

The Republic of Tunisia

FY2021 Ex-Post Evaluation Report of
Japanese ODA Loan Project
“National Television Broadcasting Center Project”

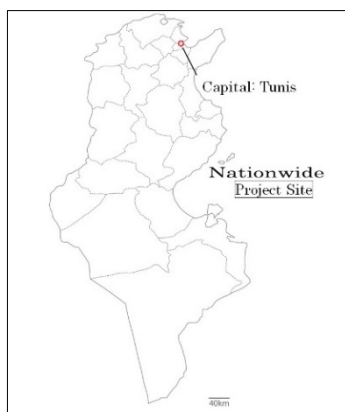
External Evaluator: Kenichi Inazawa, Octavia Japan, Co., Ltd.

0. Summary

This project aimed to enhance television broadcasts by introducing broadcasting equipment and by transferring technologies to the new television broadcast center of the Tunisia Television Establishment (Etablissement de la Télévision Tunisienne) responsible for public broadcasting, thereby contributing to the realization of highly reliable public television broadcasting, the increase in opportunities to provide information to the public through television broadcasting, and the promotion of mutual understanding between Japan and Tunisia. "Consistency with the development plan" and "consistency with development needs" are confirmed in this project. Regarding coherence, it can be said to be coherent in terms of “consistency with Japan’s ODA policy” and “internal coherence.” As for “external coherence,” there are commonalities between this project and the projects of other donors in terms of realizing smooth broadcasting, improving broadcasting quality and increasing information provision opportunities. Therefore, its relevance and coherence are high. Regarding efficiency, even though there was an additional output, the outputs were mostly as planned. The project cost was also almost as planned. However, the project period was significantly longer than planned. Therefore, the efficiency of the project is moderately low. With respect to effectiveness and quantitative effect indicators, the actual values are above the target values. Additionally, an educational channel has been newly established. Through interviews, it was confirmed that the work efficiency of TV program production and the quality of program contents have improved, and so have the technical level and motivation of operative staff. With regard to impacts, the interviews also confirmed that this project has increased information provision opportunities, improved program quality, and improved viewers’ trust in the Tunisia Television Establishment as a source of information. Therefore, this project has achieved its objectives more than it is planned. Therefore, effectiveness and impacts of the project are very high. No issues have been observed in the policy/systems, institutional/organizational, technical or financial, including the current status of the operation and maintenance system, and sustainability is ensured. In addition, preventive measures have been taken regarding environmental and social considerations and risks. Therefore, the sustainability of the project effects is very high.

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

1. Project Description



Project Location
(Source: JICA)



Procured Signal Distribution System
(Source: Tunisia Television Establishment)

1.1 Background

Prior to the start of this project, the broadcast area of the Tunisia Television Establishment (solely responsible for public broadcasting in Tunisia) was 99.7% of the country. As it almost covered the entire Tunisia, and the percentage of households with television sets reached 90.2%, television broadcasting had a large impact. However, the building of the Tunisia Television Establishment in the capital Tunis was built in 1955 originally for the purpose of radio broadcasting, and the studios inside the building were small and dilapidated. Broadcasting equipment was antiquated, which constrained program production. Therefore, the expansion and modernization of television broadcasting by introducing modern broadcasting equipment and expanding studio facilities was an urgent issue.

1.2 Project Outline

The objective of this project was to enhance television broadcasts by introducing broadcasting equipment and materials and by transferring technologies to the new television broadcast center of the Tunisia Television Establishment responsible for public broadcasting, thereby contributing to the realization of highly reliable public television broadcasting, the increase in opportunities to provide information to the public through television broadcasting, and the promotion of mutual understanding between Japan and Tunisia.

Loan Approved Amount/ Disbursed Amount	4,075 million yen/4,069 million yen
Exchange of Notes Date/ Loan Agreement Signing Date	March 12, 2007/March 12, 2007
Terms and Conditions	Interest Rate 0.4%

	Repayment Period (Grace Period Conditions for Procurement	40 years 10 years) Tied (Special Terms for Economic Partnership (SETP))
Borrower / Executing Agency(ies)	The Government of the Republic of Tunisia/ Tunisia Television Establishment ¹	
Project Completion	July 2019	
Target Area	Entire Tunisia	
Main Contractor(s) (Over 1 billion yen)	Sumitomo Corporation	
Main Consultant(s) (Over 100 million yen)	None (over 100 million yen)	
Related Studies (Feasibility Studies, etc.)	None	
Related Projects	[Grant Aid Project] - “The Project for the Improvement of TV Programs of Tunisian Television” (grant aid contract signed in 2015) [Other International Organization, Aid Agency, etc.] - “Technical advice by dispatching experts” (German public broadcasting station (ZDF))	

2. Outline of the Evaluation Study

2.1 External Evaluator

Kenichi Inazawa, Octavia Japan, Co., Ltd.

2.2 Duration of Evaluation Study

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

Duration of the Study: November 2021-February 2023

Duration of the Field Study: No international travel was involved, and surveys were conducted remotely with a field survey assistant.

¹ When this project began, the Tunisia Television Establishment belonged to the National Radio and Television Broadcasting Corporation (Établissement de la Radiodiffusion-Télévision Tunisienne (ERTT)) along with the National Radio Station. However, the Ben-Ali administration decided to split the ERTT into a television station and a radio station. As a result, the Tunisia Television Establishment was established on August 31, 2007. Since then, the Tunisia Television Establishment has been in charge of state-owned television broadcasting. Therefore, the term “Tunisia Television Establishment is used throughout this report.

2.3 Constraints during the Evaluation Study

(Remote Field Survey Utilizing a Field Survey Assistant)

Due to COVID-19, the external evaluator did not travel internationally for this study. With the local survey assistant, the external evaluator conducted the site visits remotely, collecting information/data and conducting interviews with the individuals concerned. The external evaluator analyzed the information collated so as to conduct evaluation analyses and make appropriate judgements.

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

3.1 Relevance/Coherence (Rating: ③³)

3.1.1 Relevance (Rating: ③)

3.1.1.1 Consistency with the Development Plan of Tunisia

Before the start of this project, the *10th Five-Year Plan* (2002-2006) formulated by the government of Tunisia called for construction of a new broadcasting center of the Tunisia Television Establishment and enhancement of its facilities, with the aim of enhancing program contents by modernizing the television broadcasting facilities. In addition, increasing the number of television broadcasting channels and further enhancement of television production were identified as one of the priority areas in the *11th Five-Year Plan* (2007-2011).

