

Country Name	Project for Rehabilitation of Program Production Equipment for RTD
Republic of Djibouti	

## I. Project Outline

Background	<p>Djibouti had implemented a national development plan in accordance with principles of the Poverty Reduction Strategy (PRSP, 2004), which prioritized poverty reduction and raising of awareness on education and health including improvement of literacy rate. In Djibouti, while written medium such as newspapers and magazines as well as electric medium such as internet did not spread to the public, television sets spread extensively with roughly 80% coverage of approximately 820,000 population of Djibouti (estimated by the Djibouti government, 2009). Thus, radio and television played a major role of information dissemination/awareness raising.</p> <p>Radiodiffusion Télévision de Djibouti (RTD) which was established in 1977 was the only public broadcasting institution in Djibouti. RTD was required to broadcast awareness programs under the law and therefore produced a variety of awareness raising programs with the request of the Ministry of Education, Ministry of Health, and others.</p> <p>The equipment procured under a grant aid project supported by Japan in 1991 deteriorated and RTD faced difficulties in procuring spare parts as the analogue equipment items were becoming old models and thereby RTD was on the risk of suspension of broadcasting. As the severe financial conditions of the Government of Djibouti did not allow RTD to renew the equipment, the Government requested the Government of Japan for providing grant aid for renewing equipment for production studios, a master control room and others.</p>				
Objectives of the Project	To enable RTD to continue broadcasting and to produce more awareness raising programs by renewing the existing equipment and by efficient TV production through digitization.				
Outputs of the Project	<ol style="list-style-type: none"> <li>1. Project Site: RTD (Djibouti City)</li> <li>2. Japanese side: Procurement and installation of the following broadcasting equipment: (1) Production studio system, (2) News studio system, (3) Master control system, (4) Format conversion system, (5) Filed recording (ENG) system, (6) Portable light set for ENG, (7) Wireless microphone for ENG, (8) Video non-linear editing system, (9) Announce booth equipment for non-linear editing system, (10) 1:1 editing system, (11) Maintenance equipment and tools, and (12) Consumable parts.</li> <li>3. Djibouti Side: Allocation of budget and personnel for operation and maintenance (O&amp;M)</li> </ol>				
Ex-Ante Evaluation	2008	E/N Date	April 3, 2009	Completion Date	December 2, 2010
Project Cost	E/N Grant Limit:925 million yen			Actual Grant Amount: 919 million yen	
Implementing Agency	Radiodiffusion Télévision de Djibouti (RTD)				
Contracted Agencies	Yachiyo Engineering Co., Ltd. and Mitsubishi Corporation				

## II. Result of the Evaluation

1 Relevance
<p>This project has been highly relevant with Djibouti's development policies and development needs at the time of both ex-ante and ex-post evaluation. Development policies such as PRSP (2004 and 2011-2015) prioritize the raising of awareness on education and health and the role of media on those awareness raising is set in INDS<sup>1</sup>. There have been development needs for renewing equipment for program production and broadcasting as RTD needs to continue public broadcasting as the only broadcasting institution which can produce and edit television programs and is required by law to broadcast programs for awareness raising. The project was also consistent with Japan's ODA policy at the time of ex-ante evaluation as the priority fields of Japanese ODA for Djibouti include basic human needs (health, education and others) and public works. Therefore, relevance of this project is high.</p>
2 Effectiveness/Impact
<p>This project has somewhat achieved its objectives "to enable RTD to continue broadcasting and to produce more awareness raising programs by renewing the existing equipment and by efficient TV production through digitization"</p> <p>The number of produced/broadcasted awareness raising programs increased from 40 programs/year before the project implementation to 314 programs/year after the project completion (in 2013). The programs include health, education (primary, lower secondary and higher secondary), and social and culture related programs<sup>2</sup>. The equipment procured under the project are mostly utilized and has contributed to the increase in the number of program production, implementation of the live broadcasting and improvement in editing techniques. In the meantime, some of the digital recorders<sup>3</sup> (a part of Production</p>

<sup>1</sup> "National Initiative for Social Development" [Initiative Nationale pour le Développement Social]

<sup>2</sup> RTD produces 26 health programs in Somali and Afar respectively and broadcasts them every Monday evening. As to education related programs, 120 programs for primary education and lower secondary education are produced (60 each), and two programs are broadcasted every day. As for higher secondary education, 120 programs for baccalaureat (eligibility for admission to an university examination) are produced and broadcasted one hour a day during four months before the examination. RTD also produces 48 social and culture related programs and broadcasts two programs a week in Afar and Somali.

<sup>3</sup> Nine recorders were observed to be malfunctioned at the time of ex-post evaluation. RTD alternatively uses a DVCPRO-SD recorder (DVCPRO is a standard for digital videos for broadcasting) which RTD have owned.

studio system, News studio system, Master control system, Format conversion system, 1:1 editing system) and filed recording cameras<sup>4</sup> were broken down in 2012 and were not utilized at the time of ex-post evaluation study. However, alternative equipment items have been used and therefore the entire system have been in continuously in use.

