

Socialist Republic of Viet Nam

FY2015 Ex-Post Evaluation of Japanese ODA Loan Project

“Vietnam Television Center Project”

External Evaluator: Keisuke Nishikawa, Octavia Japan, Co., Ltd.

0. Summary

In this project, a television center with facilities and equipment, including studios and editing equipment, was constructed to strengthen the broadcasting capacities of Vietnam Television and to improve nationwide transmission of information. This project was consistent with the development plans and needs of Viet Nam at the time of appraisal and ex-post evaluation as well as Japan’s ODA policy at the time of appraisal. Therefore, the relevance of this project is high. With regard to project implementation, although there were some changes to the broadcasting system, they were appropriate for generating project effects, and the project cost was within the plan. However, the efficiency was fair as the project period substantially exceeded the plan due to delays in administrative procedures and conflicts among the contractors. With respect to project effectiveness, the expected quantitative effects were largely achieved; the qualitative effects were sufficiently achieved as well. As for the impact of the project, positive effects on the social and economic aspects were confirmed. Therefore, the effectiveness and impact of this project are high. Regarding sustainability, there were no issues in terms of institutional, technical and financial aspects as well as the operation and maintenance status. Therefore, project effects generated in this project are considered sustainable.

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

1. Project Description



Project Location



Control Room Developed in This Project

1.1 Background

Viet Nam is a narrow country with a distance of 2,300km from north to south, and had economic, social and cultural differences between regions. Access to information from other countries had also been restricted. While the national literacy rate was high, at approximately 90%, levels of education and knowledge of the people were not necessarily high and a shortage of human resources was evident after the introduction of the market economy. Therefore, the government was faced with the need to further intensify activities in raising knowledge levels and awareness through media-based broadcasting programs particularly in rural and mountainous areas. The Viet Nam government has recognized the need of developing its science and technology to industrialize and modernize the country and of improving the knowledge level of the people for that purpose. Under these recognitions, the government has regarded TV broadcasting services as an effective means to (1) promote education on scientific technology, (2) promote equal educational opportunities, (3) disseminate knowledge on health, hygiene and family planning, (4) provide vocational education on agriculture, fisheries and so forth and (5) rectify regional disparities. However, Vietnam Television, a state-run television company, had an issue with shortages of equipment and technologies necessary to produce the programs which would expand broadcasting service hours and raise self-production ratios.

Under these circumstances, it was necessary to construct a television center for program production equipped with studios and editing equipment to transmit information as well as improve education and awareness campaigns all over the country.

1.2 Project Outline

The objective of the project was to strengthen broadcasting capacities of Vietnam Television by constructing a television center with modern production capabilities, including studios and editing equipment, thereby contributing to nationwide transmission of information as well as education and awareness campaigns.

<ODA Loan Project>

Loan Approved Amount / Disbursed Amount	19,548 million yen / 19,349 million yen
Exchange of Notes Date / Loan Agreement Signing Date	March, 2000 / March, 2000
Terms and Conditions	Interest Rate 1.80% (Construction) 0.75% (Consulting Services) Repayment Period Construction: 30 years (10 years)

	(Grace Period) Consulting Services: 40 years (10 years)
	Conditions for Procurement General Untied (Construction) Bilateral Tied (Consulting Services)
Borrower / Executing Agency	The Government of the Socialist Republic of Viet Nam / Vietnam Television
Final Disbursement Date	March, 2014
Main Contractor	Construction: VINCI CONSTRUCTION GRANDS PROJECT (France) / Sumitomo Mitsui Construction Co., Ltd. (Japan) Construction: Hitachi Plant Technologies, Ltd. (Japan) Plant Equipment Supply and Installation: Sojitz Corporation (Japan)
Main Consultant	NHK Integrated Technology Inc. (Japan)
Feasibility Studies, etc.	A Feasibility Study on the development of the television center was conducted in 1997, based on a 1996 survey, subsidized by the Ministry of Posts and Telecommunications. The Engineering Service Loan (L/A amount: 598 million yen) related to this project was provided in March, 1998.
Related Projects	<p><Technical Cooperation></p> <ul style="list-style-type: none"> ➤ Dispatch of Short-term Experts (March and August, 1998) ➤ Dispatch of Long-term Experts (1999 – 2000) ➤ Country Focused Training: Capacity Development Program for Vietnam Television (April, 2012 – March, 2015) ➤ Country Focused Training: Capacity Building for Vietnam Television (VTV) to enhance production of TV programs on agriculture (April, 2015 – March, 2017 (scheduled)) <p><Volunteer Programs></p> <ul style="list-style-type: none"> ➤ Dispatch of Short-term Volunteer: Program Production (September, 2015 – August, 2016) ➤ Dispatch of Long-term Volunteer: Program Production (July, 2016 – July, 2018 (scheduled)) <p><ODA Loan></p> <ul style="list-style-type: none"> ➤ Vietnam Television Center Project (E/S) (March, 1998)

	<p><Grant Aid></p> <ul style="list-style-type: none"> ➤ Cultural Grant Assistance: The Project for the Improvement of TV Programs of Vietnam Television (2014 – 2015) <p><Other International and Aid Organizations></p> <ul style="list-style-type: none"> ➤ France: Provision of five transmitters (1994) ➤ Spain: Provision of 21 transmitters by 2002 ➤ Australia: Human resource development on broadcasting ➤ UNDP: Cooperation on family planning programs
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2. Outline of the Evaluation Study

2.1 External Evaluator

Keisuke Nishikawa (Octavia Japan Co., Ltd.)¹

2.2 Duration of Evaluation Study

This ex-post evaluation study was conducted with the following schedule.

Duration of the Study: August 2015 – October 2016

Duration of the Field Study: January 12 – 26, 2016, and April 17 – 23, 2016

3. Results of the Evaluation (Overall Rating: A²)

3.1 Relevance (Rating: ③³)

3.1.1 Relevance to the Development Plan of Viet Nam

At the time of appraisal of this project, a development path for Viet Nam had been set at the Eighth National Congress of the Communist Party of Vietnam, held in 1996. In relation to this project, it was thought that the development of science and technology would be the foundation of the nation's industrialization and modernization. Therefore, the improvement of the intellectual level of the people for that purpose was thought to be imperative. In particular, vocational training and technological education were highly valued, and TV broadcasting was regarded as an effective means in terms of (1) improving scientific and technological education, (2) promoting equal educational opportunities, (3) disseminating knowledge on health, hygiene and family planning, (4) providing vocational education on agriculture and fisheries, and (5) handing down and spreading traditional culture and performance arts. Therefore, in the National Congress, a modernization of the TV broadcasting system was referred to as a major goal. Also,

¹ Joined the evaluation team of Octavia Japan Co., Ltd. as a team member from Japan Economic Research Institute Inc.

