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Workshop Report

By

Achal Mehra
WORKSHOP ON

WOMEN AND NEWSPAPER MANAGEMENT

Workshop Report

by the Asian Mass Communication Research and Information Centre for

The United Nations Educational, Scientific and Cultural Organization

Report Prepared by

Dr. Achal Mehra
Workshop Director
Introduction

The World Plan of Action on the UN Decade for Women adopted in Mexico City in 1975 noted the inter-relationship between women's status and information and communication. It characterised women's "lack of control over -- or even simple access to -- communication channels as both a symptom and a cause of their disadvantaged position." The Programme for Action for the Second Half of the United Nations Decade for Women: Equality, Development and Peace pointed out in its 1980 Copenhagen report that "Mere provision of equal rights, development services and opportunities will not, by themselves, help women to avail of them, without simultaneous special supportive measures, e.g. legal aid, embarking of benefits, information and knowledge, institutional innovation, etc."

The MacBride Commission, likewise noted, "The achievement of full equality for women is a matter of justice and of human rights; it is also necessary so that society can mobilize all its forces for social progress and especially for efforts of development. The world cannot afford to waste the great resources represented by the abilities and talents of women. This is the thought that should be constantly in the minds of those responsible for decisions in communication."

The Copenhagen and MacBride Commission's reports prompted the Asian Mass Communication Research and Information Centre in January 1987 organised a Seminar on Women and the Media in Asia in Singapore that examined the access of women to journalism and communication education; the status of women in the media; the skills development needs of women in the media, and the portrayal of
women in the media.

The several country reports presented at the seminar, as well as seminar participants, underscored the fact that although several Asian countries were making efforts to increase educational and employment opportunities for women in the media, there was an acute paucity of women in senior positions in the Asian media.

Working groups organised at the conclusion of the seminar proposed several recommendations to address this inequity. Their recommendations included proposals that AMIC establish exchange programs and internships for women in the Asian region and organise workshops on newspaper management and professional skills for women journalists with the aim of equipping practising women professionals with the skills to advance to senior positions in the media.

In response to their recommendations, AMIC is undertaking a series of projects aimed at increasing the representation of women in senior positions in the media. The Workshop on Women and Newspaper Management in Kuala Lumpur organised by AMIC in collaboration with the Malaysian Press Institute (MPI) with financial support from UNESCO was designed to improve the managerial competence of mid-management professionals in the hope that with the skills acquired at the workshop the participating women journalists/managers would be able to compete for senior positions in newspaper management.
Participants

Fifteen participants from ten Asian countries participated in the workshop. Five of the participants were drawn from Malaysia, two from Thailand and one each from Bangladesh, China, India, Indonesia, Philippines, Sri Lanka, and Vietnam. A complete list of participants is attached as Appendix 1.

Workshop Faculty

AMIC’s Senior Programme Specialist Dr. Achal Mehra served as workshop director. Resource persons for the workshop included a panel of very distinguished journalists and newspaper managers, including Mr. S.M. Ali, Regional Communication Adviser for East and Southeast Asia, UNESCO; Dr. Wan Mohd. Ghazali Wan Abdullah, Head, Center for Research and Consultancy, Institut Teknologi Mara; Mr. N.V. Raman, Associate Editor, Star; Mr. Mohd. Yusof Bador, General Manager, Utusan Melayu; Mr. Durai Raj, Production Manager, New Straits Times; Mr. Ibrahim Mohd. Jafri, New Straits Times; Mr. K.C. Boey, Editor, Malay Mail; Mr. Khoo Teng Guan, Editorial Training Consultant, Times; Press Foundation School of Journalism; Mr. Nigel Lilburn, Editorial Training Consultant, Times Press Foundation School of Journalism; Mr. T. Nicholas, Classified Advertising Manager, New Straits Times; Mr. Bernard Thamboo, Marketing Development Manager, New Straits Times; Ms. Margaret Lim, Media Director, Ted Bates (Malaysia); Ms. Sharifah Mariam Ghazali, Senior Lecturer, Institut Teknologi MARA; Mr. Ahmad Rejal Arbee, Editor-in-Chief BERNAMA; Mr. Abdul Kadir Jasin, Group Editor, Berita Harian; Ms. Faridah, Lecturer,
Universiti Kebangsaan Malaysia; Mr. Felix Abhisheganaden, Chief Executive, Eric White Associates; Ms. Norijah Mohd. Nor, Chief Sub-Editor, BERNAMA, and Ms. Anne Majid, Pengerusi, Uruaetia Hal Ehwal Wanita (NACIWID); Ms. Hajah Hani Layali Haji Adnan, PERTAMA. A list of resource persons and the sessions they handled is attached as Appendix 2.