Interviews with RTD reveals that, after the project completion, RTD has procured and exchanged spare parts and therefore the broadcasting has continued without any interruption<sup>5</sup>. Digitalization of broadcast system has enabled RTD to upload news to the official RTD web site where the viewers can read the news of the past one week. Also, RTD has digitalized past recorded videos by using the procured equipment under the project.

As to impacts, digitalization of broadcasting equipment under the project has contributed to the improvement of quality and quantity of broadcasting, such as the extension of broadcasting hours, broadcast of news programs and awareness raising programs in multiple languages, diversifications of such programs, enhancement of image quality and others. However, there is no data on the audience share on such programs and it is difficult to judge whether impacts such as increase/decrease in number of audience and the degree of awareness enhancement of the public by RTD programs have been produced or not.

Thus, although the project achieved objectives, some of the equipment items have been malfunctioned and the use of them needs to be improved. Therefore, effectiveness/impact of this project is fair.

#### Quantitative effects

Indicator	2009 (Before the project) Actual	2013 (Target year) Target	2013 (Target year) Actual	2014 (Ex-post evaluation year)
Indicator 1 Number of produced and broadcasted awareness raising programs	40 programs	50 programs	314 programs	350 programs (Plan)

Source : RTD

#### 3 Efficiency

The outputs of the project were completed as planned and both the project cost and the project period were within the plan (ratio against the plan: 99%, 95%). Therefore, efficiency of this project is high.

#### 4 Sustainability

The operation and maintenance (O&M) of the equipment procured under the project has been carried out by the implementing agency: RTD. The institutional structure has been sustained what it was considered desirable at the time of ex-ante evaluation, and while it is not sufficient, the number of staff has been increasing.

As to technical aspect, there is no regular training in RTD nor systematic training for new employees. However, the new employees are trained through on the job training. RTD said that there is no technical problem on the operation of the equipment as the staff members to whom the operation techniques were transferred at the time of equipment delivery have continuously worked for RTD and have transferred techniques to mid-level and younger staff members. Although regular check-ups have been carried out by the several experienced employees, as they are retiring, successors need to be nurtured. In the meantime, technical staff of RTD does not have capacity to repair the malfunctioned equipment and therefore, broken equipment items have been unrepaired.

Financially, although revenue of RTD has increased every year, RTD has continuously incurs loss which hampered salary delivery on time. RTD makes effort for obtaining further allocation from national budget, earning more revenue, and cutting costs, however, the prospect for the future is not clear at the time of ex-post evaluation.

As for the current status of O&M, RTD carries out pre-operation checkup (one hour before the start of the operation) and periodic checkup and exchanges spare parts. However, some equipment items have deteriorated because of high temperature, dust, humidity, shock made by the bad road condition when the equipment is used outside and overuse. As a result, nine digital recorders and four field recording cameras for news production was malfunctioned at the time ex-post evaluation.

Thus, as there are problems in institutional, technical, financial aspects as well as the current status of O&M, sustainability of the project effect is low.

#### 5 Summary of the Evaluation

This project has somewhat achieved its objectives “to enable RTD to continue broadcasting and to produce more awareness raising programs by renewing the existing equipment and by efficient TV production through digitization” as the number of produced/broadcasted awareness raising programs has increased and there is no interruption on broadcasting. As for impacts, extension of broadcasting hours, news broadcasting in multi languages, diversification of programs and enhancement of image quality have been observed. In the meantime, there are problems on the use of some equipment items. As for sustainability, problems are found on the number of staff, capacity for repair, financial conditions of RTD and the current status of O&M.

In the light of the above, the project is evaluated to be partially satisfactory.

<sup>4</sup> Four cameras were observed to be malfunctioned at the time of ex-post evaluation. RTD bought small cameras to use them as alternative field cameras.

<sup>5</sup> There was an interruption due to a problem in the system server of the news studio, however, the system was restored promptly.

### III. Recommendations & Lessons Learned

#### Recommendations to implementing agency:

Malfunctioned equipment items are within the expected lifetime at the time of ex-post evaluation and therefore, it is anticipated that they can be repaired and used again. The implementing agency is recommended to request manufactures to send technical experts to repair the malfunctioned items. At the same time, the implementing agency is also recommended to strengthen the O&M institutional structure to enable RTD to use equipment for the long time. In order to do so, the implementing agency needs to take necessary measure so that their technical staff to be trained on the repair techniques.

#### Lessons learned for JICA:

Some digital recorders and field recording cameras procured under the project have been malfunctioned. While RTD, the implementing agency, is basically responsible for the repair and its cost, the required repair techniques and cost exceed the levels anticipated at the time of ex-ante evaluation, and therefore the malfunctioned equipment items have been unrepaired. When JICA implements a similar project in the future, situations such as severe damages which cannot be repaired by the anticipated technical level or contract out cannot be possible due to sever financial conditions should be taken into a consideration. In that case, in order to secure sustainability, an operation plan which includes technical transfer of repair skills to an implementing agency in addition to the initial operation guidance when equipments are installed should be considered. For instance, conclusion of agreement on regular maintenance services with the manufacturer and incorporate daily maintenance activity into the project plan so that the implementing agency would not fail to conduct daily maintenance.



A camera used at a production studio



An editing work which uses the procured equipment items