At the time of the ex-post evaluation, the government of Tunisia attaches great importance to the communication technology and digital economy fields in its *Five-Year National Development Plan*⁴ (2016-2020). Specifically, the following are advocated: “Technology development in the audiovisual field and formulation of monitoring, research, and management policy concerning digital technologies,” “strengthening the principle of national sovereignty through the development and enhancement of terrestrial digital radio and television broadcasting networks,” “expansion of audiovisual environment by switching to the existing terrestrial digital television broadcasting network and high-definition TV,” “rationalization of frequency spectrum usage, promotion of research and operation plans.” The government is also planning to improve governance in the field of information and communication technology and strengthen supervision and monitoring of projects to be implemented through *Digital Tunisia 2020*,⁵ a national strategic plan for this sector.

Based on the above, enhancement of TV broadcast program production was a priority before the start of this project, and improvement in the audiovisual environment by developing and

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

³ ④: Very High, ③: High, ②: Moderately Low, ①: Low

⁴ Currently at the time of the ex-post evaluation, the next national development plan is being formulated; however, its announcement has been delayed for political reasons.

⁵ This is a strategic document released by the Ministry of Communication Technologies and Digital Economy in response to the “Tunisia Digital Summit” held in 2017. Based on this document, the Tunisia Television Establishment aims to formulate a “master plan” and create a digitization guideline by the end of 2022.

strengthening terrestrial digital radio and TV broadcasting networks and by switching to high-definition TV continues to be a priority at the time of the ex-post evaluation. Therefore, this project is consistent with the policies and measures of the national and sector plans.

3.1.1.2 Consistency with the Development Needs of Tunisia

Before the start of this project, as per the priorities areas stipulated in the *10th Five-Year Plan* (2002-2006), enhancement of the environment surrounding television broadcasting was expected at the Tunisia Television Establishment, such as the introduction of modern television broadcasting equipment, production of high-quality programs, diversification of programs, and more broadcast time. The Tunisia Television Establishment's broadcast area was 99.7%, almost covering the entire Tunisia. The percentage of households with television sets reached 90.2%, and television broadcasting had a large impact. However, the broadcasting center was built in 1955 originally for the purpose of radio broadcasting, and the studios inside the center were small and dilapidated. Broadcasting equipment was antiquated, which constrained program production. Therefore, the expansion and modernization of television broadcasting by introducing modern broadcasting equipment and expanding studio facilities was an urgent issue.

At the time of the ex-post evaluation, the government of Tunisia is assisting and spending for the Tunisia Television Establishment, which is responsible for public broadcasting, to modernize television broadcasting equipment and expand the content of broadcasting. In addition to the support provided by this project, the Tunisia Television Establishment is responding to the need for modernization by enhancing broadcasting equipment with the support of the Tunisian government so as to diversify its broadcasting. The examples include: the IT program production system was updated to high definition (hereinafter referred to as "HD") in 2015; the main channels of the Tunisia Television Establishment, the 1st Tunisia National Channel and the 2nd National Channel (hereinafter referred to as "Watanya 1, Watanya 2") broadcasting servers were updated to HD specifications in 2020-2021; IT information system (Newsroom computer system; NRCS) was updated to HD in 2021; and distribution by digital platform (DPF) began.⁶

Based on the above, the government of Tunisia has provided financial support to the Tunisia Television Establishment in order to improve the quality of public broadcasting and meet the diversifying needs of viewers both before the start of this project and at the time of the ex-post evaluation. The Tunisia Television Establishment has also been working on expanding and modernizing broadcasting equipment. Therefore, this project is consistent with the development needs.

⁶ Factors behind this are diversified needs and contents of TV program production and changes in the environment surrounding TV broadcasting. For example, watching Internet videos (e.g., YouTube) has become very popular in recent years, and the Tunisia Television Establishment is working harder than ever to modernize program broadcasting equipment, diversify contents, increase information provision opportunities and improve quality.

3.1.2 Coherence (Rating: ③)

3.1.2.1 Consistency with Japan's ODA Policy

Before the start of this project, the government of Japan formulated the *Country Assistance Plan for Tunisia* (October 2002). In this paper, the following were listed as sectors and themes that were particularly important of the main development issues: (1) raising the level of industry; (2) developing and managing water resources; and (3) environment. Regarding (1), it was promoted that “Japan would assist economic infrastructures, centered on the information and communication sector, in which Japan could employ its strengths.” In addition, the *Medium-Term Strategy for Overseas Economic Cooperation Operations* (April 2005) formulated by JICA specified “poverty reduction,” “foundation for sustainable growth,” and “human resources development” as the priority areas of assistance.

This project aims to enhance television broadcasts through the introduction of broadcasting equipment and technology transfer, increase opportunities to provide information to the public through television broadcasting and contribute to the improvement of the industry, the information and communication sector and to the national development, which is in line with the *Country Assistance Plan for Tunisia* and the *Medium-Term Strategy for Overseas Economic Cooperation Operations*. Therefore, it is consistent with Japan's ODA policy.

3.1.2.2 Internal Coherence

Program contents were provided by Japan⁷ in the Grant Agreement (G/A) for the “Project for the Improvement of TV Programs of Tunisian Television” (a grant aid project) signed between Japan and the government of Tunisia in 2015. It gave Tunisian viewers an opportunity to learn about Japanese culture, traditions and lifestyles. As will be discussed in 3.3.2.1 Intended Impacts, provided program contents were rebroadcast every year and were well received by viewers. While this project supported the hardware (introduction of program broadcasting equipment, etc.), the grant aid project took care of the software (contents). It is presumed that cooperation and synergy were created between the two projects.

3.1.2.3 External Coherence

Before the start of this project, the Tunisia Television Establishment signed a technical cooperation agreement with the German public broadcasting station (ZDF). Under this agreement, one expert was dispatched to the corporation to provide technical advice, through which the corporation improved the technical aspect of the broadcasting equipment operation. Since the start of this project, the European Union (EU) has provided the Media Support Program

⁷ The main part of the project was provision of 10 high-quality educational program software (177 packages) and 21 documentary program software (138 packages) in Japan.