Programme

The workshop was held from October 26 to November 7, 1987, at the Hotel Merlin, in Kuala Lumpur.

Inaugurating the workshop, the deputy minister for information Mr. Jaffrey bin Railey expressed the hope that a newspaper or magazine wholly edited and published by women journalists and workers would emerge after the workshop. This was not an impossible dream, he said, because he had observed that the number of women entering the profession was increasingly markedly. Women were prominent in the field of reporting and editing, he said, and commended UNESCO, MPI and AMIC for organising the workshop.

Earlier, MPI Vice Chairman Mr. Samani Mohd. Amin in his opening remarks noted the rapid rise of women in the newspaper industry in Malaysia, adding that the number of women journalists and photographers visible at press conferences is as high as the number of men. He expressed the hope that interaction among the participants would add to the workshop's success and that the workshop would improve understanding of the problems facing women in newspaper management. He urged participants to disseminate their experience and knowledge from the workshop to others on their return.
In his opening remarks, AMIC Secretary General Mr. Vijay Menon said the integration of women in development and their full participation in the planning and decision-making process are necessary goals in the search for more equitable economic relations. He recalled the inequities in women's representation in the media pointed out by the MacBride Commission and said the workshop was intended as a "modest corrective." Expressing gratitude to UNESCO for funding the workshop, Mr. Menon said, it was "evidence of UNESCO's interest in enhancing the status of women in the media."

UNESCO Regional Communication Advisor Mr. S.M. Ali in his welcoming speech recounted UNESCO's long commitment to the development of women and said this workshop was a reflection of UNESCO's practical actions in this area. He discussed UNESCO's activities aimed at enhancing the status of women in society and expressed the hope that the workshop would make a modest contribution in correcting the glaring inequities between the sexes in communications. He pledged UNESCO's continuing support for activities that seek to promote women in the media.

At the first session, Workshop Director Dr. Achal Mehra explained the objectives of the workshop and the programme to the participants. He said that although many journalists subscribe to a tradition in which the business and editorial division of a paper are two separate and inviolable entities, the fact is that in a successful publication all the elements must mesh. Only a financially viable newspaper can be truly independent and it is the task of management to
create that financially viability with the objective, in part, of ensuring editorial independence. The workshop programme, he said, aimed to provide a broad framework and overview of newspaper management.

Mr. S.M. Ali initiated the workshop discussion with a session on "A Systems Oriented Approach to Newspaper Management." In his background paper, Mr. Ali identified the "three major challenges" confronting a newspaper editor, as outlined by a reputed Asian journalist, as: "How to exercise your authority without being authoritarian; how to delegate responsibilities to your deputies without losing control over what goes into the paper; and how to be accessible to even the junior-most member of the staff without appearing to undermine the authority of heads of various departments."

In a presentation laced with his professional experiences over many years in several Asian countries in senior positions, including as Managing Editor of the Bangkok Post and the Hong Kong Standard, Mr. Ali discussed each of these challenges. Sound editorial management, he said, is necessary in modern newspapers. Editorial management is increasingly systems-oriented, instead of being based on personalities, human equations and instant improvisations. He stressed the importance of consultation and delegation of responsibilities among section heads as crucial elements of the systems-oriented approach.

