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for Prosperity

# **Complete Document Study on Communication Strategy (Promotion and Public Relations) for Indonesia's South-South and Triangular Cooperation (SSTC)**



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**NATIONAL COORDINATION TEAM OF SSTC**

**Complete Document  
Study on Communication Strategy  
(Promotion and Public Relations) for  
Indonesia's South-South and Triangular  
Cooperation (SSTC)**



This report is prepared by  
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# Chapter I

## Introduction



## I. INTRODUCTION

### 1.1 Background

The 1945 Constitution mandates Indonesia to take part in promoting world order. It is the cornerstone of the Indonesian foreign policy and the implementation of Indonesian's free and active international relations. The development of Indonesia South-South and Triangular Cooperation (ISSTC) is one of the means to implement that mandate. The SSTC is a concrete step to embody the spirit of solidarity and to strengthen collective action among developing countries and international organizations. Related to SSTC, the Asia-Africa Conference (AAC) in 1955 became the starting point of the rise of third-world countries to collaborate and synergize to achieve self-reliance. Several international forums and agreements that started with the AAC shows the commitment to establish more equitable development cooperation, which is without conditions, needs-based, and is based on the values of harmony, mutual respect, ownership, complementarity, sustainability, self-reliance, as well as knowledge and experience sharing.

The development of SSTC is very important considering the global conditions as follows : (a) The realization of Official Development Assistance (ODA) contribution from developed countries to developing countries is very low; (b) The global economic and financial crisis, and the fluctuating and skyrocketing prices of fuel resources; (c) The widespread food crisis, energy crisis, and poverty resulting in an increasingly widening gap between the rich and the poor; (d) Climate change, decreasing environmental support capacity, natural disasters, and outbreaks of diseases have impacts across countries; and (e) Trans-national security threats which must be watched for.

Global changes which mean less favorable conditions for developed countries, due to the economic slowdown, also affect contributions made to help developing countries. The rise of emerging countries, such as China,

India, Brazil, and Indonesia, in recent years is expected to complement the role of the developed countries in assisting developing countries through the SSTC framework. This condition urges the ISSTC to focus more on global partnerships, which accommodates the increasingly complex interests and needs of developing countries.

Indonesian international development cooperation includes several key aspects, such as capacity building, investment expansion, and international cooperation. Through the ISSTC, Indonesia warmly welcomes this opportunity to share knowledge, experience and expertise with developing countries under the SSTC scheme. Although Indonesia has long been involved in cooperation among the southern countries, it needs to enhance its role in the mechanism and implementation of ISSTC. Therefore, a solid cooperation mechanism needs to be established.

In 2014, through the ISSTC mechanism, Indonesia successfully conducted various development cooperation activities, especially in dealing with these issues: 1) Development issues; 2) good governance; 3) economic problems –an area which is acknowledged as a strength of ISSTC. A total of \$ 1.18 million was disbursed to 26 activities in 2014, with 6% of the total expenditure allocated to training activities. Approximately 451 people participated in the program in 2014. Participants came from various geographic areas, most (60%) from ASEAN countries, while the rest of the participants came from other parts of Asia and from Africa. Feedback from the participants about the program's implementation is very important to improve the quality of the program and to obtain more effective outreach. The 2014 ISSTC Annual Reports showed that the ISSTC programs were considered good in terms of relevance, effectiveness and efficiency.

Unfortunately, the successful implementation of the ISSTC programs is not widely known in Indonesia. There are still many challenges faced by ISSTC concerning aspects of program implementation and communication such as (a) Perception that SSTC is less important than conventional development assistance (North-South Cooperation); (b) Absence of a legal

basis of SSTC to which all stakeholders should refer; (c) Scattered SSTC by implementing agencies not conscious of the unified policies regarding national interests to be achieved; (d) Limited sources of funding other than Indonesia's state budget for SSTC; (e) Unclear perspectives about a future institutional framework which will enable integrated and harmonized SSTC implementation; (f) Nonexistence of an integrated database of SSTC programs, alumni, institutions of beneficiary countries and so forth; (g) No prioritization of sectors in SSTC implementation; (h) Weak support from Parliament for establishing and expanding the scale of Indonesian SSTC; (i) Low awareness of and commitment from high ranking government officials to ISSTC; (j) Difficulty in keeping up with the rapid development of information and communication technologies; (k) Lack of appropriate and useful materials for promotion and Public Relations (PR) relating to ISSTC; (l) Limited appearance of ISSTC in the mass media.

Therefore, communication strategies (promotional activities and PR) will be a solution to improve the dissemination of information related to the ISSTC programs. Promotion and public relations are also important to raise public awareness of the role of Indonesia in the ISSTC. The communication strategic plans will be developed through a process of study analysis to gain insights from stakeholders in the communication aspect of ISSTC. The study analysis will be carried out by the Capacity Development Project for South-South and Triangular Cooperation (CADEP-ISSTC) to obtain information and data using the Qualitative Methods (In-Depth Interview (IDI), Focus Group Discussion (FGD), and Secondary Data Analysis). The results of the study will be used as a guide to develop ISSTC communication strategies in Indonesia.

## **1.2 Objectives**

- 1.2.1 To Provide research-based communication strategies for ISSTC (evidence-based communication strategies)
- 1.2.2 To Increase the ISSTC's presence and visibility so as to gain support from stakeholders.

- 1.2.3 To produce a few simple and effective products for PR and conduct socialization events.

### **1.3 Scope and Stages of Activities**

#### **1.3.1 Scope**

In connection with the preparation of a communications strategy related to the promotional strategies and Public Relations of ISSTC, the scope of this work includes:

- a. The development of communications strategies of the ISSTC is initiated with the development of maps of existing conditions of the ISSTC public communication which has been conducted by the National Coordination Team, in the perception of stakeholders (Internal National Coordination Team, Technical Ministries/Implementing Agencies, Private Sectors, Universities Institutions, Research Institutions, Non-Government Organizations, Beneficiary Countries, Development Partners, Parliament and National Mass Media).
- b. Analysis of situations and conditions of construction development which includes the categorization of stakeholders' opinions related to the relevant issues on ISSTC communication and expectation of the development of the ISSTC communication strategies.
- c. Creating a public communication strategy and development of ISSTC brand based on the analysis results (stakeholder mapping and analysis, gap analysis, and document analysis) through data gathering and processing using a qualitative approach. Hence, relevant and contextual communication strategies can be generated.
- d. Creating a preliminary draft of the communication strategy implementation framework as seen in the action plans of the ISSTC public communication implementation divided in a short-term communication strategy (6 months), medium-term communication plan (18 months) and a long-term communication strategy (36 months).

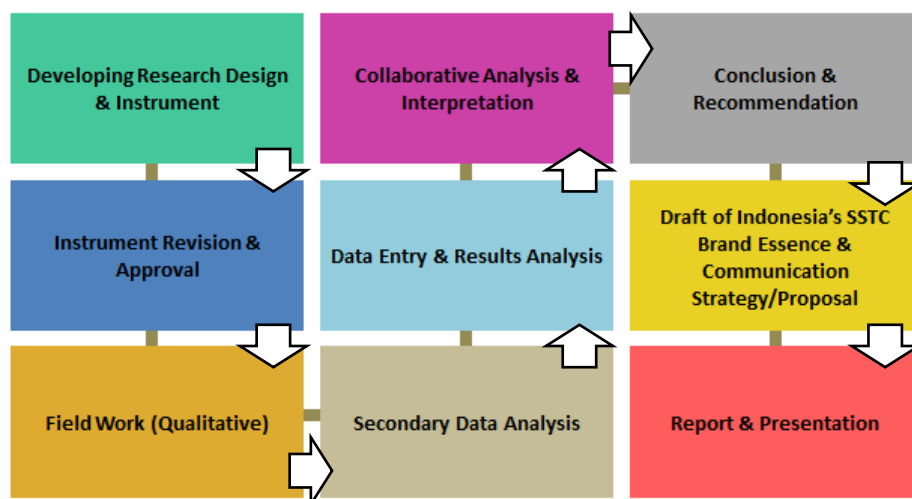
e. Creating a preliminary design of public communication materials to support the dissemination of information, such as:

- Making interesting Video and Booklet related to the ISSTC programs.
- Implementing the development of ISSTC Brand through the creation of brand tagline and logo along with the brand manual book.
- Organizing a socialization program as an early information dissemination forum on the ISSTC communication strategy and brand.

### 1.3.2 Stages

The stages of communication strategy preparation start with the development of research design and the preparation of instruments that have been approved to be a guideline of data collection. The field findings from both primary and secondary sources will be recorded, analyzed and interpreted. The result of analysis and interpretation will be concluded and recommendation will be given in the development of SSTC brand as well as communication strategy in a form of proposal. The whole process will be written in a the form of a report to be presented.

**Figure 1.1**  
**Preparation Stages of the ISSTC Communication Strategies**



## **1.4 Report Structure**

### **CHAPTER I Introduction:**

In Chapter I, the drafting team will present an initial overview and background to the development of the ISSTC communications strategy and brand, including an explanation of the challenges faced while strengthening the promotion of ISSTC. Chapter I will also elucidate the goals and objectives of the drafting of the ISSTC communication strategy. The scope and phases of activities become the subject which clarifies the drafting of this communication strategy. At the end of the chapter, the systematic plan of writing this report will be spelled out.

### **CHAPTER II Conceptual Framework:**

Chapter II will describe the relevant concepts used to explain the importance of public communications related to SSTC. The so-called concepts include the information and public communication, public campaign, public campaign design and management as well as evaluation and the influence of the public campaign. The regulation of public information disclosures will also be presented as part of this Chapter to enhance the understanding of the problem.

### **CHAPTER III Methodology :**

The preparation of this communication strategy is based on research methodology and qualitative approach. Chapter III will explain the reasons why a qualitative approach was chosen as the most relevant method applied in the preparation of the ISSTC communication strategy. An explanation of the method will cover explanation on conceptual and technical levels.

### **CHAPTER IV Findings and Analysis**

Chapter IV is an important part of this report because it will explain all the data findings in the field related to the perception and input from internal and external stakeholders. Data and analysis of the online news will also be presented in this chapter. This data is analyzed and interpreted as the basis to prepare the proposal for the ISSTC communication strategy.

### **CHAPTER V Proposed Communication Strategy**



Chapter V presents the ISSTC communication strategy for the short-term (6 months), medium-term (18 months), and long-term (36 months) plans. The exposition of this chapter will be completed with the action plans integrated with a strategy to guide the implementation of communication activities including the ISSTC promotional activities and public relations.

## **CHAPTER VI Conclusion and Recommendation**

Chapter VI provides a summary of the secondary and primary data analysis, which is generated from the interview results with key stakeholders such as the National Coordination Team, Implementing Agencies, Private Sectors, University Institutions, Research Institutions, Non-Government Organizations, Beneficiary Countries, Development Partners, Parliament and National Mass Media. Chapter VI also provides the explanation about recommendation in implementing ISSTC communication strategy.

# Chapter II

## Conceptual Framework



## **II Conceptual Framework**

The conceptual framework is an explanation about the concept and theory that must be considered in performing public communication (promotion and PR) related to SSTC. The conceptual framework can also be a reference in order to conduct an assessment towards the findings of the research conducted related to SSTC communication. Some of the concepts and theories presented in the report, and have relevancy to the development of SSTC communication strategy are (1) The Concept of Communication and Public Information which describes the importance of public communication for the organization and the reason of why an organization needs to disseminate information to the public and stakeholders; (2) The Concept of Public Campaign describes the importance of a communication campaign to the public as well as how to conduct the campaign so that the purpose of communication to the public can be achieved; (3) The Concept of Public Information Disclosure Act (UU KIP) that explains the legal basis of communication performed by public institutions as a reference in carrying out the implementation of public communication.

### **2.1 Public Communication and Information**

#### **2.1.1 Public Communication**

Public communication is made based on the needs of an organization to be able to connect to the public, internally and externally (Goldhaber, 1993). According to Zelko & Dance in Goldhaber (1993), communication to the internal public is useful in increasing efficiency in an organization. Furthermore, according to Daniel and Spiker, communication to the internal public is one of the means to manage the existing human resources.

Meanwhile, the external communication covers three functions of public communication. First, is to build or strengthen the image of an organization. This is necessary so that the society will know more about the organization, including

its activities and stakeholders. Second, is to manage the public issue and opinion growing in the society in relation to the organization. This is necessary because it supports the development of organizational image and reputation. The last function is for commercial purposes (marketing of goods and services). This function is conducted by an organization or a commercial business entity. As for public institutions, this commercial function is not seen clearly.

In general, Goldhaber (1993) draws characteristics of public communication. They are:

- 1) Public communication using a common language which is easier to be understood by many parties. This is due to the various backgrounds of the audience.
- 2) Public communication tends to be one way. This is, again, due to the fact that the information comes from one source and is transmitted to wider receptor audiences.
- 3) Public communication is more reciprocal in terms of relations among the parties. The source of the message has a more dominant position.

### **2.1.2 Public Information**

Information is a collection of data obtained through a series of communication processes, starting from data gathering, data processing, and publication of data. According to Moekijat, information is knowledge, facts, news or notifications. According to Shannon & Weaver, the patterned energy affecting individuals in making decisions from the possibility of choices (Soheh, 2014). Based on several definitions above, it can be concluded that information is a process of data collection which can influence the public in the making of decisions.

According to the Indonesian Ministry of Communication and Information, public information is the information generated, stored, managed, delivered, and/or received by a public agency with regard to the organizers or state organizations and/or the organizers and the organization of other public agencies in accordance with the Act and other information related to public interest. Public

information shall be provided and announced periodically, instantly, and accessible anytime. According to Kanti (2007), public information is information owned by the people and must be delivered to the public. Some exceptional information which cannot be delivered to public is stipulated in the Act. Therefore, public information is an important element for the governmental agencies to achieve good state governance.

## **2.2 Public Communication Campaigns**

The objective of public communication campaigns is information dissemination. Dissemination of information means a process of communication activities or information dissemination from informants to public through media or channels of communication with a specific purpose, such as to raise awareness, to increase knowledge and to change attitudes and behaviors. According to a dictionary definition, the word *to disseminate* means to distribute or spread something, especially information, widely, or become widespread to the public.

### **2.2.1 Scope of Public Communication Campaigns**

Public communication campaigns include strategies to exert influence on knowledge, behaviors, and habits of the society. According to Rice and Atkin (2013), public communication campaigns can be defined as a deliberate attempt to inform, encourage, and motivate changes of attitudes in the wider audience, generally for non-commercial purposes, in a certain period of time using a series of communication activities involving mass media or online media.

### **2.2.2 Design and Management of Public Campaigns**

The Campaign design starts with a conceptual assessment of the existing situations. This is done to determine the prevailing opportunities and threats, and to identify each individual habit (Atkin & Salmon, 2010). The specific design is created to select the main target audience from the total population. The next step is to revisit the main audience's habit to identify the distance, and to create a step model to influence behavior, beliefs, knowledge, social impact, and environmental

impact. The next step is to test the model from the communication perspective with the target audience and target behaviors which can be directly influenced by the campaign message. Sophisticated campaigns will seek to find the best step which brings about a powerful impact.

Public communication campaigns include strategies to be implemented so as to influence public behavior and knowledge. Rogers & Storey (in Venus, 2004) define a campaign as a series of planned communication actions which aim to create a specific effect on a great majority of an audience which is done sustainably over a certain period of time. Campaigns bring insights and motivation to the people of a program through a communication process and technique using the medium of public communication.

The process of management cannot be separated from the communication strategies which serve to disseminate communication messages, which are informative, persuasive, and systematically instructive in nature to reach the targets of gaining optimum results. According to McElreath (in Cutlip, Center & Broom, 2006), communication campaign management means that the research, planning, implementation and evaluation of communication activities are conducted by an organization, ranging from conducting small group meetings, dealing with technical matters, to campaigning and handling the crisis management.

The first step is the planning that starts with defining the problem including the background of the problem, identification of public needs and investigation and monitoring of public opinion. According to Cutlip, Center & Broom (2006), analysis of the situations is completed using a scientific research method which will help formulate the strategic planning. The second step deals with the strategic planning as the focus in long-term goal-setting, by adopting resources to achieve goals. The third step is implementing the program. The indicators which determine the success of program implementation are suitability, priority, and accurate measurement of results. The last step is the evaluation process of the challenging and contributive factors to the implementation of the government communication management. According to Smith (2002), the emphasis of the

public communication campaign programs is feedback (level of awareness, acceptance rate, and participation rate).

### **2.2.3 Evaluation of the Impacts of Public Campaigns**

After the campaign, an important evaluation is conducted to see the impact generated by the campaign. Evaluations can be done during the ongoing campaigns or after the campaigns are completed. The behavioral impact brought about by the campaigns depends on various factors, such as the amount of information, the duration of the campaign activities, the integration of the community, interpersonal communication systems, and the integration of social change strategies.

There are various explanations why communication campaigns do not always give a maximum impact. One of the most important reasons to consider is that the audience is resistant to giving responses to the attempts to exhibit certain behaviors. The main problem lies in the phases to reach the audience and to get their attention to the message (Hornik, 2002). They may have a misperception and fear that this campaign will threaten them, or they may reject any attempts to implement the message, they may be defensive against any solicitation, and they may reject the recommended behaviors. The effectiveness of public communication campaigns will be limited to when the receiver receiving the message considers the information offensive, annoying, boring, patronizing, confusing, uninformative and/or demotivating.

### **2.3 Regulation of Public Information Freedom**

Law No. 14 of 2008 on Public Information Freedom (UU KIP) passed by the House of Representatives, guarantees every individual to access public information in order to realize and enhance the active role of the society in the state administration, both at the level of supervision of the state administration and at the level of community involvement in the process of public decision making. UU KIP has become an operational basis in guaranteeing an open access

to public information for the people from the state agencies, public non-governmental agencies, and public commercial companies.

In the journal “National Legal Advocacy Media,” in general UU KIP aims to build open access of public information in the government and non-government agencies which have been considered to be difficult to access. Specifically, the existence of the regulations on the open access of the public information can encourage a community to be more democratic by allowing public access to information owned by the central and local governments, and other public institutions. Law of Public Information Freedom regulates the transparency of information across government agencies as a requirement for democratic governance which is expected to bring about a paradigm shift in the government in managing public information from a closed government to an open government.

The objectives and principles of open access to public information are basically giving directions, basis, reference and assurance of the fulfillment of public rights to information which is based on the provisions of the legislation. The objectives of UU KIP can be seen in Article 3, namely:

- a) Guarantee the rights of the citizens to know the plan of public policy, public policy programs, public policy decision-making process, and the reasons for a particular public decision-making.
- b) Encourage public participation in the process of public policy making.
- c) Increase the active role of the community in the public policy making and in the management of good public agencies.
- d) Realize the good governance, which is transparent, effective and efficient, accountable and responsible.
- e) Know the reasons behind public policy-making which affects the lives of many people.
- f) Develop knowledge and educate the nation.
- g) Improve the management and delivery of information in public agencies to generate a qualified and reliable service of information.



The public agency UU KIP (Law of Public Information Freedom) is an institution. Its budget comes from the National State Budget, Regional State Budget, and foreign aid. Public agencies are obliged to provide information to the public. The information is given to the public routinely, regularly and periodically using accessible media and language that is easily understood by the general public.

In addition, the Law of Public Information Freedom imposes limits of the information which can be delivered to the public by providing information exceptions that must be delivered to the public according to Article 17, such as:

- a. Public information when disclosed and granted to the applicants of public information may obstruct the law enforcement process;
- b. Public information when disclosed and granted to the applicants of the public information may harm the interest the protection of intellectual property rights and protection from unfair competition;
- c. Public information when disclosed and granted to the applicants of public information could endanger the national defense and security;
- d. Public information when disclosed and granted to the applicants of public information could reveal the natural wealth of Indonesia;
- e. Public information when disclosed and granted to the applicants of public information could be detrimental to the national economic resilience;
- f. Public information when disclosed and granted to the applicants of public information could harm the interests of foreign relations;
- g. Public information when disclosed and granted could reveal the personal authentic deed and personal wish or will;
- h. Public information when disclosed and granted to the public information guidelines could reveal personal privacy, memoranda or correspondence between public agencies and within the internal public body, which is confidential in nature unless the decision of the Information Commission or the courts state otherwise;
- i. Information may not be disclosed under the Act.

Public information exemption will bring consequences that are already stated in the Articles of the Law of Public Information Freedom, in which by closing the information can protect the greater interests rather than opening it for public in order to enforce the law. Openness brings the consequences of control from the public and mass media. Therefore, the obligation for transparency must be balanced with the value of restrictions which include clear-cut criteria from the public agencies on what information can be given and to whom the information should be provided.

# Chapter III

## Methodology



### **III. METHODOLOGY**

Formulating public communications strategies is achieved using methodology-based studies. Methodology is a whole process of thinking which starts with finding a problem, identifying it within a theoretical framework, and gathering data, so that it can finally be explained and concluded in the context of social phenomena under study (Puspa, 2007).

This study uses a qualitative approach. The qualitative approach attempts to encapsulate aspects of social life which are difficult to measure numerically (Neuman, 2003). Further, Malhotra (2005) explains that a qualitative approach is unstructured in nature but it is able to describe phenomena of a small sample in great depth.

Guba and Lincoln (1985: 39-43) describe four main characteristics of qualitative research: first, a holistic qualitative research, in which a social phenomenon is observed and examined wholly, contextually, and forcefully. This study looks at text as a manifestation of reality in the Indonesian cultural and social contexts. Second, human beings are the main instrument in a qualitative research. The researcher is the main instrument who directly interacts with the text as the primary data source. For that purpose, the researcher's cognition and cultural experiences influence the process of text reality making. Third, the data analysis is done inductively, based on facts found in the field which are then constructed to become a concept or a hypothesis. Fourth, research is presented descriptively, so that it is easy to describe the researcher's position, the theories being used, and the paradigm and the constructive values of the phenomenon being analyzed. In practice, a qualitative approach puts more emphasis on field observations and has ability and goal to explain and describe a phenomenon in great detail.

#### **3.1 Qualitative Data Gathering Techniques**

This study will use some qualitative data collection techniques from each other so that the gathered data can explain the existing conditions fully and

deeply. First, an in-depth interview with the ISSTC-related stakeholders will be done. Malhotra (2007) defines an in-depth interview as a direct, free-flowing, personal interview in which a respondent's response is elicited by an interviewer to reveal motivations, beliefs, attitudes, and feelings about a given topic. However, in the context of data gathering to prepare the Public Communication Strategy, a more structured and scheduled interview will be done (Bryman, 2008). Respondents will be given a series of questions and answer each question posed by the interviewer in detail. This data collection technique can reveal data in great detail but it takes too much time. To anticipate the limited time, another data gathering technique is chosen.

*Second*, Focus Group Discussion will be conducted to enrich the data or findings. Focus Group Discussion are an information gathering process on a very specific problem through a group discussion (Irwanto, 1998). According to Henning and Columbia (1990), focus a group discussion is a small group interview led by a moderator who subtly encourages participants to speak openly and spontaneously on the subjects they deem important, related to the discussion topic at that time. Interaction between participants is the basis for obtaining information.

The purpose of FGD is to obtain feedback and information on a local and specific issue. The resolution of the problem is determined by other parties after the input is obtained and analyzed. Participants consist of 6-12 people so that each individual will have an opportunity to express their opinion. In general, FGD is conducted to the homogenous target population (having the same characteristics) and the same characteristics are determined by the research objectives.

Each FGD needs 1 (one) moderator, 1 (one) note-taker, 1 (one) developer participant and 1 (one) or 2 (two) logistician and blocker (Irwanto, 1998). The main duty of the moderator or facilitator is to guarantee the warm atmosphere, mutual trust, and confidence among the participants. Participants must be introduced to each other. It is important to explain the procedure of interaction

emphasizing that all opinions and suggestions are valuable and important and that there is no wrong or right answer. The discussion participants are randomly selected so as to represent the whole target population.

*Third*, in the qualitative approach, the data gathering technique uses content analysis. There are several noticeable differences between content analysis with a quantitative approach and content analysis with a qualitative approach. Content analysis with a qualitative approach attempts to interpret texts being studied in depth. The texts are not scrutinized in terms of statistical numbers, but seen from how the texts are produced, what factors and aspects influencing the emergence of the texts. In this study, news regarding ISSTC will be explored to describe aspects underlying the emergence of the news.