(PAMT/MEDIA UP) to the Tunisia Television Establishment. To be more specific, broadcasting-related equipment (e.g., camcorders for video editing, laptop PC equipment, etc.) has been provided to improve the means of producing TV programs through the “African Centre for Training of Journalists and Communicators.”⁸ Although specific cooperation/coordination was not foreseen at the time of planning, such support and this project have commonality, from the viewpoint of realizing smooth broadcasting, improving the quality of broadcasting and increasing information provision opportunities.⁹ In relation to the international framework, this project aimed to expand television broadcasting and provide the people of Tunisia with equal access to information by procuring and installing broadcasting-related equipment for the Tunisia Television Establishment. Therefore, it is consistent with the Sustainable Development Goal, “10. Reduce inequality within and among countries.”

<Summary of Relevance and Coherence>

"Consistency with the development plan" and "consistency with development needs" are confirmed in this project. Regarding coherence, “consistency with Japan’s ODA policy” and “internal coherence” are observed. Concerning “external coherence,” from the perspective of realizing smooth broadcasting, improving the quality of broadcasting, and increasing information provision opportunities, there is a commonality between this project and other donors’ projects. Considering the above, the project’s relevance and coherence are high.

3.2 Efficiency (Rating: ②)

3.2.1 Project Outputs

This project was to procure and install equipment necessary for expanding and modernizing broadcasting equipment. Table 1 shows the plan and actual outputs of this project.

Table 1: Planned and Actual Outputs of This Project

Plan (at the time of the appraisal: 2007)	Actual (at the time of the ex-post evaluation: 2021-2022)
1) Procurement and installation of program production equipment - Infrastructure network for program production facilities	1) Procurement and installation of program production equipment → Implemented almost as planned. (Two high-

⁸ African Centre for Training of Journalists and Communicators (CAPJC) is in charge of training for the medias in Tunisia. Established in 1983, the center aims to improve the abilities of professional journalists through re-education courses and various specialized programs.

⁹ On the other hand, this project aimed to introduce the latest digital technology in response to the global trend of digitization of television broadcasting. As mentioned above, although it was not confirmed that this project cooperated or coordinated with the other international organizations’ assistance, introduction of high-quality program contents from outside Tunisia is expected to further progress in the future. This project bears the foundation, and it can be said that significance of implementing the project is high.

<ul style="list-style-type: none"> - Studio equipment and materials - Server system 	definition (HD) outside broadcasting vans ¹⁰ (hereinafter referred to as “HD outside broadcasting vans”) were introduced as an additional output.)
2) Consulting Services <ul style="list-style-type: none"> - Construction supervision - Technical guidance and training - Support for exchange with Japanese broadcasting stations 	2) Consulting Services → Reduced. (Only the equipment installation assistance, coordination between the Tunisia Television Establishment and the supplier, and support for exchange with Japanese broadcasting stations were implemented.)

Source: JICA’s documents (at the time of the appraisal), Project Completion Report, answers to the questionnaire (at the time of the ex-post evaluation)

The differences between the plan and the actual outputs shown in Table 1 are explained below.

1) Procurement and Installation of Program Production Equipment

It was almost as planned. The HD outside broadcasting vans were added because they were judged to be necessary for the production of high-resolution TV programs and quality assurance, as the ones owned by the Tunisia Television Establishment were antiquated. Another factor is that HD outside broadcasting vans were expected to be used in various fields such as sports, culture, and events.¹¹ According to the interview with the staff in charge of the HD outside broadcasting vans, “Since the audio and video devices were separate in the old outside broadcasting vans, we needed to carefully link the audio and video. The new outside broadcasting vans have the audio and video incorporated together, and the technology and quality of the generated signal are significantly higher. You can see the difference between old and new, and I think the viewers are highly satisfied. The time and cost of producing programs have decreased. I think we have the better environment for quality broadcasting (e.g., sports live broadcasting) that is one step ahead in the highly competitive media industry.” Based on such a comment, it is observed that expectations for the two HD outside broadcasting vans introduced as additional output and their operational results are high.

2) Consulting Services

The initial plan included “construction supervision” and “technical guidance and training” in the activities, but these were excluded. “Construction supervision” was affected by the Jasmine

¹⁰ It is also called OB VAN HD1 and HD2 mobile control unit.

¹¹ The vehicle is a 26-ton trailer, and the towed vehicle is equipped with all TV relay equipment. It is suitable for sports broadcasts from stadiums because it has the ability to connect ten 3G-HD cameras and two slow motion cameras for recording at all times. It also has a function that can be used for recording studio programs by using it next to the studio of the Tunisia Television. HD outside broadcasting vans were planned to be procured utilizing the remaining funds of the Japanese ODA loan, which was agreed by JICA. The procurement cost was approximately 129 million yen, which is approximately 2.3% of the total project cost; it is judged to be not relatively significant.

Revolution (Arab Spring),¹² which will be explained in the 3.2.2.2 Project Period. Specifically, due to political instability, the procurement and delivery of program production equipment were done ahead of schedule, and as a result, the Tunisia Television Establishment ended up taking charge of the construction supervision.¹³ “Technical guidance and training” was also affected, and it was done by the supplier of this project. (Details of the implementation will be explained in “3.4.3 Technical Aspect.”)

3.2.2 Project Inputs

3.2.2.1 Project Cost

The total project cost planned at the time of the appraisal was 6,520 million yen (of which 4,075 million yen was to be borne by the Japanese ODA loan). The actual amount was 6,529 million yen (of which the ODA loan covered 4,069 million yen), which was almost as planned (approximately 100% of the plan).¹⁴

3.2.2.2 Project Period

At the time of the appraisal, the project was planned to run from March 2007 to September 2013 for six years and one month (73 months).¹⁵ On the other hand, it actually lasted from March 2007 to August 2020 for 13 years and six months (162 months), which was significantly longer than the initial plan (approximately 222% of the plan). The main reasons were the following. Immediately after the start of this project, the financial situation of the central government of Tunisia worsened, and it was decided to conduct the bidding in two parts (Phase 1 and Phase 2). Phase 1 tendering was completed early, and preparations for Phase 2 tendering were in progress. However, the Jasmine Revolution (Arab Spring) occurred in January 2011 and affected the project’s progress. As a result, Phase 2 started in 2012, more than five years after the signing of the loan agreement, and the tendering announcement was pushed to the middle of 2014, resulting in a significant delay. More specifically, after the Jasmine Revolution, the provisional government re-examined the priorities of public work projects, including this one, causing confusion and

¹² High unemployment rate and inflation were factors behind people’s dissatisfaction which led to demonstrations and riots. Anti-government protests spread nationwide, and President Ben Ali fled to Saudi Arabia.