Following this, participants worked on a series of exercises with Dr. Mehra in which they attempted to develop a profile of their readers and their publication. They were asked to identify the proportion of their readers by age
group, sex, income, occupation, education, race, household size and consumption patterns. They also content analysed their newspapers to determine the proportion of news space devoted in their publication to different categories of news and their major advertisers. After developing their readership profile and editorial focus, participants prepared an advertisement describing four key features about their publication and its readers designed to convince readers why they should buy their newspaper and why advertisers should advertise in the newspaper.

Dr. Mehra explained that the exercise was important because the newspaper's identity and readership profile shapes the message and its contents, apart from, of course, determining its advertising potential.

The following day was devoted to a discussion of management principles. Dr. Wan Mohd. Ghazali, Head, Center for Research and Consultancy, Institut Teknologi MARA, in his presentation titled "Fundamentals of Management with Application to Newspaper Management," identified the three fundamental management tasks as managing work and organizations, managing people and managing production and operations. He expounded on the classical foundations of managing work and organizations, like efficiency plans, objectives and productivity controls; the behavioral science foundations of managing people, like individual behavior, motivation and satisfaction, group behavior, leadership, growth and development, etc; and the management science foundations of managing production operations, like decision making, information, problem solving, and optional solutions, etc. He proceeded to define the role, function and need, and the process and practise of management. He then tied the concepts he had discussed to
newspapers by discussing the role of a newspaper as a bulletin board, as an educator and promoter, as a protector of freedom and as a communications leader. The challenge for newspapers, he said, was to provide the services that are demanded responsibly and with economic independence. He also discussed the organizational structure of a newspaper.

In the afternoon, Dr. Ghazali discussed corporate planning. He said corporate planning enabled the "systematic development of action programmes aimed at reaching agreed business objectives by a process of analyzing, evaluating and selecting from among the foreseeable opportunities." This requires strategic planning, he said, identifying the four key components of strategic planning as mission, objectives, strategies and portfolio plan. He concluded by discussing different planning models.

Dr. Maimunah Aminuddin, a faculty member at the Center for Research and Consultancy, Institut Teknologi Mara, then discussed personnel management, including recruitment, employee transfers and promotion, discipline, termination, records and statistics, training, wage structures, incentive schemes, trade union negotiations, fringe benefits, health and safety programmes, wellness programmes, employee services like canteens, transport and recreation, counselling, industry relations and productivity improvement schemes. She said that to reach organisational goals managers must work with people, and so it was imperative that managers be sensitive to the attitudes, behavior and feelings of their workers.
She was followed by Mr. Mustapa Yasin, of the same Center, who discussed
the principles of financial management. He took the participants through the
complex world of finance, attempting to explain such terms as profit
maximization, working capital management, operating cycle, the matching
principle, current assets, management of cash and liquid assets, inventory and
accounts receivable management, credit policies, terms and standards, capital
budgeting, rate of return, cash flow methods, dividends, short-term and
long-term finance sources, equity funds, etc. It was a plodding session, gruelling
on the participants, but it exposed many of them to the complexity of financial
management for the first time.

On Wednesday, Mr. C.V. Raman, Associate Editor, Star, discussed the
operations of the newsroom. He explained how the Star organises its newsroom
and handles the copy flow. He focused his discussion on how emergency situations
are managed by discussing how the Star had mobilised itself to cover the arrests
under the Internal Security Act the previous day.

Following his presentation, the participants took part in a lively panel
discussion on editorial and persuasive writing with Dr. Mehra and Ms. Helen
Bourdon, a visiting U.S. journalist. The panel considered, among other areas,
whether a newspaper is obliged to mirror society or to lead it and whether the
values of the newspaper and its staff should conform to the dominant norms of
society. The concept of objectivity in reporting, etc. were also debated.

In the afternoon, Dr. Mehra discussed story structure from an editor's
viewpoint to demonstrate how writing can be visualised and improved through proper organisation, development of the lead, paragraph and story construction, transitions, human interest, use of quotations and proper language usage. He also spoke on ways to generate areas, using a wide array of examples from Asian newspapers and magazines to identify techniques to generate story ideas.