### 3.2 Technique of Sample Selection

To select the research samples, a purposive sampling is used in this qualitative method. Purposive sampling is a deliberate sampling method to select certain samples based on the requirements of certain characteristics, traits, and criteria. The general criterion for participation is being a stakeholder who has interests in the ISSTC programs, whereas the specific criteria for the selected samples are as follows:

**Table 3.1**  
**Specific Criteria of the Informants / Samples**

No	Institutions	Criteria
1	National Coordination Team (NCT)	The National Coordination Team's important role and strategic functions in the implementation of the ISSTC programs.
2	Implementing Agencies	The important role of the Implementing Agencies in the direct implementation of the ISSTC programs.
3	Beneficiary Countries	<ul style="list-style-type: none"> <li>- The countries have priorities according to their national policy.</li> <li>- The countries are deeply involved and receive assistance from Indonesia.</li> <li>- Consideration of the geographical distribution.</li> </ul>
4	Development Partners	Indonesian partners in supporting the implementation of the ISSTC programs.

5	Experts from the Implementing Agencies	People who carry out the programs directly and listen to the responses or feedback from the beneficiary countries.
6	Research institutions, Universities Institutions, NGO, and Private Sectors	<ul style="list-style-type: none"> <li>- The involvementt of the relevant institutions in the implementation of the ISSTC programs</li> <li>- The involvement of the institutions in the development of study or studies related to ISSTC.</li> <li>- Potential partners in the ISSTC programs</li> </ul>
7	Mass Media	Play an important role in shaping public opinion and can give input related to the interesting ISSTC contents to be published through mass media.
8	Parliament (Commision I)	Play an important role related to budget policy that affect the scaling up of ISSTC program.

**Table 3.2**  
**List of IDI Informant Representatives**

No	Institutions	Names
1	National Development Planning Agency (Bappenas)	RM. Dewo Broto Joko Putranto
3	The Ministry of Foreign Affairs (MoFA)	Siti Nugraha Mauludiah
4		Arko Hananto Budiadi
5	Ministry of Finance (MoF)	Irfa Ampri
6	Ministry of State Secretary	Rika Kiswardani
9	Mass Media	Editor of Media Indonesia (Any), Detik.com (Koko), Metrotvnews.com (Sonya), The Jakarta Pos (Novan), dan Majalah Tempo (Purwanto)
10	The Embassies of the Beneficiary Countries	Representative of Palestine and Timor Leste Embassy
11	Ministry of Agriculture	Expert (DR. Surachman)
12	Ministry of Public Works and Public Housing	Expert (Eduard)
13	CESS	Prof. Mangara Tambunan
14	BRI	Agus Rachmadi
16	Department of International Relations, Parahyangan Catholic University (UNPAR)	Head of Department (SylviaYazid)
17	Center of ISSTC Studies Brawijaya University (UGM)	Dicky Sofjan

**Table 3.3**  
**List of FGD Representatives**

No	Category of Informant	Institutions
1	<i>Working Group and Line</i>	Bappenas – Directorate for International Development Cooperation (KPI)
2	<i>Ministries – FGD 1</i>	Setneg – Overseas Technical Cooperation Bureau (KTLN)
3		Ministry of Foreign Affairs – Directorate of Socio-Culture and the International Organization of Developing Countries (Sosbud OINB)
4		Ministry of Foreign Affairs – Directorate of Line Ministries (KST)
5		Kemkeu – Center for Regional and Bilateral Policy (PKRB)
6		Ministry of Public Works and Public Housing (Kementerian PU PR) – Bureau of Planning and International Cooperation (BPKI)
7		Ministry of Agriculture (Ministry of Agriculture) – Training Center
8		Ministry of Agriculture (Ministry of Agriculture) – Center for International Cooperation (PKLN)
9		Population and Family Planning Agency (BKKBN) – Training Center and International Cooperation for Population and Family Planning
10		Ministry of Health (Kemenkes) – Directorate of Maternal Health
11		National Disaster Management Agency (BNPB) – Legal and Cooperation Bureau
12		Ministry of Women and Children Protection– Bureau of Planning and Data
13	<i>Research Institutes, Universities, NGO, Private Sector – FGD 2</i>	<i>Center For Strategic and International Studies (CSIS) – Department of Politics and International Relations</i>
14		Indonesian Institutes of Sciences (LIPI) – Political Research Center (P2)
15		Faculty of Economics, University of Indonesia (FE UI) – Economic and Social Research Institute (LPEM)
16		<i>Non - Alignment Movement Centre for South South Technical Cooperation (NAM – SSTC)</i>
17		Institute for Business and Economic Democracy (IBEKA)
18		<i>Community Initiatives for Transformation (COMMIT)</i>
19		Ciputra
20	<i>Development</i>	US Agency for International Development (USAID)



21	<i>Partner – FGD 3</i>	United Nations Development Programme (UNDP)
22		Gesellschaft für Internationale Zusammenarbeit (GIZ)
23		Japan International Cooperation Agency (JICA)
24		Korea International Cooperation Agency (KOICA)
25		Department of Foreign Affairs and Trade (DFAT)
26		Islamic Development Bank (IDB)
27		Asian Development Bank (ADB)
28		World Bank
29		The Asia Foundation
30		United Nations Industrial Development Organization (UNIDO)
31		United Nation Population Fund (UNFPA)

# Chapter IV

## Findings and Data Analysis



## IV. FINDINGS AND DATA ANALYSIS

This chapter will explain about the findings and data analysis. The explanation will be preceded by (1) an explanation related to the findings and analysis of secondary data obtained from study of literature, analysis of communication and publication materials regarding SSTC as well as analysis of online media coverage regarding SSTC; and (2) an explanation related to the findings of primary data obtained from interviewing, conducting focus group discussions and observing the informants which are the stakeholders of SSTC program. Data analysis is performed by using stakeholder mapping and gap analysis.

### 4.1 Secondary Data

Secondary Data Analysis was done to several sample documents related to ISSTC and the samples of news coverage in online media using a rapid assessment method. The secondary data analysis of each category is presented as follows:

#### 4.1.1 ISSTC Documents

Secondary data findings on strategies were found from the study of several samples and representative samples from various publications and communication materials related to the South-South Triangular Cooperation (ISSTC), which included:

##### *a. Printed Materials*

Printed materials become the reference of the secondary data analysis which consist of books, brochures, newsletters published by the ISSTC NCT, Ministry of Finance, Ministry of Foreign Affairs, Ministry of State Secretary, and Program Implementing Ministries, namely Ministry of Industry and Ministry of Agriculture.

**Table 4.1**  
**Documents related to ISSTC**

No	Name of Publication Materials	Types	Publishers	Description
1	<i>Indonesia Capacities on Technical Cooperation</i>	Book	Directorate of Technical Cooperation, Ministry of Foreign Affairs	Publication materials are informative because they explain the background of ISSTC and ISSTC NCT, ISSTC flagship programs and the ISSTC implementing agencies.
2	<i>Indonesia South-South and Triangular Cooperation</i>	Brochure	ISSTC National Coordination Team	Publication materials are informative because they explain the background of ISSTC and ISSTC NCT, ISSTC flagship programs and the ISSTC implementing agencies.
3	<i>Indonesia's Experience on Democracy</i>	Book	ISSTC NCT	The publication material is informative because it explains democracy in Indonesia, achievement of democracy in Aceh and ISSTC. In addition, it is educative because it contains testimonials from the informants and roles of several communities involved in the case of Aceh.
4	<i>South South Industrial Cooperation</i>	Brochure	Ministry of Industry	The publication material is informative because it contains training activities conducted by Ministry of Industry.
5	<i>The Indonesian Ministry of Finance Knowledge Sharing Partnership</i>	Book	Ministry of Finance	The publication material is educative because it explains the financial policy in Indonesia. In addition, it is educative because it introduces training programs and ongoing programs.
6	Experiences of BPPSDMP in Implementing ISSTC in Agriculture Sector	Book	Ministry of Agriculture  Agricultural Extension and Human Resource	The publication material is educative because it contains technical cooperation in the agriculture sector from 1980 – present. Besides, this is informative because it contains the BPPSDMP experiences and

			Development Agency	achievements in the ISSTC in the agriculture sector, testimonials from experts, implementing team, and education and training alumni.
7	<i>Indonesia South-South Technical Cooperation</i>	Newsletter	Bureau of Technical Cooperation, Ministry of State Secretary	The publication material is informative because it contains programs which have been implemented by the Indonesian ISSTC. It is also educative as it explains the methods learned and applied by the ISSTC.

Those materials are part of the communication programs initiated by the ISSTC NCT, Ministry of Foreign Affairs, Ministry of Finance, Ministry of State Secretary, Ministry of Industry, and Ministry of Agriculture. The book format emphasizes more on the ISSTC flagship programs which are being implemented and have been implemented by the NCT and the relevant ministries. In addition, the book also highlights the experiences and achievements of the ISSTC programs. Testimonials from informants, participants, expert teams, ISSTC implementing team are also included in several other published materials.

The newsletter format emphasizes on training programs currently implemented by the ISSTC NCT. Each program elucidates the background, objectives, goals, expected output after training, training activities, program implementation schedule, participating countries and the number of participants, administrative and financial arrangements, participant qualifications, coordinating body, and ISSTC program organizer. In addition to spelling out the training programs, the newsletter also explains the methods learned by the ISSTC from other countries and the results of the method application. In contrast, the brochures only explain the ISSTC and its program outline. In addition, it also contains the training activities that have been implemented by relevant ministries.

**b. Website**

Online publication material can be found on the website, the address being <http://ssc-indonesia.org/ISSTC/>. The website content is as follows:

**Table 4.2**  
**The Content of the ISSTC Website**

No	Content	Sub Content	Description
1	<i>News</i>	-	The content is informative as it contains news on the programs that have been implemented by the ISSTC.
2	<i>About</i>	<i>History</i>	The content is informative as it explains the history of ISSTC, the ISSTC NCT and the structure of the ISSTC NCT.
		<i>Vision and Mission</i>	
		<i>Structure</i>	
3	<i>Learning</i>	<i>Policies</i>	The content is informative as well as educative as it explains the ISSTC policy in Indonesia, regulations and laws related to ISSTC.
		<i>Data</i>	-
		<i>Providers</i>	-
4	<i>Publication</i>	-	The content is informative as it contains bulletin and newsletter, reports, and information on ISSTC. The information is educative as it contains research and study to develop ISSTC.
5	<i>Gallery</i>	-	The content is informative showing photos of the Indonesia ISSTC activities and informative videos explaining ISSTC.

The content *News* in this website contains the latest news of the ISSTC, namely the ISSTC NCT working programs in collaboration with several private sectors to implement the ISSTC programs. The Indonesian cooperation with other southern countries is covered in the *News* content of the website. From the content in the *About* section of the site, readers will know about ISSTC in general. In addition, readers will also understand the organizational structure of the ISSTC

NCT and four other ministries which become the main pillars of the ISSTC programs.

The sub content *Policies* in the content *Learning* exposes the ISSTC Indonesia's policies from Period I (2011-2014), in which the NCT would strengthen coordination in revitalizing organizational framework; Period II (2015-2019), in which new partners will emerge in the innovation to develop ISSTC; to Period III (2020-2025), in which partnership will be strengthened in the innovative and inclusive ISSTC. In addition, Regulations and Laws related to ISSTC and the Legal Basis of the Formation of ISSTC NCT are outlined.

The content *Publication* on the website presents research and study of the policy implementation in the ISSTC programs. It also contains two bulletins that have been issued. The bulletin informs the readers about the cooperation that has been established between Indonesia and other southern countries. It also includes a training program that has been carried out by ISSTC Indonesia. In the website, this newsletter describes the programs that have been implemented by the NCT and the latest news about the cooperation between Indonesia and other countries related to ISSTC. It also reported on the implementation of a training program that has been run previously and the profile of the ISSTC Indonesia and the ISSTC Indonesia's programs for the southern countries. In the *Gallery* content, photographs of a training program that has been implemented by the ISSTC NCT and a video introducing the ISSTC Indonesia can be accessed.

### c. Analysis of Publication Materials

**Table 4.3**

**Information Category of the Documents**

No	Information Category	Description info	Source
1	<i>Knowledge Sharing</i>	The <i>knowledge sharing</i> activities conducted by the Ministry of Finance.	<i>Ministry of Finance</i>
		The knowledge sharing activities for democracy carried out using two methods.	NCT
2.	<i>Technical Cooperation</i>	There are 7 flagship programs of the ISSTC Indonesia.	NCT

	<i>Flagship Program</i>		
3.	<i>Technical Cooperation - Agriculture</i>	Experiences and achievements of BPPSDMP in the ISSTC – agriculture sector	Ministry of Agriculture
4.	<i>Technical Cooperation - Industry</i>	Training activities implemented by the Ministry of Industry	Ministry of Industry

Eight knowledge sharing programs organized by the Ministry of Finance were dialogues on fiscal policy, fiscal decentralization policy, state asset management, financial management, public financial management, tax, customs, and information systems for online non-tax revenue. Each training program has different knowledge sharing methods. Knowledge sharing on democracy was conducted through multilateral and bilateral dialogues (*Bali Democracy Forum and Egypt-Indonesia Dialogue on Constitutional Reform and Constitutional Building*), as well as trainings and workshops (*Workshops on Conflict Resolution and Constitutional Building*).

For the category of *Technical Cooperation Flagship Program*, there were 7 flagship programs, namely: Agriculture; Food Security and Social Protection; Disaster Risk Management; Democratization and Good Governance; Trade and Industry; Infrastructure; Human Development (Health, Education, Population and Gender); and Indonesia's Commitment for the Development of Palestine. The obtained information was the training programs and activities which have been successfully carried out by the ISSTC Indonesia.

In the Technical Cooperation – Agriculture Sector, BPPSDMP explains the experiences in education and training program, internship, workshops, comparative study, sending experts overseas and other similar activities. It also describes the achievement of BPPSDMP in the ISSTC- agriculture sector, namely the establishment of agricultural training centers in the Gambia and Tanzania as well as integrated activities for African countries. The category of Technical Cooperation Industry describes the activities that have been implemented by the Ministry of Industry in ISSTC.

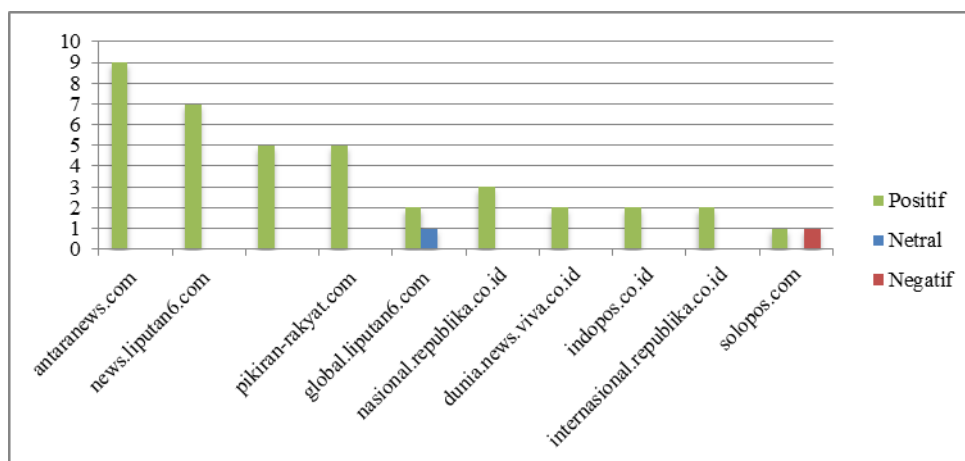


#### 4.1.2 Trend of News Coverage in Online Media

The analysis of the secondary quantitative data will explain the results of the media monitoring based on 6 keywords, namely: “*Kerja Sama Selatan-Selatan Triangular (KSST)*”, “*Kerja Sama Selatan-Selatan (KSS)*”, “*Kerjasama Bilateral Indonesia-Gambia*”, “*Kerjasama Bilateral Indonesia –Timor Timur*”, “*Kerjasama Bilateral Indonesia –Palestina*”, and “*Kerjasama Bilateral Indonesia-Fiji*” during the period between March 2015 and March 2016. Based on the results of media monitoring, there were 78 news items from 36 online media outlets. The scope of the analysis will focus only on the top ten issues such as trend of mass media, varieties of issues and the spokesperson with the highest frequency of news reports.

#### a. Media Distribution

**Picture 4.1**  
**News Distribution in Online Media**



Based on the media distribution, the media with the biggest number of news coverage related to ISSTC was **antaranews.com** (covered 9 news or 12%). All the news related to ISSTC reported in **antaranews.com** had a positive tone. The second place was **news.liputan6.com** which covered 7 news reports or 9% with a positive tone.

Next, **international.metrotvnews.com** and **pikiran-rakyat.com** each contained 5 news reports or 6%, all of the tones were positive. Then, **internasional.sindonews.com** and **beritasatu.com** respectively contained 4 news reports or 5% with a positive tone. The ISSTC-related news was reported in **global.liputan6.com** and **nasional.republika.co.id**, with 3 news reports or 4% respectively. The tone of the news report tended to be positive. Only 1 news report covered by **global.liputan6.com** was neutral in tone.

There were 8 media covering 2 news reports each related to ISSTC, namely: **dunia.news.viva.co.id**, **indopos.co.id**, **internasional.republika.co.id**, **kabar24.bisnis.com**, **nasional.kompas.com**, **news.okezone.com**, **republika.co.id**, and **solopos.com** with 3% frequency of occurrence. The tone of the news coverage tended to be positive, one news reported by **news.okezone.com** was neutral in tone, and another reported by **solopos.com** had a negative tone.

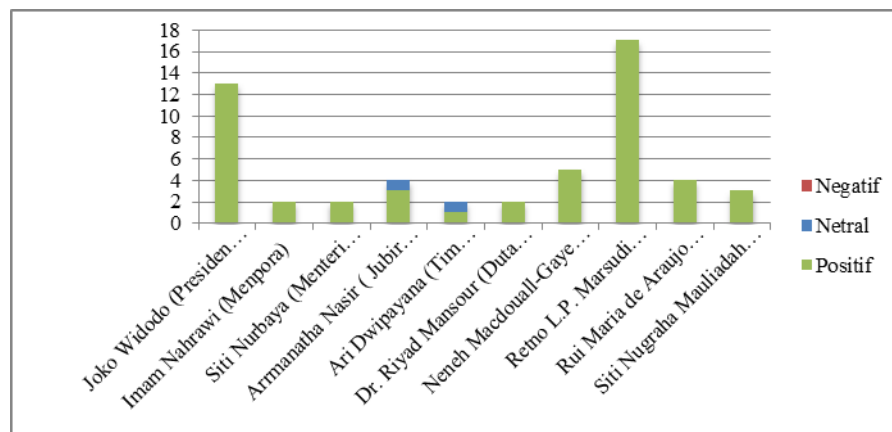
All of the 36 media outlets covering news related to ISSTC are online media. The media with the biggest number of news coverage was **antaranews.com** with 9 news reports. The media which had 7 news reports was **news.liputan6.com**. Next, **international.metrotvnews.com** and **pikiran-rakyat.com** covered 5 news reports, whereas 4 news reports were covered by **internasional.sindonews.com** and **beritasatu.com**. Those six media outlets are national online media based in Jakarta.

Based on the results of the data on media distribution that have been collected, the news related to the ISSTC was still covered mostly by 34 online media outlets based in Jakarta. Whereas the regional online media (outside Jakarta) covering ISSTC-related news were only 2 media, namely **solopos.com** and **krjogja.com**. This suggests that the information related to ISSTC did not reach the regions outside Jakarta.

## b. The Appearance of Informant/Spokesperson on the News

**Picture 4.2**

**Appearance of Spokesperson**



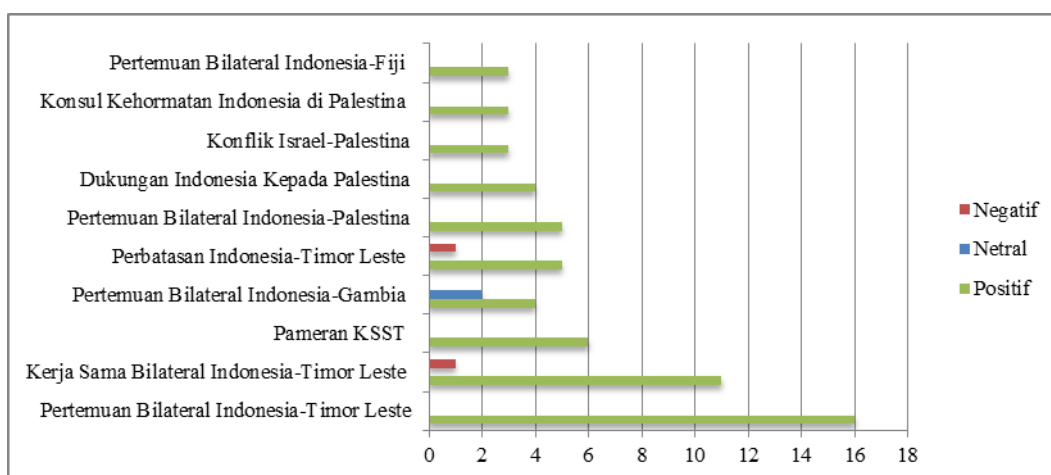
Based on the data from 78 news reports, all the spokespersons talked about ISSTC. The graph shows the position of 11 spokespersons along with the level of intensity of each news coverage. The Minister of Foreign Affairs, **Retno L.P. Marsudi**, was the most dominant spokesperson, appearing in 17 news reports or 20%, all of which had positive tones and neither neutral nor negative tone was identified. President **Joko Widodo** was in the second place, being covered in 13 news reports or 15%. All of the tones regarding **Joko Widodo**'s appearance on the news were positive. Next, the appearance of Gambian Minister of Foreign Affairs, **Neneh Macdouall-Gaye**, was covered in 5 news reports or 6% with a positive tone.

The appearance of 4 other news reports or 5% was from the spokesperson of the Ministry of Foreign Affairs, **Arrmanatha Nasir** and the Prime Minister of East Timor, **Rui Maria de Araujo**. The proportion of a positive tone by **Arrmanatha Nasir** was 3 news reports and 1 news with a neutral tone. On the other hand, the tone of the spokesperson **Rui Maria de Araujo** was positive. Meanwhile, the Director of Technical Cooperation, Ministry of Foreign Affairs, **Siti Nugraha Mauliadah** appeared in 3 news reports or 4% with positive tones. There were 2 news reports or 2% covering

the Minister of Youth and Sports, **Imam Nahrawi**; Minister of Environment and Forestry, **Siti Nurbaya**; President's Communication Team, **Ari Dwipayana**; and the Ambassador and Permanent Observer of the Palestine for the United Nations, **Dr. Riyad Mansour**. All of the tones for each spokesperson, **Imam Nahrawi**, **Siti Nurbaya**, and **Dr. Riyad Mansour** were positive. Whereas for the spokesperson **Ari Dwipayana**, 1 news report was positive and 1 news report was neutral.

### c. Trend of the Issue Category

**Picture 4.3**  
**Frequency of the Issue Category**



Based on the results obtained through media monitoring on the ISSTC, there were 37 categories of issue variants with different news coverage. Those issues were used as the angle of the news appearing or reported in the news. From the table above, it can be seen that the most occurring issue was **Bilateral Meeting between Indonesia-East Timor** with 16 news reports (17%). All the news covering the issue was positive in tone. Next, the **Bilateral Cooperation between Indonesia and East Timor** was reported in 12 news reports (12%). From 12 news reports, 11 news reports had a positive tone, while 1 news report had a negative tone. The negative tone appeared when the

news discussed the border between Indonesia and East Timor, namely the annexation of Indonesian territory by East Timor.

The issue of the **ISSTC Exhibitions, Bilateral Meeting between Indonesia and Gambia, and the Border between Indonesia and East Timor** was covered in 6 news reports (6%) distributed in all media, with a positive tone for all reports. The **Bilateral Meeting between Indonesia and Gambia** was covered in 2 news reports with a neutral tone, discussing the meeting between the Minister of Foreign Affairs, **Retno L. P. Marsudi** and the Gambian Minister of Foreign Affairs, **Neneh Macdouall-Gaye**, in the sidelines during the OIC summit. They discussed the efforts that could be made by Islamic countries in assisting the peace building process between Palestinian and Israel, increasing trade and investment cooperation, and strengthening the technical cooperation and capacity building. The negative tone pervaded the news report on the issue of border between Indonesia and East Timor as the issue of annexation of the Indonesian territory by East Timor was brought up.

