

Realizing a Regional Network Broadcasting System to Promote Competitiveness in Local Programming and Fair Broadcasting in Indonesia

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The regulation of Indonesia's broadcasting law No. 32/2002 requires national broadcasting to evolve into a network of local TVs in order to create a system that is democratic. This regulation has not been fully implemented up to now. Thus, an alternative way is needed to solve the problem. Networking initiatives can actually begin at a regional province level in order to improve the coverages, service areas, and the quality of programs of local TVs.

The researcher uses the constructivism paradigm and the descriptive qualitative method to formulate a new design for a networked broadcast system that is in accordance with the conditions, needs, and peculiarities of local TV in Indonesia. The design is the initiation of local TV and is done in stages, beginning with cooperation broadcasting and marketing at regional levels. There are two main obstacles in its implementation: the complexity of the regulation and varying business interests among the TV stakeholders. But with this new design, it is expected that local TVs will greatly benefit since they will have wider coverage areas, bigger audience shares, and increased opportunities for marketing programs.

Keywords: Indonesian broadcasting system, regional network broadcast, local TV, TV program, East Java.

Introduction

Rephrase: This research covers 37 local TV stations in the East Java service areas. These areas have the biggest number of local TVs in Indonesia. These local TVs are diverse. There are some that have grown rapidly and therefore can compete with national TVs, the rest are having difficulty just to survive.

Local TVs in East Java compete with one another. However, the more serious threat comes from national TVs. National TVs have primacy in terms of service and have wider coverage areas such that they are able to capture a larger national advertising market. On the other hand, local TVs are only able to scavenge the remains of national TV advertising, and whatever commercial advertising they obtain is only the stockpile. Their main supports still come from TV shopping, off-air activities, and even non-commercial advertisements in the form of public service announcement (PSA) from the local government and local public agencies.

Meanwhile, the local bureau in charge of national TVs that is expected to be the frontrunner for the local stations does not produce any kind of production in the area. The bureau merely tries to meet the minimal requirements for broadcasting local content. It is what the Surabaya bureau of SCTV does, broadcasting the local news of East Java for an hour but with the news production processes conducted entirely in Jakarta. The regional SCTV becomes only a contributor. Local content is only secondary, included merely to comply with the obligation to broadcast it for one hour and does not really directly contribute to the advancement of broadcasting and the local economy. In fact, even the process of marketing and the off-air activities are all made from Jakarta. If this trend is followed by the broadcast TV of Jakarta, the network broadcasting system will never become a reality.

Over the last five years (2007-2011), studies conducted by this researcher have shown that there is no clear roadmap regarding the development of local television in the country. Local TV programs seem trapped in a political euphoria of broadcasting, so the establishment of any local TV is not followed by the readiness of program, institution, business, and well-established technique. An analysis of research related to the performance of local TV broadcasters in East Java indicates that local TVs are facing problems in almost all aspects, including institutional, programming, and technical problems. These local TVs not only have to deal with competitors from fellow local TVs, but also have to compete with the national TVs which are superior in range and capital. Some of these local TVs are actually barely surviving.

This research aims to produce a networked broadcast design to be applied in East Java initially then eventually in the whole country. With this design, the networked broadcasting system can hopefully have a clear roadmap for future development that would be beneficial to the members of local TVs. Partnerships with other local TVs in the regional level will give local TVs a wider coverage in each service area and a greater competitive edge. The networked broadcasting development for the region will all enhance media buying. Thus, this research is very strategic in terms of making the local TV industry main players in the region.

This research falls under the mandate of Broadcasting Law No. 32/2002 which encourages networked broadcasting that aims to be an anchor for national unity. It pushes for the decentralization of broadcasting media, which will pave the way for local TVs' growth. Thus, the networked broadcasting system is considered as a break through the term of broadcasting democratization. In addition, this study will contribute to help in the implementation of the networked broadcasting system in Indonesia

which was already been put into law but whose implementation has been stymied by stakeholders with varying interests.

Review of Literature

The Political Economy of Media

The “political economy of media” is a dogma/doctrine that focuses on analyzing the economic and political motives behind media organizations. The political economy that rests on the dogma of market fundamentalism is the logic of accumulation and exclusion (Hidayat, 2003). This dogma views media as commodities. The natural rules that are applied in the market mechanism are rationalization and maximization of production and capital accumulation. Market fundamentalism is identical with neo-liberalism that sees all lives as commodities and economic assets that can be traded. Freedom in the context of market fundamentalism is freedom for individuals to profit and move goods, services, and capital. Thus, all decisions are submitted to market forces.