² A: Highly satisfactory, B: Satisfactory, C: Partially satisfactory, D: Unsatisfactory

³ ③: High, ②: Fair, ①: Low

widening of economic disparity under rapid economic growth between urban and rural-mountainous areas was becoming a problem in Viet Nam, and the development of TV broadcasting was seen as a priority agenda to rectify this problem.

In response to these directions, Vietnam Television (hereinafter referred to as 'VTV') prepared a master plan, in which the following concrete priorities would be presented: (1) VTV Channels 1 – 3 would be separated (to expand broadcasting hours), (2) domestic program production would be raised from 30% to 50%, (3) VTV Channel 2 would be used in daytime hours, (4) the number of entertainment programs of VTV Channel 3 would be increased, (5) a unified management system of the programs of VTV regional offices would be established, (6) the ratio of self-produced TV advertisement would be raised, and (7) movies would be produced by VTV.

Regarding the development plan at the time of ex-post evaluation, in the 10-year 'Socio-Economic Development Strategy 2011-2020', adopted at the Eleventh National Congress of the Communist Party in January 2011, the Viet Nam government listed guaranteeing the rights of the people, particularly the residents in remote areas and ethnic minority regions, obtaining information and the opportunities to have access to information as one of the priorities. Education was also a priority area with a focus on ethics, lifestyle, creative skills, practical skills and entrepreneurial skills. Other educational priorities were to rapidly develop and improve the quality of education in poor, mountainous and ethnic minority areas and to expand a distance-learning education system. In the 5-year 'Socio-Economic Development Plan 2011-2015', prepared in response to the 'Socio-Economic Development Strategy 2011-2020', improvements in spiritual and material welfare of the people in ethnic minority areas were set as a development policy. As for education and training, the improvement of the quality of human resources detailed a thorough reform, while the provision of vocational training to a million workers in rural areas every year, by emphasizing the importance of vocational training and the investigation of childhood education and educational policy in mountainous areas, were also listed. Regarding TV broadcasting, the 'Media Development Master Plan' was prepared in 2013 with a target period of 2015 – 2020 in order to promote multimedia broadcasting to respond to the need for diversification of the TV broadcasting service.

As shown above, improvement in TV broadcasting was confirmed as a policy direction and positioned as a policy target at the time of appraisal of this project, and even at the time of ex-post evaluation, improvements in information transmission, narrowing regional economic disparities and educational improvements were listed as priority areas in the 10-year strategy. In the 5-year plan based on that strategy, a focus was placed on the mountainous and ethnic minority areas to improve education as well

as their living situations. Therefore, this project was consistent with the development plan at the time of appraisal and ex-post evaluation.

3.1.2 Relevance to the Development Needs of Viet Nam

At the time of appraisal of this project, there was an urgent and important agenda to develop the TV broadcasting industry in a manner that would enable timely dissemination of necessary information such as education, technology, world and domestic news as part of the government's efforts, to narrow the economic disparity between urban and remote areas, particularly in mountainous areas where ethnic minorities live⁴. However, while VTV's plan for the future estimated that the programming production equipment needed to be four times the equipment capacity at the time of planning, the actual amount of equipment in its television center was kept only in the two-story technology center which was refurbished from a warehouse, leaving no more room for enhancement of equipment capacity if the same building was to be used. In other words, there was a shortage in the programming production equipment and technologies necessary to expand broadcasting service hours and raise self-production ratios of programs.

The broadcasting service hours of VTV Channels 1 – 4, which was already providing broadcasting services at the time of appraisal, was a cumulative 45 hours a day in 2000 but 24-hour broadcasting has been realized since 2011 on every channel. Moreover, VTV added two channels to have six channels in 2011, and further introduced VTV 7 – 9 in January 2016 to have nine channels. In this way, VTV's broadcasting has made a certain level of quantitative development. However, according to the executing agency, it needed to promote multimedia broadcasting in line with the 'Media Development Master Plan' as a government-run television under the government policy, and the general quality of their programs had not sufficiently met the demand of various regions.

This project has been positioned as part of the overall VTV development master plan since the appraisal period, and the next-phase of this project was ongoing at the time of ex-post evaluation while being funded by VTV. Specifically, a 28-story studio building, outside the scope of this project, was under construction, in which VTV offices, a production studio for news programs (180m²), a sound dubbing studio (100m²), editing rooms, and so forth were expected to be housed in the building once completed.

Based on the above, this project, which supported the improvement of broadcasting

⁴ According to 'Sekai no Tokei (World Statistics)' published by the Statistics Bureau of the Ministry of Information and Communications of Japan, the ratio of households having TVs in Viet Nam was 52.7% in 2004, but it increased to 87.8% in 2011.

capacities, can be said to have met the demand for broadcasting services both at the time of appraisal and ex-post evaluation.

3.1.3 Relevance to Japan's ODA Policy

In the 'Medium-Term Strategy for Overseas Economic Cooperation Operations' prepared by JICA in 1999, the priority areas to support the sustainable development of developing countries were listed, including support on economic structural reform, human resource development, and so on. It can be said that the support for the broadcasting sector through developing television networks was conducive to the narrowing of regional economic disparities and human resource development, which were important development agendas in Viet Nam, in that they would distribute the information related to science, technology and education to the target areas. In this way, it was observed that this project was consistent with Japan's assistance policy at the time of appraisal.

As stated above, this project aimed at improving nationwide transmission of information and educational activities by enhancing the broadcasting capacities of VTV, the state-run broadcaster, and was consistent with the policy of the Viet Nam government at the time of appraisal and ex-post evaluation. While there was a quantitative development such as an expansion of broadcasting service hours and an increase in the number of channels, it was assumed that there was still a need for qualitative improvement such as an improvement of program quality. Regarding the relationship with Japan's ODA policy, this project can be said to have been consistent with the 'Medium-Term Strategy for Overseas Economic Cooperation Operations' at the time of appraisal.

In light of the above, this project was consistent with Viet Nam's development plans, development needs and Japan's ODA policy. Therefore, the relevance is high.

3.2 Efficiency (Rating:②)

3.2.1 Project Outputs

In this project, it was planned that a five-story studio building with a floor area of 32 thousand square meters would be constructed, in which broadcasting equipment such as studio equipment, production equipment for news programs, editing equipment and integrated control equipment would be procured. Consulting services including tender assistance, construction supervision, training on program production, and so forth as well as the monitoring of social effects through broadcasted programs would also be provided. The actual scope is summarized in Table 1.