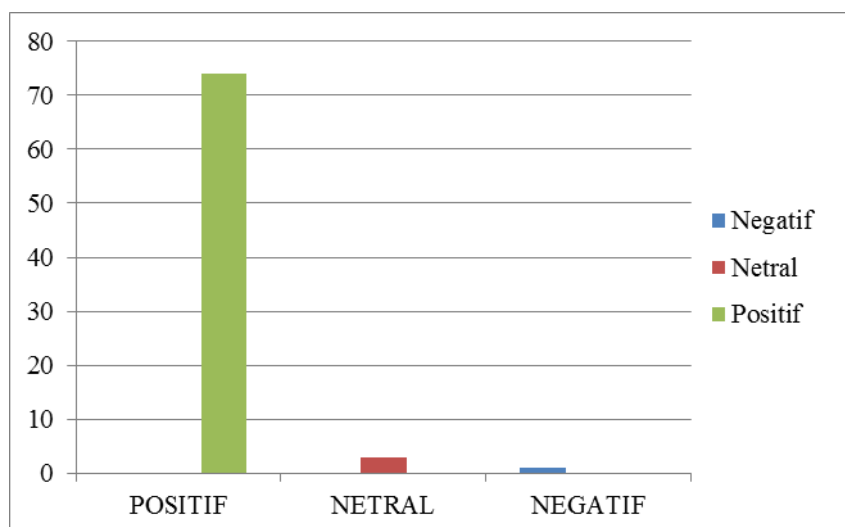
The following issue was regarding the **Bilateral Meeting between Indonesia and Palestine** which was covered in 5 news (5%) with a positive tone. The issue of **Indonesian Support to Palestine** was covered in 4 news reports (4%) with all positive tones. There were 4 issues which were reported in 3 news reports (3%), namely **Conflict between Israel and Palestine, Honorary Consul of Indonesia to Palestine, and the Bilateral Meeting between Indonesia and Fiji**. The tone of the news coverage of the three issues was mostly positive.

Based on the quantitative data elaborated above, it can be understood that the most dominant issue of ISSTC was the **Bilateral Meeting between Indonesia and East Timor**. The meeting between Indonesia and East Timor did not only involve President Joko Widodo and Prime Minister Rui Maria de Araujo, but it also involved several relevant ministries. In the meeting, both parties discussed the border issue in which Indonesia and East Timor targeted to resolve two points of land border in Noel Besi-Citrana, and Bijael Sunan-Oben by 2015. In addition, they also broached the subject of the sea border in

the north, before eventually finishing with the southern sea border. In addition, the two parties also discussed the economic cooperation between their two countries, including trade and investment. The two countries have also agreed to sign a cooperation in the fields of energy, infrastructure, healthcare, banking and telecommunications. Indonesia also established cooperation in the field of forestry and environment, youth and sports, marine and fisheries. East Timor will also continue to work with Indonesia in a number of bilateral meetings and by involving the Indonesia and Japan Cooperation Agency (JICA). The meeting will also follow up a memorandum of understanding (MoU) with the Indonesian Minister of Public Works and Housing including infrastructure, housing and settlement, research and development. In addition East Timor will develop the exchange of flight information, marine traffic and human resources with Indonesia. In addition to holding meetings, the signing of 5 cooperation MoU was also conducted, namely cooperation in youth and sports, archives, climatology and geophysics, search and rescue, petroleum energy and mineral resources.

#### **d. Sentiment/ *Tone* of News Coverage**

**Picture 4.4**  
**Sentiment of News Coverage**



Of the total number of 78 news reports, the most pervasive tone was the positive tone with 95% of coverage or appearing in 74 articles. Meanwhile, news with a negative tone was only 1% (1 news). The positive tone was more dominant in the news reports regarding ISSTC. Some of which were ISSTC exhibitions; assistance, training and support given by Indonesia to developing countries joined in ISSTC; bilateral meeting and cooperation established by Indonesia and other countries.

The issue of bilateral meetings between Indonesia and other developing countries, such as East Timor, Palestine, Gambia and Fiji became the issue with the most dominantly positive tone. The bilateral meeting between Indonesia and East Timor was the issue with the most pervasively positive tone compared to other bilateral meetings with other countries. The two countries held a bilateral meeting to discuss the two countries' border, because East Timor was brought into the spotlight as it expands its territory to Indonesia. Both countries also signed a cooperation agreement in the fields of energy, infrastructure, healthcare, banking and telecommunications. A bilateral meeting between Indonesia and Palestine discussed Indonesia's support to the Palestinian struggle for independence that has been, and continues to be pursued both through bilateral relations and regional and international forums, while also discussing the inauguration of the Honorary Consul of Indonesia in Ramallah, Palestine.

A bilateral meeting between Indonesia and Gambia was held to discuss the efforts that could be made by Islamic countries in assisting the peace-building process between Palestine and Israel, increasing trade and investment cooperation, and strengthening the technical cooperation and capacity building. The bilateral meeting between Indonesia and Fiji discussed efforts to further enhance the cooperation between Indonesia and Fiji, especially in economics and public relations through capacity building and technical assistance.

The second most positive tone pervaded the news regarding the cooperation between Indonesia and the countries belonging to ISSTC in various fields. As for such cooperation is the cooperation in the fields of

forestry and environment, marine and fisheries, youth and sports, defense, transportation, public works, development through South-South Cooperation (KSS) and Technical Assistance Cooperation (KST). Issues of cooperation in forestry and environment to discuss environmental issues in East Timor, in which Indonesia has carried out green movement and discussed Watershed (DAS). On the issue of cooperation in marine and fisheries, East Timor expressed their appreciation to Indonesia for its success in combating illegal, unreported, unregulated (IUU) fishing. Cooperation in the field of youth and sports is through the renewal of cooperation between Indonesia and East Timor in this field.

As for the issue of the defense sector, cooperation in the field of defense between Indonesia and East Timor will be established. In the field of transportation and public works, the follow-up of the memorandum of understanding between Indonesia and East Timor in this field was discussed. On the issue of development cooperation, the readiness of Indonesia in supporting development in East Timor was discussed. It also discusses the development cooperation through the South-South Cooperation or Technical Assistance Cooperation, where Indonesia can seize the moment in the 2015 Asia-Africa Conference to lead the development of cooperation between countries of Asia and Africa.

The positive tone of news reports discussed assistance, training and support given by Indonesia to the member countries of ISSTC. It covered Indonesia's assistance to Fiji in the process of reconstruction after Hurricane Winston. While, concerning the issue of providing ISSTC training, Indonesia was implementing eight relief programs of technical assistance and showed Indonesian attitude towards the development of ISSTC. The support provided by Indonesia itself is its support for Palestinian independence.

The neutral tone pervaded the news coverage of the issue of bilateral meetings between Indonesia and Fiji and ISSTC and the post-2015 development agenda. On the issue of bilateral meetings between Indonesia and Gambia, the news report covered the cooperation between Indonesia and



Gambia in setting the protocols for the preparation of the 14th OIC Summit in 2018. While, concerning the issue of the post-2015 development agenda, the news reported the South-South cooperation which needed to be aligned with the post-2015 development agenda, in accordance with the principle of AAC. The negative coverage only dealt with the issue of the border between Indonesia and East Timor. In the coverage, the issue of the annexation of Indonesian territory by East Timor was brought to the spotlight amidst the well-established relations between Indonesia and East Timor.

#### e. Analysis of the Quality of News Content

Of the 37 variants of the categorizations of issues, it is found that there were 10 categories of issues with the highest frequency, namely : **Bilateral Meetings between Indonesia and East Timor, Bilateral Cooperation between Indonesia and East Timor, ISSTC Exhibition, Bilateral Meetings between Indonesia and Gambia, Bilateral meetings between Indonesia and East Timor, Bilateral Meetings between Indonesia and Palestine, Indonesia's Support to the Palestinians, the Israeli-Palestinian conflict, the Honorary Consul of Indonesia in Palestine, and the Bilateral meetings between Indonesia and Fiji.** The issues above can be seen through the angle of publicity by the media including media itself raised the issue. For more details, the information can be found in the following table:

**Table 4.4**  
**Categories of Issues and Angle of Publicity**

No	Issue Categorization	Angle of Publicity	Media
1	<b>Bilateral Meeting between Indonesia and East Timor</b>	Media reported the news on the Bilateral Meeting between Indonesia and East Timor to discuss some issues related to the cooperation between the two countries.	news.liputan6.com, antaranews.com, news.okezone.com, poskotanews.com, utama.seruu.com, nasional.republika.co.id , internasional.sindonews.com,

			indopos.co.id, dunia.news.viva.co.id, global.liputan6.com, merdeka.com, dan komunitas.rimanews.co m
2	<b>Bilateral Cooperation between Indonesia and East Timor</b>	Media reported the cooperation carried out by Indonesia and East Timor in various fields.	solopos.com, warta-dpr.liputan6.com, antaranews.com, sport.merahputih.com, kabar24.bisnis.com, beritasatu.com, mongabay.co.id, international.metrotvne ws.com, dan industri.bisnis.com
3	<b>ISSTC Exhibitions</b>	Media reported the South-South and Triangular Cooperation (ISSTC) exhibitions, as a series of programs in the Asia Africa Conference (KAA) 2015 held from April 19 to April 24.	antaranews.com, nasional.republika.co.id , beritasatu.com, indopos.co.id, dan pikiran-rakyat.com
4	<b>Bilateral Meeting between Indonesia and Gambia</b>	Media reported the bilateral meeting between the Indonesian Minister of Foreign Affairs and the Gambian Minister of Foreign Affairs on the sidelines of the OIC Summit, in Jakarta.	internasional.republika. co.id, nasional.kompas.com, suara.com, antaranews.com, dan news.okezone.com
5	<b>Indonesia-East Timor Border</b>	Media reported the commitment built by Indonesia and East Timor to resolve the conflict on two points of land and sea borders.	solopos.com, antaranews.com, poskotanews.com, utama.seruu.com, dan news.liputan6.com
6	<b>Bilateral Meeting between Indonesia and Palestine</b>	Media reported the Bilateral Meeting between Indonesia and Palestine held on the sidelines of the 5 <sup>th</sup> OIC Summit.	antaranews.com, internasional.sindonews .com, news.liputan6.com, cnnindonesia.com, dan international.metrotvne ws.com

7	<b>Indonesia's support to the Palestine</b>	Media reported the appreciation expressed by the Ambassador and Permanent Observer of Palestine for the United Nations, Dr. Riyad Mansour, for Indonesia's support for the Palestinian struggle for independence.	internasional.sindonews.com, beritasatu.com, pikiran-rakyat.com, dan suara.com
8	<b>Israeli-Palestinian Conflict</b>	Media reported the 2015 AAC which positioned Indonesia to have shown strong support in the issue of the Israeli-Palestinian Conflict.	internasional.sindonews.com, news.liputan6.com, dan beritasatu.com
9	<b>Indonesian Honorary Consul to Palestine.</b>	Media reported the Minister of Foreign Affairs, Retno L. P. Marsudi, during the inauguration of the first Honorary Consul of the Republic of Indonesia in Palestine, Maha Abu-Shusheh, based in Ramallah.	internasional.republika.co.id, global.liputan6.com, dan beritapi.com
10	<b>Bilateral Meeting between Indonesia and Fiji</b>	Media reported the importance of bilateral relation between the two countries and discussed efforts to further increase cooperation between Indonesia and Fiji.	antaranews.com dan international.metrotvnews.com

### 1) Types of Media

Seen from media distribution, 10 issues with the highest frequency had different media distributions, such as the issue of **Bilateral Meetings between Indonesia and East Timor** which appeared in 12 media outlets, namely: news.liputan6.com, antaranews.com, news.okezone.com,

poskotanews.com, utama.seruu.com, nasional.republika.co.id, internasional.sindonews.com, indopos.co.id, dunia.news.viva.co.id, global.liputan6.com, merdeka.com, and komunitas.rimanews.com. **News.liputan6.com** was the media outlet with the highest frequency of coverage, i.e. 4 times. Regarding the issue of “**Bilateral Meetings between Indonesia and East Timor**” the angle of publicity was mostly on the bilateral meeting to address various issues, such as the border between Indonesia and East Timor.

The second most covered issue was the **Bilateral Cooperation between Indonesia and East Timor** reported in 9 media, namely: solopos.com, warta-dpr.liputan6.com, antaranews.com, sport.merahputih.com, kabar24.bisnis.com, beritasatu.com, mongabay.co.id, international.metrotvnews.com, and industri.bisnis.com. Solopos.com and antaranews.com were the media which covered each 2 news reports. Issues of **ISSTC Exhibitions** covered by 5 media, namely: antaranews.com, nasional.republika.co.id, beritasatu.com, indopos.co.id, and pikiran-rakyat.com, with the highest frequency of coverage by antaranews.com. The total news coverage in the media was 6 news.

Next, the issue of **Bilateral Meetings between Indonesia and Gambia** was covered in 5 media such as internasional.republika.co.id, nasional.kompas.com, suara.com, antaranews.com, and news.okezone.com, with the frequency of coverage was 1 per media. The issue on **Border between Indonesia and East Timor** was covered in 5 different media, namely: solopos.com, antaranews.com, poskotanews.com, utama.seruu.com, and news.liputan6.com. The frequency of coverage for each media was 1 news.

The issue of **Bilateral Meetings between Indonesia and Palestine** was covered in 5 media, namely antaranews.com, internasional.sindonews.com, news.liputan6.com, cnnindonesia.com, and international.metrotvnews.com. Antaranews.com and news.liputan6.com, with two news reports each. The total number of news coverage in the

media was 7 news. The total number of the media coverage was 7 news. Four media covered **Indonesia's Support to Palestine**. The media were internasional.sindonews.com, beritasatu.com, pikiran-rakyat.com, and suara.com. The total number of news coverage was 4.

Media have also raised the issue of the **Israeli-Palestinian conflict**, which was published in three media, namely: internasional.sindonews.com, news.liputan6.com, and beritasatu.com. Three media proclaim these issues with each one news. The issue of the Indonesian Honorary Consul in Palestine was also published in the media, namely internasional.republika.co.id 3, global.liputan6.com, and beritapi.com. The media also contains news of each one in their media. While the issue of the Bilateral Meeting between Indonesia and Fiji was published in two media, namely: antaranews.com and international.metrotvnews.com. International.metrotvnews.com covered this issue in 2 news reports. The total news coverage in the two media is was 3 .

## 2) *Spokesperson*

The Minister of Foreign Affairs, **Retno L.P. Marsudi** was the spokesperson with the highest frequency of appearance related to ISSTC. Retno L.P. Marsudi was not only the spokesperson of one issue related to ISSTC Exhibitions, but she was also the spokesperson in the bilateral meetings between Indonesia and other countries. In the issue of ISSTC, Retno stated that the South-South Cooperation was very important because it was a manifestation of solidarity among developing countries. Indonesia has gained a high level of trust from the international community in an effort to strengthen or enhance the South-South Cooperation. The Indonesian government has conducted 400 training programs involving 4,400 participants from 99 countries.

As for the issue of bilateral meetings between Indonesia and Gambia, Retno disclosed the progress Indonesia and Gambia have made in capacity building in the agriculture sector and in preparing Gambia to host the OIC

Summit in 2018. On the issue of bilateral meetings between Indonesia and East Timor, the two countries discussed the arrival of the Prime Minister of East Timor to Indonesia and discussed the strengthening of cooperation between the two countries, especially in trade and investment. Retno also expressed her support for the bilateral meetings between Indonesia and Palestine, the Indonesian unrelenting support for the Palestinian struggle for independence, the inauguration and soft opening of the Honorary Consul's office in Ramalla; all of which was clear evidence of support from the Government of Indonesia to Palestine. Regarding the issues of bilateral meetings between Indonesia and Fiji, Retno said that Fiji was an important country in the Pacific for Indonesia, not only in economic cooperation, but also cooperation in democratization and regional security and stability. They agreed to establish cooperation in other areas, such as agriculture, fisheries, small and medium enterprise development, youth and sports and women's empowerment.

The second highest frequency of appearance was President **Joko Widodo**. Jokowi talked more on issues of bilateral meetings between Indonesia and East Timor, where Jokowi said that Indonesia and East Timor were committed to accelerating the resolution of border negotiations between Indonesia and East Timor, to quickly resolve 2 unresolved segments of land borders, and to start negotiations on the north segment of East Timor's maritime boundary in the first quarter of 2016. In addition to discussing the border issue, the readiness of Indonesia to become the sole developing partner in the construction and infrastructure of East Timor was confirmed.

In addition to issues concerning the bilateral meeting between Indonesia and East Timor, Jokowi also expressed Indonesia's support for the Palestinians. Jokowi said Indonesia is ready to support the Palestinians and as long as Palestine is not independent, Indonesia will keep fighting for Palestine's independence.

The Minister of Gambian Foreign Affairs, **Neneh Macdouall-Gaye** expressed appreciation for the Indonesian support and cooperation with Gambia. Neneh stated that the Gambia wished to strengthen the people to people relations in the business sector so that more citizens of Gambia can come to Indonesia to trade, more Indonesian people can open businesses in Gambia and vice versa. In addition, Neneh also supported the struggle and the important role of Indonesia in the Palestinian issue.

The Foreign Ministry Spokesman, **Arrmanatha Nasir** became a spokesperson on some issues. In issues related to capacity building for ISSTC, it was revealed that the cooperation among members of SSC became a strategic point in order to develop investment and economy in Indonesia. While the meeting issues of bilateral cooperation between Indonesia-East Timor, stated that the bilateral meeting would discuss several issues, including the strengthening of cooperation in trade, investment, energy, infrastructure development, as well as a shared commitment to accelerate the resolution of border issues both land border and maritime borders. Regarding the issue of the Indonesian honorary consul in Palestine, the appointment of an honorary consul was evidence of Indonesia's support to Palestine, representing Indonesia in Ramallah, to boost economic and social relations between the people of Indonesia and the people of Palestine, and protection of Indonesian citizens in the election of Ramallah City.

Prime Minister of East Timor, **Rui Maria de Araujo** expressed the determination of both countries to strengthen bilateral relations. Business relations followed a positive trend, focusing on economic cooperation, defense, education and socio-cultural cooperation. Rui felt very grateful for the cooperation that has been established and looked forward to further establishing cooperative relations between the two countries, which could affect the running of the government and the conditions of the people in both countries.

Director of Technical Cooperation, Ministry of Foreign Affairs of Indonesia, **Siti Nugraha Mauliadah**, mentioned that in the issue of capacity building for Palestine, the focus of assistance given to the Palestinians was training to civil servants and the state police, as requested by Palestine. Minister of Youth and Sports, **Imam Nahrawi** revealed that the cooperation in the field of youth and sports was necessary, developed and expanded. The new partnership can make a positive contribution to the improvement of bilateral relations and friendship between the two countries. He addressed the issue of the cooperation in youth and sports between Indonesia and East Timor.

Minister of Environment and Forestry, Siti Nurbaya stated that the two countries will continue cooperation in the field of education and environment management that has been established. The delivery of the seeds to East Timor was a form of soft diplomacy between the two countries. Diplomacy through tree planting has become a pretty good alternative instruments in addition to education and technology. The President's Communication Team, **Ari Dwipayana** on the issue of bilateral meetings between Indonesia and East Timor expressed confidence that East Timor also has the same commitment as Indonesia to resolve the issue of land and maritime borders. Ambassador and Permanent Observer State of Palestine to the United Nations, Dr. Riyad Mansour expressed his gratitude to Indonesia for giving recognition to Palestinian sovereignty, as evidenced by the opening of the Palestinian Embassy in Jakarta, Indonesia on the issue of support for Palestine and the conflict between Israel and Palestine.

### 3) Categorization of Issues

Based on the frequency of occurrence, the top ten issues with the highest frequency were explained as follows: The Bilateral Meeting between Indonesia and East Timor is the issue with the highest news coverage, totaling to 12 news. Media raised the issue by highlighting information about the bilateral meeting between Indonesia and East Timor



to discuss border issues, strengthening economic cooperation, also signed a cooperation agreement in the fields of energy, infrastructure, healthcare, banking and telecommunications.

Issues of Bilateral Cooperation between Indonesia and East Timor were reported by the media highlighting the cooperation undertaken by Indonesia and East Timor in several fields, namely: cooperation in forestry and environment, youth and sports, marine and fisheries, defense, transportation, work general and development. On the issue of ISSTC Exhibition, the press reported on the exhibition of South-South Cooperation and Triangular (ISSTC) which was opened by the Minister of Foreign Affairs Retno L.P. Marsudi, as part of a series of Asia-Africa Conference (AAC) in 2015 which took place from April 19 to April 24.

**The Bilateral Meeting between Indonesia and Gambia** discusses the meeting of the Foreign Minister of Indonesia with Foreign Minister of Gambia on the sidelines during the OIC summit meeting in Jakarta. The meeting discussed the efforts that could be made by Islamic countries in assisting the peace-building process between Palestine and Israel, increasing trade and investment cooperation, and strengthening the technical cooperation and capacity building. In discussing the issue of Indonesia and East Timor, Indonesia and East Timor were committed to resolving the two-point land border issue in Noel Besi-Citrana and Bijael Sunan-Oben by 2015, in addition they also broached the sea border in the north, before eventually resolving borders in the southern sea.

In the **Bilateral Meeting between Indonesia-Palestine**, the media was informed about the Bilateral Meeting between Indonesia and Palestine held on the sidelines of the 5<sup>th</sup> OIC Summit regarding Palestine and Al-Quds Al-Sharif. Both countries discuss Indonesia's support to the Palestinian struggle for independence that has been and continues to be pursued both through bilateral relations and regional and international forums. Furthermore, regarding Indonesia's Support to Palestinians, the Ambassador and Permanent Observer of Palestine to the United Nations

Countries Dr. Riyad Mansour expressed appreciation to the overwhelming support of the people of Indonesia for the independence of Palestine. In addition, Indonesia is expected to generate support from the OIC and the international community on conflict resolution between Israel and Palestine.

Regarding the issue of the **Israeli-Palestinian conflict**, the 2015 AAC positioned Indonesia to show firm gestures in a number of international issues, especially the issue of the Israeli-Palestinian conflict. While in the issue of Indonesian Honorary Consul in Palestine, the press reported the inauguration of the first Honorary Consul of Indonesia in Palestine based in Ramallah, Maha Abu-Shusheh, by the Foreign Minister Retno. Honorary Consul is there to serve and protect the citizens of Indonesia and Indonesian legal entities, as well as increasing economic cooperation and socio-culture of both countries. He will also be in charge of promoting economic, trade, tourism, investment, labor and services, and the promotion of socio-culture.

The last issue with the highest frequency of news was **the Bilateral Meeting between Indonesia and Fiji**, where the media reported the importance of bilateral relations between the two countries, discussed efforts to further enhance the cooperation between Indonesia and Fiji, especially in economics and public relations through capacity building and technical assistance. It also discusses Indonesia's commitment to assist in the reconstruction of Fiji after the destruction caused by the Hurricane Winston.

#### 4) Sentiment of the News Coverage

On the issue of **Bilateral Meetings between Indonesia and East Timor**, the overall tone of 16 news reports was positive. The news talked about the commitment of Indonesia and East Timor to resolve border issues and enhance cooperation between the two countries. The second issue was the Bilateral Cooperation between Indonesia and East Timor consisting of 12 news reports. The tone of 11 news reports was positive, while 1 news report had a negative tone. The negative tone was identified in the news

coverage of the tense relations between Indonesia and East Timor due to the East Timor's annexation of Indonesian territory.

Next was the issue of ISSTC Exhibitions. Media coverage of these issues included 6 news items and the overall tone was positive. This issue of ISSTC Exhibitions was raised during the sidelines of the AAC Summit which was a manifestation of solidarity among developing countries. Issues concerning Bilateral Meetings between Indonesia and Gambia were covered in 6 news, with 4 positive tones and 2 neutral tones. Positive media coverage was on the improvement of cooperation Capacity Building, especially in agriculture on the sidelines during the AAC. Media coverage with a neutral tone reported the meetings held by Indonesia on the sidelines of the OIC summit with several countries, including the Gambia.

The border conflict between Indonesia and East Timor generated 6 news items, 5 of which had a positive tone and 1 a negative tone. Media coverage with a negative tone referred to the annexation of Indonesian territory by East Timor, which caused tension in the relationship between the two countries. Media coverage with a positive tone discussed the two countries' commitment to resolve the border issue, both land and maritime borders. Subsequently, issues on the Bilateral Meeting between Indonesia and Palestine were reported in 5 news with a positive tone on the whole. Media discussed the bilateral meeting of both countries to discuss Indonesia's support for the liberation of Palestine and discuss bilateral cooperation between the two countries.

As for the issue of Indonesia's Support for the Palestinians, the media reported in 4 positive news items. Media reported the Palestinian appreciation for Indonesia's support, both the people of Indonesia and the Indonesian government, for the Palestinian struggle for independence and the ongoing cooperation between the two countries. Other issues related to the Israeli-Palestinian conflict. The media reported in 3 news with positive tones, reporting on Indonesia's support for the Palestinians to resolve the conflict between Israel and Palestine.

In addition, the media coverage of the Indonesian Honorary Consul in Palestine consisted of 3 news items with a positive tone. The media reported that the Indonesian government, in this case the Ministry of Foreign Affairs, inaugurated the honorary consul of Indonesia in Ramallah, Palestine. As for the issue of a Bilateral Meeting between Indonesia and Fiji, the media also reported 3 positive pieces of news. Regarding this issue, the press reported the importance of bilateral relations between the two countries that share a Melanesian heritage and cultural background. In addition, the increased cooperation between Indonesia and Fiji was reported in the media.