In this case, the market plays a role to lead the capital regime. Market regulation, according to Hidayat (2003, p. 6) is based on the rules of instrumental rationality of production-consumption mechanism, as well as on the profit and logic of the never-ending circuit of capital accumulation known as M-C-M (Money-Commodities-More Money), and in systematic and consistent ways, both create a market structure that is consistent with the rules of the market. In this context, the content of the media will more exploit the qualified impression to be the commodity information and entertainment. Thus, the market will dictate the issues that are eligible to be broadcasted, in accordance with the interests of the majority of media consumers who have purchasing power.

Rules of capital accumulation, according to Hidayat (2003), dictate the group or individual who can access the media. Only groups and individuals with the power and the economic surplus can access the media freely and simultaneously eject media institutions which do not comply with the constitutional regime of capital, in accordance with the economic interests of advertising.

In the market mechanism, the rationality of production maximization and capital accumulation have the potential to bring out conglomerate, concentration, centralization of capital and media ownership in the group that controls the capital. The dogma of neo-liberalism also believes that the greater the play of market forces, the greater the freedom of the press and the greater the freedom of the audience choice. Thus, it is better to leave things to the market (Hidayat, 2003).

Market rules, at the level of production, also place journalists as major media industry players. The journalist is only one production factor in the production process of commodity information and entertainment. The consideration about efficiency becomes principal in this relationship. In this context, media becomes a contested terrain, with those who have the economic surplus winning in the end.

Democratization of Broadcasting and Public Sphere Model

Democratization of broadcasting actually means paying attention to the general public's interest i.e., it is media of, by, and for the public. Media's freedom is set within the framework of the public interest (Masduki, 2007). The basic principle is that media's power rests on public sovereignty. The frequency spectrum used for broadcasting should be regulated as much as possible for the benefit and welfare of society.

Democratization of broadcasting also encourages the media to be independent. It also relies on two main pillars: 1) democratization is as a guarantee of the absence of intervention on the payload content and conversation in any of broadcast media, and 2) the transparency to the participation of all parties, equally and independently, as public sphere (Masduki, 2007).

In the media public sphere model, media provides essential and valuable information to the public. The main orientation of the media is for the public virtue relying on public convenience. Media becomes an arena for public discussion that allows a wide range of information and opinions to be spread and exchanged in society (Armando, 2011). The mass media in this regard is expected to present a variety of information that can empower the public to actively participate in democracy. Thus, the community and the public have sovereignty over the media sphere.

According to Subiakto (2001), a democratic media system basically has to embody three characteristics. First, the media is independent. This means that there is no interference either from the government or private monopolies, including the interests of the market. Secondly, the media has accountability, a sense of professional responsibility toward society in general as well as toward the user or audience. Lastly, the media system ensures both political and social diversity.

Theory of Social Responsibility

The theory of social responsibility originates from the theory of liberal media (Masduki, 2007). It brings out diversity of content and diversity of ownership which, in some ways, provide protection against local potential and ownership restrictions. According to this theory, media has some responsibilities that are of public interest. Media TV, besides having the

mandate to entertain, has a moral responsibility toward education and social control. Such public interest should be the orientation among the demands of market liberalization.

Network Television Broadcasting System

Head and Sterling (1987) defined a network broadcasting system as “two or more stations...interconnected by some means of relay (wire, cable, terrestrial microwaves, and satellites)” (p. 20). On the other hand, Primasanti (2009) explained that it is the presence of a base station with a number of peripheral local stations. The relationship between the base station and the local station might be in the form of full ownership (proprietorship) or corporation, and is bound to the feeding program. Network broadcasting is generally defined as a feeding broadcasting system centralized to a number of broadcasters (Primasanti, 2009).

Networking TV is a group of local television linked electronically, whereby a particular program can be supplied by a single source but broadcasted simultaneously. Thus, network broadcasting, in general, can be viewed as a broadcasting system that consists of two sub-systems: a base station of network and the network members who have a certain relationship (Jaya, 2012).