¹³ The Tunisia Television Establishment requested JICA to “exclude construction supervision.” JICA agreed and decided to dispatch a procurement support expert to the Tunisia Television Establishment as a support measure. With the support of procurement support experts, the Tunisia Television Establishment reviewed procurement equipment list and prepared for bidding. In addition, JICA Tunisia Office conducted interim supervision and progress monitoring.

¹⁴ The exchange rate at the time of the appraisal was 1 Tunisian dinar = 88 yen, while the average exchange rate during the project was 55.55 yen. When calculating the yen conversion amount by applying this rate, the actual amount will be 5,620 million yen (in this case, approximately 86% of the plan). However, since no factors other than the exchange rate fluctuation were identified during the implementation of this project, the fluctuation is thought to have been affected by the Jasmine Revolution, and thus, it was not taken into consideration (i.e., the exchange rate of 88 yen at the time of the appraisal was applied) when calculating the actual amount. As a result, it was approximately 100% of the plan.

¹⁵ At the time of the appraisal, the completion time of this project was defined as “at the end of the warranty/support period.”

taking time for various procedures, and human resource reshuffles of the Tunisia Television Establishment caused a delay in the organizational decision-making process, which also affected the preparation and implementation of tendering.

On the other hand, in this ex-post evaluation, it is thought to be appropriate to consider the period of turmoil of the Jasmine Revolution as an external factor. One year and one month (13 months), from December 2010 (at the time of the riot and large-scale anti-government demonstration) to December 2011 (at the time of the establishment of the coalition government and the election of the new president), can be considered a period affected by external factors, delaying the project progress.¹⁶ Specifically, as it can be said that the timing of the tendering and procurement was directly affected, it is realistic to exclude this period. Therefore, as mentioned above, while the actual period was approximately 222% of the plan, it was practically 149 months (= 162 - 13 months), excluding the directly affected period (13 months). The project period was 149 months as compared to the plan of 73 months; in other words, it can be judged to have significantly exceeded the initial plan (approximately 204%).

3.2.3 Results of Calculations for Internal Rates of Return (Reference only)

The IRR was not calculated at the time of the appraisal because this project was not of the nature of increasing profitability. Therefore, it was not recalculated at the time of the ex-post evaluation.

<Summary of Efficiency>

As discussed above, while there was an additional output, this project was implemented mostly as planned. Although the project cost was almost as per the plan, the project period significantly exceeded the plan. Therefore, the efficiency of the project is moderately low.

¹⁶ Reasons for recognizing it as an external factor include “they were not events that occur continuously or not frequently in the project area” and “they were not assumed as risks at the time of the appraisal.” (Source: JICA Ex-post Evaluation Reference 2021)

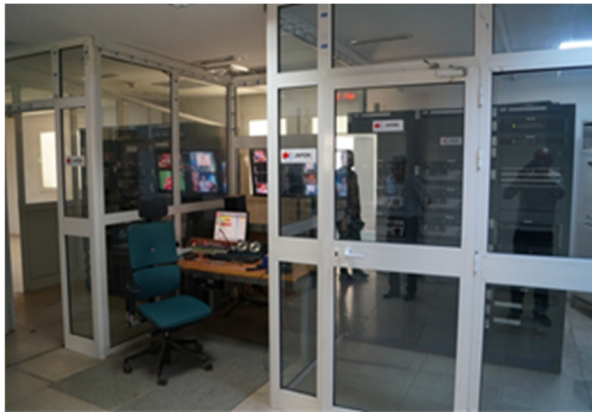


Photo 1: Procured Video Cassette Recorder
LET (playback/recording/transfer)
(Source: Tunisia Television Establishment)



Photo 2: Outside Broadcasting Vans
Procured as Additional Outputs (2 Units)
(Source: Taken during the field survey)

3.3 Effectiveness and Impacts¹⁷ (Rating: ④)

3.3.1 Effectiveness

3.3.1.1 Quantitative Effects (Operation and Effect Indicators)

This project aimed to enhance television broadcasts by introducing broadcasting equipment and transferring technologies.¹⁸ Table 2 shows its effectiveness and quantitative effect indicators (baseline, target, actual values).

Table 2: Quantitative Effect Indicators of This Project (Baseline, Target, Actual values)

Indicator	Baseline value (2005)	Target value (2013: Completion Year)	Actual value			
			2018	2019	2020 (Completion Year)	2021
1) Number of programs produced (unit: programs)	45 (TV 7)	55 (TV 7)	120 (Watanya 1)	140 (Watanya 1)	134 (Watanya 1)	96 (Watanya 1)
	55 (Canal 21)	60 (Canal 21)	84 (Watanya 2)	94 (Watanya 2)	90 (Watanya 2)	64 (Watanya 2)
			Total: 204	Total: 234	Total: 224	Total: 160
				200 (Watanya Education)	200 (Watanya Education)	
2) Total	7,155	7,870	8,760	8,760	8,760	8,760

¹⁷ When providing the sub-rating, Effectiveness and Impacts are to be considered together.

¹⁸ (Reference information) At the time of the ex-post evaluation, there are nine television stations in Tunisia other than the Tunisia Television Establishment. (1. El Hiwar El Tounsi, 2. Nessma TV, 3. Hannibal TV, 4. Carthage +, 5. Atteissia TV, 6. Al Janoubia TV, 7. Telveza TV, 8. Tunisna TV, 9. El Insen TV)

broadcast time (unit: hours)	(TV 7)	(TV 7)	(Watanya 1)	(Watanya 1)	(Watanya 1)	(Watanya 1)
	3,640	5,840	6,570	6,570	6,570	6,570
	(Canal 21)	(Canal 21)	(Watanya 2)	(Watanya 2)	(Watanya 2)	(Watanya 2)
					8,760 (Watanya Education)	8,760 (Watanya Education)

Source: JICA's documents (baseline and target values), answers to the questionnaire and interviews (actual values)

As quantitative effect indicators of the project, the “number of programs produced” and “total broadcast time” were set at the time of the appraisal. Although the target year was set to 2013 (project completion year), the actual completion time is 2020; thus, the actual values around 2020 were collected in this survey. The analyses of both indicators are shown below.