## 4.2 Primary Data

In this report, the findings and primary data analysis obtained from the in-depth interview and FGD with the ISSTC stakeholders will be presented. The participants are the National Coordination Team (NCT), the Implementing Agencies, Private Sector, Universities and Research Institutes, Non-Profit Organization, Beneficiary Countries, Development Partners, Parliament and National Mass Media

### 4.2.1 The *National Coordination Team* (NCT)

The National Coordination Team is an internal part which is strategically responsible for the implementation of ISSTC. The participants from the National Coordination Team are the Team Leader of NCT, Chairman and members of the Working Group (WG). The information gathering on the NCT Team is conducted in the IDI session with the Chairman of WG and FGD with the WG participants.

**Table 4.5**  
**Matrix of Findings on the NCT**

Subject Matter	Description
<b>Implementation of the ISSTC-related Programs</b>	
Implementation Policy Direction of the ISSTC	- ISSTC is the derivative commitment of the AAC 1955, which emphasizes solidarity based on the principle of equality.

Program	<ul style="list-style-type: none"> <li>- ISSTC is a form of commitment to the Constitution in order to promote world peace.</li> <li>- ISSTC is demand driven (based on the needs of the beneficiary countries), not supply-driven.</li> <li>- In the implementation of support programs within the ISSTC framework, the selection process is based on the country's priority determined by national policy and limited resources (human resources and budget) considerations.</li> <li>- In relation to the ISSTC program implementation, Indonesia must be sensitive in budgeting, especially when it is related to Trilateral cooperation.</li> </ul>
Benefit and Impact of the ISSTC Program Implementation	<ul style="list-style-type: none"> <li>- The support has a long-term impact on national security.</li> <li>- In the long run, the benefits of the ISSTC emerge politically in the form of soft diplomacy, economically (establishing economic cooperation as a logical consequence of the technical cooperation), and socio-cultural (creating a positive image such as the conditions of Moderate Islam in Indonesia).</li> <li>- The knowledge sharing process in the ISSTC programs is beneficial to improve soft skills for the Indonesian experts delegated to provide training.</li> </ul>
Readiness of the NCT	<ul style="list-style-type: none"> <li>- NCT has a Standard Operational Procedure and mechanisms to support the role of each Working Group.</li> <li>- The existing SOP and mechanism deals with the process of capturing demand, funding and program evaluation.</li> <li>- In the level of implementation, it is assessed that the SOP implementation has not met the expectation and it still needs to be seriously improved.</li> <li>- In its implementation, so far the ISSTC has not provided a program standardization.</li> </ul>
Forms of Internal Communication and Coordination	<ul style="list-style-type: none"> <li>- The forms of internal communication and coordination, especially among the Working Groups, are considered quite good because there are several face-to-face forums to discuss the ISSTC.</li> <li>- Another opinion states that there is a gap of information, which means that the information cannot be obtained equally by all the Working Groups.</li> <li>-</li> </ul>
<b>ISSTC- related Public Communication (<i>Current Situation</i>)</b>	
The Delivered Message	<ul style="list-style-type: none"> <li>- The delivered message mass media exposure is in the form of cooperation programs provided for other countries.</li> <li>- Another message delivered in other media such as booklets describes the programs which become the Indonesian center of excellence.</li> </ul>

	<ul style="list-style-type: none"> <li>- The delivered message related to the ISSTC also deals with the competitive advantage of the support programs owned by Indonesia.</li> </ul>
Types of Media Used	<ul style="list-style-type: none"> <li>- The media used for public communication in the internal ministry is a bulletin.</li> <li>- The channels of digital communication such as Twitter, Facebook, and Websites have been utilized to disseminate programs, although the usage is not yet systematic.</li> <li>- Mass Media is involved to cover the program implementation directly.</li> <li>- Explanation of the ISSTC through public lectures by the representatives of the relevant directorate as the informants.</li> <li>- Booklet production contains the program explanation distributed during the training program and other events, such as exhibitions.</li> <li>- Preparation of the ISSTC Annual Report.</li> <li>- Provide program-related information to the foreign media through conducting a press release by the social and cultural information function in the local Indonesian Embassy.</li> </ul>
Challenges of Public Communication from the Internal Side	<ul style="list-style-type: none"> <li>- Lack of human resources specially responsible for the ISSTC-related communication activities.</li> <li>- Delayed implementation of the ISSTC communication strategies so that the promotion and visibility of the Indonesian contribution is less publicly known.</li> <li>- There is no database or mechanism of good documentation to support the communication activities.</li> <li>- The ISSTC-related public officials are not ready for public communication which, in its process, involves interview sessions and special slots provided in the media.</li> </ul>
Challenges of Public Communication from the External Perspective	<ul style="list-style-type: none"> <li>- Attention to the ISSTC issues is limited to particular communities.</li> <li>- Society is not familiar with the specific ISSTC terminology.</li> <li>- The mindset of the Indonesian people still holds that Indonesia must help its people first before they provide aids to other developing countries in the ISSTC framework.</li> </ul>
<b>Expectation towards the ISSTC-related Public Communication</b>	
Refining Messages	<ul style="list-style-type: none"> <li>- Emphasizing that the ISSTC is a means to implement the mandate of the 1945 Constitution in creating the world peace.</li> <li>- The economic benefits are not the sole emphasis if it is involved in providing aid within the ISSTC framework.</li> </ul>

	<ul style="list-style-type: none"> <li>- As a middle income country, it is time to share with other developing countries.</li> <li>- Indonesia will continue to implement the ISSTC programs although there is no support from the development partners.</li> <li>- The ISSTC is the Indonesian commitment as a follow-up from the Asia-Africa Conference.</li> <li>- In providing aids for other countries, Indonesia promotes solidarity.</li> <li>- The method of providing aid is by knowledge and experience sharing, not “patronizing.”</li> <li>- Indonesia provides foreign demand-driven aid according to the needs of the developing countries, not supply-driven which solely aim to do business penetration in those countries.</li> <li>- Provide contents with different perspectives from Asia-Africa which has developed positively to attract investors to Indonesia to expand businesses, because oftentimes the angle of international news which associates Asian and African countries as poor countries; which leads to less favorable perception and image.</li> </ul>
Selection of Communication Media	<ul style="list-style-type: none"> <li>- Utilization of mass media, for example involving reporters for news coverage, purchase of slots in the media, etc.</li> <li>- The use of websites and social media.</li> </ul>
Other Suggestions	<ul style="list-style-type: none"> <li>- Improving the socialization of ISSTC to employers or the private sectors to encourage participation in the program.</li> <li>- Developing a mechanism for a single narration.</li> <li>- The implementation of the ISSTC must be consistent and based on the principles and spirit of the 1955 Asia-Africa Conference in order to exert global impacts.</li> <li>- The output of the communication strategies and branding as well as the elements must be in line with the discourse of the establishment of a single agency.</li> <li>- Technical Ministries are expected to be able to make derivative communication strategies from the more generally designed communication strategies. Hopefully, the derivative communication strategies from the Technical Ministries can be adjusted to the relevant flagship programs from the ministries.</li> </ul>
<b>Development of the ISSTC Branding</b>	
Fortified Image	<ul style="list-style-type: none"> <li>- Indonesia has a competitive advantage which is different from other countries in providing aid due to several factors: <ul style="list-style-type: none"> <li>• Promoting solidarity, sympathy, and empathy.</li> <li>• <i>Knowledge-sharing</i> approach.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Culturally-added values of the Moderate Muslim, the socially-added values of the Posyandu Program, political perspective of the transition period from the New Order to the Revormation.</li> <li>- Showing the Unity of Indonesia, not only representing a particular ministry / institution.</li> </ul>
Brand Identity	<ul style="list-style-type: none"> <li>- The logo is differentiated from other development partners which strongly accentuates the Indonesian identity, both from the choice of colors and fonts.</li> <li>- The logo shows that the ISSTC initiatives start in Indonesia, so it must be differentiated from the logo from other development partners.</li> <li>- Visually-developed Keywords: <i>Knowledge Sharing, Sustainability, and Demand-Driven.</i></li> </ul>

#### 4.2.2 Line Ministries as the Implementing Agency

Line Ministries is the agency responsible for the direct implementation of the ISSTC-related programs. The experts involved in this study are representatives of Line Ministries as well as the experts involved in ISSTC programs. The extraction of information from Line Ministries is conducted during IDI sessions with experts from the Ministry of Agriculture and Ministry of Public Works and Public Housing. The extraction of information from the representatives of other ministries is carried out during the FGD sessions. The following is the findings of the IDI and FGD:

**Table 4.6**  
**Matrix of the Findings of Line Ministries**

Subject Matter	Description
<b>The Implementation of the ISSTC-related Programs</b>	
Understanding of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- The ISSTC is the follow-up and derivative form of the Asia-Africa Conference.</li> <li>- Before becoming ISSTC, cooperation among developing countries was referred to as the Technical Cooperation of Developing Countries.</li> <li>- To support the effectiveness of the implementation of the ISSTC-related programs, there are three important divisions, i.e. the strategic division under the NTC's domain in determining the concept of aid, the technical division under the Line Ministries as the implementing</li> </ul>



	agency and the administrative division as the requirement for the implementation of the government programs.
Communication and Coordination with the NCT	<ul style="list-style-type: none"> <li>- The division of roles between the NTC and Line Ministries is at the level of strategy. NCT is more dominant in the strategic role such as determining the context and theme of support, and is responsible for coordination, while the ministry is responsible for the implementation process.</li> <li>- The Ministry of Public Works and JICA set up a Joint Coordination Team (JCC) to realize the effectiveness of coordination and communication of the program implementation, especially the assistance program to Timor-Leste.</li> <li>- So far, the Ministry of Agriculture coordinates with the Ministry of Foreign Affairs to carry out assistance programs such as training of herbal and artificial insemination.</li> <li>- Line ministries also set up an internal technical team to implement the program, including monitoring and evaluation, to report to each Directorate and to the funding donors.</li> <li>- In planning the aid program, the Line Ministries propose training programs or activities to be performed.</li> <li>- Coordination between the Line Ministries and the NCT is carried out in the forums, but the intensity of the forum is considered to be much lower than when the NCT was first established.</li> <li>- The challenge in coordination occurs because there are many agencies involved but there is no integrated system of internal communication.</li> </ul>
Understanding of the ISSTC-related Public Communication conducted by NCT	<ul style="list-style-type: none"> <li>- Understand that the ISSTC and Line Ministries annual report also provides explanations of the program implementation.</li> </ul>

Community Response of the State Beneficiaries	<ul style="list-style-type: none"> <li>- <i>Road Maintenance</i> in East Timor receives a very good response from the local community and government. In the <i>Road Maintenance of East Timor with the case of National Road No. 1 batch 1 phase 2</i>, the result exceeds the participants' expectation.</li> <li>- Public interest is very high in the Moslem Religious Leader Training on Family Planning held by Indonesia. However, the Ministry is only able to organize one batch of training annually.</li> </ul>
Challenges of the ISSTC Program Implementation	<ul style="list-style-type: none"> <li>- Challenges in implementation are that the NCT has not set up good governance as a guide to implement the ISSTC-related programs.</li> <li>- Language barrier is a challenge in providing training to other developing countries that inhibits the effectiveness of learning and teaching.</li> <li>- It is hard to realize business penetration that supports economic cooperation because Indonesian products are not yet ready to be marketed to other countries, and that some businessmen are reluctant to invest.</li> </ul>
<b>Public Communication by ISSTC-related Line Ministries</b> <i>(Existing Communication Activity)</i>	
Delivered Messages	<ul style="list-style-type: none"> <li>- In general, the messages conveyed are in the form of explanations about the assistance programs provided, such as the explanation of the training programs.</li> <li>- Another message conveyed deals with the program report, such as exposition of the results of the program implementation of road maintenance in East Timor.</li> </ul>
Types of Media Used	<ul style="list-style-type: none"> <li>- The media are invited in the press conference to expose the implementation results of road maintenance programs in East Timor.</li> <li>- The Ministry of Agriculture involves the TVRI journalists and Sinar Tani for program coverage.</li> <li>- The Ministry of Agriculture made a booklet explaining the program featured during training and utilizing the website as a means to update the information.</li> </ul>
Internal Challenges of Public Communication	<ul style="list-style-type: none"> <li>- The ISSTC-related programs are not integrated in the Ministry of Public Works and Public Housing, so that the ministerial division for public communication is not involved.</li> <li>- Internally, the Ministry of Public Works and Public Housing still questions the benefits of the ISSTC, because of the established mindset that Indonesia still believes that aid must be given to the Indonesian community first before helping communities in other developing countries.</li> </ul>
External Challenges of	<ul style="list-style-type: none"> <li>- The private sector still has a negative perception of the developing countries, such as the issues of conflict,</li> </ul>

Public Communication	<p>causing the private sector to be reluctant to invest and unable to see business prospects in the country.</p> <ul style="list-style-type: none"> <li>- Indonesian people still hold a mindset that Indonesia must help the Indonesian people first before giving assistance to the other developing countries in the framework of ISSTC.</li> </ul>
<b>Expectation of the ISSTC-related Public Communication</b>	
Message Refinement	<ul style="list-style-type: none"> <li>- Messages of communication must contain achievements and contributions in definite nominal or numbers. This is important because the content in the form of numbers is more attractive to the media.</li> <li>- Making the tagline and key messages to be informed on any material or media publications.</li> </ul>
Selection of Communication Media	<ul style="list-style-type: none"> <li>- Conducting media relations activities in order to involve the mass media intensively in the program by utilizing live coverage.</li> </ul>
Other Suggestions	<ul style="list-style-type: none"> <li>- Indonesian commitment to implement the ISSTC-related programs using the funding from the State Budget. This is important because even though the experts are from Indonesia and the target participants know Indonesia, but on the state political level, the funding donor is seen as the contributing party, instead of Indonesia.</li> <li>- Realization of a single agency fully responsible for the management of the ISSTC-related programs.</li> <li>- Improvement of effective communication with the private sectors to participate.</li> <li>- Improving the quality of communication with the Parliament to support the ISSTC programs.</li> <li>- Creating balance between demand and supply on the program to devise budget planning of the program.</li> </ul>
<b>The ISSTC Branding Development</b>	
<i>Fortified Image</i>	<ul style="list-style-type: none"> <li>- Showing the Indonesian success in implementing the ISSTC programs so that it can be the benchmark for other countries.</li> </ul>
<i>Brand Identity</i>	<ul style="list-style-type: none"> <li>- The logo is made simply and uncomplicated.</li> <li>- Visually, the logo is catchy and associated with Indonesia.</li> <li>- Interesting and easy-to-remember tagline</li> </ul>

### 4.2.3 Beneficiary Countries

Countries involved in the study are Palestine, East Timor and Fiji. Selection of the country is based on several criteria according country national priorities, countries are often involved and a lot of assistance from Indonesia as well as consideration of geographical distribution. Extracting information on the representatives of the beneficiaries was conducted by IDI and the following are the points and findings of IDI:

Beneficiary Countries are one stakeholder related to the ISSTC. Opinions and inputs from the State will be beneficial in the development of public communication strategies in order to improve the ISSTC promotional activities and Public Relations. The countries involved in this study are Palestine, East Timor and Fiji. The selection of these countries is based upon several criteria, namely the state priority according to the national policy, the involved countries, many assistance programs from Indonesia, and the geographical distribution. The extraction of information from the representatives of the beneficiary countries is carried out using the IDI method and the following are the findings of the IDI:

**Table 4.7**  
**Matrix of Data Findings of the Beneficiary Countries**

Subject Matters	Description
<b>Implementation of the ISSTC-related Programs</b>	
Perception of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Cooperation among developing countries within the ISSTC framework is very important. If the training assistance for the developing countries is completed by developed countries, the gap will be huge.</li> <li>- The gap in question is when the training occurs between developed countries and developing countries, the difference in technological advances will affect business processes and economic distribution. As a result, the context of aid does not meet the needs of developing countries.</li> </ul>

Perceptions and Opinions related to the ISSTC Coordination and Communication of ISSTC (before and after the formation of NCT)	<ul style="list-style-type: none"> <li>- Communication and coordination related to technical cooperation within the framework of ISSTC with Indonesia is quite confusing because there are many agencies involved, but not integrated.</li> <li>- As the team, NCT did not implement the ISSTC-related programs, which is known but still unable to maximize effective communication.</li> <li>- The coordination is not effective due to the complicated and difficult bureaucracy of the technical cooperation.</li> </ul>
Understanding of the ISSTC-related Public Communication completed by NCT	<ul style="list-style-type: none"> <li>- The Palestinian Ambassador was unaware of the existence of the ISSTC-related public communication media.</li> </ul>
Format of Implementation and Response to the ISSTC-related Programs.	<ul style="list-style-type: none"> <li>- Indonesia's assistance meets the expectation because it is demand-driven. Sometimes, a developed country such as China supplies aid which is not needed. On the other hand, Palestine is more comfortable working with Indonesia.</li> <li>- Response to Indonesian assistance is very good, especially in the fields of agriculture and animal husbandry (artificial insemination).</li> <li>- Assistance in infrastructure-related training should be maximized through practice because it is not quite enough to have only training in the presentation format.</li> <li>- The selection process for expert delivery should be considered carefully because the experts who were sent for training programs are often unable to teach despite high educational background. Moreover, there is an issue of the language barrier.</li> </ul>
Input on the Implementation of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Program standardization such as the program evaluation mechanism.</li> <li>- The party fully responsible for the ISSTC-related program implementation is centralized and formed into a single agency.</li> <li>- Improving the mechanism of study to map the needs of the developing countries and building a database to identify Indonesian flagship programs.</li> <li>- Developing export-quality products and attracting interest of the Private Sectors to be involved in the ISSTC Programs. This is important so that Indonesia is able to fund the programs without any assistance from the development partners. Providing aid using donor</li> </ul>

	funding creates a negative image.
<b>Expectation of the ISSTC-related Public Communication</b>	
Selection of the Communication Media	<ul style="list-style-type: none"> <li>- The communication media being used should utilize digital technology, considering that the majority of information is accessed through gadgets.</li> <li>- Indonesia could catalogue the ISSTC programs and all the relevant information digitally, such as setting up the ISSTC official website.</li> </ul>

#### 4.2.4 Development Partner

*Development Partner* is the stakeholder in the implementation of the ISSTC programs. The development partner is an agency which supports the ISSTC programs, both through advocacy and funding. Extraction of information and opinion from the development partner was carried out through the FGD method and these are the results of the FGD:

**Table 4.8**  
**Matrix of the Data Findings from Development Partner**

Subject Matter	Description
Perception and opinion related to the Implementation of the ISSTC programs.	<ul style="list-style-type: none"> <li>- ISSTC was established to support developing countries regionally and globally through capacity building and knowledge sharing.</li> <li>- Indonesia is considered able to contribute more to the ISSTC. However, there are several things to note: <ul style="list-style-type: none"> <li>• SOP is urgently needed in the management of ISSTC to give clear guidance, including the SOP for the development partner to be able to know the ISSTC-related contribution to be given so that the implementation of the program can be sustainable.</li> <li>• Budget efficiency in the program implementation.</li> <li>• Improving programs across the ministries by integrating technology to achieve more effective and efficient implementation.</li> </ul> </li> <li>- The ISSTC terminology is not familiar for the public and is not internalized well among the ministries so there is no common understanding of the ISSTC.</li> </ul>

	<p>Understanding and terminology of the ISSTC must be distinguished from a bilateral cooperation.</p> <ul style="list-style-type: none"> <li>- There are no ISSTC-related follow-ups with the ministries and the NCT after the momentous celebration of AAC.</li> </ul>
Perception and opinions related to the Coordination and Communication on ISSTC (before and after the formation of NCT)	<ul style="list-style-type: none"> <li>- The ISSTC-related Coordination and communication was quite difficult because of bureaucracy and understanding of ISSTC was not the same resulting in the prolonged decision-making process.</li> <li>- The involvement of the parties responsible for the SSCT was still scattered and needed to be integrated.</li> <li>- An informant from IDB found to have good experience related to personal communication and coordination with the government in conducting ISSTC and committed to organizing various ISSTC-related programs.</li> <li>- Communication and coordination between the NCT and the line ministries should be strengthened, not only in the implementation of the ISSTC programs, but also every project design.</li> <li>- The design related to the NCT role in the implementation of ISSTC was indispensable and the NCT was not considered solid due to the presence of sectorial ego.</li> <li>- The ISSTC Management by NCT was still considered to leave an impression of "hit and run", which means that there is no stability and consistency in the level of commitment in running ISSTC.</li> </ul>
Perception and opinion related to the ISSTC Public Communication by NCT.	<ul style="list-style-type: none"> <li>- NCT is considered to have limited resources to carry out the activity of public communication.</li> <li>- There are some bureaucrats in some line ministries are not confident to talk about ISSTC due to legal documents, and so forth. The confidence of the government to deliver a message has a strong correlation with public awareness.</li> <li>- Each Ministry has a public communication tool each containing ISSTC, unfortunately there is no common thread message.</li> <li>- The Indonesian ISSTC was considered to have no public awareness and this is a major challenge.</li> <li>- NCT was considered to have limited resources to conduct public communication activities.</li> <li>- Some bureaucrats in the line ministries were not confident talking about the ISSTC programs in relation to legal documents, and so on. The</li> </ul>

	<p>government self-confidence to convey messages had a strong correlation with public awareness.</p> <ul style="list-style-type: none"> <li>- Each ministry had a public communication tool regarding ISSTC. Unfortunately, there was no common theme in the message.</li> </ul>
Input and Expectation related to the ISSTC Public Communication	<ul style="list-style-type: none"> <li>- Strengthen the communication message on the urgency of ISSTC to the Line Ministries to support the programs.</li> <li>- Integrated public communication in terms of strategies, objectives, messages, and other fundamental things which needed to be strengthened before deciding which communication tools to use.</li> <li>- Public communication must have clear working systems and guidelines.</li> <li>- NCT and Line Ministries must have strong internal communication and coordination to realize strong public communication.</li> <li>- Public communication must be shared to the development partners for integration.</li> <li>- Capacity building must be available for the personnel who will handle public communication.</li> <li>- The focus must be on "how to promote partnership."</li> </ul>
Input and Expectation related to the program	<ul style="list-style-type: none"> <li>- Indonesia should expand the outreach of the beneficiary countries in terms of global industry programs.</li> <li>- The ISSTC must bring mutual benefit to the domestic needs.</li> </ul>

#### **4.1.5 Private Sector**

*Private Sector* is one of the important stakeholders related to the implementation of the ISSTC programs. The participants of the private sectors could potentially develop the ISSTC programs in terms of training, financial aids, and long-term systematic economic cooperation. Inputs and expectations of the private sectors are beneficial to develop the ISSTC public communication strategies, especially to review the extent of public sector's interest in intensive involvement in the ISSTC. Extraction of information was carried out using the IDI method and FGD. These are the results of the IDI and FGD:



**Table 4.9**  
**Matrix of Data Findings of the Private Sector**

Subject Matter	Description
<b>Implementation of the ISSTC-related Programs</b>	
Understanding of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Understanding of ISSTC. Indonesia has provided aids to some developing countries, such as East Timor, Fiji, Papua Newguinea, etc.</li> <li>- Indonesia is considered to have given assistance, but has not given long-term values to the beneficiary countries.</li> <li>- ISSTC is an important program to plan long-term investment related to people development and soft diplomacy.</li> </ul>
Understanding of the NCT	<ul style="list-style-type: none"> <li>- The Private Sector, in this case Ciputra and BRI, did not know about the strategic role the NCT played in the implementation of ISSTC.</li> </ul>
Perception on the Communication and Coordination with the NCT.	<ul style="list-style-type: none"> <li>- To execute the programs, private sector communicated and coordinated directly with the Foreign Ministry.</li> <li>- The communication and coordination were considered to have run well although they were still bureaucratic in nature as it involved government institutions.</li> </ul>
Understanding of Public Communication related to ISSTC done by NCT	<ul style="list-style-type: none"> <li>- The private Sectors representatives were not aware of the ISSTC communication through mass media and social media.</li> </ul>
Consideration to Participate and Engage in ISSTC	<ul style="list-style-type: none"> <li>- According to Ciputra, when the private sectors or business people provided aid, there should be values. It means that the aids were not merely financial, but it should be beneficial such as endorsement from the government to receive tax relief, or establishment of cooperation with the beneficiary countries.</li> <li>- BRI stated that their party would not be involved pro-actively in ISSTC because they considered that domestic market in Indonesia still prospective.</li> </ul>
Input on the Implementation of the ISSTC-related programs.	<ul style="list-style-type: none"> <li>- It is recommended that Indonesia design a big picture regarding the direction of the ISSTC policy, such as a long-term direction in the Government to Business relation, for example match-making and empowering the private sectors and NGO to collaborate.</li> <li>- There should be a single agency with strong added values which supports Indonesia as an emerging donor country.</li> </ul>