Browne (1989) said that “none of the broadcasting systems is complete, perfect, and sufficient to be ideal” (p. 3). The development of a broadcasting system is normally influenced by geographical, demographic, linguistic, economic, cultural aspects and political pressures in the country or from the neighbouring countries. Moreover, differences in the way the elements of broadcasting are implemented create a broadcasting system that is different from the others.

Research Method

This research uses the constructivism paradigm, which puts emphasis on how the local media operates and how the local TV takes socially meaningful action. The researcher is in charge of recording and describing the broadcasting media system based on media regulations and how the local broadcasting media implements the policy. Policymakers and local TV broadcasters, as implementors of the policy, will be observed and interviewed to know their experiences and thoughts in the running of local media.

The research method to be used is descriptive. The descriptive method focuses on observation and the naturalistic setting. The data collection techniques include 1) observation, 2) in-depth interviews, and 3) secondary data search. The sampling technique used is purposive sampling. The main consideration is the knowledge and experience of implementers in managing

local TV which will be used as the basis in preparing the design of network broadcasting. The data analysis will be conducted simultaneously with data collection, data interpretation, and the writing of the narrative report.

In qualitative analysis, some activities are carried out simultaneously by the researchers, including collecting information from the field, sorting the information into groups, formatting the information into a description or chart, and writing a qualitative script (Creswell, 1994). The researcher will conduct a verification to ensure the internal validity using a triangulation of data sources. The analytical tool to be used is the theory of social responsibility, the political economy of media, media democracy, and broadcasting networks. The research is to be conducted in East Java Province, which has 37 local broadcasting stations, the greatest number of local TVs in Indonesia.

Context of Broadcasting Media Regulation in Indonesia

The political reform which happened in 1998 had brought dramatic changes to the landscape of broadcasting media in Indonesia. Regulation of Broadcasting Law No. 22/2002, more specifically, democratized the whole broadcasting media sector which in turn led to the growth of new mass media. Broadcasting media is growing well on the number and the coverage broadcast.

But it is unfortunate that the development of local and national TV in Indonesia is beginning to face obstacles at a time of great technological innovations in the medium. National TVs compete directly with the new growth of local TVs, forcing the latter to participate in an unfair situation and still allowed to be like this even in coverage and economical support.

Law No. 32/2002 requires private TVs that are in national broadcast to become networked local TV to make it fair (Armando, 2011). Properly, in 28th December 2009, the application of networked station system must had been operated. But, the application cannot be applied because national TVs don't want to be coupled with local TV. The policy of this networked broadcasting in 28th December 2007 had been delayed for two years by *Permen Kominfo* [Regulation of informatic and communication ministry, Republic of Indonesia] No. 32/2007 because the local level of regulation technique and the infrastructure were not prepared yet.

In the new form of national broadcasting system in Indonesia, there will only be two known forms of stations—local TV and networked local TV. Private national television with a national coverage area will only be able to broadcast in limited areas. But if this new system cannot be implemented this 2016, then a new approach is needed. One of them is the creation of a networked broadcasting system based on regional province. For

networked broadcasting to succeed, local TV must make changes on three aspects: institution, program, and technology. These three aspects must be developed, in accordance with national standards that had been agreed on by the main network and the members.

This regional networked broadcasting system is a collaborative effort among the broadcast institutions based in one province. Service area and coverage regional networked broadcasting are developed by local TV which is through several regency service areas in a province. The main office of the regional TV network will be in the capital of the province and will coordinate with the network TV outside the province for national networked broadcasting. By those, networked broadcasting is being applied in a level beginning with regional broadcasting to national broadcasting. Regulation of local TV or networked is really forced to principle of “diversity of ownership” and “diversity of content.” Local TV management is directed to the management of local TV which is efficiently with qualified local program.

The development of local TV in Indonesia, according to Ida (2011) refers to the development of TV in many areas during the period of autonomy. This development has various phases: first, regional television is owned by corporation of national media enterprise; second, broadcasting media is held and owned by the regional government; and the third is what we call “cottage industry” television i.e., TV stations started by small-scale operators who broadcast presentations by using one channel for a certain small area, usually done without a legal/formal permit (Ida, 2011).