Table 1: Actual Scope of this Project

Infrastructure and Equipment Developed		Quantity
Facility	Studio (180m ²)	4
	News Studio (180m ²)	2
	News Center (open area)	1
	Studio (350m ²)	2
	Studio (700m ²)	1
	Sound Recording Studio (350m ²)	1
	Central Apparatus Room	1
	Sound Dubbing Studio (100m ²)	4
	Sound Dubbing Studio (10m ²)	10
	Editing Room	44
	High-Rise Studio Building	5-story
Broadcasting Equipment	Equipment for Studio 3 (News Studio, 180m ²)	1 set
	Equipment for Studio 4 (News Studio, 180m ²)	1 set
	Equipment for Studio 9 (News Studio, 180m ²)	1 set
	Equipment for Studio 11 (News Studio, 350m ²)	1 set
	Equipment for Studio 12 (News Studio, 350m ²)	1 set
	Equipment for News Center (Weather Shooting Camera, News Server System and News Editing System)	1 set
	Equipment for Central Apparatus Room (Master Control Room, Continuity Room 1 and 2, and Signal Distribution System)	1 set
	Equipment for Television Standards Conversion Room	1 set
	Equipment for Terminal Facility Room	1 set
	Equipment for Editing Room (Non-linear Editing)	1 set
	Equipment for Editing Room (Linear Editing)	3 sets
	Equipment for Sound Dubbing Room (100m ²)	2 sets
	Equipment for Sound Dubbing Room (10m ²)	5 sets

Source: Information provided by the executing agency

According to the executing agency and the project consultant, the quantity of facilities and equipment to be constructed and/or procured through this project was as planned; but, this project was affected by a global transition from a standard definition system to a high definition system during the significant delay in the project period, as will be stated later in this report. There was a change in the specification of equipment to meet the demand for high definition digital broadcasting:

- The Master Control System itself was changed in line with a transition to the high definition digital system.
- Upgrading of the Master Control System and the signal distribution device to the high definition digital system by adding more channels.
- Introduction of high definition digital video equipment in news production studios.

With regard to the consulting services, as a tender was conducted again during project

implementation, tender assistance was provided twice. On the other hand, according to the project consultant, training for program production was substituted for training for the operation of the high definition digital equipment procured, as the production skills of VTV staff was judged to have improved during the delay period of the project. Monitoring surveys of social and economic impacts of TV programs were conducted from 2008 – 2009 in three types: ‘Routine Monitoring’, ‘Orientation Monitoring’ and ‘Evaluation Monitoring’, and the reports were prepared.



Exterior view of the Television Center
(Floors 1 – 5 were developed through this project)



One of the studios developed through this project

3.2.2 Project Inputs

3.2.2.1 Project Cost

The cost of this project was planned to be 22,998 million yen, including 19,548 million yen in the form of ODA loan. Table 2 compares the planned and actual costs.

Table 2: Comparison of Original and Actual Project Cost (Overall cost and loan amount)

(Unit: million yen)

	Original		Actual	
	Overall cost	of which is loan amount	Overall cost	of which is loan amount
Construction	9,895	9,895	11,400	11,002
Equipment procurement	5,820	5,820	6,181	5,700
Price escalation	734	734	—	—
Consulting services	850	850	2,004	1,603
Contingencies	1,645	1,618	—	—
Interest during construction	631	631	—	1,044
Land acquisition, tax and administration, etc.	3,423	—	1,604	—
Total	22,998	19,548	21,189	19,349

Source: Data provided by JICA and the executing agency

While the project period was substantially increased, as will be described later in this report, the overall project cost was 21,189 million yen (92% of the plan), which was within the plan, together with the loan amount provided.

3.2.2.2 Project Period

This project was planned to require 42 months from March 2000 until August 2003. In fact, 168 months were required from March 2000, when the loan agreement was signed, until February 2014. Table 3 summarizes the planned and actual periods by item.

Table 3: Comparison of Original and Actual Project Period

	Original	Actual
Loan Agreement signed	March 2000	March 2000
Civil engineering work	February 2001 – June 2003	February 2001 – March 2012
Equipment procurement	February 2001 – August 2003	November 2005 – January 2014
Project completion	August 2003	February 2014
Project period	42 months	168 months

Source: Information provided by the executing agency

Note: Project completion date was defined as the exact date of handover to VTV after all the construction work was completed.

The main reasons for the substantial extension of the project period were as follows:

- A delay of three years and six months due to the time required for approval processes of resident resettlement and detailed design.
- A delay of one year and four months for a tender evaluation process. Another two-month delay for the issuance of Letter of Credit and Letter of Commencement.
- Occurrences of conflicts between the first contractor and the executing agency and between the first contractor and their sub-contractors regarding payment stipulated in the contract, which lead to the cancellation of the contract by the first contractor (2009). There was a delay of three years and ten months for construction works, including procedures for processing a contract with the new contractor. Due to this delay, the completion of equipment procurement was delayed until January 2014.

As stated above, various factors were involved in the delay of the project, which could be broadly classified into two aspects, the delay in procedure and the delay caused by the conflict among the parties concerned regarding the payment stipulated in the contract agreement. Therefore, the actual project period was 168 months (400% of the plan), significantly longer than the plan.

The outputs of this project, i.e., the quantities of facilities and equipment, were largely in line with the plan except for the change of equipment from standard definition-based ones (planned broadcasting system) to high definition digital compatible ones due to technological advancement. The project cost for the outputs were 92% of the plan. As for the project period, there was a delay of more than ten years due to the delay in procedures and the conflicts between the executing agency and the original contractor, leading to the actual period becoming 400% of the plan.

In light of the above, although the project cost was within the plan, the project period exceeded the plan. Therefore, the efficiency of the project is fair.

3.3 Effectiveness⁵ (Rating:③)

3.3.1 Quantitative Effects

At the time of project appraisal, it was considered difficult to conduct a quantitative evaluation due to the nature of the project. However, a future plan regarding the broadcasting equipment to be required at the entire VTV television center was presented in the master plan at that time in response to the growing need for TV broadcasting

⁵ Sub-rating for Effectiveness is to be put with consideration of Impact.

services. Therefore, the indicators in the future plan were regarded as effect indicators to be achieved in the future through project implementation, and their levels of achievement were evaluated.