1) Number of Programs Produced

The actual value of the sum of Watanya 1 and 2 (134 + 90 = 224) for the year of completion (2020) was about twice the target value (55 + 60 = 115). In 2011, immediately after the Jasmine Revolution, the channel names of the Tunisia Television Establishment were changed from the previous TV 7 and Canal 21 to Watanya 1 and Watanya 2. Watanya 1 is centered on news, breaking news, political debates, election specials, talk shows, and sports (soccer, basketball, volleyball, tennis, athletics, etc.).¹⁹ Watanya 2 is centered on drama, entertainment, literature and the arts.²⁰ The reason why the actual value was significantly larger than the target value is as follows. Before the start of this project, the Tunisia Television Establishment used only three editing devices for all program production, from news to entertainment. Broadcasting was done in an analog broadcasting control room, and produced programs were recorded on cassette tapes, which were complicated to use. As it was mostly done manually, it took an enormous amount of time from production to broadcasting. However, with the introduction of broadcasting equipment (e.g., 12 digital non-linear editing devices for TV programs, seven of the same devices for news, etc.) by this project, the number of productions increased dramatically. The two HD outside broadcasting vans are also fully operational at program production sites, which has led to an improvement in the quality of broadcasting, especially in sports broadcasts such as soccer.

The actual values of the years before and after the completion year also exceeded the target values; however, in 2021, the number of programs produced decreased to 160 due to COVID-19. While it was largely affected by the fact that programs dealing with infectious disease control as well as health and hygiene were broadcast for long hours, it was because programs that involved

¹⁹ According to the Tunisia Television Establishment, viewers are generally in their 40s or older, many are not only in urban areas but also in rural areas, and that sports programs are popular regardless of generation.

²⁰ Similarly, many viewers are children and young people who prefer to watch the popular situation comedy “Choufli Hall” in Tunisia, and many women who prefer to watch dramas from the past.

the participation of general viewers (game shows, debate programs, etc.) were postponed.

“Watanya Education,” shown in the table, is an educational TV channel for children who cannot go to school or have to self-isolate at home due to the spread of COVID-19. The Tunisia Television Establishment has strengthened its cooperation with the Ministry of Education of Tunisia and has been broadcasting 200 TV programs annually since 2020. As mentioned above, while the total number of programs produced decreased in 2021, the Tunisia Television Establishment has been taking measures to accommodate the needs of the viewers in light of the spread of COVID-19. The content ranges from children’s programs to mathematics, physics, and literature. According to the Tunisia Television Establishment, the introduced studio equipment (program production room, virtual studio, graphic production, post-production room,²¹ etc.) is particularly contributing to the start of this educational channel. It can be said that this project is contributing to program establishment.

2) Total Broadcast Time

The actual values of the completion year (2020) exceeded the target values. The breakdown of 8,760 hours for Watanya 1 is 24 hours a day x 365 days. That is, it is broadcast 24-hour, including late-night programs. Watanya 2’s 6,570 hours is calculated as 18 hours x 365 days. It is not broadcast during nighttime (6 hours). According to the Tunisia Television Establishment, the program production-related equipment introduced in this project (e.g., signal distribution center, master control system, recording equipment, distribution system, broadcasting server system) is leading to modernized broadcasting and long hours. As is the case with Watanya 1, Watanya Education is broadcast 24 hours a day (8,760 hours a year).

Table 3 shows changes in average audience rating.²² It can be seen that it is on an upward trend year by year. In particular, the rating of Watanya 2 rose significantly around 2020. The reason is that the Tunisia Television Establishment has redesigned its program strategy centered on broadcasting dramas, entertainment programs from the past, and documentary programs with a high degree of sociality and culture, thereby reorganizing the programs. One of the factors in this is the introduction of program production equipment by this project. The use of new program production equipment has made it possible to organize programs efficiently, and the versatility of broadcasting equipment has led to better strategic planning. Through interviews with the Tunisia

²¹ A space used for editing video and music, recording and correcting narration and sound effects, and mastering.

²² A private company specializes in statistical analyses is cooperating in the numerical calculation. The survey is conducted every day from 5 pm to midnight. Based on different age groups and categories by social status and occupation, gender is evenly distributed nationwide; the number of viewers is grasped by combining multiple statistical methods. The Tunisia Television Establishment calculates the audience rating based on the number of viewers data received from this company. The rating for Watanya Education has not been calculated yet because it was recently started. According to the Tunisia Television Establishment, the audience rating of Watanya Education is lower than that of Watanya 1 and 2 due to the nature of it being an educational channel.

Television Establishment, it is observed that the corporation is working on program production and organization that meet the needs of viewers. It seems that new programs are well received by viewers.²³

Table 3: Changes in the Average Audience Ratings of Watanya 1 and Watanya 2

	2016	2017	2018	2019	2020	2021
Watanya 1	18.58	11.49	9.95	7.96	12.25	12.33
Watanya 2	5.69	3.22	3.24	5.80	20.49	20.55

(Unit: %)

Source: answers to the questionnaire

3.3.1.2 Qualitative Effects (Other Effects)

(Improvement of Program Production Capacity and Contents Expansion by Introducing Modern Broadcasting Equipment²⁴)

As mentioned above, there were only three editing devices for TV program production before the start of this project, which constrained program production and editing. In the interviews with the Tunisia Television Establishment, the following comments were received: “The number of programs produced has increased with the introduction of new program production equipment and HD outside broadcasting vans;” “The produced programs are stored on the server as digital files. The editing process and quality have improved significantly, and I think the quality of the contents delivered to the viewers is also high;” “When broadcasting equipment with the latest technology was introduced by this project, operative staff of the Tunisia Television Establishment had the opportunity to take multiple training²⁵ sessions. Through training, they were able to broaden their technical aptitude and enhance creativity (senses). As a result, I think their motivation to work at the field level has increased.” Therefore, it is considered that this project supports the improvement of work efficiency of TV program production, the improvement of the quality of program contents provided to viewers, and the improvement of skills and motivation of operative staff.

²³ On the other hand, the popularity of Internet videos (e.g., YouTube) is increasing among the people, and the Tunisia Television Establishment is beginning to have a sense of crisis. The Tunisia Television Establishment’s policy is to focus on expanding the broadcasting of sports programs in the future. In particular, the HD outside broadcasting vans introduced by this project will be effectively utilized for sports broadcasting and live broadcasting, creating an opportunity to differentiate from the world of the Internet.

²⁴ The term “contents expansion” refers not only to the number of TV programs broadcast, but also to the content (quality) of the program.