Participants then proceeded to the Sin Chew Jit Poh, a Chinese language newspaper in Kuala Lumpur, that had earlier that day been ordered closed down by the government. At the paper, participants saw the production and newsroom operations and also discussed with the staff the implications of the closure order.

The following morning began with a visit to the New Straits Times Press, the largest newspaper holding in Malaysia. The visit began with an audio visual presentation on the group’s media empire, which include five daily newspapers and several magazines. Following the presentation, the participants visited the editorial, production and business sections of the group. They had wide ranging discussions with the editor of the women’s page and other news section heads. They were taken through the newspaper’s layout, production and printing operations. They also were given a briefing on the newspaper’s circulation department.

In the afternoon, Mr. Mohd. Yusof Bador, General Manager of Utusan Malayu, discussed the organisational structure of the business office and newspaper economics, focusing in the latter principally on revenue earning strategies and cost-cutting techniques.
Using his own newspaper, which had undertaken a study of its economics recently as an illustration, Mr. Bador outlined the different sources of revenue and the principal items of expenditure at a newspaper, like production costs, editorial costs, circulation costs, etc. He then discussed each of the expenditures to identify potential areas for reduction by reducing inventory, purchase costs, overtime, transportation costs, and by improving customer services, productivity, accountability, management information and updating machinery. He said the business section has to balance the demands of the editorial department to get the latest story vs. the needs of the circulation department to get the newspaper on the streets.

On Friday, *New Straits Times* Production Manager Mr. Durai Raj and his colleague Mr. Ibrahim Mohd. Jafri discussed the operations of the production department and the impact of new production technologies on the newsroom. Mr. Raj explained how the production department handles the copy of the editorial and advertising departments from typesetting, to make up, proof-reading and stripping, conversion to page negatives, plate-making, printing and final delivery to circulation. Mr. Jafri discussed computerised typesetting and how new technologies had changed the face of not only the production operations, but equally the editorial operations of their newspaper.

In the afternoon, Mr. Yusof Bador discussed the operations of the circulation department and circulation boosting techniques. He explained that because of the national character of his newspaper, the transport difficulties and the competitive need for early deliveries, his newspaper had established regional
plants which receive copies of the paper by facsimile. He said it was necessary from a circulation department's viewpoint to create an identity for the newspaper among the readers and that this is the job of the editorial department. He explained circulation cycles and also how the circulation department attempts to minimise unused copies while at the same time seek to boost circulation. He also discussed various incentive schemes, such as a competition among agents to boost circulation, etc.

In his presentation on the "Electronic Newsroom," Mr. K.C. Boey, Editor, Malay Mail, said the new technologies had altered the character of news reporting in many ways. Deadlines, he said, have shifted to the point that it takes only an hour from the time information is available to the time it gets into print. This, he said, has created a demand for reporters who can think on their feet. The new technologies, he said, enable reporters to produce better researched stories in less time. They have also blurred the distinction between the production and editorial sections of the paper. The value of a journalist, as a result, he said, has gone up and is likely to keep doing so. One disadvantage of the new technologies, he said, was the temptation for editors to take on more of the task of sub-editors.

Following Mr. Boey, Mr. Khoo Teng Guan, Editorial Training Consultant Times Press Foundation School of Journalism, discussed emerging newsroom technologies, including electronic pagination and electronic libraries. He said electronic pagination threatens paste-up artists in the newspaper industry within three years, while electronic libraries will permit easy retrieval of information.
New technologies, Mr. Boey said, are already simplifying, speeding up, and allowing flexibility in the formatting of stock pages, entertainment sections, sports results, etc. They will allow for even greater formatting flexibility in the future, he said.

He discussed costs of the new technologies and then turned to desk top publishing, which he said was a powerful tool for newspaper graphics and small newspapers. He recounted his experience as a consultant involved in the installation of a Macintosh desk top publishing unit at the Kuensel newspaper in Bhutan. He discussed the costs of desk-top publishing, the strengths and weaknesses of the system and the software available.