<b>Expectation of the ISSTC-related Public Communication</b>	
Message Refinement	<ul style="list-style-type: none"> <li>- Whatever cooperation is being established, strong Indonesian values must emerge towards togetherness and the ways Indonesia will empower its human resources through ISSTC.</li> <li>- An image of great and smart Indonesia.</li> <li>- Some attributes must be exposed externally to show that Indonesia is an emerging country willing to share based on the principles of development sharing and best practice information.</li> <li>- Indonesia assists in creating self-reliance.</li> </ul>
Other Suggestions	<ul style="list-style-type: none"> <li>- Government must be aware of business ethics which are long-term in engaging the private sector in the implementation of the ISSTC programs.</li> </ul>

#### 4.2.6 Universities and Research Institutes

Universities and Research Institutions are important stakeholders for ISSTC implementation. Cooperation with Universities and Research Institutions has a significant role in ISSTC program improvement, especially regarding the training and research program. Perceptions and suggestions from Universities and Research Institutions are quite important for this communication strategy development in order to understand institution's interests in ISSTC program implementation. Data collection for University and Research Institution conducted through IDI and FGD methodology. The result of data collection can be explain as follows:

**Table 4.10**  
**Matrix-of Data Findings of the Universities and Research Institutes**

<b>Subject Matter</b>	<b>Description</b>
<b>Implementation of the ISSTC-related Programs</b>	
Understanding of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Informants had good understanding of the ISSTC because they were involved in the ISSTC programs and some of study or research related to ISSTC.</li> </ul>
Understanding of the	<ul style="list-style-type: none"> <li>- Informants from were aware that NCT as a coordinating team was strategically responsible for</li> </ul>

NCT	the implementation of ISSTC. Informants also understood that NCT consisted of four Ministries, such as the Ministry of Foreign Affairs, National Development Planning Agency (Bappenas), the Ministry of Finance, and the Ministry of State Secretary.
Perception on the Communication and Coordination with NCT	<ul style="list-style-type: none"> <li>- The communication and coordination between informants and the NCT is rarely occurred, because for some program implementation the informants often communicate with development partner directly.</li> <li>- NCT was not considered as one entity lacked sense of belonging to the ISSTC, and sectorial ego was still evident.</li> </ul>
Understanding of ISSTC-related Public Communication done by NCT	<ul style="list-style-type: none"> <li>- Public communication was still lacking as public awareness was low.</li> <li>- ISSTC terminology was not popular among the public, even among academicians or Universities.</li> <li>- Poor public communication was allegedly caused by the emerging sectorial ego in publishing ISSTC.</li> </ul>
Input on the Implementation of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Database is an important aspect which must be considered. Personnel who are specifically responsible for database and documentation related to the implementation of the ISSTC programs is urgently needed.</li> </ul>
<b>Expectation of the ISSTC-related Public Communication</b>	
Message Refinement	<ul style="list-style-type: none"> <li>- Identifying AAC as the initiative which brought about the emergence of ISSTC programs.</li> <li>- Introduction of the ISSTC terminology to the society, through ear-catching tagline.</li> </ul>
Selection of Communication Media	<ul style="list-style-type: none"> <li>- Integrating digital technology such as websites and regulating website traffic through social media.</li> </ul>
Other Suggestions	<ul style="list-style-type: none"> <li>- It would be better to form a single agency for ISSTC</li> <li>- NCT must be solid to create strong public communication.</li> </ul>

#### 4.2.7 Non Government Organization - NGO

Non-Governmental Organizations or non-profit organization is one of the important stakeholders to be involved in the implementation of the ISSTC-related programs. The NGO participation potentially develops the ISSTC programs especially because NGO's could provide more structured training and advocacy. Input and opinions from the NGO are very beneficial to develop the ISSTC public

communication strategies, especially in reviewing the extent with which NGO'S are interested in intensively engaging in the ISSTC. Extraction of information from NGO's was carried out through IDI and FGD methods. The following are the results of the IDI and FGD:

**Table 4.11**  
**Matrix of Data Findings from NGO**

Subject Matter	Description
<b>Implementation of the ISSTC-related Programs</b>	
Understanding of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- Informants were aware of the ISSTC and were engaged several times in the implementation and research of the ISSTC-related programs.</li> <li>- ISSTC was considered as an example of good cooperation among developing countries and hence must be sustained.</li> </ul>
Understanding of the NCT	<ul style="list-style-type: none"> <li>- Informants did not understand NCT, who were responsible strategically for the implementation of the ISSTC-related programs</li> <li>- Informants never were involved in the activities conducted by the Ministry of Foreign Affairs but did not get an explanation of the ISSTC terminology, or did not understand that the programs were included in the ISSTC framework.</li> </ul>
Perception on the Communication and Coordination with NCT	<ul style="list-style-type: none"> <li>- So far, the communication and coordination between the Ministry of Foreign Affairs and the development partners were considered to have run well.</li> </ul>
Understanding of ISSTC-related Public Communication completed by NCT	<ul style="list-style-type: none"> <li>- Informants were not aware of the public communication conducted by the NCT related to the ISSTC.</li> <li>- The public communication was made based on the NGO's own initiatives through social media.</li> </ul>
Implementation of the ISSTC-related Cooperation	<p>In general, the implementation ran well although there were some obstacles during its implementation:</p> <ul style="list-style-type: none"> <li>- There was a language barrier between participants and trainers because participants did not understand English.</li> <li>- Training participants were quite heterogeneous and had their own interests.</li> <li>- Minimum female attendance in the beneficiary</li> </ul>

	<p>countries</p> <ul style="list-style-type: none"> <li>- There was no systematic database <del>that</del> which caused difficulties on data accesibility.</li> </ul>
Input on the Implementation of the ISSTC-related Programs	<ul style="list-style-type: none"> <li>- In addition to conducting training, participant exchange was beneficial to multiply future leaders.</li> <li>- Improve the quality and intensity of the implementation of the ISSTC programs.</li> </ul>
<b>Expectation of the ISSTC-related Public Communication</b>	
Message Refinement	<ul style="list-style-type: none"> <li>- Indonesia's success must be highlighted so as to become the benchmark for replication by other countries.</li> </ul>
Selection of Communication Media	<ul style="list-style-type: none"> <li>- Create magazines or communication media using local target languages, or at least in English.</li> <li>- Public seminar in campuses</li> <li>- Design websites or social media as a professionally-managed center for ISSTC-related information.</li> </ul>
Other Suggestions	<ul style="list-style-type: none"> <li>- Set up a database related to the ISSTC programs.</li> <li>- A dedicated person must be available to manage the public communication and the ISSTC database.</li> </ul>

#### 4.2.8 National Mass Media

Mass media plays a very important role in influencing public opinion. Media is a powerful tool to disseminate information. Therefore, the media support is needed in the implementation of the ISSTC-related programs. The media support is very important to strengthen the promotion and public relation activities of the ISSTC programs. Thus, opinions and input from the mass media are very important to develop the ISSTC public communication strategies, especially those dealing with how ISSTC-related messages must be delivered to the public. Extraction of information was conducted using IDI method. Here are the findings:

**Table 4.12**

**Matrix of the Findings of National Mass Media**

Subject Matter	Description
<b>Implementation of the ISSTC-related Programs</b>	
Understanding of the ISSTC-related issues	<ul style="list-style-type: none"> <li>- Regarding the understanding on the ISSTC-related issues, media only knew the ISSTC in at a glance and one of the media outlets was familiar with the ISSTC. However, some media had never heard of the ISSTC.</li> <li>- Regarding terminology, media were only familiar with bilateral and multilateral cooperation. Although the media in question were often involved in news coverage in the Ministry of Foreign Affairs, they had never heard of the ISSTC and the NCT.</li> <li>- The knowledge they mentioned was about the Indonesian foreign aid to East Timor, Palestine, and Fiji, but they did not know specifically that the aid was part of the SSCT programs.</li> <li>- So far, the media understood the ISSTC as a program to assist other countries whose level of welfare was below Indonesia.</li> </ul>
Opinions on the benefits of ISSTC for Indonesia (Directly or indirectly)	<ul style="list-style-type: none"> <li>- The benefit of ISSTC for the Indonesian people may not exist directly, however for those who are involved in the program will definitely enjoy benefits such as enriching insights and exchange of knowledge.</li> <li>- The benefit of ISSTC also exists politically such as soft diplomacy and affair of influence</li> </ul>
<b>ISSTC-related Issues in the Indonesian Mass Media</b>	
Opinion of the ISSTC-related issues in Indonesia	<ul style="list-style-type: none"> <li>- ISSTC is good news from Indonesia which represents strong values which must be widely publicized.</li> <li>- ISSTC was very positive both for the donor and the beneficiary countries.</li> <li>- The issues related to ISSTC were very interesting as seen from the background of the program, implementation of the program, output and outcome generated from the program, so that any relevant information must be strongly spoken of.</li> <li>- The content of the ISSTC was very interesting and important for the media to cover because it was very important international news for the public to know.</li> </ul>
Frequency of news	<ul style="list-style-type: none"> <li>- Prior to this, the informant had not covered or reported the ISSTC-focused news.</li> </ul>

coverage on ISSTC	
Written messages related to ISSTC	<ul style="list-style-type: none"> <li>- The written messages on the Indonesian cooperation with developing countries directly mentioned the name of the program or the type of aid, and did not explain ISSTC.</li> </ul>
<b>Suggestion and Input on the ISSTC-related Public Communication in the Mass Media</b>	
The Development of News Angles	<ul style="list-style-type: none"> <li>- The content being highlighted directly referred to the program because it was more interesting and “less heavy” for the readers. Explanation of the ISSTC could be written in the body of news texts.</li> <li>- Technical explanation of the program regarding how the program should be run and what the programs had achieved could be interesting for the readers.</li> <li>- Introducing ISSTC as a brand to the public, through media, to inform the Indonesian people that Indonesia had succeeded in giving contributions to other countries.</li> <li>- Information of the ISSTC could be interesting for the public, such as the information of any cooperation established within the ISSTC framework, feature articles covering the ISSTC programs written from the human interest perspective, and the content which explains the history, objectives, and the pioneers, etc.</li> </ul>
Selection of Spokespersons	<ul style="list-style-type: none"> <li>- The right spokespersons to appear in the news are the staff at the Ministry of Foreign Affairs and Line Ministries as the implementing agencies. It would be better to invite donor countries and relevant stakeholders to testify about the programs.</li> <li>- Whenever possible, it is recommended to invite spokespersons from the beneficiary countries and experts.</li> </ul>
Types of Media Relation Activities	<ul style="list-style-type: none"> <li>- For publication and building good relationships with media press conferences is not enough. It implies that media should be involved in the process and activities. In addition, an active interaction between ISSTC and the media must be established, for example through training programs which involve media, line ministries and other stakeholders to give a comprehensive picture of the ISSTC. However, if the activities were only ceremonial in nature, a press release was not considered effective.</li> <li>- The involvement of media allows the media to look at ISSTC framework from many stakeholders’</li> </ul>

	<p>perspectives and builds direct interaction among the relevant institutions.</p> <ul style="list-style-type: none"> <li>- Dissemination of information to the media must be equitable and consistent, because in practice, this media did not know about the ISSTC. Amidst the fierce news competition for airtime, the message and understanding of ISSTC must be strengthened.</li> <li>- Seminar and education forums for media discussed ISSTC and other relevant issues presenting keynote speakers who were directly involved in the ISSTC programs.</li> </ul>
<b>General Suggestion and Input related to the Implementation of the ISSTC-related Programs</b>	
Suggestions for Program Development	<ul style="list-style-type: none"> <li>- In the future, a single agency may be needed in Indonesia specifically designed to build cooperation with other countries.</li> <li>- Program implementation must be concrete and long-term.</li> <li>- <i>The Output</i> and <i>outcome</i> of the ISSTC programs must be clear and can increase the number of beneficiary countries.</li> <li>- Technical cooperation must bring concrete economic benefits.</li> </ul>
Development of ISSTC branding	<ul style="list-style-type: none"> <li>- The image of ISSTC is associated with “learning together”, which means that Indonesia provides lessons learned based on its experience in several aspects; we learn through giving.</li> </ul>

#### 4.2.8 Parliament - Member of Commission I of House of Representatives

The parliament particularly members of Commission I of House of Representatives have a very important role for SSTC. The parliament's understanding about SSTC will certainly bring up support towards the program. The parliament's support in SSTC will have implications on the improvement of activity scale since it is supported by capable budget framework. Extracting information from the members of parliament is conducted by using IDI method and the following are the findings :



**Table 4.13**  
**Matrix of the Findings of Parliament**

Subject	Description
<b>Program Implementation of SSTC</b>	
Understanding of programs related to SSTC	<ul style="list-style-type: none"> <li>- Less understanding of SSTC because of a lack of sufficient updates. There is no special forum to discuss SSTC in Parliament Commission 1.</li> </ul>
Opinions about benefits of SSTC for Indonesia (Direct and Indirect Benefits)	<ul style="list-style-type: none"> <li>- SSTC have positive benefits, short-term and long-term in various sectors such as economic, social, cultural, international relations and others.</li> <li>- SSTC is part of a long-term diplomacy between Indonesia and other developing countries which are multidimensional.</li> </ul>
<b>Opinions Regarding Public Communication of SSTC</b>	
Communication and Coordination between parliament and National Coordination Team related to SSTC	<ul style="list-style-type: none"> <li>- There is no communication and coordination between the National Coordination Team and the Parliament so the Parliament knew nothing about SSTC.</li> <li>- In the future, they hope there will be communication and coordination updates regularly to the Parliament.</li> </ul>
Understanding public communication media that conducted by NCT.	<ul style="list-style-type: none"> <li>- The Parliament did not understand public communication used to spread messages about SSTC.</li> </ul>
<b>General Suggestion and Feedback related to the Implementation of SSTC Program</b>	
Suggestions related to communication activities	<ul style="list-style-type: none"> <li>- From a long time ago, there was no complaint from the public in Indonesia related to all forms of assistance provided by Indonesia to other countries.</li> <li>- Even people will be very happy and proud to know Indonesia has been able to give positive impact and contribute to other countries.</li> <li>- Therefore, we encourage good news about SSTC and all forms of positive contribution of Indonesia disseminated through various communication channels immediately.</li> <li>- Also expected to always provide updates on SSTC in commissions, for example, Ministry of Foreign</li> </ul>

	Affairs at the Commission 1, the State Secretariat at the Commission 2 and so on.
Suggestions for Developing Programs	<ul style="list-style-type: none"> <li>- SSTC must have greater cooperation framework because this is major Indonesian diplomacy in the long-term.</li> <li>- So that, the stock dividends of diplomacy politically should be harvested.</li> <li>- Technically, there should be a single sector that is set and run the international cooperation, including SSTC, so that there will be a great framework for international cooperation.</li> <li>- This single sector should be strictly coordinated with related ministries, not to get overlapping on basic tasks.</li> <li>- The existence of this single sector should be measured via its usefulness; it should be clear and focused.</li> <li>- Related to the budget allocation, as long as it is positive and has strong benefits to Indonesia, it is not impossible that the Parliament will not provide support.</li> </ul>

### 4.3 Primary Data Analysis

The analysis of primary data processing is divided into two parts namely, stakeholder mapping and gap analysis. Stakeholder mapping indicates the power of stakeholder communication influence and the stakeholder interest towards the programs related to SSTC. On the other hand, gap analysis is a comparison of perception from various types of informants about activities related to SSTC based on findings in the field. The comparison of perception that emerges from stakeholders is separated into two categories which are similarity and differentiation.

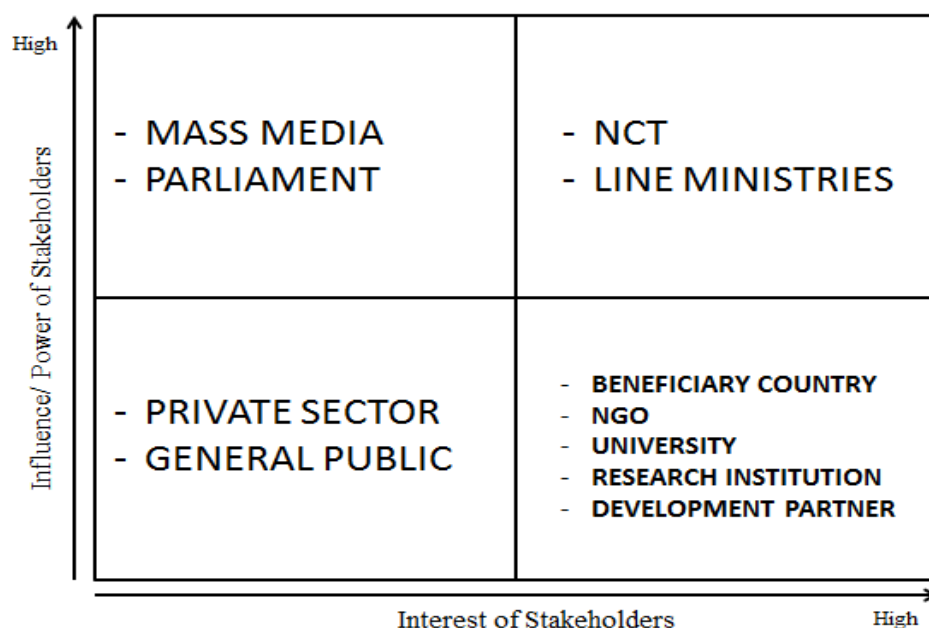
#### 4.3.1 Stakeholder Mapping

The following is the stakeholder mapping that indicates the current condition where there is only NCT and Technical Ministries that have high interests in SSTC, this is important since the two parties have power in communication policy matters. Mass media has a strong influence in shaping

public opinion while the Parliament has the power over SSTC budget policy, yet the two parties do not have high interest towards SSTC due to lack of information available about this program. Nevertheless, there are many parties who show interest since they are already involved in programs such as recipient countries, NGOs, universities, research institutions and donor organizations. However, those parties have not had such a strong influence to change the public perception to support SSTC.

The approach to general public is essential to support SSTC, however the approach to private sectors is the main thing since the support from private sectors has influence to improve SSTC programs. With the communication strategy implemented, it is expected that all stakeholders show high interests towards the implementation of SSTC programs. In addition, stakeholders have also been able to give influence over the communication matters by disseminating positive information regarding SSTC systematically.

**Figure 4.1**  
**Stakeholder Mapping in Communication Context**  
**based on Field Findings**



#### **4.3.2 *Gap Analysis***

The explanation in Gap Analysis aims to seek the perception similarities and differences among stakeholders who become the informants in the study related to SSTC. The so-called similarity table is an explanation about common perception that exists among SSTC communicators, which is NCT in this case, and message recipients or communicants consisting of some other stakeholders. Meanwhile, the differentiation table explains about the perception differences among communicators and communicants. Thus, we can see which aspect still has a communication gap that causes differentiation in perception.

#### 4.3.2.1 Similarity Table

No	Aspect	COMPARISON					
		NCT/ NCT	Beneficiary Countries	Development Partner	Mass Media	Line Ministries	Private Sector, Research Institutes, and NGO
1	Understanding of the ISSTC	<ul style="list-style-type: none"> <li>- ISSTC is a form of commitment in carrying out the constitutional mandate and the derivation of AAC that promotes solidarity</li> <li>-ISSTC has long-term political, economic and socio-cultural benefits.</li> <li>-ISSTC also provides benefits for the personnel directly involved in the programs.</li> </ul>	-Cooperation among developing countries was considered good for reducing the gap between developing and developed countries.	Supporting developing countries regionally and globally through various programs such as capacity building and knowledge sharing.	The majority of speakers were not familiar with the ISSTC terminology but they were aware of the news related to the aid program among developing countries. Mass media was more familiar with the majority of the bilateral cooperation.	ISSTC was understood as derivation and commitment of AAC	Although there were some informants who were not familiar with the ISSTC terminology, most of the spokespersons / informants understood ISSTC and were judged as an example of good cooperation among developing countries. ISSTC was identified as a form of commitment to the AAC.
2	Communication and Coordination with NCT	NCT has already had a <i>Standard Operational Procedure (SOP)</i> and the mechanism to support the	- ISSTC-related coordination and communication with Indonesia	Coordination and communication related to ISSTC	- Although the media often covered news in the Ministry of	Coordination between the Line Ministries and NCT was done during the	NCT must be solid to create stronger public communication.

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		role of each working group. However, the implementation of the SOP in question has not been done maximally.	was regarded as difficult because some institutions involved had not yet integrated. - NCT was known during the implementation of ISSTC, but the ongoing coordination and communication are not yet maximum.	was deemed quite difficult due to intricate bureaucracy and unintegrated institutions which cause the prolonged process of decision-making.	Foreign Affairs, they were not aware of the ISSTC or NCT. - There was no communication nor coordination with NCT.	meeting forums. The challenges of coordination occurred due to the many parties involved but no integrated internal communication systems.	
3	Program Implementation Policy	- ISSTC was based on being demand driven. - There was a selection of aid-based on country priority.	Indonesian aids was customized to the needs of the beneficiary countries as it was demand driven.	-	-	The program implementation was running well based on the needs of the developing countries and the response and interest from the local community was positive.	The ongoing program implementation was generally good and obtained positive feedback from the training participants.

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4	Expectations of the Program Implementation	<ul style="list-style-type: none"> <li>- Implementation of the ISSTC must be consistent with the principles and spirit of the 1955 AAC.</li> <li>- Output of the communication strategies and branding was expected to be in line with the formation of a single agency.</li> <li>- Improving socialization and collaboration with the employers and private sector.</li> </ul>	<ul style="list-style-type: none"> <li>- The existence of a single agency fully responsible for the implementation of ISSTC. Program standardization.</li> </ul>	<ul style="list-style-type: none"> <li>- Indonesia is able to expand outreach and increase the number of beneficiary countries.</li> <li>- ISSTC must be able to generate mutual benefit for the domestic needs.</li> </ul>	<ul style="list-style-type: none"> <li>- The urgency of a single agency for ISSTC.</li> <li>- The program implementation must generate more concrete and long-term economic benefits.</li> <li>- ISSTC must increase the number of beneficiary countries</li> </ul>	<ul style="list-style-type: none"> <li>- Realize the single agency fully responsible for the management of ISSTC.</li> <li>- Invite the private sector to participate more actively.</li> <li>- Create a balance between demand and supply regarding the programs.</li> </ul>	<ul style="list-style-type: none"> <li>- A single agency must be formed and there should be a person fully in charge of the ISSTC.</li> <li>- The existence of the standardized programs.</li> </ul>
5	Suggestions on the Selection of Media	<ul style="list-style-type: none"> <li>- Involving mass media actively</li> <li>- The use of website and social media systematically</li> <li>- Public seminar / General Lecture</li> </ul>	<ul style="list-style-type: none"> <li>- The utilization of digital technology</li> <li>- Digital Cataloguing the ISSTC programs.</li> </ul>	Mass Media approach and the utilization of digital media.	Involving mass media and using digital technology	Actively conducting media relation activities	<ul style="list-style-type: none"> <li>- Utilizing professionally managed digital technology</li> <li>- Public seminar in campuses</li> </ul>

#### 4.3.2.2 Differentiation Table

No	Aspect	COMPARISON					
		NCT	Beneficiary Countries	Development Partners	Mass Media	Line Ministries	Private Sector, research Institutes & NGO
1	Public communication media by NCT	<ul style="list-style-type: none"> <li>- The existing communication media was the ISSTC Annual Report</li> <li>- Bulletin made by each ministry</li> <li>- Pamphlet and booklet clarifying the programs.</li> <li>- Utilization of digital media such as website and social media</li> <li>- Involving mass media</li> </ul>	They were not aware of the publication media on ISSTC by NCT, suggested to strengthen the digital media use.	They were aware of the Annual Report and the bulletin published by each line ministry, however it does not have the common ground.	Mass media were not aware of the specific publication on ISSTC both in the form of publication material and information in the digital media. The Media wrote about the cooperation programs without using the ISSTC terminology.	Line ministries understand the ISSTC Annual Report and other publication materials published by Line Ministries.	<ul style="list-style-type: none"> <li>- These parties were not aware of the publication materials produced by NCT.</li> <li>- They were aware of the ISSTC websites because of their individual interests.</li> </ul>
2	Challenges of the Program Implementation	<ul style="list-style-type: none"> <li>- Limited resources</li> <li>- There is no special division or person fully responsible for the management of ISSTC.</li> </ul>	Experts had a language barrier during training and were unable to teach despite their high	-	-	<ul style="list-style-type: none"> <li>- Language barrier</li> <li>- There is no <i>good governance</i> regulated by NCT as a guideline of the</li> </ul>	There is a language barrier between the trainers and participants.