Table 4: Effect Indicators of this Project

(Unit: number of hours per day, proportion (%))

Indicator	Baseline	Target	Actual				
	2000	2005	2012	2013	2014	2015	
	Appraisal Year	2 Years after Completion	2 Years before Completion	1 Year before Completion	Completion Year	1 Year after Completion	
Total broadcasting hours (VTV1-4)	22.5 hours	52 hours	96 hours	96 hours	96 hours	96 hours	
Self-production ratio (Domestic production ratio)	30%	50%	No data				22.7%
Total hours of self-produced (domestically-produced) programs	6.75 hours	26 hours					21.82 hours
Proportion of TV advertisement	1.5%	5%	5%	5%	5%	5%	
Total minutes of TV advertisement	20 minutes	156 minutes	288 minutes	288 minutes	288 minutes	288 minutes	
Ratio of self-production of TV advertisement	50%	50%	No data				
Total minutes of self-produced TV advertisement	10 minutes	78 minutes					

Source: Data provided by JICA and the executing agency

As for the total broadcasting service hours, a 24-hour broadcasting service has been realized on all four channels (VTV1 – 4) since 2011, achieving the upper limit of 96 hours per day; much higher than the planned figures. The reason why the 24-hour broadcasting service has been realized in the pre-completion period of this project was that VTV received more advertisement revenues and enhanced its program production during the rapid growth of the Vietnamese economy in the 2000s. Many of the above indicators based on the master plan were improved during project implementation and the targets were largely achieved by the late 2000s. In other words, the degree of contribution from this projects which substantially delayed was not significant in quantitative terms such as improvement of the total broadcasting service hours, proportion of TV advertisements and total minutes of TV advertisements. However, this project can be said to have played a significant role in terms of: modernizing broadcasting equipment, including studios; enabling digital high-definition broadcasting, and; responding to the increase in the number of channels from 2016⁶ and to the

⁶ The number of VTV channels increased to six in 2011; and further, to nine from 2016.

growing demand for program production needs, while sustaining the level of indicators achieved with the standard definition system.

The ratio of self-production programming on VTV1– 4 as a whole was 22.7% (in 2015), with VTV1 (politics and economy) at 48%, VTV2 (education) at 8.3%, VTV3 (entertainment) at 19.6% and VTV4 (for overseas) at 15%. These figures show the ratios only for the first broadcasts of each self-produced program, but not the rebroadcasted programs. If the rebroadcasted programs were included, the target figures would be thought to have been achieved as the self-production ratio of VTV would rise to higher than 80%. Meanwhile, the total hours of self-produced programs are 21.82 hours, reaching 83.9% of the initially planned 26 hours.

The upper limit of the ratio of self-produced TV advertisements has been set at 5% of the total broadcasting service hours according to VTV's regulations, and the actual broadcasting hours are up to 5%. Therefore, the total broadcasting hours of TV advertisements on VTV1 – 4 are 288 minutes (96 hours times 5%). TV advertisements are often produced outside VTV by the sponsors themselves, and there are few TV advertisements produced by VTV. On this matter, it was not felt that VTV was of the view that the ratio of self-produced TV advertisements needed to be increased.

As stated above, while some of the data were not available, it was confirmed that the development effects of this project were sufficiently generated as the broadcasting hours increased; a number of programs were self-produced; and the indicators were positive even after the system was changed to the high definition digital one. Regarding the advertisement programs, sponsors were secured and the maximum broadcasting hours were utilized. Production of advertisement programs was not included in the evaluation judgement as it was not necessarily essential to produce them within VTV as commented by them.

In this ex-post evaluation, recent figures of related indicators in addition to the ones above were obtained, as shown in Table 5.

Table 5: Indicators Related to TV Broadcasting

Indicator	Actual			
	2012	2013	2014	2015
	2 Years before Completion	1 Year before Completion	Completion Year	1 Year after Completion
Number of TV channels	6	6	6	6
Length of interference with broadcasting (hours / year)	0	0	0	0
TV service coverage ratio	100%	100%	100%	100%
Number of broadcasting hours of educational programs (per week)	168	168	168	168
Number of disaster prevention programs (per year)	30	30	53	79
Number of environmental conservation programs (per year)	44	44	52	54
Number of public health-related programs (per year)	420	416	416	214
Number of economy-related programs (per year)	1,125	1,164	1,200	880
Number of programs targeting ethnic minority groups (per year)	1,790	1,870	1,934	1,880
Number of programs targeting women (per year)	84	88	95	150
Number of programs targeting children (per year)	468	467	370	350

Source: Data provided by the executing agency

Note: The number of programs indicates the figures which are a sum of all the broadcasted programs, regardless of producers.

The length of interference with broadcasting is an important indicator, of which no instances have occurred since 2011, indicating that programs have been provided in a stable manner. Also, the TV service coverage⁷, which was 57% in 1998 before the commencement of this project, has achieved 100% on the basis of population, and it is considered that regional disparities in TV broadcasting services have been eliminated.

One of the objectives of this project was to improve educational levels by enhancing TV broadcasting services. Regarding this point, the broadcasting hours of educational programs are 168 hours per week through VTV2, an educational channel, which is providing 24-hour broadcasting.

When the number of programs for other sectors was checked through the executing agency, variations were observed depending on the sectors, for example, while the number of programs for disaster prevention, environmental conservation and women increased, public health and economy-related programs decreased considerably in 2015. According to the executing agency, the number of programs generally increased in comparison to that during the appraisal period, but no further increase in the number of

⁷ A ratio showing the proportion of the coverage area of TV broadcasting in Viet Nam.

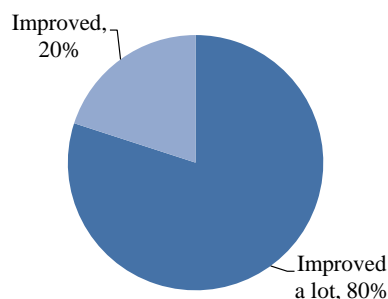
programs could be expected after 2011 as 24-hour broadcasting service has been realized. The programs have been increased and decreased within the limited timeframe.

3.3.2 Qualitative Effects (Other Effects)

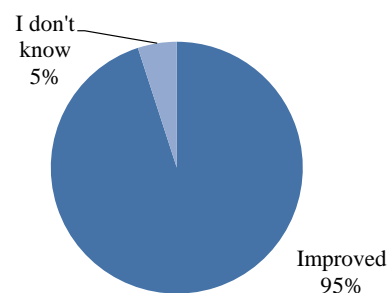
At the time of project appraisal, qualitative effects of the project were expected in that this project would rectify economic disparities with urban areas by narrowing the digital divide between urban and rural areas, particularly through improvements in living standards and intellectual levels by means of TV broadcasting of educational and social programs.

Therefore, in the ex-post evaluation, a beneficiary survey⁸ was conducted with TV viewers in Hanoi and in its suburbs in addition to interviews done with the executing agency to verify these effects.