The workshop resumed on Monday after several of the participants spent the weekend sightseeing in Kuala Lumpur and Malacca. On Monday, Mr. Nigel Lilburn, Editorial Training Consultant at the Times Press Foundation School of Journalism, discussed picture editing and newspaper layout and design. Using visual illustrations, he began by explaining the role of vertical, diagonal and horizontal lines in picture composition, the function of leading lines and the rule of thirds. He then discussed the principles of picture cropping to lend maximum visual impact and technical tips for photo editing. Participants then worked on an exercise with him on picture scaling.

Mr. Lilburn began his discussion on layout and design by distinguishing between the two. He then explained the importance of design and how design was influenced by commercial considerations and the newspaper's audience. He said a
newspaper must look both inviting to readers as well as help them read it. Layout, he said, gives newspaper pages an orderly and attractive appearance, enhances the newspaper's readability, gives the newspaper a personality and displays the news according to its importance. He proceeded to discuss the role of the various components of layout, namely pictures and illustrations, headlines, texts and white space. He then covered layout principles, page pressure points, horizontal v. vertical layout, tabloid v. broadsheet layout, typography and typefaces, etc. He also explained the grid system and then discussed how the principles were applied by several illustrative newspapers. He also critiqued the design and layout of the participants' newspapers and magazines.

The concluding session of the day was on electronic layout at which Mr. Ahmad Ruslan Ramli, Marketing Executive, Jurudata Sdn. Bhd., gave a demonstration of the Apple Macintosh Desk Top Publishing System. He explained the capabilities of the system, the available software for desk top publishing and graphics and the extent of their growth in the region. He also gave all participants a detailed cost break-up of the various components and examples of the laser printer output.

On Tuesday, Mr. T.- Nicholas, Classified Advertising Manager, *New Straits Times*, discussed the role of the advertising department at a newspaper. He began by explaining the importance of advertising for a newspaper. Publications, he said, are and will continue to be a major tool for marketeers to efficiently promote their products and services, using newspaper advertising data from several Asian countries to reinforce that point.
He explained that a newspaper has two principal sources of revenue: circulation and advertising. The primary role of the advertising department therefore is to act as a financial resource for the publisher. He explained the difference between display and classified advertising and then proceeded to discuss market segmentation, sales budgets, sales plans and strategies, pricing, training, etc. He also discussed the department's organisation and the use of market research on circulation, readership, demographic profiles, etc. Finally, he discussed the department's responsibilities to advertisers and to consumers.

Mr. Bernard Thamboo, Marketing Development Manager, New Straits Times, began his presentation, titled "Circulation v. Advertisement as a Newspaper's Primary Revenue Source," by discussing the evolution of newspapers, circulation trends in various countries and newspaper growth in Malaysia and how the growth in part was tied to the growth in population, the number of households in the country, literacy and educational level, etc. He provided a statistical break-up of the relative contribution of the two primary revenue sources for a newspaper. In the developed countries, he said, advertisements contribute from 70 to 80 percent of the total revenue. In developing countries, however, circulation continues to be the primary revenue generator. In Malaysia, the English language newspapers rely principally on advertisements (70%), while the Malay papers rely principally on circulation (70%), he said.

He then discussed how circulation revenues are computed. Using critical
data on advertising trends in different media in Malaysia over the previous six years and circulation and advertising rate data from different Malaysian newspapers, he also explained advertising trends and computation of advertisement revenue. He showed how advertising rates are tied to readership (cpm) and thus the need for a coordinated marketing concept of circulation and advertisement interdependence. He concluded by observing that circulation and advertising interact with the common denominator called editorial to serve the reader.

In the afternoon, Ms. Margaret Lim, Media Director at Ted Bates, discussed "Newspapers as an Advertising Medium" focusing on what advertisers look for and how newspapers fit in. She said the selection of a medium in the media mix depends upon the ability of the medium to communicate the advertising message effectively; whether the editorial environment was appropriate for the advertisement; whether the medium was read by the target group of advertisers; the size of the advertising budget; and competitive considerations. The selection of a newspaper, she said, was determined by the circulation authenticated by the Audit Bureau of Circulation; readership profile and coverage of the defined target segment by the newspaper; and the degree of duplication in readership between newspapers and the net reach of the selected newspapers in the mix.