The second phase, according to Ida (2011) occurred during the Reformation period (1999-2002). Broadcasting Law No. 23/2002 highlights the importance of diversity of content and ownership in mass media. This gives more opportunities to new players in the region to organize broadcasting groups in their area. Under this law, local broadcasting could be (1) local public broadcasting that can be networked only with TVRI (Television of Republic of Indonesia) and RRI (Radio of Republic of Indonesia), (2) a private regional broadcasting institution, or (3) community broadcasting.

Different countries have different implementation frameworks for a networked broadcasting system. But in general, each framework includes two sub systems: the main network station system and the member network station system. Main network is the center or source of programs or content to be distributed to their network members. Meanwhile, network member is a TV station that is the receiver of programs from the network station. In practice, this network member is a station that broadcasts in the local area and amounts to more than one.

The Design of Broadcasting Network on the Basis of Service Territory

The local TV business is essentially a risky business, requiring intensive capital, intensive creative work force, and intensive technology (Surochiem, 2008). However, local media has the opportunity to thrive in a network broadcasting system (Sudarmawan, 2007), which is a form of media democratization that gives opportunity to media at the local level to develop, with the help of a network that is mutually beneficial. This system extends the limited coverage and broadcasting service area that local TVs in various regions of Indonesia have, and will ultimately have an impact on the economic development of the respective regions.

Such system development is relevant because local TV service areas are sometimes not comparable with the carrying capacity of the economy as a basic prerequisite in order that local TV revenues could grow well. Even in some areas with less developed economies, local TV operating costs are higher than revenue, including advertising revenue. Networking system will allow local TV to increase its area of service that can be synchronized with the advertising interests in Indonesia, which so far has been based on the provincial centers.

Based on Jawa Pos TV (JTV) experiences in regional network broadcasting, such a system can increase audience share and expand marketing programs. Talk shows such as *Cangkru'an*, which means “hang out” in Javanese, and which uses the Surabaya dialect, and news programs such as *Pojok Kampong* that uses the local dialect, have a huge viewership. These good local programs will have the opportunity to reach more viewers and obtain a higher rating (Surya, 2008). In addition, they can be developed into regional and even national shows.

With regard to coverage and service areas, local TV, through network broadcasting, will obtain not only great economic benefits but also the opportunity for cultural development. The boundaries of TV broadcast service area are not merely geographical boundaries but also cultural. Thus, in deciding on service areas, the total population, the carrying capacity of the economy, as well as cultural similarities need to all be considered.

Networked television will open up opportunities for local TVs in increasing the capacity of programs and the marketing of these programs. Such networking pattern can reach a wider audience number and exceed the radius range of broadcasting. Practically, a networked television can be: (1) television which is networked in telecommunication systems and is affiliated with its central ownership, (2) TV in the form of rap network that is just networked in the marketing program, (3) TV which is networked in a

syndicated program, created jointly or created by one of the parties, (4) TV which is networked in all aspects (Jaya, 2012).

Unfortunately, these various models still cannot be applied in Indonesia. The network broadcasting is difficult to realize along with what is expected from the broadcasting regulation. In this regard, the implementation of network broadcasting systems should take a back seat and the collaboration among local TVs is what needs to be prioritized. In this case, at an early stage, local TVs should be networked with other local TVs in one service area in the same province to become regional networking TVs.

There are some benefits to be gained through this regional networking TV: (1) saving on production costs, (2) extending the coverage range, and (3) adding the marketing potentials of the program. Currently, advertisers only recognize local, regional, and national areas. Local advertising is not enough for TV which has a high operational cost. To develop and sustain local TV production, effective advertising should be on a regional scale and supported by advertorial from local business and the local government which has helped sustain local TV all this time.

As an illustration, the local TV service area in East Java is divided into eight service areas. One service area might cover 3-5 regencies (See Figure 1). In each region, the available channels of the service are 5-7 channels. Those channels have been occupied by Jakarta TV which serves as the relay station.