²⁵ The “training” mentioned here was conducted as part of this project and outside this project. The details of the implementation will be explained in “3.4.3 Technical Aspects.”



Photo 3: Master Control System for the TV Channels
(Source: Tunisia Television Establishment)



Photo 4: Server System
(Source: Tunisia Television Establishment)

3.3.2 Impacts

3.3.2.1 Intended Impacts

1) Contribution to the Realization of Highly Reliable Public Television Broadcasting and the Increase of Information Provision Opportunities to the Public Through Television Broadcasting

In this survey, employees of the Tunisia Television Establishment were interviewed about the recent situation surrounding television broadcasting and how it relates to this project, and the following comments were received:²⁶ “The program production and editing staff have become able to handle multiple tasks (editing, mixing, image editing, voice recording) simultaneously;” “Before the start of this project, program production and editing took a significant amount of time, which has now been shortened. It has become possible to spend more time on program qualities;” “Tunisia Television Establishment is the only television station in the country that owns HD outside broadcasting vans. Especially in the production of programs for major events such as sports, the use of these HD outside broadcasting vans is effective.”

From the above comments, it is considered that this project has increased the opportunities for information provision, has improved the quality of programs, and has enhanced the viewers’ trust in the Tunisia Television Establishment as a state-run broadcasting and information source.

²⁶ (Reference information) As a result of interviews with randomly selected general viewers (3 people), the following comments were received: “Probably, most people watch TV around 8 pm. I often watch news programs around that time. I watch Watanya channel mostly to obtain information;” “Other than news programs, I feel programs on society, health, culture and entertainment are increasing compared to before;” “I have been watching a popular drama (Choufli Hall) for a long time. I think it’s a well-made drama;” “On political shows, I think Watanya Channel is more neutral than other private television stations. There are few reports of specific political parties. I think it’s because the channel is not influenced by any particular political party or businessperson.” Regarding the neutrality of broadcasting, the Tunisia Television Establishment expressed, “(Apart from the introduction of program broadcasting equipment by this project), the important points for television to gain trust of viewers are the neutrality in politics, strict ethical standards and legitimacy.” As discussed above, while the number of channels and broadcasting time of the Tunisia Television Establishment increases (increasing opportunities to provide information), the philosophy as a state-owned broadcaster is observed in trying to gain trust of the people, that is, working on highly reliable public television broadcasting.

2) Contribution to the Promotion of Mutual Understanding Between Japan and Tunisia

As mentioned above, Japan provided the government of Tunisia with 291 TV programs as Cultural Grant Aid. According to the Tunisia Television Establishment, they have been highly valued by the viewers; 183 of them were rebroadcast every year from 2019 to 2021, given that they were generally well received when they were broadcast. In an interview with the Tunisia Television Establishment, a comment was received such as: “Japanese TV programs broadcast on the Watanya channel include theater (drama), dance, music, etc.; you get to learn what are popular in Japan. Young viewers are interested in educational programs, especially those dealing with the scientific field. I think that viewers are highly satisfied because they get to learn about Japan.”²⁷ Through the provision of Japanese TV programs, Tunisian people have more opportunities to get to know Japan better and accurately. In addition, increased opportunities for people to have interests in Japan are leading to mutual understanding between the two countries. It can be said that the hardware support (introduction of programming equipment and HD outside broadcasting vans) and the software support (provision of TV programs) of this project present a great opportunity to enhance mutual understanding.

²⁷ (Reference information) Similarly, when we interviewed randomly selected general viewers (three people), comments such as the following were received: “I find programs covering Japanese food, architecture, infrastructure facilities (tunnels, bridges, etc.) and new home appliances interesting” and “Watching Japanese programs, I think, is a catalyst for mutual understanding between Tunisia and Japan.”

Column Box: Role and Contribution of This Project in the Time of COVID-19

The role and contribution of this project during the time of COVID-19 are discussed here. This project was completed in 2019 before COVID-19 spread; however, after it spread in 2020, the Tunisia Television Establishment had difficulty producing and broadcasting programs. As discussed earlier, the number of programs produced decreased (224 in 2020 → 160 in 2021), and most of the live programs, especially those with the participation of general viewers (game shows, debate programs, etc.), were canceled. On the other hand, broadcast time increased, and as at the time of the ex-post evaluation, it is broadcast 18 hours or 24 hours a day. The audience rating of the Watanya channels is also on the rise, almost in line with the timing of the COVID-19 pandemic. This is due to the fact that many people spend more time watching TV at home due to COVID-19. The Tunisia Television Establishment has reorganized its programming to capture the needs of viewers who started watching TV programs for longer hours, increasing the number of popular entertainment shows. In addition, many educational institutions had to close during the pandemic, which increased anxiety, especially among students who had to take entrance examinations, which was becoming a social problem. The Tunisia Television Establishment took this issue seriously, focused on cooperation and coordination with the Ministry of Education to overcome the situation, and launched an education channel. The Tunisia Television Establishment made a number of comments, suggesting that the introduced broadcasting equipment has been very useful for program production and organization of the new channel.

From the above, it is considered that the programs broadcast by the Tunisia Television Establishment continued to be trusted by viewers in the time of COVID-19. The delivery of broadcasting equipment was completed in 2019, and the timing coincided with the pandemic. Had this project not been implemented, viewers (citizens) would have been more anxious after 2020 as the infection spread, because of restricted access to correct information/knowledge and limited means of obtaining information. Under such circumstances, it can be said that the significance of implementing this project was great.

