agree that Mr. Wangchuk is an intelligent, jovial, kind and a fun loving person.

We are sure that this longstanding friendship with Mr. Wangchuk will continue to remain for the rest of our lives. As he wrote on his facebook page, “This is not a goodbye, but till we meet again”.

“It is a syrup of little happiness, a little melancholy and also a little of fear and anticipation. I guess it is the same feeling that



people get when they leave the comfort zone and enter a new phase, and not knowing where it would take me.”

AIBD wishes him the best of luck as he enters the ‘new phase’ of his career and life.

Of COVID-19, Actions and Theatrics in Times of Crisis

By **Abdulwarees Solanke**

Assistant Director, Strategic Planning & Corporate Development, Voice of Nigeria



I know that emergency situations or crises often serve as the opportunity to determine leadership quality in any polity. War, natural disasters, economic emergencies or pandemics are testy times when leaders need to make smart decisions. No prevarication. These are times when stakeholders' engagement need to be robust. No question of enemy or friends. These are times that communication need to be strategic, coordinated, transparent, honest and simple. No time for popularity contest.

In such times of uncertainties, the best foot needs to be put forward first. Point One. Point two: I take Nigeria as a commonwealth of 37 countries. So, I expect all state governors to see themselves as national leaders in a state of emergency, not champions of

primordial interest. They must take responsibility for all in a critical time, cooperating with the national government and among themselves, and if need be competing on how best to overcome situations, learning from one another, sharing resources and information, understanding the peculiarities of one another, without offending individual or collective sensibilities because ultimately the way the situation is dealt with in one state will affect the other. It is no time for blame-trading or disagreements among state actors.

With COVID-19 pandemic in the air, I was just interested in how leaders at the state level of the Nigerian polity took the situation as an opportunity to demonstrate their worth and calibre. Needing greater depth, I resorted to a study of how leaders deliver in emergencies and I found one interesting article on Leadership and Managing People section of the online edition of Harvard Business Review. The multiple-author-article was published on April 2, 2020. Titled 4 Behaviours that help Leaders Manage a Crisis, the summary of leadership behaviours in critical situations in that informative article is as follows:

- Decide with speed over precision
- Adapt Boldly
- Reliably Deliver
- Engage for Impact.

But in an earlier edition of Harvard Business Review in January 2011, an internationally recognized coach, leadership consultant, speaker and author of some nine books, John Boldoni, recommended certain steps for the next big storm. Covid-19 is indeed a big storm for every office holder. Boldoni in that article urged leaders to take a moment to figure out what is going on, asking them to act promptly, not hurriedly. He also advised they manage expectations because when trouble strikes, people want it over right now. He further advised them to demonstrate control as when things are happening quickly, no one may have control but a leader must assume control.

Boldoni suggested that leaders should keep loose, implying that a leader cannot afford to lose composure. Succinctly, he noted, a leader cannot be wedded to a single strategy. She must continue to take in new information, listen carefully, and

consult with the frontline experts to know what is happening. Another role he said leaders must assume is to provide perspective. I visited another website <https://engaedely.com> where I found another stimulating article, Leadership in Times of Crisis: how to lead efficiently. Posted a year ago, the authors asserted that the real test of leadership does not occur when everything is smooth-sailing.

They affirmed my view that that leadership is often tested during a crisis and added, the way a leader behaves and acts will establish their credentials as a good leader or poor one. One good advice I got from here is that a leader in time of crisis must project honesty and confidence as its authors also emphasized decisiveness and adaptability and stressed the need to control chaos, but exercise caution and stay positive.

One other article that also enthused me more is from the Centre for Creative Leadership because of its Communication-focus. It itemised five ways to lead and adapt through a crisis. First it emphasized seeking of credible information, use of appropriate communication channels, explanation of what an organization is doing about the crisis, necessity of being present, visible and available and dedication of organizational resources for future crises. The article also stressed that

relationships matters during a crisis.

From these readings, I try to contextualize these myriad of advices with behaviours of many actors in leadership at the state level in Nigeria and found all the examples of best and bad practices. There are governors who have created more enemies than friends and projected themselves in bad view about their leadership competence under this lockdown in the way they carried out their tasks as chief enforcers of the law in their states. They behaved as cavaliers. There are those who first engaged in self-denials until they were overwhelmed by the pandemic in their states.

There are those that were careless and unguarded in their utterances that portrayed them as immature for the lofty office they held. There are those who are not even acting or communicating at all while there are those who are swayed by popular sentiments in their comments and actions, lacking rationality or scientific or evidence-based research. However, there are also exceptionally brilliant ones that packed so much vigour in their frail frames and innocent looks as their actions during this lockdown portrayed them as visionary leaders with mission in government.

The lesson for all state governors

from the Covid 19 pandemic is that when an emergency or crisis strikes, despite not praying for it, it is foresight and charisma that will see them through as competent leaders. These are about their sense anticipation, their readiness or preparation for emergencies and the style, content and simplicity of their communication on issues of public health, safety and environment, followed by their government's massive investment in critical public infrastructure for quick or smooth deployment if any emergency arises.

Without these, any state governor will merely be engaging in fire-brigade, self-deception, haranguing and harassing the public in the name of an action governor in enforcement of curfew, lockdown or stay at home orders without providing any safety net or offering any mitigation or palliatives that will portray him as a pragmatic, charismatic, proactive and sensitive leader.

So, kudos to the best and knocks for the worst performing governors as actors in leadership under COVID-19 Pandemic lockdown. Now you can name your best or worst depending on their actions or theatrics while battling this scourge that spread from Wuhan in China.



Children Living in the Pandemic

*325 million children in Asia-Pacific affected
because of school closures.*



@myaibd



+603 - 2282 7192



admin@aibd.org.my



+603 - 2282 2761



www.aibd.org.my



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