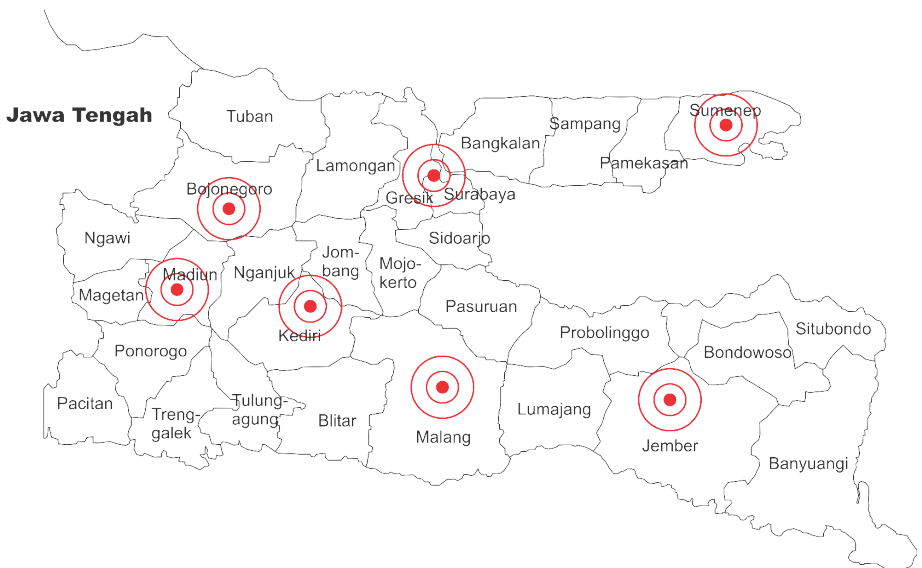


Figure 1. Map of Local TV Service Area in East Java (Arek TV Research and Development, 2007).

Local TV in East Java, according to the researchers, is mostly owned by corporations which also own print media. The ownership is important to know because it deals with business and political interests. The broadcast content reflects the interests of people who fund the institutions. Ida (2011) even suggested that the interest of the owners colors management decisions and the editorial policy.

Table 1. TV Media Ownership in East Java

Service Area	Local TV	Ownership
Surabaya Raya	JTV SBO Surabaya TV TV 9 BBS TV BC TV Arek TV MH TV MNTV	Jawa Pos Group Jawa Pos Group Bali Post Group Community Organization afiliated to reigion (NU East Java) Local Interpreneur Oxcy Group Bakrie Group MNC Group Rajawali Group
Malang Raya	ND TV Malang TV Siyar TV Batu TV JTV Malang Dhamma TV ATV	Local Interpreneur Local Interpreneur Local Interpreneur Local Interpreneur Jawa Pos Group community organization afiliated to reigion (Budha) Regency Government
Madiun	JTV Madiun Madiun TV	Jawa Pos Group Local Interpreneur
Kediri	Kilisuci Doho JTV	Local Interpreneur Local Interpreneur Jawa Pos Group
Jember	JMTV JTV Jember	Local Interpreneur Jawa Pos Group
Banyuwangi	JTV Banyuwangi	Jawa Pos Group
Madura	Madura Channel TV	Politician
Pacitan	JTV Pacitan	Jawa Pos Group

Historically, in the early stages, local TV establishment was largely based on the idealism and initiative of local entrepreneurs to promote cultures

and potentials of the society. Such idealism was strong during the first five years. However, competing against the national TV became a losing battle. They lost viewers and advertisements. Then they began to run out of energy. Funds for the production became insufficient, and finally they had to face the reality of being acquired by or merging with the national TV from Jakarta (Ida, 2011).