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			educational backgrounds.			implementation of the ISSTC-related programs.	
3	Expectations of the Program Implementation	Line Ministries can make derivative communication strategies adjusted to the relevant ministries' flagship programs.	<ul style="list-style-type: none"> <li>- Development of the database related to the programs.</li> <li>- Invite the interest and engagement of the Private Sector.</li> </ul>	- Development of the database related to the programs.	<ul style="list-style-type: none"> <li>- Engaging media actively in the implementation of the ISSTC-related programs</li> <li>- Providing basic seminar or induction related to ISSTC issues to educate media.</li> </ul>	Indonesian commitment in ISSTC as reflected in the State Budget so that communication with the parliament must be strengthened.	The Government must understand the long-term business ethics in collaborating with the private sectors.
4	Suggestion of Message Refinement of the Public Communication.	<ul style="list-style-type: none"> <li>- The focus of ISSTC does not only emphasize the economic benefits.</li> <li>- Demand driven &amp; knowledge sharing as the basis for aid consideration.</li> <li>- Providing content with the positive perspective from Asia Africa to interest investors.</li> </ul>	-	-	<ul style="list-style-type: none"> <li>- The content referred to the program as a beneficial international contribution.</li> <li>- Introducing the ISSTC as a brand to the public.</li> <li>- Writing a feature article highlighting the human interest point of view.</li> <li>- Spokespersons must be comprehensive and represent the various stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- Containing quantification of achievement and contribution because numerical content is more interesting for media.</li> <li>- Designing <i>taglines</i>.</li> </ul>	<ul style="list-style-type: none"> <li>- How does Indonesia empower the human resources through ISSTC</li> <li>- Exposing Indonesian achievements</li> <li>- Using ear-catching taglines which reflect the ISSTC identity as the derivation of AAC.</li> </ul>

# Chapter V

## Communication Strategy Proposal



## V. COMMUNICATION STRATEGY PROPOSAL

### 5.1 Communication Strategy

The communication strategy is developed based on our research findings that explains the latest condition of ISSTC implementation. The communication strategy is generated by considering various aspects such as the condition of current ISSTC management under NCT that has its own challenges. In addition to that, the challenge on public communication that has been implemented becomes a learning experience to develop ISSTC communication strategies in the future. For instance, in the development of key messages, approach strategy to stakeholders as well as communication programs and media that is possible to be completed by the NCT.

There are several aspects of analysis in the study (research) including :

- a. Stakeholder understanding as the informants of ISSTC.
- b. Communication and coordination in implementing programs related to ISSTC.
- c. Process of ISSTC program implementation.
- d. Challenges in implementing ISSTC programs.
- e. Current conditions related to ISSTC public communication.
- f. Expectations of emphasizing messages of ISSTC public communication.
- g. Expectations of ISSTC program implementation

The research findings highlight several issues that becomes the main focus among others:

- a. Communication and coordination is not done optimally in managing ISSTC.

- b. Lack of stakeholder awareness and knowledge of ISSTC issues that impact on lack of public support on ISSTC program implementation.
- c. Message developing needs to be customized with public interests.
- d. The need to strengthen approach and communication to parliament and private sectors.
- e. The need to enhance personnel capability as well as integrated and structured database management.
- f. Establishment of a special agency to manage ISSTC or named as "Single Agency"

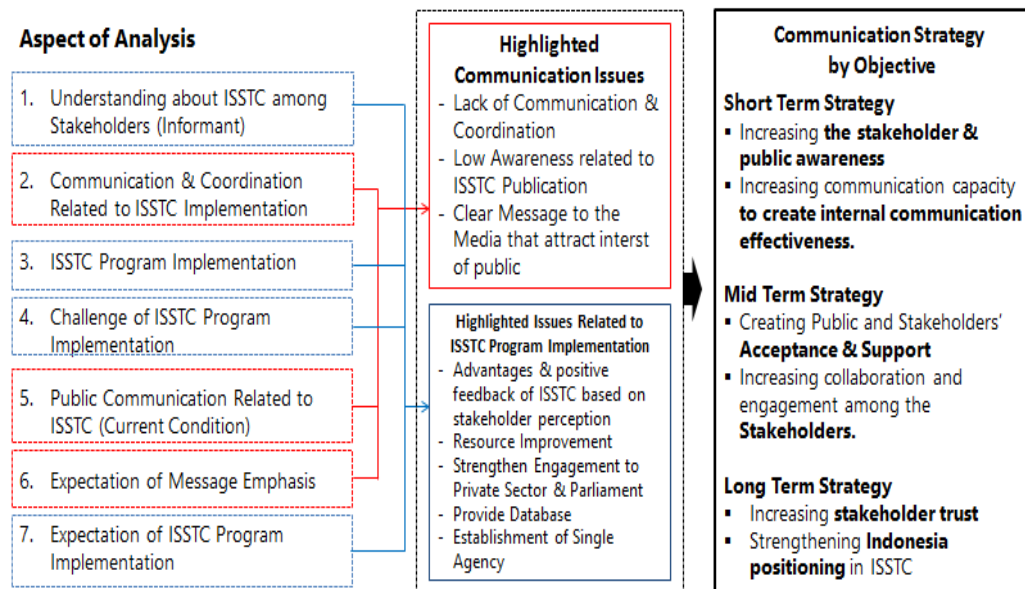
Based on previous illustration (explanation), the communication strategy is developed in several stages i.e. :

- a. Short term strategy to increase stakeholder and public awareness of ISSTC issues as well as enhancing personnel capability in managing ISSTC public communication.
- b. Medium term strategy to grow stakeholder acceptance of Indonesia's role in ISSTC that results in the emergence of stakeholder's support.
- c. Long term strategy to build stakeholder's trust towards Indonesia's role in running ISSTC and enhance Indonesia's positioning in implementing ISSTC globally (in a global scale).

The explanation above can be explained in the flow chart as follows :

**Figure 5.1**

**The Process of ISSTC Communication strategy Development Process**



The short term and medium term communication strategy is made with the assumption that ISSTC communication management is still the responsibility of NTC. In the long term communication strategy, ISSTC management is likely to be run by a special agency that has full responsibility towards ISSTC or a single agency. Basically, there are no changes in ISSTC public communication management conducted by NTC or a single agency on a strategy level. On the other hand, there are also no significant changes on a tactical level either. The changes that will be quite visible and require adjustment are at the technical level which includes transformation in the team structure and program leaders in accordance with mandated regulations. In terms of the program, the existing concept can still be executed to achieve the communication objective in each term in accordance with the strategy that has been developed.

As explained previously, the development of ISSTC communication strategy is divided into three periods of time i.e. Short Term Strategy with 6 months period (August 2016 - February 2017), Medium Term Strategy (February 2017 - 2018) with 18 months period and Long Term Strategy with 36 months

period (February 2018 - August 2019). The following is a chart that shows the development approach of ISSTC communication strategy.

**Table 5.1**  
**Framework of ISSTC Communication Strategy**

Short Term Strategy	Medium Term Strategy	Long Term Strategy	Milestone
<ul style="list-style-type: none"> <li>- To increase <b>stakeholder &amp; public awareness</b> of ISSTC.</li> <li>- To enhance the <b>communication capacity</b> of NCT and Technical Ministries that aim to create <b>internal communication effectivity</b>.</li> </ul>	<ul style="list-style-type: none"> <li>- To create public and stakeholder <b>acceptance &amp; Support</b></li> <li>- To enhance <b>stakeholder collaboration and involvement</b></li> </ul>	<ul style="list-style-type: none"> <li>- To increase <b>stakeholder trust</b> towards ISSTC.</li> <li>- <b>Indonesia's positioning</b> as "New Emerging Partner in Innovative International Development Coordination"</li> </ul>	<i>Communication Objective</i>
Changing the public perspective on Indonesia's participation in SSTC by emphasizing SSTC urgency and Indonesia's success in SSTC as a national achievement.	Encouraging public support and Enhancing collaboration and cooperation with partners that emphasize the message of SSTC program benefits politically, economically and socio-culturally.	Increasing public trust by conducting message repetition towards Indonesia's contribution in SSTC as well as strengthening Indonesia's image in the momentum of 65th Commemoration of the AAC.	<i>Key Message Strategy</i>
<ul style="list-style-type: none"> <li>- Spread the message to the large number of people through official forums and media engineering programs</li> <li>- Leverage Amplification of ISSTC Exsting Program</li> <li>- Internal Communication Capability Improvement</li> </ul>	<ul style="list-style-type: none"> <li>- Direct Approach to specific target audience such as parliament and private sector through official forum</li> <li>- Enhanching Media Relations to increase publication &amp; engagement</li> </ul>	<ul style="list-style-type: none"> <li>- Direct Approach to specific target audience through program endorsement</li> <li>- Increase the frequency of content feeding thorough media program, direct outreach &amp; collaboration with international &amp; institution network</li> </ul>	<i>Communication Strategy</i>

**Table 5.2**  
**Approach of ISSTC Communication Strategy**

No	Milestone	Target Audience - Stakeholders	Strategic Approach	Tactics
1	Short Term Strategy	NCT & Technical Ministries	Development of Personnel Communication Capacity	Capacity building activity through training, workshop & seminar
		Parliament	Third Party Involvement i.e. House of Representatives experts	Content feeding through seminar activity or dialogue.
		Mass Media	- Media Layering - Creating Media Community that focus on ISSTC	- Conducting an FGD involving senior journalist (editor up level) - Content feeding through press release distribution and fact sheet regularly (once a month)
		Partners (Private Sectors, NGOs, Universities, Research Institutes, Development Partners, Beneficiary Countries)	Proactive in delivering information regarding ISSTC through various medias	- Leveraging mass media as a communication tool - Leveraging digital media as a two way communication forum - Publication materials - Direct Meeting Forum
		General Public	Leveraging mass media & social media as a public channel	- Leveraging mass media as a communication tool - Digital media as a two way communication forum
2.	Medium term Strategy	Parliament	Making the parliament as the program spokesperson	Involving the member of parliaments as the speaker at seminars and other public forum together with NCT
		Mass Media	Media Engineering & Media Engagement through various programs and appreciations	Conducting various activities involving media to cover and distribute information regularly on national as well as international mass media
		Private Sectors	Making the private sector as the program endorser	Involving the private sector as the speaker at seminars and other discussion forums as well

				as the spokesperson on mass media
		Partners (NGO, Universities, Research Institutes, Development Partner, Beneficiary Countries)	Making partners the key opinion leaders and spokesperson	Involving partners as the speakers on seminar programs and other discussion forums as well as the spokesperson on mass media
		General Public	Leveraging students and social media influencers as the information dissemination channel	<ul style="list-style-type: none"> <li>- Providing sufficient information to students through communication forums such as seminars</li> <li>- Website &amp; social media management as the information channel</li> </ul>
3.	Long Term Strategy	NCT & Technical Ministries	Enhancing/reinforcing the intensity of coordination and communication	Organizing dialogue and communication forums
		Indonesian Embassies as Indonesia's representatives	Enhancing/increasing the intensity of information distribution	Updating programs through digital media channels and conducting communication SOP
		Parliament	Making parliament the program endorser	Involving the member of parliament as the spokesperson in larger mass media publication such as talk show or intensive news coverage
		Mass Media	Making mass media as mainstream information media that covers repetitive messages about Indonesia's contribution to ISSTC	<ul style="list-style-type: none"> <li>- Mass Media Activities</li> <li>- Article on Mass Media</li> <li>- Mobilization of ISSTC Media Community</li> </ul>
		Partners (Private Sectors, NGOs, Universities, Research Institutes, Development Partner, Beneficiary	<ul style="list-style-type: none"> <li>- Increasing the intensity of synergy with partners</li> <li>- Making partners spokespersons</li> </ul>	<ul style="list-style-type: none"> <li>- Organizing stakeholder forums</li> <li>- Providing sufficient information to stakeholders through various channels</li> <li>- Involving partners as the spokespersons on mass media publications</li> </ul>



		Countries)		
		General Public	Government official and public figures such as the president, the minister, the observer/expert, etc., as endorser	Leveraging mass media and digital media as information channels

## 5.2 Action Plan

### 5.2.1 Short Term Action Plan

In general, the short term strategy is aimed to foster stakeholder knowledge and awareness as well as general public regarding ISSTC. In addition, this strategy also aims to change the public perspective on Indonesia's contribution in assisting other developing countries in ISSTC framework. This stage also includes communication capacity enhancement programs.

#### a. Key Message

The key message developed in the short term strategy emphasizes more on the contribution Indonesia has implemented on an international scale through ISSTC, the capabilities and Indonesia's achievement on ISSTC to be proud of.

**Table 5.3**  
**Key Message on Short Term Action Plan**

Key Message		
ISSTC is an achievement to be proud of and recognized/known by the nation. Besides, ISSTC is a form of Indonesia's commitment on AAC solidarity. SSTC has a strong legal basis and becomes the government's priority.		
Details of Key Message		
SSTC is a form of Indonesia's contribution in the international world with the solidarity spirit of AAC (Asia Africa Conference) which becomes the government's priority and has been supported with a strong legal basis	As a middle Income Country, Indonesia contribution on international development through ISSTC aims to create an opportunity to cooperate with private sectors and other stakeholders on a mutual benefit basis.	Indonesia has the ability to contribute by providing assistance on various sectors that becomes Indonesia's competitive advantage. It is a proud and positive achievement to the nation.

set forth in Act No.7 Year 2007 regarding the Long Term Development Plan (RJPP)		
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## **b. Details of Programs and Activities**

### **1) Communication Training**

One of the programs that would be conducted in the short term for NCT and Technical Ministries is training. In general terms, the purpose of the training is to improve understanding in managing public communication related to ISSTC especially to the program implementer. On the initial stage of the training, it is important to organize a Digital Media Management Training and Media Relations Training.

#### **a) Training Program**

- **Digital Media Management Training**

The training will provide the participants with an understanding on how to manage digital media such as websites and social media. The training begins with the notion of the idea of general digital communication to digital content management technical with amplification through various mediums and also communication strategies through digital media. These are the digital media management training materials outline :

- Digital Media Landscape
- Utilization of social media to leverage amplification
- Opinion setting on social media
- Mass mobilization on social media
- Creating an ISSTC netizen community
- Examining the effectiveness of digital media utilization

- Digital Media Management Training

The training will provide the participants with an understanding on how to manage digital media such as websites and social media. The training begins with the notion of the idea of general digital communication to digital content management technical with amplification through various mediums and also communication strategies through digital media. These are the digital media management training materials outline :

- Digital Media Landscape
- Utilization of social media to leverage amplification
- Opinion setting on social media
- Mass mobilization on social media
- Creating an ISSTC netizen community
- Examining the effectiveness of digital media utilization

- Media Relations Training

The training aims to provide insight to the participants in building good relationships with media using various strategies and the right approach. It is important to note since media has its own characteristics. In addition, the training will provide participants with knowledge on how to deliver content—interesting to media. Mass media practitioners are strongly advised to be presented as the training speakers and the following are the training material outlines :

- Media Mapping and Media Layering Strategy
- Communicating with media in professional-based
- Attractive content for the media
- Program and activity planning for the media
- Writing Press Kit for the media
- Interview and Doorstop Strategy

b) Concept of Training

- Presentation
- Simulation
- Group Discussion and Case Study
- Ice Breaking

c) Training Implementation Mechanism

The training implementing mechanism from planning, preparation to implementation are as follows: The Establishment of Technical Team → Deciding the Theme of Training → Developing Outline → Deciding training topic/material → Deciding the training speaker → Developing Term of Reference (ToR) → Correspondence with the speaker → Making Session Plan and Rundown → Developing the Concept of Simulation and Ice Breaking → Producing Assessment Form (Pre Test, Post Test, etc.) → Material Duplication → Preparing Souvenirs/Gifts → Preparing Materials for Publication (printed and digital) → Event Implementation → Documentation and Report

d) Technical Team Requirements

- Content Team : Deciding the theme of training, deciding the material outline, deciding the training speaker, developing the syllabus, test and assessment form. On the event, the content team will act as the facilitator who will assist the speaker and also conduct ice breaker (ice breaker could use a third party). Content Team consists of 1 – 2 persons
- Event Team : Responsible for the technical implementation of the training including creating rundown, providing logistics, providing accommodation and consumption as well as acting as the documentation officer. Event Team consists of 2 – 3 persons.

e) Budget Estimation

Budget estimation is made based on estimated cost of which is spent on the assumption that the training is organized in house by NCT, without involving any vendor. The following is the estimated budget for organizing one day training.

**Table 5.4**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
	<b>Production</b>						
1	Speaker (2)						
	A	2	session	1	pckg	10.000.000	20.000.000
	B	2	session	1	pckg	10.000.000	20.000.000
2	Material Duplication						
	Training Materials Development	20	pckg	2	pckg	25.000	1.000.000
	Pre Test & Post Test	20	pckg	2	pckg	5.000	200.000
	Questionnaire for Participants	20	pckg	2	pckg	1.000	40.000
	Questionnaire for Speakers	2	pckg	2	sessions	1.000	4.000
	Name Table	20	pckg	1	pckg	50.000	1.000.000
	Awards	3	pckg	1	pckg	1.000.000	3.000.000
3	Training Kit	20	pckg	1	pckg	100.000	2.000.000
4	Venue & FnB	25	pckg	2	pckg	300.000	15.000.000
5	Backdrop	1	pckg	1	Pckg	300.000	300.000
<b>Total</b>							<b>62.544.000</b>

## 2) ISSTC Social Media Activation

Several considerations taken in from social media activation is what message should be delivered and the position of ISSTC social media account. Therefore, social media management should be started by creating an editorial plan. Social media is expected to represent ISSTC in the interactive cyber world with public directly. To create conversation interaction and sustainable engagement, there should be consistency in uploading messages, periodic social media quiz, and using buzzer.

### a) Social Media Management Planning

- The making of social media management SOP that stated some actions that can and cannot be taken in ISSTC social media. This is related to the type of message and the interaction form in social media.

- Content Management :

- Creating weekly to monthly editorial plans that is are adjusted with ISSTC agenda within a certain period of time. Editorial plans aims to manage the message to be delivered via social media.
- Arranging a quiz in social media periodically with a simple concept and interesting prizes. This aims to create engagement with netizens.
- Using buzzer or key opinion leader on social media to increase the message amplification on social media. Choice of buzzer is not only considered by their followers or friends number on social media, but also by their interest to issues related to ISSTC.

b) Social Media Management

Basically, social media could be managed by NCT. However, the social media manager should be a dedicated person that carries out the responsibility to manage ISSTC reputation . If it is needed, outsource personnel from external parties could be the administrator for social media.

c) Activation Mechanism

Here is the implementation mechanism from planning, preparation, to implementation: determining message and personification of ISSTC → creating weekly to monthly editorial plan → content production → activation implementation and account management → monitoring and evaluation.

d) Technical Team Requirements

NCT could recruit professional workers who have the capability of managing social media and becomes the admin. Admin is responsible for creating editorial plans, managing social media account for 24 hours, creating interaction with followers and third parties. Admin could consist

of two to three personnel, always on standby to report every activity through social media.

e) Budget Estimation

Budget estimation is the estimated-amount to be spent on social media management in a year.

**Table 5.5**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Admin	2	pckg	12	month	5.000.000	10.000.000
2	Reward <u>kuis</u>	2	pckg	6	Month	250.000	3.000.000
3	KOL	10	pckg	2	times	5.000.000	100.000.000
Total							113.000.000

### 3) ISSTC Website Activation

Websites are one of major communication channels that could be used to disseminate information from ISSTC. The most important element of a website is the consistently updated content and interface with interesting design as well as being user friendly. ISSTC Website is expected to provide the complete and latest information. The objective of website activation is to improve website management as ISSTC's major digital communication media/tool.

a) Website Management Planning

- Creating SOP for website management that includes the kind of content that is allowed to be published and who has the right to publish (admin).
- Website Revamp, if needed, to make the website interface more interesting/more sophisticated.
- Content Planning : Making outline and editorial plan.

b) Website Manager

The website could be managed by NCT or by recruiting a professional digital practitioner. For short term website management, the personnel is recruited from outside of NCT (outsourcing).

c) Website Management Technical Team Requirement

- Writer and Reporter : One person responsible for carrying out live coverage of the event and writing content. Another task is to perform material editing for decent publication on the website.
- Web Developer and Administrator: One person responsible for performing technical maintenance of the website and uploading material on the website (administrator).

d) Budget Estimation

Budget estimation is a range of costs that should be allocated for development, website activation and maintenance for one year.

**Table 5.6**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Writer dan Reporter	1	person	1	month	8.000.000	96.000.000
2	Web Developer & Admin	1	person	1	month	8.000.000	96.000.000
3	Website/Microsite Development	1	pckg	1		40.000.000	40.000.000
	Website designer						
	Website developer						
	Front end + back end						
	Design graphic						
	Database setting						
	Google Analytics Setup						
	Monthly Maintenance - Regular Checking Bug - Consultation (3hr / month) - Minor revision (adding photo, edit & install underlying software)	1	pckg	12	bulan	500.000	6.000.000
<b>Total</b>							<b>238.000.000</b>

**4) Seminar at Universities**

One of the short term programs to be conducted is seminars at universities. Not only to build cooperation with universities, the seminar forum also becomes a forum to communicate with other stakeholders by involving them as the seminar spokespersons. It is going to be conducted at two



universities namely University of Indonesia (UI) and Parahyangan Catholic University. The event is likely to be executed when organized by student organization of local university

a) Concept of Seminar

- **Implementation Concept:** The seminar conducted in collaboration with student executive agency of the Faculty which has an International Relations Study Program. NCT is only responsible for providing financial resources and overall technical preparation, so this concept becomes the responsibility of the student executive agency
- **Seminar Participants :** The participants may include students outside of International Relations Study Program to expand the understanding about ISSTC. They will be awarded an incentive in the form of national seminar certificate.
- **Seminar Spokesperson :** Consists of NCT, representatives from university that has done the research, NGOs or private sector that once assisted organizing ISSTC program or expert staff from Commission I of House of Representatives. Number of speaker for one time seminar is three persons.
- **Theme of Seminar:** Proud to Contribute. Discussion about Indonesia's contribution in international technical cooperation, the benefits for the nation and Indonesia's role in ISSTC to be proud of.

b) Seminar Implementation Mechanism

The following are the seminar implementation mechanisms from planning, preparation to implementation: contacting the student executive agency of the university → coordinating with the university during the technical preparation → contacting the spokesperson → supervising and controlling during the event organized by the university team as well as sending live tweets on ISSTC social media → publishing news coverage of seminar on the website

c) Technical Team Requirements

- Person in Charge for Content : responsible for determining the content of the seminar according to theme, making content delivery guide both for presentation and also for the content of social media as well as developing talking points. Responsible for contacting and briefing the spokesperson.
- Person in Charge for Event: responsible for performing correspondence with the university related to seminar preparation and implementation.

#### d) Budget Estimation

Budget estimation is a range of costs allocated for one seminar implementation.

**Table 5.7**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
	<b>Produksi</b>						
1	Speaker (3)						
	A	1	session	2	pckg	5.000.000	10.000.000
	B	1	session	2	pckg	5.000.000	10.000.000
	C	1	session	2	pckg	5.000.000	10.000.000
2	Duplikasi Materi	50	pckg	2	pckg	25.000	2.500.000
	Questionnaire for Participants	50	pckg	2	pckg	1.000	100.000
	Questionnaire for Speakers	3	pckg	2	sessions	1.000	6.000
	Awards/Doorprize	3	pckg	2	pckg	200.000	1.200.000
3	Seminar Kit	50	pckg	2	pckg	75.000	7.500.000
4	Venue & FnB	50	pckg	2	pckg	50.000	5.000.000
5	Speaker Acomodation						
	Hotel	3	Person	2	pckg	750.000	4.500.000
	Transportation	3	Person	2	pckg	1.500.000	9.000.000
6	Team acomodation						
	Hotel	3	Person	2	pckg	800.000	4.800.000
	Transportation	3	Person	2	pckg	1.500.000	9.000.000
7	Backdrop	1	pckg	1	Pckg	300.000	300.000
<b>Total</b>							<b>73.906.000</b>

#### 5) Media Focus Group Discussion (FGD)

A program that could be implemented in short term strategy is FGD with the media. It is one of the initial stages to approach the major national media.

##### a) Objectives of Media FGD

- To introduce NCT to the mass media leaders.

- To build good communication with mass media.
- To convey important information about ISSTC directly to mass media leaders.
- To obtain feedback and insight related ISSTC.
- To collect/to have database of mass media leaders.

b) Concept of Activity

The concept of FGD could be implemented informally by creating a casual atmosphere with maximum of 12 invitations. Media FGD is expected to develop ISSTC media community.

c) Content of Activity

The content discussed in the initial FGD is general preliminary information about ISSTC to strengthen the understanding and to provide complete information to mass media leaders. Discussions can be carried out in line with questions developed when FGD takes place. In details, the FGD might discuss contents such as the concept of ISSTC, programs in ISSTC framework, and the importance of ISSTC to Indonesia in political, economic and socio-cultural aspects.

d) FGD Participants Target

FGD participant consists of mass media with editor up level position. The following is a number of potential media to be invited.