According to the executing agency, they have met the demand for TV broadcasting as a number of programs for ethnic minority groups have been provided⁹ and a nationwide 24-hour broadcasting has been accomplished. In the beneficiary survey, the following responses were obtained when questions on changes in the quality of programs and its contribution to educational and capacity development as well as narrowing of rural-urban disparities were asked.



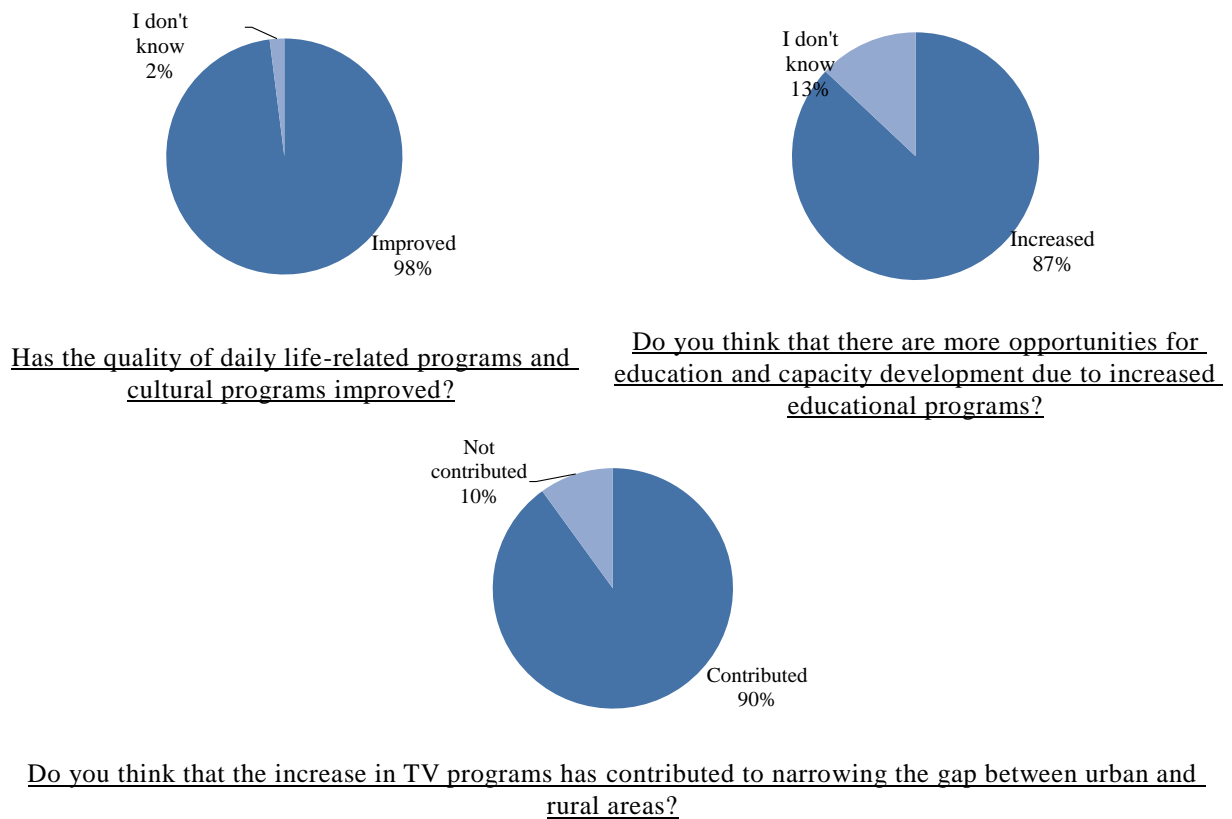
Has the quality of VTV's programs improved in general?



Has the quality of VTV's educational programs improved?

⁸ 100 residents in nine communes in four districts in Hanoi and its suburbs were selected by positive sampling (valid response numbers; 54 men and 46 women), and a local survey assistant interviewed them (the four districts: one in Hanoi, two in an adjacent suburb and the last in a remote suburb (ethnic minority regions)). Districts where cooperation by the local People's Committee was obtained were extracted and the interview survey was carried out in the communes in those districts. In one commune, a certain 'road or street' was conveniently sampled and several houses were visited in one such street before moving to the next. Questions: Problems with reception of TV signals, an increase in the number of programs, improvement in the quality of programs, changes in the quality of educational and social programs (information on life and cultural programs), ease of obtaining information, expansion of educational opportunities, skill development and improvement, narrowing regional disparities, induced activities (economic and social), changes in lifestyle and satisfaction with TV broadcasting

⁹ VTV5 is a channel for ethnic minority groups and a total of 23 languages are used every week.



Source: Beneficiary survey

Figure 1: Evaluation of Viewers on VTV's TV Broadcasting

In the beneficiary survey, the quality of VTV programs, including the educational programs, was highly regarded. As a result, it became clear that approximately 90% of the respondents held a positive view that educational and skill development opportunities increased and rural-urban gaps were narrowed. It was often heard in rural areas as an example of skill development and narrowing of gaps, that the programs on vegetable cultivation methods were useful for improvement of their livelihoods.

As stated above, the executing agency claimed that TV broadcasting services were meeting the demand of the people and it was also found in the beneficiary survey that the quality of educational and social programs improved. It is presumed that educational and skill development opportunities have increased and rural-urban disparities have narrowed with the improvement of TV program quality. Therefore, the expected qualitative effects are thought to have been largely generated.

3.4 Impacts

3.4.1 Intended Impacts

At the time of appraisal, it was expected as an impact that this project would promote

a nationwide transmission of information, education and awareness activities. In the ex-post evaluation, this impact was verified by conducting the beneficiary survey.

With regard to the nationwide transmission of information, all of the respondents in the beneficiary survey replied that it had become easier to obtain information as the number of TV channels and programs had increased¹⁰. As for social and economic changes brought about by improved TV broadcasting services, 63% of the respondents commented that there had been some kind of change, with some examples that (1) sporting activities inspired by sports channels became more common in villages, (2) there were more visitors to festivals with the festival information provided, (3) TV viewing provided an opportunity to reappraise traditional cultures, (4) cultivation of new crops commenced, and so forth. It was also mentioned as an effect of TV broadcasting that they had more interest toward the outside world, which they had not known before.

Based on the above, it can be said that the TV broadcasting service has become more widespread all over the country and it has become easier to obtain information through such service. It has also become clear that sporting activities, traditional culture events, agricultural activities, and so forth became more active with the enhanced TV broadcasting service, and it was confirmed that the improvement in TV broadcasting made some degree of impact.