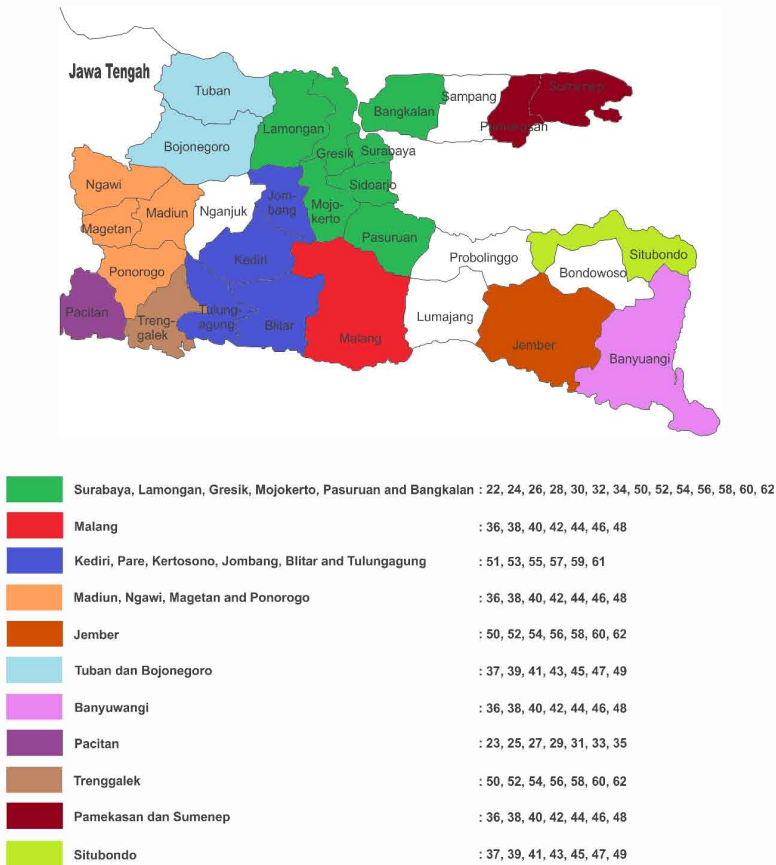


Figure 2. Map of Local TV Service Broadcasting Channels in East Java. (Informatic and Communication Ministry, 2007).

For such phenomenon, a local TV must be able to cooperate with other local TVs in a province to form a regional network and increase the quality of their programs. Enhancing coverage area and quality of programs will become the main key to success for the continued existence and growth of local TV.

The local TV in the capital city of the province acts as the network base of the local TVs in the province area. The network base, which is where the marketing function is also based, becomes the representative of the network at the regional level. Furthermore, through this network base, local TV is able to offer programs at the national level. It will provide more real opportunities to the local TV to reach a wider audience. The audience in turn could become smarter in choosing the programs that fit their needs. Then with increased marketing, network broadcasting will truly have an impact on the growth of local TV in the region.

Conciliation of Regional Network Broadcasting Technique

In order to implement the regional network broadcasting, local TV should make conciliation in terms of institutional aspects, aspect of program, and aspect of technology. Those three aspects should be developed in accordance with the standards that have been agreed on by the network base and its members.

In this standardization, some important items should be considered: (1) aspect of administration in which the partner TV must be professional, accurate, reliable, on time, orderly, and neat, (2) technical aspect which means that images and sounds can be received clearly and perfectly by the audience, (3) aspect of human resource which means that leaders, employees, and workers are professionals who uphold professionalism, (4) aspect of audience, and 5) aspects of research as a tool to measure the audience to know their wants and needs (Jaya, 2012).

The important thing in the implementation of network broadcasting is the agreement between the base station and the member station. Such agreement contains (1) the establishment of a base station and its members, (2) relay broadcasting programs, (3) percentage of relay broadcasting duration in a day, (4) percentage of local broadcast duration per day, (5) determination of time slot of local broadcasting, and (6) profit sharing.

Local Culture-Based Programs

Local TV has such a limited service coverage area that its economic-carrying capacity is also limited. Such limitations need to be solved to enhance regional and national broadcasting. Indeed, the coverage area of local TV can be developed based on culture and geography. Accordingly, several strategies could be carried out. One of them is to develop local networked broadcasting. In order for the people in East Java, for example, to enjoy watching TV, local TV partner broadcasting should be revived and enriched.

East Java consists of the *Arek* culture, the Madurese/*Pandalungan* culture, and the *Mataraman* culture. Each culture has its distinct features. According to the study on the *Arek* TV team, people who belong to the *Arek* culture are metropolitan, multi-ethnic, highly mobile, straightforward, and egalitarian (Puskakom, 2007). Their social life tends to be heterogeneous. The *Arek* cultures inhabit Surabaya and its surrounding, such as Sidoarjo, Gresik, Lamongan, Mojokerto, Jombang, added by Malang and its surroundings. Surabaya is the center of government, trade, industry, and education, as well as the destination town for those from various regions in East Java seeking to experience urbanization.

Madurese/*Pandalungan* culture represents the culture of coastal communities which are seen as religious, traditional, and puritanical. The everyday language used is Madurese. Most of the people live on farming, fishing, and trade. Their Islamic religious leaders play an important role. *Pandalungan* area includes Madura, Probolinggo, Jember, Situbondo, Besuki, Bondowoso, Lumajang, and Banyuwangi.