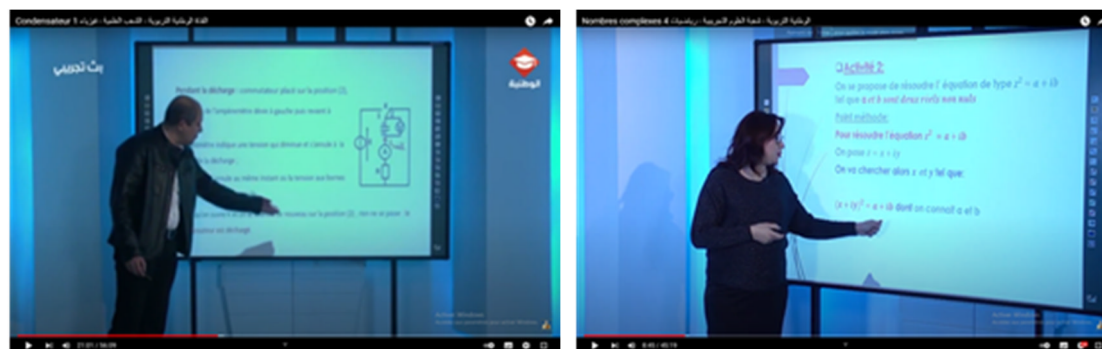


Photo 5: Classes on the Education Channel (Source: Tunisia Television Establishment)

3.3.2.2 Other Positive and Negative Impacts

1) Impacts on the Natural Environment

This project was classified as Category C because the undesired impact on the environment was determined to be minimal, as it did not fall under the sectors/attributes likely to have negative impacts or the vulnerable areas listed in the *Japan Bank for International Cooperation Guidelines for Confirmation of Environmental and Social Considerations* (enacted in April 2002).

The questionnaire, interviews and site inspections confirmed that program production equipment and HD outside broadcasting vans that had been procured had specifications suitable for the local environment and climatic conditions and that they do not have any adverse effect on the environment. The environmental monitoring is handled by the “Transportation and Building Department,” an organization within the Tunisia Television Establishment. As for the HD outside broadcasting vans, engine oil, etc., are changed, and air conditioner filters are inspected regularly. There has been no impact on the natural environment, including air pollution, noise/vibration and ecosystem around the Tunisia Television Establishment’s building. Therefore, it is considered that there has been no negative environmental impact until the time of the ex-post evaluation.

2) Resettlement and Land Acquisition

Resettlement and land acquisition did not occur in this project.

3) Gender Equality, Marginalized People, Social Systems and Norms, Human Well-being and Human Rights

Specific or direct examples of how this project—provision of broadcasting equipment—has affected gender equality, people inhibited from equitable social participation/human rights, social system norms, and human well-being could not be confirmed in this study. According to the Tunisia Television Establishment, it has increased the number of channels and broadcasting hours in recent years, and it aims to improve its position as a highly reliable public television broadcaster and work to correct the information disparities. If viewers have more opportunities to obtain neutral news and broadcasting by watching the Tunisia Television Establishment’s TV channels and continue to have interests, it is thought to contribute to the correction of information disparities. As a result, it is believed to benefit viewers (including the vulnerable) and businesses widely and equally, increase the choices in people’s lives, and generate events that lead to changes in social systems and norms and human well-being. This project is considered to play a role in such a process.

<Summary of Effectiveness and Impacts>

Regarding the effectiveness and quantitative effect indicators, the actual values exceeded the target values. The audience rating is also on the rise. In addition, an education channel has been

established. Two HD outside broadcasting vans, which was an additional output, demonstrate high operating rates at program production sites, being a factor behind the increase in the audience rating. Through the interviews, it was confirmed that the work efficiency of TV program production, quality of the program contents offered to the viewers, as well as the technical level and motivation of the operating staff have improved. Regarding impacts, it was confirmed through interviews that this project has increased information provision opportunities and improved the quality of programs. Viewers likely have more trust in the state-run broadcast as a source of information. Therefore, this project has achieved its objectives more than it is planned. Therefore, effectiveness and impacts of the project are very high.

3.4 Sustainability (Rating: ④)

3.4.1 Policy and System

According to the *Five-Year National Development Plan (2016-2020)*, the government of Tunisia has announced a policy to promote the fields of communication technology and digital economy with contents such as the following: “technology development in the audiovisual field and digital technology monitoring, research, formulation of management policy;” “strengthening the principle of national sovereignty through the development and strengthening of terrestrial digital radio and television broadcasting networks;” “expansion of the audiovisual environment by switching to the existing terrestrial digital TV broadcasting network and high-definition (HD) TV” and “rationalization of frequency spectrum utilization, promotion of research and operation planning.” It can be said that this project contributes to the Tunisia’s policies related to the broadcasting sector and aims to enhance television broadcasts. Therefore, it is in line with the policies and directions of the government of Tunisia.

3.4.2 Institutional/Organizational Aspect

The executing agency is the Tunisia Television Establishment. In August 2007, after the start of this project, the radio division and the television division were separated due to the organizational restructuring, and as of the time of the ex-post evaluation, the Tunisia Television Establishment is in charge of national television broadcasting.²⁸

Maintenance work for the procured program production equipment includes maintenance and inspection of audio/video/information technology (IT) equipment (conducted regularly as

²⁸ At the time of the ex-post evaluation, the governmental organization that oversees the Tunisia Television Establishment is the Directorate General of Enterprises and Public Facilities of the President Office of Tunisia. The Tunisia Television Establishment belongs to an organization subordinate to the President Office. The Directorate General of Enterprises and Public Facilities regularly checks the organizational structure and personnel of the Tunisia Television Establishment to take corrective measures if necessary; but it does not dictate the content of programs to be broadcast.

preventive and normal maintenance), server management, checking the startup of digital terminal-related devices such as program/news production systems, database and software updates, and data deletion. The technical maintenance staff (13 people) of the Tunisia Television Establishment are in charge. The HD outside broadcasting vans are maintained and managed by a subcontractor (outsourced). Vehicle and hydraulic pressure, air-conditioning-related maintenance and inspection, and cleaning are carried out regularly.

The Tunisia Television Establishment has 1,080 employees (as of the end of 2021). Through the questionnaire and interviews with the Tunisia Television Establishment, it was confirmed that there was no excess or deficiency in the number of technical maintenance staff. It was also confirmed that there were no major problems with the maintenance carried out by the external specialized company in terms of personnel or consignment.

From the above, it is judged that there is no major problem in the operation and maintenance system of this project at the time of the ex-post evaluation.

3.4.3 Technical Aspect

With regard to the technical aspect of the operation and maintenance, technical maintenance staff working at the Tunisia Television Establishment have qualifications and expertise in the fields of audiovisual system maintenance, video systems, and IT. In addition, they have been attending training in Tunisia and Japan to acquire the latest technology and knowledge. For example, through training at the Japan Broadcasting Corporation (NHK) (two months over the period of 2010-2012, one person participated) and Sony (two months over the period of 2010-2012, two people participated), staff had the opportunity to improve their expertise in the fields such as latest audiovisual, video, and IT during the implementation of this project. In addition, they received equipment operation and maintenance manuals and technical advice/guidance from suppliers, such as Yamaha, JVC, Panasonic, NEC, and FOR-A. These manuals stipulate the procedures for operating equipment on a normal day as well as in the case of failures, and they are being used on site.²⁹ Additionally, training is given at the Arab Broadcasting Union (ASBU)³⁰ (it is held almost every year for a period of one to two months, with more than 10 participants). Staff can acquire knowledge and skills such as TV studio engineering, digital sound, live IP, 5G network, TV studio lighting and cloud, which they get to utilize on site. On-the-job training (OJT) is also given to newly hired staff from time to time, which provides opportunities to acquire knowledge and skills in the fields of audiovisual system maintenance, video systems, and IT.