In the social and economic monitoring survey¹¹ conducted during the period of this project, the executing agency commented that it had not conducted any such surveys after project completion. Therefore, it was unknown to what extent the viewers watched VTV channels and what kinds of preferences and requests for programming they might have.

3.4.2 Other Impacts

3.4.2.1 Impacts on the Natural Environment

In this project, a television center was to be constructed on the existing site of the previous center and its adjacent site, while no significant environmental impact was expected. For this reason, when the feasibility study of this project was conducted, it was judged that no Environmental Impact Assessment (EIA) would be necessary for this project as it would not cause any particular environmental problem. However, formulation of an adequate construction plan and construction supervision by project

¹⁰ In Viet Nam, there are larger number of households watching TV by using cables or satellite antennas. 56% of the respondents in the beneficiary survey were using cables; 28% satellite antennas; 13% using frame antennas, and; 3% using Internet TV.

¹¹ Delegated by VTV, the Institute for Public Opinion Research, an organization under the Communist Party of Viet Nam, conducted the actual survey.

consultants was required to manage the influences of noise and dust caused by construction work and the issue of access to sunlight, and so forth.

The implementation statuses of these points of consideration were checked through the executing agency during the ex-post evaluation. According to them, efforts were made to minimize the impacts by installing dust-proof nets and sound-proof materials during construction as there were residents living around the project site. Interviews with nearby residents showed that they regarded some noise unavoidable during the construction period for the improvement of broadcasting services, and that they were thankful to the executing agency for putting lids on the gully and expanding the road. No particular issues seemed to have occurred between the executing agency and the nearby residents and it was thought that appropriate measures were taken.

3.4.2.2 Land Acquisition and Resettlement

In this project, acquisition of an adjacent site and resettlement of residents were expected.

Confirmation during the ex-post evaluation revealed that a land area of 5,380m² was acquired in an area adjacent to the existing site for this project, under the approval of the Hanoi People's Committee. Compensation for land purchase was paid to 12 households that had dry field sections for farming in accordance with the domestic regulation and the Hanoi City guideline. Another 45 households living in the project site were resettled to an apartment in a different district of the city¹². According to the executing agency, a compensation council consisting of representatives from Ba Dinh District, where the project site was located, Hanoi People's Committee, and, the executing agency was established: The council formulated a resettlement plan and conducted the resettlement based on the plan¹³.

Interviews with the resettled residents were conducted during ex-post evaluation. They commented that while the current location was farther away from the city center than the pre-project residential site, their living environment improved and it had



Resettled residence of the people affected by this project

¹² According to the executing agency, the number of households to be resettled was 47 in total and 45 households which were comprised of Hanoi citizens got resettled from the project site at Ba Dinh District to Hai Ba Trung District in the same city. As the remaining two households were not Hanoi citizens, they were paid only the compensation in accordance with the regulation.

¹³ The compensated amount required for land acquisition and resettlement was 219.6 million yen (from the data provided by the executing agency).

become more convenient with more shops compared to the period following their resettlement. Also, no issues on the resettlement procedure were found in particular, but there were some residents that required a long time to reach agreements on conditions.

Therefore, it is considered that there were no problems in terms of the process for land acquisition and resettlement in this project.

3.4.2.3 Unintended Positive/Negative Impacts

The broadcasting system initially planned in this project was a standard definition system. Because of this, it is assumed that the equipment would have become obsolete by the time of ex-post evaluation, and problems with spare parts procurement as well as situations where no technical measures could be taken may have happened, if the project was implemented without delay and the analogue broadcasting equipment compatible with this system were procured as planned.

A delay unexpected at the beginning of the project, which would be normally regarded as a negative factor for generating project effects, resulted in the introduction of a digital-based system enabling improvements in screen definition as well as simultaneous and additional release of information, all of which would not have been possible with the analogue-based system. Another impact of this newly acquired technology, introduced through this project, was that it was able to meet the same level as that used more prevalently throughout the world.

At Vietnam Television, increases in the number of channels and a 24-hour broadcasting service were realized, and the viewers held high regard for the increase in programs and the improvement in their quality. Therefore, the expected project effects are estimated to have been largely achieved. The role of this project was that it responded to the growing needs for program production and that it enabled the modernization of broadcasting equipment, including studios and also responded to the need for high-definition digital broadcasting. Moreover, it contributed further to increasing the number of channels in 2016.

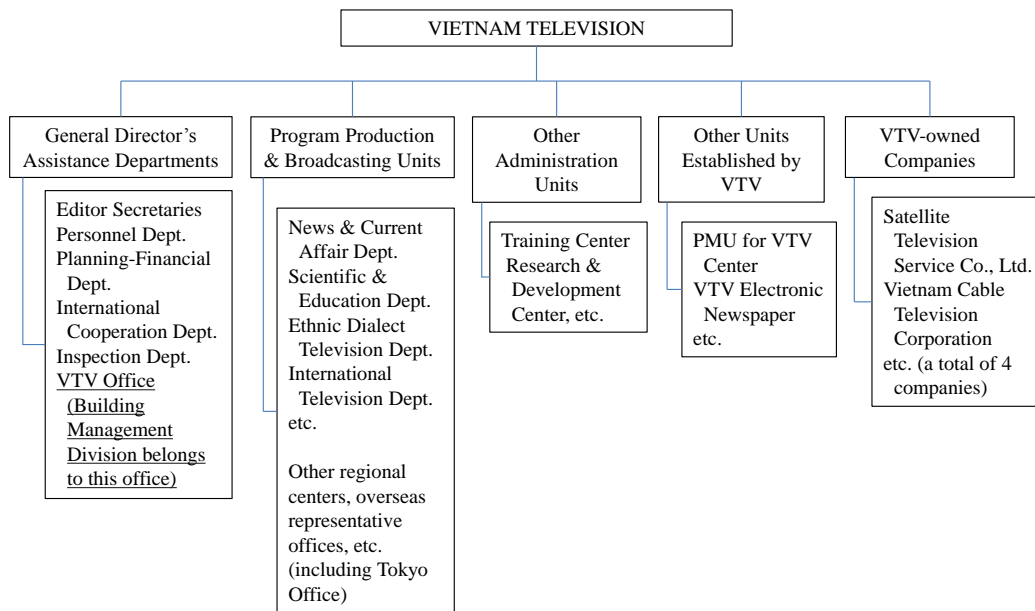
Regarding the impacts, information became easier to obtain, and other social and economic aspects such as more active sporting activities and the commencement of new crop cultivation were also observed. It was thought that there were generally no issues in terms of the impact to the natural environment, land acquisition or resettlement.