She listed the following advantages of newspapers as an advertising medium: they have immediacy and news excitement; they are a shopping medium; they are a daily habit; they offer mass coverage; they offer visualization of products sold; they permit multi-item advertising; they offer territorial
flexibility; and they enable readers to control exposure. Their limitations, on the other hand, she said, were their short life span; hasty reading habits; poor ad reproduction; and high costs. She also discussed the relative merits and demerits of the different media and identified the major advertisers in Malaysia.

In conclusion, projecting the future of newspaper advertising, she said that their total share of the advertising pie was gradually being eroded, but net ad expenditures on the medium continue to rise. Advertisers have to monitor and respond to people’s changing media habits, she said, but as newspapers have certain unique characteristics that were not available in the other media, advertisers will continue to use the medium.

Following her presentation, Dr. Mehra discussed "Advertising Boosting Techniques" with the aid of a visual presentation. Participants then worked on an exercise in which they prepared a list of potential display and classified advertisers and possible special supplements. In undertaking the exercise, participants were asked to keep in view their readership profile, editorial character and the nature of the economy in their newspaper's market.

The workshop met for an afternoon session on Wednesday, November 4, which was a national holiday in honor of Prophet's Birthday. Ms. Sharifah Mariam Ghazali, Principal Lecturer, School of Mass Communication, Institut Teknologi Mara, discussed the "Philosophical and Theoretical Perspectives on the Role of Newspapers in Society," focusing principally on the four theories of the press outlined by Fred Siebert, Theodore Peterson, and Wilbur Schramm, namely,
authoritarian, libertarian, communist and social responsibility. She discussed the origins and main tenets of these theories, as well as Asian perspectives, such as those at an AMIC Seminar on Communication Theory, including a Chinese, Indian, Buddhist and Islamic perspective. She proceeded to discuss the role of a journalist, the nature of reality and objectivity, responsibility and the public interest, pluralism in the media and journalism ethics.

Mr. Ahmad Rejal Arbee, editor-in-chief, BERNAMA, then discussed "Public Service Journalism." He said fundamentally all journalism should be public service journalism that aims to serve the reading public and the nation. He criticised newspapers that served sectarian interests without regard for the national interest. He said there was a major difference between the media of developed societies and those of developing ones and that newspapers should not undermine public confidence. He commended the "Action Line" column in the New Straits Times as a useful public service enabling ordinary people to gain access to the media. He exhorted the media to carry more indepth stories and inform people of their rights and responsibilities.

The following day, Dr. Mehra and Mr. Abdul Kadir Jasin, Group Editor, Berita Harian, addressed the legal and ethical responsibilities of newspapers. Dr. Mehra discussed the constitutional provisions on free expression, licensing, business regulations, national security restrictions, sedition, profanity and blasphemy laws, libel and privacy, among others. Mr. Kadir discussed ethical issues arising from impersonation, etc. He said a journalist's lack of preparation also raised ethical issues and journalists need to give proper deference to their
sources and should be responsible and fair, apart from staying within legal boundaries. The session evoked a lively discussion among the participants on the ethical responsibilities of newspapers.

In the afternoon, the participants visited the women's magazine Jerita, where they had an opportunity to observe its editorial operations, speak to the editors of women magazines and to the promotions manager about promotion campaigns that he had conducted.

On Friday, Ms. Faridah Ibrahim, Lecturer, Department of Communication, Universiti Kebangsaan Malaysia, discussed the "Newspaper and its Public." She identified a newspaper's role as a watcher, teacher, entertainer, as a forum and as a commercial entity. In those diverse roles, it had to cater to many publics, she said, including subscribers, national publics, employees, advertisers, and the government. Its owners and managers, readers, economic supporters, professionals, as well as the government played an important role in shaping its contents, she said. She also discussed the circles of control on a newspaper, including media laws and regulations, ethical and professional codes, etc., which influence editorial content.