- |                    |                    |
|--------------------|--------------------|
| • Media Indonesia  | • Koran Sindo      |
| • Bisnis Indonesia | • CNNIndonesia.com |
| • The Jakarta Post | • Suara Pembaruan  |
| • Kompas           | • Republika        |
| • Koran Tempo      | • Detik.com        |

e) Media FGD Implementation Mechanism

The following is the program implementation mechanism from planning, preparation to implementation: Technical Preparation (venue location, accommodation, etc.) → inviting media through news editor and informal channel (direct contact in person) → confirmation of attendance

→ Content Preparation (Talking Point, Fact Sheet, other publication materials) → program execution/implementation → live tweet and uploading information on other ISSTC social media during the event/program.

f) Technical Team Requirements

- Person in Charge for Content : responsible for providing content and direction of FGD such as talking point, fact sheet and preparing other publication materials that have been produced.
- Person in Charge for Invitation : responsible for inviting, making confirmation and performing media relations for the event/program
- Person in Charge for Event : responsible for overall technical matters for the event.

g) Budget Estimation

Budget estimation is range of cost allocated for one FGD implementation with media.

**Table 5.8**  
**Budget Estimation**

No	Item	Qty				Price	Total
<b>1</b>	<b>Venue</b>						
	FnB : Coffee Break dan Dinner	15	pax	1	pckg	450.000	6750000
	Time Charging	1	pckg	1	pckg	3.000.000	3000000
<b>2</b>	<b>Multimedia dan Sound</b>						
	Sound System	1	pckg	1	pckg	4.500.000	4500000
	Projector and Screen	1	set	1	pckg	3.500.000	3500000
<b>3</b>	<b>Design and Production (Backdrop &amp; Frame)</b>	1	pckg	1	pckg	500.000	500000
	Dokumentation (Photographer dan CD Foto)	1	person	1	pckg	500.000	500000
<b>4</b>	<b>Souvenir</b>	15	pckg	1	pckg	100.000	1500000
<b>Total</b>							<b>20.250.000</b>

**6) Private Sector Gathering**

Private Sector Engagement is very important to be undertaken in the early stage of communication strategy to strengthen the understanding about

ISSTC so that it results in intensive involvement in the program. Private sector gathering is one of the programs that can be implemented to communicate directly with private sectors. At the beginning of the program, private sector gathering aims to give appreciation to a number of private sectors that have managed to penetrate emerging markets in Asia and Africa. This appreciation is awarded in order to know those private sectors better as well as provide information about technical cooperation in ISSTC needed to be supported by them.

a) Content of Activity

Several contents to be delivered on the forum include:

- Government appreciation towards private sector that have managed to penetrate emerging markets in Asia and Africa, given the difficulty of penetrating the business even though there has been technical cooperation built by Indonesia through ISSTC.
- Government support towards private sector that have been willing to enter the Asia and Africa markets. It is very important due to information from MIX magazine May 15 – June 17, 2015 issue *“The Commitment of the Indonesian Government to promote private investment in African countries is considered to be weak due to the mind-set that seeing Africa as a poor country, arid, insecure and difficult to reach (because it is far away from Indonesia). Indonesia is considered not harnessing the relationship and the spirit of AAC to optimize the African market. Promotion and information regarding business opportunities in Africa by the Indonesian media is less than expected.”*
- Information about technical cooperation that has been completed by Indonesia in ISSTC framework. It is important to give understanding that Indonesia has implemented technical cooperation and will continue to support economic cooperation that involves private sectors.

b) Concept of Activity

- The concept of the activity is carried out in the form of dinner with a casual atmosphere.
- On the event of Private Sector Gathering, invited guests include expert staff from Commission I of the House of Representatives and mass media to cover the event as well as to provide complete information about AAC.

c) List of Private Sectors

The following are a list of private sectors that have managed to enter international markets in Asia – Africa and can be invited to the forum:

- |                             |                              |
|-----------------------------|------------------------------|
| • Indorama Corporation      | • Astra Otoparts             |
| • Sinar Antjol (B-29)       | • PT Sugih Instrumendo Abadi |
| • Wings (So Klin)           | • PT Kelola Mina Laut        |
| • Indofood (Instant Noodle) | • Polytron                   |
| • Kacang Dua Kelinci        | • CV Karya Hidup Sentosa     |
| • Kalbe Farma               | • PT Mayora Indah Tbk        |
| • Tirta Ayu Spa             | • PT Cosmar                  |
| • Accu GS                   | • Maspion                    |

d) Implementation Mechanism

The following are the program implementation mechanisms from planning, preparation to implementation: Technical Preparation (venue location, accommodation, etc.) → inviting the participant, the spokesperson, and the media through news editor channels → confirmation of attendance → Content Preparation (Talking Points, Fact Sheet, press release, ToR and other publication materials that will be distributed during the forum) → program implementation → live tweet and uploading information on other ISSTC social media during the event → media monitoring.

e) Technical Team Requirements

- Person in Charge for Content: responsible for providing content and direction of discussion during the event such as talking points, fact

sheet, press release, developing ToR and preparing other publication materials that have been produced.

- Person in Charge for Media : responsible for inviting, making confirmation and performing media relations for the event.
- Person in Charge for Invitation : responsible for inviting the participant and contacting the speaker as well as acting as Liaison Officer (LO) during the event.
- Person in Charge for Event: responsible for overall technical matters for the event.

f) Budget Estimation

Budget estimation to organize one Private Sector Gathering is as follows.

**Table 5.9**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Venue						
	FnB : Coffee Break dan Dinner	30	pax	1	pckg	450.000	13500000
	Time Charging	1	pckg	1	pckg	6.000.000	6000000
2	Multimedia dan Sound						
	Sound System	1	pckg	1	pckg	4.500.000	4500000
	Projector and Screen	2	set	1	pckg	3.500.000	7000000
3	Design and Production (Backdrop & Frame)	1	pckg	1	pckg	750.000	750000
4	Dokumentation (Photographer dan CD Foto)	1	person	1	pckg	1.000.000	1000000
5	Reward (Gift)	3	pckg	1	pckg	250.000	750000
<b>Total</b>							<b>33.500.000</b>

**c. Estimated Timeline of Program Implementation**

**Table 5.10**  
**Estimated Timeline of Program Implementation**

No	Program	Month					
		Agt	Sept	Oct	Nov	Dec	Jan
1	Digital Media Training						
2	Media Relations Training						
3	Website Activation						
4	Seminar University of Indonesia						
5	Seminar University of Parahyangan						
6	Media FGD						
7	Private Sector Gathering						

### 5.2.2 Medium Term Action Plan

Middle term communication strategy is implemented over a period of 18 months from August 2016 to February 2018, after implementing the short term strategy in 6 months. Communication strategy and activities are implemented in line with target of achievement in the form of determined communication objectives. In general, this strategy aims to create public acceptance and support as well as to enhance collaboration with stakeholders in implementing ISSTC.

#### a. Key Message

The key message developed in the medium term strategy emphasizes more on Indonesia's contribution in international scale through ISSTC, Indonesia's capability and achievement to be proud of in ISSTC.

**Table 5.11**  
***Key Message in Medium Term Action Plan***

<b>Key Message</b>		
The success of technical cooperation performed by Indonesia within ISSTC framework gives opportunities for investment development. ISSTC is also a cooperation that brings advantage to the nation in political, economic and socio cultural aspects.		
<b>Details of Key Message</b>		
Technical cooperation built by Indonesia with the spirit of solidarity and knowledge sharing gives positive impact to cooperation development in other sectors and also provides opportunities for investment.	Explanation regarding assistance programs Indonesia has performed as a form of contribution in international development which integrated in ISSTC framework.	ISSTC technical cooperation brings advantages to the nation in political aspects that results in national defence, economic aspect that impacts in prosperity and socio cultural aspect that impacts in the creation of Indonesia's positive image.



## **b. Details of Program and Activities**

### **1) Seminar at Universities**

The program implemented on medium term strategy is a sustainable program of short term strategy initiated to build relationships with universities. Seminar forums can also become a forum of other stakeholder involvement as spokespersons on the seminar. On programs of short term strategy, the target of universities are UI and UNPAR. On the other hand, on long term strategy, the target of university extends to Gajah Mada University (UGM) and Brawijaya University (UNIBRAW). Those universities are chosen with consideration of their involvement in ISSTC issues. Over long term, ISSTC dissemination through seminars can also be organized at other universities to expand the scope of the program.

#### **a) Concept of Seminar**

- **The Implementation Concept:** A seminar is organized in collaboration with the student executive agency of the Faculty that manages International Relations Study Program. NCT only responsible for providing financial resources and overall technical preparation and becomes the responsibility of the student executive agency.
- **Seminar Participants :** The Participants may include students outside of International Relations Study Program to expand the understanding about ISSTC. The participants will be awarded with incentive in the form of national seminar certificate. The number of participants ranges between 100 – 200 persons.
- **Seminar Spokesperson :** consists of NCT, representatives of universities that have done the research, and NGOs or private sectors that once assist organizing ISSTC program or expert staff from Commission I of House of Representatives. Number of spokespersons for one seminar implementation are three persons.
- **Theme of Seminar :** Proud to Contribute. Discussion about Indonesia's contribution in international technical cooperation, the

benefits for the nation and Indonesia's capability to be proud of in ISSTC.

**b) Seminar Implementation Mechanism**

The following are the seminar implementation mechanisms from planning, preparation to implementation: contacting related student executive agency → coordinating with university party during the technical preparation → contacting spokesperson or speaker → observing and controlling during program implementation by the university and guiding live tweets on ISSTC social media. → Seminar coverage publication on the website.

**c) Technical Team Requirements**

- Person in Charge of Content: responsible for determining content of seminar based on the theme, creating guidelines of content delivery, during the seminar, or social media content and developing talking points. Responsible for contacting and briefing for spokesperson.
- Person in Charge of Event : responsible for corresponding with the university party relating to the preparation and implementation of the seminar.

**d) Budget Estimation**

Budget allocated for one seminar activity is as follows.

**Table 5.12**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Speaker (3)						
	A	1	session	2	pckg	5.000.000	10.000.000
	B	1	session	2	pckg	5.000.000	10.000.000
	C	1	session	2	pckg	5.000.000	10.000.000
2	Duplikasi Materi	50	pckg	2	pckg	25.000	2.500.000
	Questionnaire for Participants	50	pckg	2	pckg	1.000	100.000
	Questionnaire for Speakers	3	pckg	2	sessions	1.000	6.000
	Awards/Doorprize	3	pckg	2	pckg	200.000	1.200.000
3	Seminar Kit	50	pckg	2	pckg	75.000	7.500.000
4	Venue & FnB	50	pckg	2	pckg	50.000	5.000.000
5	Speaker Acomodation						
	Hotel	3	Person	2	pckg	750.000	4.500.000
	Transportation	3	Person	2	pckg	1.500.000	9.000.000
6	Team acomodation						
	Hotel	3	Person	2	pckg	800.000	4.800.000
	Transportation	3	Person	2	pckg	1.500.000	9.000.000
7	Backdrop	1	pckg	1	Pckg	300.000	300.000
<b>Total</b>							<b>73.906.000</b>

## **2) Blogger and Buzzer Gathering**

Social media activation to interact with the public has generally been implemented within the short time strategy. The next step is direct interaction to increase engagement with blogger and buzzer. The main purpose of this activity is to create an amplifier effect through influencers' social media accounts and blogs that are expected to change the public negative paradigm slowly. The engagement activity could be intimate gathering or well known as "kopdar" or project visit during ongoing ISSTC program implementation.

### **a) Content of Activity**

- Basic and general information about ISSTC and the explanation about the importance of Indonesia's involvement in ISSTC.
- Contribution given by Indonesia to other developing countries and Indonesia's achievement in ISSTC, implemented program, southern countries involved, number of participants, etc.

### **b) Concept of Activity**

- Concept of gathering activity could be conducted during an informal dinner event.
- Invitees consist of 25 bloggers and social media influencers who have interest and influence in international cooperation, or good news about Indonesia, in this case Indonesia's positive contribution for other countries.
- Spokesperson could be from NCT and the private sector who has ever been involved in ISSTC to deliver the messages from various angles.
- Feeding information for bloggers and influencers can also be done with different concepts like project visit, so participants could directly see the ongoing process.

c) Implementation Mechanism

Following is the gathering implementation mechanism from planning, preparation, to implementation: technical preparation (accommodation, consumption, decoration, documentation) → participants' invitation → attendance confirmation → content preparation (spokespersons' talking points and presentation materials) → program implementation → live tweet and upload information in other ISSTC social media during the event → documentation → social media monitoring and report.

d) Technical Team Requirements

- Person in Charge of Event : responsible for the whole event technical implementation.
- Person in Charge of Content : responsible for providing content and direction of discussion such as spokesperson talking points and presentation materials.
- Person in Charge of invitation : responsible for inviting participants and contacting spokespersons, also become Liaison Officer (LO) during the event.
- Person in Charge of Digital: responsible of message amplification through social media and website content updates.

e) Budget Estimation

Here is the cost estimation to conduct one gathering activity:

**Table 5.13**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
	<b>Produksi</b>						
1	FnB : Dinner	35	Pckg	1	pckg	250.000	8.750.000
2	Produksi: Ambience media	1	Pckg	1	pckg	2.500.000	2.500.000
3	Reward (Gift)	3	Pckg	1	pckg	250.000	750.000
4	Souvenir	35	Pckg	1	pckg	300.000	10.500.000
<b>Total</b>							<b>22.500.000</b>

### **3) Private Sector Gathering**

There are several gaps related to the relations with private sector in ISSTC. The government has conducted technical cooperation to give opportunities for the private sector to participate and build economic cooperation in southern countries, but according to the result study of primary and secondary data, private sector is still less interested in being involved with ISSTC, due to many considerations such as lack of government support and less prospective target country for business development. As a result of these gaps, private sector assessed that ISSTC brings in no benefit, business wise. Mutual reciprocal relations between ISSTC and private sector should be established sustainably in the future. After the previous private sector gathering during the short term communication strategy, in this medium term, there will be informal gathering among NCT, private sector, and media as the advanced activity to strengthen message related to government support towards private sector.

#### **a) Content of activity**

Several pieces of content delivered in this forum were:

- Information about technical cooperation conducted by Indonesia within the framework of ISSTC. This is important to give understanding that Indonesia has achieved technical cooperation and will always support economic cooperation involving the private sector.
- Giving information about development context in Asia-Africa that is very prospective for Indonesia's corporate business and explanation with best practice from the private sector that has developed the market in Asia-Africa earlier.
- Government support towards the private sector that has agreed to enter the Asia and Africa market starting with involvement in ISSTC implementation. This is important to clarify the news coverage about lack of support from government towards private sector.

b) Concept of activity

- Activity will be done in a dinner gathering with informal concept.
- Invitees derive from the private sector that have regularly been involved in ISSTC, potential private sector that have never been involved in ISSTC, expert staff of Budget from Commission 1 of House of Representative (DPR), and mass media.
- Spokespersons will be from NCT, member of Commission 1 of House of Representative (DPR), private sector that had been involved in ISSTC (Biofarma, Ciputra, Bank BRI) and private sector that had reached the Asia Africa market (Indofood, Mayora, etc).

c) Implementation Mechanism

Here is the program implementation mechanism, from planning, preparation, until implementation: Technical Preparation (location, accommodation, etc) → invitation of participants, spokesperson, and media through news editor channel → attendance confirmation → Content Preparation (Talking Point, Fact Sheet, press release, TOR and other publication material that will be distributed in this forum) → Event Implementation → live tweet and upload information on ISSTC's social media during the event → media monitoring.

d) Technical Team Requirements

- Person in charge of content: responsible for providing content and the direction of discussions in activities, such as: talking points, fact sheet, and, press release, TOR development, preparing other publication materials that had been produced.
- Person in charge of media : responsible for invitation, confirmation, and media relations during the activity.
- Person in charge of invitee: responsible for inviting participants and contacting spokesperson, also becoming the Liaison Officer (LO) during the activity.

- Person in charge of Event : responsible for all technical matters during the activity.

e) Budget Estimation

Budget estimation to conduct one activity of Private Sector Gathering is as follows.

**Table 5.14**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Venue						
	FnB : Coffee Break dan Dinner	30	pax	1	pckg	450.000	13500000
	Time Charging	1	pckg	1	pckg	6.000.000	6000000
2	Multimedia dan Sound						
	Sound System	1	pckg	1	pckg	4.500.000	4500000
	Projector and Screen	2	set	1	pckg	3.500.000	7000000
3	Design and Production (Backdrop & Frame)	1	pckg	1	pckg	750.000	750000
4	Dokumentation (Photographer dan CD Foto)	1	person	1	pckg	1.000.000	1000000
5	Reward (Gift)	3	pckg	1	pckg	250.000	750000
<b>Total</b>							<b>33.500.000</b>

**4) Media Visit**

Media visit is the activity of visiting several media outlets that become main targets of ISSTC. Several purposes of a media visit are: (a) forum of introduction between chief of mass media and NCT (b) introducing ISSTC to media (c) getting insight about ISSTC publication directly (d) understanding how the media works and what content is interesting for them (e) publication.

a) Target of Media

Media visit to several main media such as: Kompas, Media Indonesia, Tempo, and The Jakarta Post. After which, continue with the visit to economic media such as Bisnis Indonesia and Mix to give information about economic cooperation prospects in Asia Africa to gain interest of the readers, especially private sectors as investors.

b) Content of Activity

- General information about ISSTC, the benefit of ISSTC for political, economic, and socio cultural sector aspects, and achievement in ISSTC, etc.
- Business prospect in Asia Africa, technical cooperation conducted within the framework of ISSTC, and investment opportunities in Southern countries

c) Mechanism of Implementation

Here are the program implementation mechanisms, from planning, preparation, until implementation: Contacting target media → Technical Preparation (souvenirs, setting the visit schedule, etc.) → Content Preparation → Program Implementation → live tweet and upload information on ISSTC's social media during the event → media monitoring.

d) Technical Team Requirements

- Person in charge of content: responsible for providing content and the aim of discussion in activities, such as: talking points, fact sheet, and, preparing other publication materials that have been produced.
- Person in charge of media : responsible for the coordination and invitation to target media and also providing souvenirs for media.

e) Budget Estimation

Cost estimation to conduct one media visit is as follow.

**Table 5.15**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Provide Souvenir for Media	1	pckg	1	pckg	5.000.000	5.000.000
<b>Total</b>							<b>5.000.000</b>



## 5) Media Workshop

Journalists' rotation happens approximately every six months in each media. Concerning this, ISSTC needs to conduct educative workshops for the media to give complete understanding about ISSTC, all the issue explanations, concept, and terminology used in ISSTC. There are several purposes of this media workshop such as: (a) getting to know the journalists and to easily gather media database (b) giving information directly and comprehensively (c) publication.

### a) Implementation Mechanism

The following are the program implementation mechanisms, from planning, preparation, to implementation: Technical Preparation (location, accommodation, etc.) → invitation of participants, spokesperson, and media through news editor channels → attendance confirmation → Content Preparation that covers presentation materials and other publication materials to be distributed in this forum → Event Implementation → live tweets and upload information on ISSTC's social media during the event → media monitoring

### b) Technical Team Requirements

- Person in charge of event: responsible for preparing presentation materials and providing other publication materials that have been created. This team will also be responsible for the whole event including the technical side.
- Person in charge of invitation: responsible for invitation, confirmation, and media relations during the event. They are also responsible for contacting spokespersons.

### c) Budget Estimation

Budget estimation for one media workshop activity is as follow:

**Table 5.16**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Speaker (2)						
	A	1	session	1	pckg	5.000.000	5.000.000
	B	1	session	1	pckg	5.000.000	5.000.000
2	Material Duplication	20	pckg	1	pckg	25.000	500.000
	Questionairre Dupulication	20	pckg	1	pckg	5.000	100.000
	Awards/Doorprize	3	pckg	1	pckg	200.000	600.000
3	Workshop Kit	20	pckg	1	pckg	75.000	1.500.000
4	Venue & FnB	25	pckg	1	pckg	250.000	6.250.000
5	Speaker Acomodation						
	Transportation	2	Person	1	pckg	500.000	1.000.000
6	Backdrop	1	pckg	1	Pckg	1.000.000	1.000.000
Price							20.950.000

## 6) Media Field Trip

Media experience is one of the most important ways to strengthen relations with media that has a more positive effect on comprehensive news coverage. Media experience can be done in the form of media field trips. This activity aims to: (a) strengthen good relations with media directly (b) give complete and comprehensive descriptions directly regarding activity to media, so there is trust (c) bringing out several angles of news from only one issue. For the first phase, a field trip could be pursued during the training on artificial insemination in Singosari and road maintenance programs in Timor Leste as one of the programs under development. Media involved could be five to ten journalists from all media.

### a) Implementation mechanism

Here is the program implementation mechanism, from planning, preparation, until implementation: choosing media to be involved with the consideration of media credibility, media that is often involved in ISSTC, and the compatibility with the information to be delivered → technical preparation (ticket, accommodation, administration, internal documentation, etc.) → media invitation → confirmation of involvement → content preparation including basic data about programs that will be covered and other publication materials that will be distributed through this program → program implementation → live tweet and upload

information on ISSTC's social media during the event → media monitoring.

b) Technical Team Requirements

- Person in charge of technical: responsible for preparing materials needed and providing technical needs for media.
- Person in charge for media: responsible for invitation, confirmation, and media relations during the event.

c) Budget Estimation

Budget estimation to conduct one media field trip is as follow.

**Table 5.17**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
	<b>Produksi</b>						
1	Duplikasi Materi						
	Questionaire for Participants	20	pckg	1	pckg	2.000	40.000
2	Documentation	1	pckg	1	pckg	1.500.000	1.500.000
3	Acomodation						
	Transportation	14	Person	1	pckg	6.000.000	84.000.000
	Meal	14	Person	3	pckg	500.000	21.000.000
	Hotel	14	Person	3	pckg	1.500.000	31.500.000
4	Spanduk	1	pckg	1	Pckg	500.000	500.000
<b>Total</b>							<b>138.540.000</b>

**7) Opinion Article/ Op-ed**

Opinion articles aims to give information about ISSTC from a third party point of view that act as the observer, researcher, ISSTC. Here are several purposes of opinion articles: (a) expanding more credible news coverage (b) influencing opinion from stakeholders (c) strengthening relations with stakeholders by involving them in opinion writing processes (d) keeping good relationships with media.

a) Concept of Opinion Article

- Opinion articles written by a prominent third party and media darling will benefit more, and will be more easily published.

- Third party whose name could be raised in an opinion article are NGO representatives, university or research institution representatives, private sector, and member of House of Representatives (DPR) commission 1.
- Proposed target media for opinion articles are Kompas, Media Indonesia, The Jakarta Post, Tempo and Koran Sindo.

b) Implementation Mechanism

Here is the program implementation mechanism, from planning, preparation, until implementation: Developing TOR for the content to be written → Contacting third party → article development and revision → lobbying to mass media → publication.

c) Budget Estimation

Budget estimation for one opinion article development is as follow.

**Table 5.18**  
**Budget Estimation**

No	Item	Qty				Price	Total (IDR)
1	Content management	1	pckg	1	pckg	10.000.000	10.000.000
2	Media Arrangement, Lobbying and Follow Up	1	pckg	1	Pckg	20.000.000	20.000.000
<b>Total</b>							<b>30.000.000</b>

c. Timeline of Program Implementation

**Table 5.19**  
**Timeline of Program Implementation**

No	Program	2017										2018	
		Mar	Apr	May	Jun	Jul	Ag <del>t</del>	Sep	Oct	Nov	Dec	Jan	Feb
1	Seminar in UGM												
2	Seminar in UNIBRAW												
3	Media Visit to <u>Bisnis</u> Indonesia												
4	Media Visit to <u>Majalah</u> Tempo												
5	Media Visit to <u>Kompas</u>												
6	Media Visit to Mix												
7	Media Visit to The Jakarta Post												
8	Media Workshop												
9	Media Field Trip												
10	Media Op-ed 1												
11	Media Op-ed 2												
12	Private Sector Gathering												

### 5.2.3 Long Term Action Plan

The Long term communication strategy is the advanced strategy after the implementation of the previous 18 months strategy. The Long term strategy is implemented over 36 months. If the short term strategy is counted from August 2016 until February 2017, and medium term strategy is counted from February 2017 until February 2018, the long term strategy will be continued from February 2018 until August 2019. Strategy and communication activity is pursued according to the long term target achievement in the form of a communication objective that has been decided. Generally, this strategy aims to increase public trust towards ISSTC management and also to strengthen image and positioning of Indonesia as a “New Emerging Partner in Innovative International Development Cooperation” with the momentum to welcome the commemoration of 65 years of the Asia Africa Conference.