Mataraman culture represents rural communities influenced by the culture of Kingdom (Mataram) in Yogyakarta/Central Java. Their everyday language is a subtle Javanese language. They are known for their courtesy. Most of the people are part of the agricultural, trade, and small industries sectors. This cultural region includes Tuban, Bojonegoro, Ngawi, Nganjuk, Madiun, Ponorogo, Pacitan, Trenggalek, Tulungagung, Kediri, and Blitar.

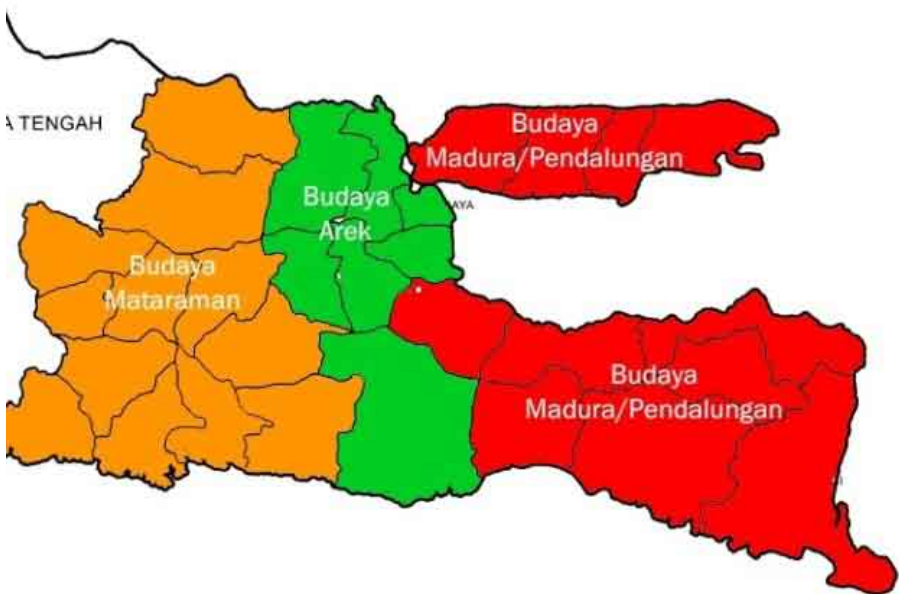


Figure 3. Culture Map of East Java. (Arek TV Research and Development, 2007).

The regional network broadcasting could then be developed in terms of (1) regional broadcasting program of East Java, (2) *Arek* culture-based broadcasting program, (3) Madurese/ *Pandalungan* culture-based broadcasting program, (4) *Mataraman* culture-based broadcasting program, and (5) universal broadcasting program.

The Implementation of Regional Networking System

The establishment of regional network broadcasting begins with the selection of a local TV in Surabaya and its surrounding areas as the center or base of regional network TV. Choosing Surabaya makes sense: it is the capital city of the province and in the industrial arena, it is the second largest city in Indonesia. The operational technique of network broadcasting could begin by (1) constructing an operational pattern of network marketing, (2) choosing the appropriate technology for networked broadcasting and standardizing of the equipment in each network station, and (3) considering the appropriate needs of human resources. Standardization could be conducted amongst the local TV partners. If a local TV does not exist in the service area, it is sufficient to simply set up a transmitter.



Figure 4. Design of Regional Network Broadcasting System of East Java Area, by Surokim.