In light of the above, the effectiveness and impact of the project are high.

3.5 Sustainability (Rating:③)

3.5.1 Institutional Aspects of Operation and Maintenance

The executing agency of this project was VTV. While VTV had only a little over 1,000 staff members including the long-term temporary staff at the time of appraisal, it had 56 departments and offices in the country and overseas with 4,095 staff members at the time of ex-post evaluation (January 2015). Behind this substantial increase was the increase in the number of channels, the commencement of multimedia broadcasting using a satellite system and the Internet, the realization of 24-hour broadcasting, the increase in the number of programs produced, and so forth, all of which led to the overall expansion of broadcasting operations.



Source: Provided by the executing agency

Figure 2: VTV Organization Chart (simplified version)

Daily use and operations of broadcasting equipment were carried out by the broadcasting units, but maintenance of facilities and equipment was handled by the Building Management Division within the VTV Office. In the division, a team to conduct maintenance work on the building (16 members) and the Chilling Mechanical and Engineering Team (25 members), which conducted inspections and maintenance of broadcasting equipment for stability of use, were allocated. There were some work tasks these teams conducted independently, and the maintenance of some equipment such as power supply system, elevators, generators, the uninterruptible power-supply system (UPS) and so forth were outsourced to external specialist companies. According to the executing agency, the number of members was sufficient, and there was a system to

conduct operation and maintenance by partially utilizing support of external companies.

As stable TV broadcasting and adequate management of equipment has been actually realized, it is presumed that a structure to carry out facility maintenance and broadcasting operations smoothly has been developed and a sufficient number of staff members has been allocated.

In order to complete the overall project designed in the master plan, it was confirmed that VTV had been implementing the subsequent project independently and the Project Management Unit (PMU) of this project remained and continued to carry out the supervision of that project.

3.5.2 Technical Aspects of Operation and Maintenance

According to the executing agency, manuals such as the operation supervision procedure of building management system, the breakdown management procedure and the operation procedure for major equipment have been developed and utilized, and there were no problems in terms of the skills of technicians carrying out the operation and maintenance of facilities and broadcasting equipment, enabling stable broadcasting as a result. The actual hours of broadcasting interference has been zero (no occurrences) since 2011, and stable broadcasting services have been realized nationwide despite the increases in the number of channels and broadcasting service hours.

With regard to the capacity development of broadcasting-related personnel, a total of seven JICA experts (long-term and short-term) provided technical training on program production and broadcasting-related human resource development from the commencement of this project until 2003. After that, technical cooperation and follow-up cooperation toward the improvement of techniques for the production of documentaries as well as lighting adjustment techniques were carried out as Country Focused / Local In-Country Training from 2012 to 2015. Additionally as the Country Focused Training / Local In-Country Training, JICA has been supporting the technicians to develop their capacities in producing the programs suited to the needs of farmers and villages from 2015 to 2017. According to VTV, these efforts not only improved the skills of those related to program production but also strengthened the cooperative relationship with Japan in the broadcasting area.

While VTV is not regularly providing internal training programs to the technicians of the Building Management Division, which is in charge of maintenance of facilities and equipment, training courses are provided on mechanical and engineering, UPS, generator, electrical system, labor safety and hygiene, and so forth to the technicians who routinely operate such equipment. This has led to stable operation and maintenance of related equipment, including high-definition digital equipment.

Regarding facility maintenance, it is thought that there are neither skill deficiencies of nor technical problems for technicians as manuals are developed and training is conducted, and no troubles have been caused in actual operation and maintenance.

3.5.3 Financial Aspects of Operation and Maintenance

The following table shows the recent financial status of the entire VTV and the maintenance budget obtained during ex-post evaluation.

Table 6: VTV's Financial Status

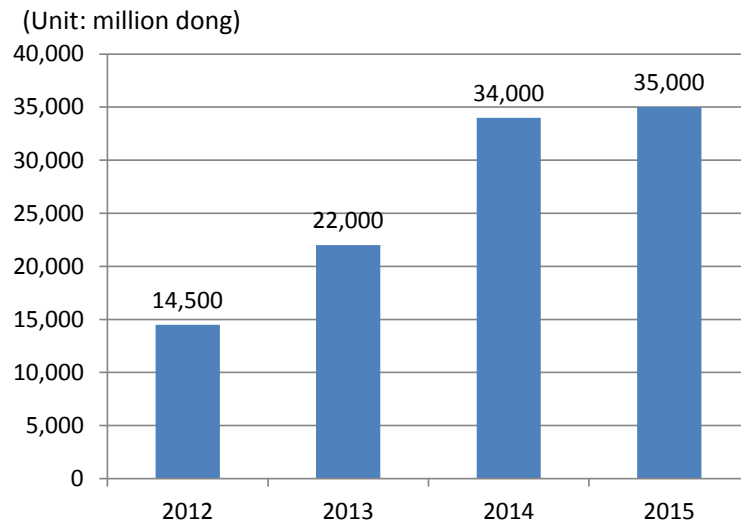
	(Unit: billion dong)				
	2000	2011	2012	2013	2014
[Revenue]					
Turnover*	268	3,514	3,566	4,429	4,519
Other	175	193	271	244	292
Total	443	3,707	3,837	4,673	4,811
[Expenditure]					
Operating expenses**	166	2,269	2,620	3,096	3,559
Equipment expenses	115	257	319	402	555
Other expenses	83	0	0	0	0
Total	364	2,526	2,939	3,498	4,114
Balance	79	1,181	898	1,175	697

* 'Turnover' mainly includes revenues from TV advertisements, production of TV advertisements, program production, etc.

** 'Operating expenses' include production cost, labor cost, transportation expenses, etc.

Source: Data provided by JICA and the executing agency

The majority of VTV's revenues come from the turnover, which are mainly the revenues from advertisements, making up 94% of the entire revenues in 2014. Compared to those in 2000 (at the time of appraisal), this category skyrocketed nearly 17 times, indicating that it had been underpinning the sound financial status of VTV in recent years. Although the operating expenses such as program production costs and labor costs are also increasing, the increase in revenue can cover that cost, and no particular financial concerns have been observed. There has been no reception fee collected from viewers and no government subsidies have been injected.



Source: Data provided by the executing agency

Figure 3: Maintenance Budget for Facilities and Equipment (Budget for Building Management Division)

The maintenance budget for facilities and equipment allocated to the Building Management Division has been on the increase in recent years, as shown in Figure 3, which is generally sufficient to carry out necessary repairs and inspections, according to the executing agency.