Along with ISSTC development, long term strategy is expected to be directly managed by a Single Agency. Aside from substantial content, content that needs to be considered in program implementation, in commemoration or other occasions that can increase the program amplification.

#### a. Key Message

**Table 5.20**  
**Key Message in long Term Action Plan**

Key Message		
Indonesia's comparative advantage as an emerging donor country to increase mutual prosperity by strengthening cooperation		
Details of key Message		
Indonesia is a Knowledge Hub in several sectors such as: development, good governance and peace building, also economy. As a knowledge hub, Indonesia has been active in the implementation of	The 65 <sup>th</sup> commemoration of Asian African conference becomes the momentum to strengthen Indonesia's positioning as a “New Emerging Partner in Innovative International	Development of programs related to ISSTC has been strengthened with mutual partnership involving the support from the house of representatives and also the active role of stakeholders like private

knowledge sharing, knowledge creation and also knowledge demonstration.	Development Cooperation”	sectors, university, research institution, NGO, and mass media.
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## b. Description of Program Recommendation

**Table 5.21**

### Long Term Action Plan

<b>TACTICS</b>	<b>TOOLS</b>
<b>Conducting dialogue and communication forums</b>	<ol style="list-style-type: none"> <li>1. Appreciation for technical ministries that have succeed ISSTC implementation</li> <li>2. Training for Trainer (ToT) program for experts that represents stakeholder involved in ISSTC program.</li> </ol>
<b>Updating program through digital media channels and implementing the Embassy of Indonesia (KBRI) communication SOP</b>	<ol style="list-style-type: none"> <li>1. Collaboration with Embassy of Indonesia (KBRI) in beneficiary countries related to public communication through digital media (related websites and social media)</li> <li>2. Routinely following up media in beneficiary countries to disseminate information and engagement.</li> <li>3. International seminar about ISSTC conducted in developing countries’ Embassy of Indonesia (KBRI) about ISSTC inviting local university students</li> </ol>
<b>Involving parliament members as the spokespersons in mass media publication, for example on talk show programs or news coverage</b>	<ol style="list-style-type: none"> <li>1. TV/Radio Talk shows involving parliament as one of the spokespersons to give information about Indonesia’s role in ISSTC that needs to be known by the public.</li> <li>2. Exclusive interview with the parliament related to Indonesia’s support and readiness for cooperation related to ISSTC.</li> </ol>
<ul style="list-style-type: none"> <li>- Mass media activity</li> <li>- Article in mass media</li> </ul>	<ol style="list-style-type: none"> <li>1. Exclusive interview in local and national newspapers with the representative of university, NGO, private sector as involved partner in ISSTC implementation.</li> <li>2. Press conference as the marker of partnership ties with university, NGO, and private sector.</li> <li>3. Feature to disseminate research conducted that are related to ISSTC.</li> <li>4. Opinion article or Op-ed on national newspaper written by an observer or academic-about the benefit</li> </ol>

	<p>of ISSTC program.</p> <ol style="list-style-type: none"> <li>5. Exclusive interview on national newspaper with representative of stakeholder as a direct involved party in program related to ISSTC.</li> <li>6. Media Field Trip for direct coverage about program implementation in beneficiary countries involving print and online media, and TV.</li> <li>7. Article feature about these: <ol style="list-style-type: none"> <li>a. Implementation program process</li> <li>b. Benefit for public at in recipient countries</li> <li>c. Stakeholder experience involved in helping programs related to ISSTC</li> </ol> </li> <li>8. Blasting of press release, backgrounders or factsheet released in every program assistance, either by NCT for domestic publication, or Embassy of Indonesia (KBRI) representative for international publication.</li> <li>9. Media Workshop to give information and understanding about ISSTC considering journalists desks in mass media outlets that are rotated often.</li> <li>10. Opinion article or Op-ed in national newspaper written by observer or academic about the benefit of ISSTC program from political, economic and socio-cultural aspects.</li> <li>11. Exclusive interview in national newspapers with representative of private sector, NCT and technical ministries as ISSTC implementation partners, parties that were directly involved in programs related to ISSTC.</li> <li>12. Exclusive interview on local media with representative of local government as one of ISSTC program implementation partners.</li> <li>13. Press Conference as the marking of official partnership with private sector.</li> <li>14. Endorsement from president about Indonesia's positioning as a knowledge hub and emerging donor country in welcoming the Asia-Africa Conference 65<sup>th</sup> Commemoration through a press conference.</li> <li>15. Exclusive interview with Minister of Foreign Affairs or Chairman of NCT related to Indonesia's readiness as a leading country in cooperation related to ISSTC.</li> <li>16. Article Feature about the journey of Indonesia in ISSTC program implementation, starting from President Soekarno's idea for a Asia Africa Conference.</li> <li>17. Talk show on TV about Indonesia's achievements in ISSTC that should be known by public and become</li> </ol>
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	<p>the pride of the nation.</p> <p>18. Writing competition about ISSTC for journalists in welcoming the 65<sup>th</sup> Asian African Conference.</p>
<ul style="list-style-type: none"> <li>- <b>Holding stakeholder forum</b></li> <li>- <b>Giving enough information for stakeholders through various channels</b></li> <li>- <b>Involving partners as spokespersons in mass media publications</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Pitch to national media about the role of the private sector in ISSTC.</li> <li>2. Appreciation for the achievements of university, NGO, and private sector that have helped in succeeding ISSTC implementation.</li> <li>3. South-South Cooperation Exhibition that could be held in cooperation with stakeholders such as technical ministries, private sector, development partner, and university. In the program, there could also be workshops and messages about program implementation and socialization.</li> <li>4. Discussion gathering and multi-stakeholders gatherings in series of meeting within dialogue form to discuss evaluation, development, and integration of program implementation related to ISSTC with technical ministries, Development Partners, private sector, local government, university, research institutes, and NGO. The implementation could be introduced three times in a year. Media could also be invited if there is important information to be delivered from discussion results, achievement, partnership form, program continuation plan, number or nominal amount of assistance given.</li> <li>5. Cooperation forum, Government to Business involving NCT, technical ministries, and the private sector to discuss cooperation, government support given for private sectors involved in the program, and also to know the private sectors expectations towards ISSTC.</li> <li>6. KSST Goes to Campus in the form of a discussion forum between NCT and related university academics to discuss the collaboration, for example "<i>Teknologi Tepat Guna (TTG)</i>" that could support ISSTC development, etc.</li> </ol>
<b>Using mass media and digital media as the channels of information</b>	<ol style="list-style-type: none"> <li>1. Video graphic that explains the implementation of ministration related to ISSTC and investment potential.</li> <li>2. Short video about public testimony in beneficiary countries, facilitator, NGO, and private sector that is amplified through social media.</li> <li>3. Info graphic about achievements of ISSTC program implementation in social media (Website, Facebook, Twitter, Instagram).</li> <li>4. Video graphic that describes the implementation process of the ministration process related to ISSTC on ISSTC YouTube channel.</li> </ol>



	<ol style="list-style-type: none"><li>5. Quiz on social media about ISSTC and Asia Africa Conference to increase the traffic of ISSTC website.</li><li>6. Short video competition (3 minute video) about ISSTC and welcoming AAC in YouTube.</li><li>7. Writing competition for blogger related to ISSTC and welcoming the 65<sup>th</sup> AAC.</li></ol>
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### **5.3 Monitoring and Evaluation**

Monitoring and evaluation are essential activities to measure the progress of communication program objectives, monitor the changes that focus on process and output. Monitoring and evaluation involve recognition on what is also aimed to assess the program contribution toward changes, assess the need for improvement as well as sustainability and program expansion (recommendation). The monitoring and evaluation that can be carried out to measure the achievement of SSTC communication objective is communication audit and execution of program implementation reporting mechanism.

#### **5.3.1 Communication Audit**

The main objectives of communication audit are (1) To identify the excellence or the lack of information related to the topic of communication, the source of information and the channels of communication; (2) To assess the quality of information and to measure the quality of communication relationships, specifically to assess the extent of stakeholder's trust, support, hospitality and satisfaction; (3) To identify the effectiveness of the delivery of messages and to recognize the sources of information congestion; (4) To identify the category and the samples of the positive and negative communication experience and events that can be done through communication audit.

##### **a. Methodology**

Communication audit can be done by implementing qualitative and quantitative method through data collection technic such as in-depth interview, focus group discussion (FGD), direct observation, survey on

related stakeholders and secondary data analysis on relevant documents. Audit communication can be performed after the period of program implementation ends which is after 6 months or at the end of the year. The time for data collection can be performed at the end of period of the implementation or immediately after the program is executed using a satisfaction survey.

**b. Scope of Analysis**

The scope of analysis of communication audit is an indicator that can be measured to identify the aspects that need to be studied further, among others : (1) The achievement of communication objectives (awareness, interest, preference, etc); (2) The effectiveness of messages and media that is used; (3) The communication team performance; (4) Media perception on SSTC issues; (5) Mass media publication, social media conversations and message penetration on digital media; (6) The increasing of stakeholder engagement.

**c. Mechanism**

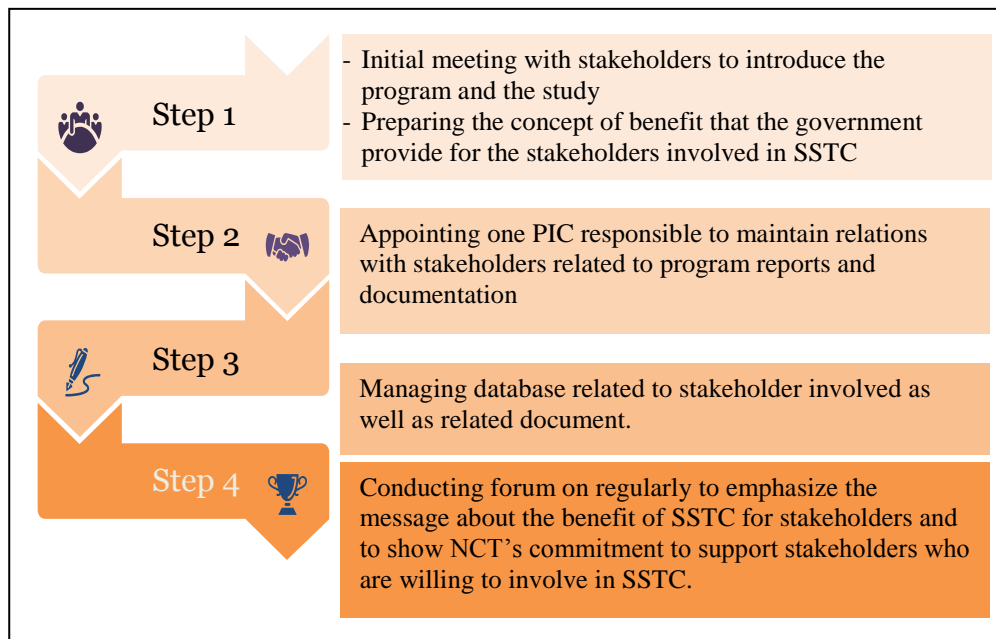
The following are the stages of communication audit : (1) Development of audit instruments which include a scaled closed ended question if using a survey technic, the preparation of an open ended question list for FGD and in-depth interview purposes and the making of an observation guide; (2) Validity and reliability test of the questionnaire questions and reviewing qualitative questions; (3) Field data collection; (4) Data input; (5) Analysis using statistical tools (SPSS or SEM analytic for qualitative data as well as data reduction and categorization for qualitative data); (6) Recommendation.

**5.3.2 Reporting Mechanism**

Reporting mechanism is one of the alternatives to maintain relations with stakeholders as the SSTC program executor (implementing agency). The reporting mechanism has the advantage to control the activities carried out by the implementing agency and perform updates on database. Thus, database

management can be performed to the maximum and accessible at any time.  
Here is the description of reporting mechanism in general :

**Figure 5.2**  
**Reporting Mechanism in General**

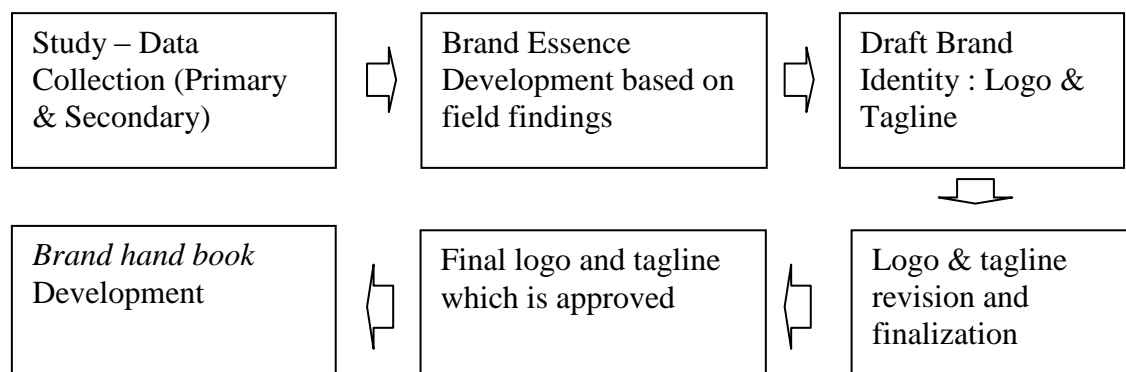


#### 5.4 Brand KSST

The development ISSTC brand started by digging the brand essence from the results of primary data collection with the stakeholders and conducts a study among logo's of the same programs in other countries. After researching brand essence the next step is making the early draft of ISSTC brand identity in terms of logo and tagline. The draft of logo and tagline will be reviewed by NCT to produce the final result or perfect brand identity perfect. To the appropriateness of application or the use of brand identity in each publication or ISSTC related activities, so the next process is making the brand hand book.

Brand hand book or the brand manual book is a guideline about ISSTC logo and tagline application. The development of the brand hand book referring to the final logo and tagline so it can be a better guidelines for users.

**Figure 5.3**  
**The Flow of ISSTC Brand Development**



Based on study results, KSST brand development especially for the logo should follow some requirements such as simple, easy to understand, strongly associated with Indonesia's identity, different with other donor countries. The essence of the logo shows Indonesia's initiative on ISSTC and ISSTC values (solidarity, knowledge sharing, sustainability, and demand driven. Based on a previous interview with the Chair of NCT the tagline of ISSTC is "Better Partnership for Prosperity" that shows the concept of "Partnership" and "South-South." With the concept of ISSTC brand essence below are the logo drafts:

### Picture 5.1

#### Draft Logo Revision 1



The three colors on the logo represent partnership among three parties :  
Indonesia, Southern Partners as beneficiaries and development partners.

### Picture 5.2

#### Draft Logo Revision 2



Logo Revision: the logo consists of two colors that represents partnership between  
two parties : Indonesia and beneficiary countries.

**Picture 5.3**  
**Draft Logo Revisi 3**



Draft 3 is a refinement of the logos in drafts 1 and 2. The component which have been improved is the visual of cooperation which has been given a firmer outline.

Based on discussion about several logo alternatives mentioned above, it has come to an agreement that the chosen logo becomes SSTC program logo. Therefore, the final logo that has been chosen for SSTC program is as follows :

**Picture 5.4**  
**The chosen SSTC Program Logo**



The basic visual concept of the logo above includes :

- Representation of three parties embracing each other. Those parties consist of Indonesia represented in red color as the initiator, positioned in the middle section as the connector. The green color represents the beneficiary countries and the blue color represents the third party collaborating in the program.
- When the three parties unite and embrace each other, then it will create a visual element that resembles a globe. The concept represents that Indonesia has an influence in the international world, especially in conducting SSTC.
- The visual concept of embracing each other is collaboration for a more equal development and based on values such as harmony, mutual respect, ownership, complementarity, without requirement, based on needs, sustainability and independence, as well as sharing knowledge and experience with each other.
- Representation of three color element of the logo also shows the three excellent programs that Indonesia has in conducting SSTC or it is known as the flagship program. The three flagship program includes (a) Development Issues (b) Good Governance and Peace Building and (3) Economic Issues.

# Chapter VI

## Conclusion





## VI. CONCLUSION

### 6.1 Conclusion

Analysis of Primary data from in-depth interviews with NCT shows that ISSTC is very important as the form of commitment towards the constitution with the solidarity spirit inherited from AAC. ISSTC has the long term impact for the nation, from political, economic, and socio cultural side, and also to maintain the national defense and security. Direct advantage of ISSTC is the improvement of expert capacity involved in the program, although there are still obstacles during the implementation, such as the lack of human resources that are focused and responsible for implementing ISSTC communication programs and the lack of public knowledge about ISSTC.

Many programs have been implemented within the framework of ISSTC. Public communications related to ISSTC have also been done by NCT or each ministry. Some of communication media used were publication materials such as bulletins, annual reports, pamphlets, booklets, etc., that contain the explanation about implemented program. Other media used are the website and social media, also involving mass media in the coverage. In contrast, from secondary data analysis, the website and social media have not been maintained and are now out of date.

The result analyses of primary data from in-depth interviews and FGD with the representatives from technical ministries show that NCT is more strategic in determining context and concept of assistance. Technical ministries are responsible for program implementation technical directly. The obstacle of program implementation was the nonexistence of an integrated internal communication system. Mutual ISSTC public communication obstacles that are also experienced by NCT was to change public opinion that questioned Indonesia's capability and involvement in giving assistance for other developing countries through ISSTC.

The result analysis of primary data from in-depth interviews with the representatives of beneficiary countries shows that cooperation among

developing countries like ISSTC is very important. The assistance given by Indonesia is in accordance with what was expected because of the demand driven based system. But there are still several issues to be improved with cooperation such as integrated communication and coordination with responsible parties in ISSTC, program standardization, tighter selection for program facilitator capability, and database development. Communication activity is recommended using one door integrated digital technology.

The result analysis of primary data from FGD with development partners shows that Indonesia is considered capable to give more contributions in ISSTC. Indonesia has to expand the assistance outreach and has to deliver mutual benefit for countries. But There are several items to be improved such as the availability of a SOP to manage ISSTC, program integration among ministries, communication and coordination integration of NCT and technical teams, and also approach and communication to parliament institutions.

The result analysis of primary data from in-depth interviews and FGD with the private sector shows that Indonesia is considered capable in assisting, but still unable to give long term benefit for beneficiary countries. The Asia and Africa market is considered to be less prospective so business penetration involving the private sector is also difficult. Other than that, the result of news coverage analysis from several media outlets shows that there were private sectors that succeeded in entering the Asia Africa market, but it was written in the news that the government did not support the economic cooperation.

The result analysis of primary data from in-depth interviews and FGD with universities, research institutes, and NGO's shows that public communication related to SSCT is still lacking. It could be because of sectorial ego in publishing ISSTC, NCT still has no sense of belonging in relation to ISSTC, and also has no structured database and documentation.

The result analysis of primary data from in-depth interviews with national mass media shows that the media have still not understood ISSTC

terminology. Media only understands the assistance program given by Indonesia to other developing countries and does not understand, that assistance was a part of ISSTC framework. Media has never directly covered ISSTC, but media think that ISSTC is a good and interesting program that needs to be known by the public. Nevertheless, the packaging of messages about ISSTC should be right to reach the public generally because ISSTC issue is very specific and not interesting for the whole of the public (segmented issues).

The result analysis of secondary data from several documents related to ISSTC shows that content of ISSTC publication materials are generally informative and educational. Information given refer to program implementation, knowledge sharing activities, and Indonesia's cooperation with other developing countries. While the result analysis of media monitoring on several news samples on online media during the period of march 2015 – March 2016 shows that news coverage about Indonesia's cooperation with developing countries had been enough and in positive tone . Even so, news coverage with ISSTC terminology is still at a minimum.

## **6.2 Recommendation**

Based on the study finding and the communication strategy development result, there are some recommendations in the communication strategy implementation related to ISSTC.

### **6.2.1 Strengthening Internal and among Institutions Communication**

Affectivity of internal communication in NCT or communication between NCT and other institutions as implementing agency is needed to create unified information to be delivered to public. Here are some matters that need to be developed in the early stages:

- d. Improving SOP application or coordination channel mechanism.
- e. Integrated database development to document program activities of archives systematically, so it could be easily accessed once needed.

- f. Increasing personnel capability related to ISSTC public communication.

### **6.2.2 Strengthening ISSTC Communication Content**

Nowadays, NCT has done several public communication activities, but to overcome existing obstacles, some aspects need to be improved, such as:

a. Key Message Development

- Key Message Development that is easily understood by public generally and dissemination of information through mass media and social media. The message should be adjusted with public interest for the pride of Indonesia as a country with achievements. For example, the explanation of programs that have been completed by Indonesia, where Indonesia contributed to other countries, and also showing the capability in contributing. Therefore, messages delivered are easier to understand.
- Completing information in the form of quantitative data updates and accurately like the allocated budget, the number of beneficiary countries, achievements every year, the number of training participants, etc. This information is important for public transparency and also information wanted by mass media.
- Providing balanced information, which means giving access to other stakeholders that are able to give information from different angles, for example beneficiary countries, NGO's as the implementer, researcher, etc. This means that information does not always come from the government or NCT.

b. Spokespersons Choice

In communicating, credibility of spokespersons is one of the important factors to deliver the message effectively. Basically, spokesperson should (1) clarify many blocking paradigms or a prior behavior about ISSTC (2) give explanation to the public about the positive effect for industry and society (3) be able to gain support from Key Opinion Leaders (KOL).

Therefore, there are several recommendations related to the choice of spokesperson, such as:

- Physically, spokesperson should be able to gain public impression (good appearance).
- Spokesperson should have the impression of someone trusted, firm and believable, and also understanding the message wholly.
- If it is possible, spokespersons should be people that are already known by mass media or someone who often appears in many forums and is known by the public.
- The main spokesperson recommendation is a representative of the Ministry of Foreign Affairs, considering this program is more to the international cooperation issue and the network of MoFA through the representative of Embassy of Indonesia (KBRI).
- Spokesperson layering in internal NCT based on the issue which means, the more strategic the issue is, the more important the spokesperson should be.

### **6.2.3 Strengthening Cooperation with Key Stakeholders**

Based on the study results, there are several types of stakeholders involved in ISSTC program. Other than technical ministries, it is shown that university is the most supportive stakeholder, and also other stakeholders such as development partner, NGO's, and research institutions. Nevertheless, there are some key stakeholders that are less interested and have not been involved intensively with ISSTC. There are also key stakeholders that do not have complete understanding about ISSTC issues. These stakeholders are private sector stakeholders that play important roles in ISSTC implementation, parliament from Commission 1 of House of Representative (DPR) that have strong influence over budget policy, and mass media that are in charge of forming public opinion. Therefore, several recommendations are:

#### **a. Media Relations**

- Giving enough information for media regularly with many informative and educative activities.
- Building good relations with mass media formally (through editor news channels) and personally at the editor and journalist level.
- Creating media layering and media databases to make priorities of media so information can be delivered effectively.

b. Parliament Partnership

- Giving enough information to parliament, especially about the proof of implemented programs, the budget allocated to the program, and the result of the program, whether it is an implemented program or long term projected program.
- Approaching expert staff at the House of Representatives (DPR) members that had given early information and received important feedback or insight to improve intense relations with parliament.
- Providing public forums for parliament to be able to give their opinion about ISSTC, for example providing public seminar forums or mass media coverage.
- Involving parliament members to give ideas and recommendations related to ISSTC implementation.

c. Private Sector Engagement

- Improving mutually beneficial relationships especially that impacted long term business for the private sector.
- Giving enough information for the private sector about the market in the prospective region of Asia, Africa, and Pacific.
- Showing government support towards private sectors with the existence of technical cooperation that have been carried out previously within the framework of SST and conducting face to face forums intensively.
- Establishing cooperation with private sectors that have been able to penetrate the Asia Africa market to be the influencer for other private sectors to be interested in cooperating.

#### **6.2.4 Maximizing Digital Technology Users**

Digital technology use is highly recommended considering the digitalized society communication behavior. Digital communication technology is now considered effective and efficient with massive impact if it is mobilized well. Here are some recommendations for digital technology users:

- a. Website development considering several options such as the use of language that can be understood by all stakeholders and avoid using bureaucratic terminology, mobile friendly websites or easily accessed by smartphone, informative website feature managed by dedicated a person, always update news and information on the website, and every article should be “ready to share.”
- b. Social Media management with updated, interactive, and easy to understand content, with interesting issues for the public that can be managed by a dedicated person. Social media is integrated with social media of embassy in beneficiary countries, ministries of social media, and related institutions, and also other involved stakeholders.

#### **6.2.5 Communication Structure of a Single Agency**

In establishing a single agency, there are several recommendations related to the communication aspect, such as:

- a. The institution structure of the communications department should at least consist of media management, digital and grass roots (stakeholder engagement) divisions.
- b. The early launching concept of a single agency endorsed by the president to show the urgency of the agency establishment.
- c. Brand Activation for a single agency.

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