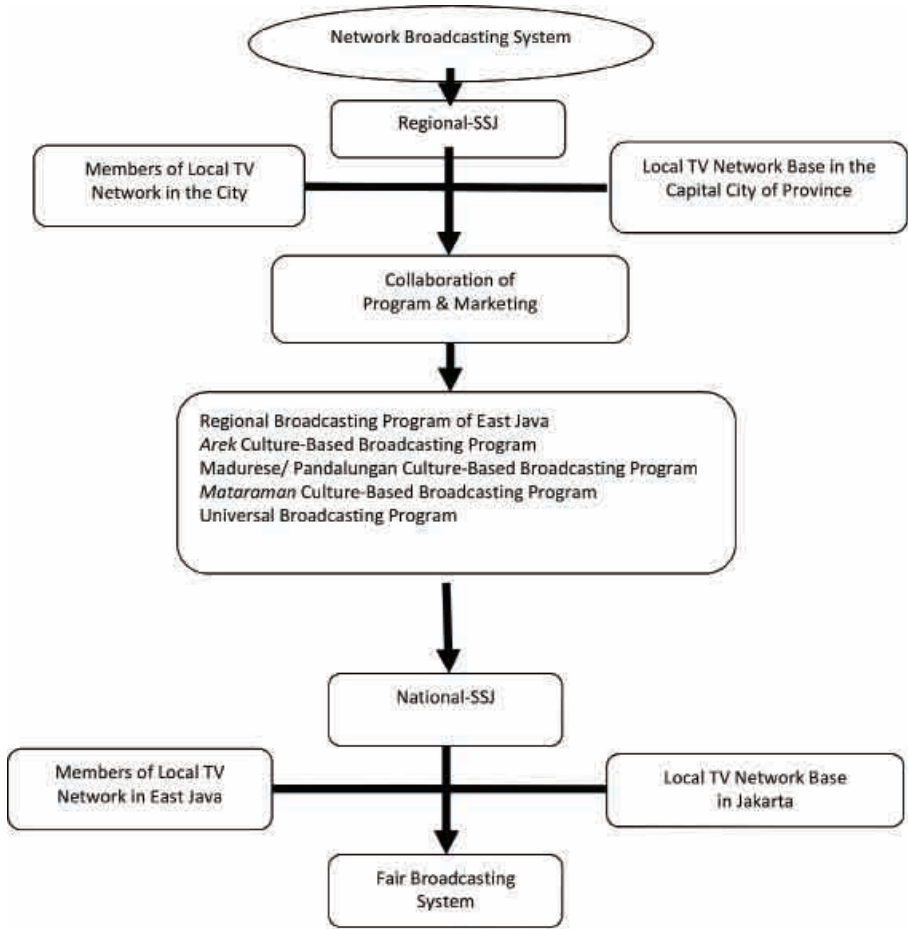


Chart 1. Design of Regional TV Network Broadcasting, by Surokim.

For local TVs which are under one holding, the network is already existent and will only need adjustments. The serious problems might be faced if the corporation between TVs is independent and is not under the auspices of one group base. For those not under the auspices of one group base, the early stage could focus on patterns broadcasting and marketing partnership.

Conclusion

The Regulation of Broadcasting Law No. 22/2002 democratizes the broadcasting media of Indonesia. The Regulation of Broadcasting Law No. 32/2002, on the other hand, requires private TVs that are involved in national broadcasting to become networked local TVs. But these policies

cannot be implemented up to this day . Thus, a new approach is needed. One possibility is the establishment of a networked broadcasting system based on regional province. To perform regional networked broadcasting, local TV must do such adaptation through institution, program, and technology aspects.

Local TV network broadcasting system is designed to be a collaborative effort among broadcasters with the same service and coverage areas. Network broadcasting system (NBS) is developed through a multilevel cooperation and is implemented in stages. In the early stages, local TVs in a province join forces and form a network to become a regional broadcasting network. Then, this regional network will cooperate with TVs outside the province to create a national network broadcasting.

Regional network broadcasting programs can be culture-based, in accordance with the region's culture map. This culture-based programming will rely on the uniqueness and appeal of the local culture. Local TV then becomes a bastion of local culture and its proximity aspects can appear. In the context of East Java culture, the broadcasting content might be designed based on the culture map of East Java which includes the *Arek*, *Mataraman*, and *Pandalungan/Madurese* cultures.

In this setup, local TV is no longer a purely independent station but is a member of a network and therefore could utilize the economical broadcasting, in accordance to the carrying capacity and potential of the local economy. Broadcasting institutions will need to adapt to new operational and business systems. In the early stages, collaboration could be done through programs and marketing. The institution must also take into account the use of investment assets between the base and its members. Human resource concerns must also be decided on, especially whether an employee will be working under the base or the member network's supervision.

Technology plays an important role in network broadcasting. Local TV should have the capacity to adjust to the standards of the main base TV. The basic assumption is that technological support has been mastered by the local TV through the standardization that has been agreed on so that there will be no gaps between the quality of the programs produced by the members of the network and by the network base. In order to strengthen the local TV, the implementation of this regional network system should be truly based on principles that are mutually reinforcing and beneficial.

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