In the afternoon Mr. Felix Abhisheganaden, Chief Executive Officer, Eric White Associates, discussed "Newspaper Public Relations." In an entertaining session laced with anecdotes drawn from his personal experience over several years in the newspaper business and more recently in public relations, Mr. Abhisheganaden explained the importance of public relations in newspapers. He
said that journalists had become conditioned to ill-treatment, but that it should be possible to improve morale, comradiership and the treatment of journalists. Newspaper public relations efforts should be targeted not only externally, but internally as well, he said. Internal public relations, he said, is intended to motivate employees, while external public relations is directed at improving the newspaper’s image. He suggested the use of in-house publications, notes of appreciation, etc. to restore the human touch in newspaper offices. Externally, he said, newspapers should become involved in the community by, for instance, sponsoring concerts, sports events, fashion shows, etc., with the objective of plowing back some of their profits into their community.

That afternoon, participants visited the national news agency BERNAMA, where Mr. Ahmad Rejal Arbee explained the structure of the organisation and its method of operation. Later participants visited the newsroom and the computer center and library.

The following morning, Ms. Norijah Mohd. Nor, Chief Sub Editor, BERNAMA, Ms. Anne Majid, Pengerusi, Urusetia Hal Ehwal Wanita (NACIWID) and Ms. Hajah Hani Layali Haji Adnan, PERTAMA, discussed the problems of women in newspaper management, including some of the social and cultural factors inhibiting the growth of women in the newspaper industry. They said, in Malaysia, the number of women in the media was rising at a very fast rate and in educational institutions it had even overtaken men. But there continue to be impediments in their rise to senior positions.
Ms. Majid noted that women constitute half the world's population and one-third of the formal work force, yet they receive only one-tenth of the world's income and own only 1 percent of the world's property. All the panellists agreed that the media can play an important role in highlighting women's issues and in initiating awareness of the problems of women in society.

The workshop then turned into a panel discussion at which participants from different countries highlighted the problems confronting women in the media in their societies. The workshop heard country reports on the problems facing women journalists in Bangladesh, China, Vietnam, Malaysia, Sri Lanka, India, Thailand, Indonesia and the Philippines. Participants traded information, ideas and perspectives on the problems and ways to address them during the session.

At the concluding ceremony, MPI Director Mr. Haji Zaihan Mahmud, thanked the participants and the organisers for a successful workshop and distributed certificates to the participants.

During the workshop, apart from lunches hosted by the workshop organisers, UNESCO, AMIC and MPI, the participants were also hosted to lunch by the Straits Times, Utusan Melayu and the Regional UNESCO Communication Advisor Mr. S.M. Ali. They also visited the Straits Times, Sin Chew, Jerita and Bernama and took a sightseeing trip to Malacca.
Conclusion

The workshop participants were drawn from different sections of both newspapers and magazines, but mostly from the editorial division. They represented different regions and political and media systems. Serving the diverse needs, interests and expectations of such a complex group was a very challenging task. To meet the needs of this complex group, the workshop programme was structured to provide a broad overview of newspaper management, using key professionals involved in the appropriate field, i.e. circulation, production, advertising, management, business division, new technologies, layout, etc.

Overall, the workshop was very successful in meeting its objectives. Most participants rated the workshop programme and design, papers and relevance of the workshop to their work very high. If anything, the participants found the workshop too intense and suggested that it should be of shorter duration and maintain shorter hours. Participants found trips to the various newspapers and magazines especially educational and recommended more such trips at future workshops.

The heterogeneous character of the group was commented upon by a few participants. They recommended that the workshops should be geared either toward managers or toward journalists and either for newspapers or for magazines as the needs and expectations in the management area are very different. However, some other participants found the broad overview very educational. They also found exchanges among the participants especially useful as
they exposed them to new ideas and approaches practiced in different countries.

The important role of training to prepare women to compete for and advance to senior positions in the media was stressed by several participants. Drawing upon the experiences of this workshop, AMIC proposes to organise a series of four sub-regional workshops over three years for women journalists in the countries of South and Southeast Asia.