As shown above, no particular issues have been found and it is thought that there are no problems as a whole.

3.5.4 Current Status of Operation and Maintenance

The facilities and equipment developed through this project were checked during ex-post evaluation, and all of them were found to have been in good condition. According to VTV, while there were no major maintenance-related problems, they were experiencing some difficulties in procuring spare parts for the chilling system, generator system, and the fire alarm system. More precisely, time and cost were needed in procuring spare parts for the chilling and generator systems as there is no agent in Viet Nam. As for the fire alarm system, spare parts were no longer being produced. The fire alarm system was in smooth working condition at the time of ex-post evaluation, and it was indicated that spare parts would be substituted with alternate ones.

Regarding regular inspections, each department needed to prepare an inspection plan of their equipment and submit the plan to the Chilling Mechanical and Engineering Team. The team would then carry out regular inspection and maintenance based upon the plan. The inspection and repair manual provided in this project was used and, for

example, a chilling system was inspected quarterly; and, a generator monthly.

As stated above, both the facilities and equipment have been operated and maintained in good condition, and no particular issues were observed in terms of the provision of stable TV broadcasting.

Regarding the sustainability of the effects generated through implementing this project, there were no particular issues found in terms of institutional aspects of operation and maintenance nor were there concerns in technical aspects. It was confirmed that the sufficient turnover realized the overall surplus from a financial aspect, and that the facilities and equipment were largely maintained in good condition.

In light of the above, no major problems have been observed in the institutional, technical and financial aspects of the operation and maintenance system, therefore, the sustainability of the project effects is high.

4. Conclusion, Recommendations and Lessons Learned

4.1 Conclusion

In this project, a television center with facilities and equipment, including studios and editing equipment, was constructed to strengthen the broadcasting capacities of Vietnam Television and to improve nationwide transmission of information. This project was consistent with the development plans and needs of Viet Nam at the time of appraisal and ex-post evaluation as well as Japan's ODA policy at the time of appraisal. Therefore, the relevance of this project is high. With regard to project implementation, although there were some changes to the broadcasting system, they were appropriate for generating project effects, and the project cost was within the plan. However, the efficiency was fair as the project period substantially exceeded the plan due to delays in administrative procedures and conflicts among the contractors. With respect to project effectiveness, the expected quantitative effects were largely achieved: the qualitative effects were sufficiently achieved as well. As for the impact of the project, positive effects on the social and economic aspects were confirmed. Therefore, the effectiveness and impact of this project are high. Regarding sustainability, there were no issues in terms of all institutional, technical and financial aspects as well as the operation and maintenance status. Therefore, project effects generated in this project are considered sustainable.

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

4.2 Recommendations

4.2.1 Recommendations to the Executing Agency

VTV increased the number of channels and programs, and had recently been making

efforts to improve the quality of programs. However, no independent efforts to capture the viewers' opinions on the TV broadcasting service by VTV were made in a sufficient manner except through the social and economic monitoring survey carried out during this project and the beneficiary survey in this ex-post evaluation. Surveys on the viewers' orientation and their assessment of programs, as conducted in this project, as well as an analysis of the effects such as the kind of contribution TV programs are making to the society and economy, are considered to be an important means of correctly understanding the viewers' needs when reflecting them into the production of TV programs. In the training program to improve capacities for the production of programs to meet the needs of farmers and villages, which have been supported through JICA's technical cooperation project since 2015, efforts are being made to improve the method of capturing such needs and to improve awareness when producing programs based on such needs. It is therefore desirable to improve the quality of programs by taking that opportunity to capture said needs and apply them to various programs.

4.2.2 Recommendations to JICA

None

4.3 Lessons Learned

Scrutiny of project components for smooth implementation before signing a contract

One of the major causes for the delay of this project was a long-standing conflict between the executing agency and the original contractor over the contents of their contract. While the details were not analyzed in the ex-post evaluation, bidding was significantly lower than the planned value of construction, and there were disagreements subsequently observed as to whether small work items would be included. Therefore, in the future bidding of grant aid or loan projects, it will be essential, when signing an official construction agreement, to discuss and agree on the contents in a detailed manner as possible to avoid conflicts among those concerned on the points that could potentially affect the progress of the project.

Ensuring project effects by adapting to technical innovation

While this project was considerably delayed, an innovation was seen worldwide during that period in that the broadcasting system changed from the standard definition system to the high-definition digital one. Although the factor was seen as a project delay, it was confirmed that this project adapted to such worldwide change and changed some of the equipment which were compatible with the high-definition digital system. This led to effective utilization of the broadcasting equipment procured at the time of ex-post

evaluation. From this lesson, in implementing aid projects in the future, if a technical innovation is seen while a project delay is occurring, it should be important to change the equipment to be procured to what is adaptable to the latest technology so that the project effects would be increased.

(End)

Comparison of the Original and Actual Scope of the Project

Item	Plan	Actual
<p>1. Project Outputs</p> <p>Construction of Television Center</p> <p>Consulting Services</p>	<p>Construction of studio building (a total floor area of 32,000m²)</p> <p>Equipment for studios (TV cameras, lights, adjustment tables, etc.)</p> <p>Equipment for production of news programs (editing equipment, interviewing equipment, etc.)</p> <p>Editing equipment (image editing equipment, sound editing equipment, etc.)</p> <p>Integrated control equipment (program organizing equipment, transmitting program controlling equipment, etc.)</p> <p>Tender assistance, construction supervision (including the measures and instructions to ease environmental impacts during construction)</p> <p>Training on program production, etc.</p> <p>Monitoring of social effects by TV programs</p>	<p>Implemented as planned</p> <p>(Some of the equipment was changed to that compatible with the high-definition digital system)</p> <p>Tender assistance increased to two-fold.</p> <p>Training: changed from program production to instruction on equipment operation</p> <p>Other components were implemented as planned.</p>
<p>2. Project Period</p>	<p>March 2000 – August 2003 (42 months)</p>	<p>March 2000 – February 2014 (168 months)</p>
<p>3. Project Cost</p> <p>Amount Paid in Foreign Currency</p> <p>Amount Paid in Local Currency</p> <p>Total</p> <p>Japanese ODA Loan Portion</p> <p>Exchange Rate</p>	<p>14,604 million yen</p> <p>8,394 million yen (1,558,225 million dong)</p> <p>22,998 million yen</p> <p>19,548 million yen</p> <p>1 dong = 0.00828 yen (as of October 1999)</p>	<p>Unknown</p> <p>Unknown</p> <p>21,189 million yen</p> <p>19,349 million yen</p> <p>1 dong = 0.00539 yen (Average between February 2001 and March 2014)</p>