Based on the above, it is judged that the technical level related to the operation and maintenance

²⁹ In addition to the Japanese companies, other companies, such as Grass Valley, AVID, Studer and Clear-com, have provided the Tunisia Television Establishment with support for the equipment operation and manuals on operation and maintenance.

³⁰ The headquarters is in Tunis.

is sufficient.

3.4.4 Financial Aspect

Table 4 shows the operation and maintenance budget for the procured program production equipment and HD outside broadcasting vans.

Table 4: Operation and Maintenance Budget of This Project (Last 3 Years)

(Unit: Tunisian dinar)

2019	2020	2021
750,000	600,000	970,000

Source: Tunisia Television Establishment

The project budget of the Tunisia Television Establishment and the operation and maintenance budget for the procured broadcasting equipment, etc., come from the government budget. For example, at the time of the ex-post evaluation, the government subsidy is approximately 42%, and the revenue from subscription³¹ and CM fees is approximately 58%. There are no subsidies from other organizations. Regarding the operation and maintenance budget shown in Table 4, the Tunisia Television Establishment commented, “Tunisian dinar has depreciated against US dollar and euro in the last few years, so it may be difficult to judge whether the amount is sufficient to procure equipment and spare parts. Nevertheless, the minimum necessary amount has been secured.” The operation and maintenance budget from the central government to the Tunisia Television Establishment has been allocated without any problems, and it has not been affected by the recent COVID-19 and is not facing budget cuts. At the time of the ex-post evaluation, the financial statements of the Tunisia Television Establishment (last few years) had not been internally approved for external publication; thus, quantitative situation analysis was not possible. Nevertheless, there is no change in the composition ratio of subsidies, subscription fees, and CM fees, and it has not been reduced. Furthermore, the Tunisia Television Establishment has budgeted approximately 4 million dinars to update the server system (partly) of the newsroom and information studio at the center during 2022, and thus, it can be observed that the Tunisia Television Establishment is sufficiently working on equipment renewal.

Based on the above, it is considered that there is no particular financial problem in operation and maintenance.

³¹ The subscription fee of the Tunisia Television Establishment and the radio corporation is included in the electricity and gas bill issued by the Tunisian Electricity and Gas Corporation (hereinafter referred to as “STEG”) and is collected as a fee (tax) from the service users. In other words, all households that are invoiced by the STEG pay the subscription fee. The annual subscription fee collected by the STEG and paid to the national treasury (general account) is approximately 25 million TND. The central government allocates 30-35% to the Tunisia Television Establishment and 10-15% to the radio corporation.

3.4.5 Environmental and Social Aspect

No particular environmental and social mitigation measures have been taken during the project implementation or after the project completion, and no impact is foreseen for the time being.

3.4.6 Preventative Measures to Risk

At the time of the ex-post evaluation, no change was observed in the environment surrounding the broadcasting sector in Tunisia, and there was no major change in the government policy. No particular risks, external conditions or events need to be controlled in particular, both at present and in the future. It was also confirmed through the questionnaire and interviews that program broadcasts of the Tunisia Television Establishment had not posed any risk or concern (e.g., events that damage the feelings and values of viewers) in terms of correction of information disparities and approaches to empowerment for women including girls.

3.4.7 Status of Operation and Maintenance

At the time of the ex-post evaluation, there is no particular concern about the maintenance status of the procured program production equipment and HD outside broadcasting vans. No failures or malfunctions are observed. As mentioned above, regular maintenance work such as the following is being carried out: maintenance, inspection and preventive maintenance of audio, video and information technology (IT) equipment; server management; checking of the activation of digital-terminal-related devices, including program/news production systems; databases and software updates; and data deletion. In addition, the subcontractor (outsourcing) regularly performs maintenance and inspection of hydraulic pressure and air conditioning of the HD outside broadcasting vans, as well as cleaning.

Spare parts are stored within the Tunisia Television Establishment. Although it varies depending on the type, the process can take time if the part needs to be procured from abroad. They are often procured from the US, EU and Japan. According to the Tunisia Television Establishment, some program production equipment takes a long time, about 60 days on average, to procure, transport and receive. However, according to the Tunisia Television Establishment, there is no parts shortage.

Based on the above, the operation and maintenance status of this project is generally good.

<Summary of Sustainability>

No issues have been observed in the policy/systems, institutional/organizational, technical, financial, and environmental and social aspects, including the current status of operation and maintenance. Future risks have been well mitigated. Therefore, sustainability of the project effects is very high.



Photo 6: Tunisian Flag and JICA's Logo on the HD Outside Broadcasting Van
(Source: Taken during the field survey)



Photo 7: Interviews in Progress inside the HD Outside Broadcasting Van
(Source: Taken during the field survey)

4. Conclusion, Lessons Learned and Recommendations

4.1 Conclusion

This project aimed to enhance television broadcasts by introducing broadcasting equipment and by transferring technologies to the new television broadcast center of the Tunisia Television Establishment responsible for public broadcasting, thereby contributing to the realization of highly reliable public television broadcasting, the increase in opportunities to provide information to the public through television broadcasting, and the promotion of mutual understanding between Japan and Tunisia. "Consistency with the development plan" and "consistency with development needs" are confirmed in this project. Regarding coherence, it can be said to be coherent in terms of "consistency with Japan's ODA policy" and "internal coherence." As for "external coherence," there are commonalities between this project and the projects of other donors in terms of realizing smooth broadcasting, improving broadcasting quality and increasing information provision opportunities. Therefore, its relevance and coherence are high. Regarding efficiency, even though there was an additional output, the outputs were mostly as planned. The project cost was also almost as planned. However, the project period was significantly longer than planned. Therefore, the efficiency of the project is moderately low. With respect to effectiveness and quantitative effect indicators, the actual values are above the target values. Additionally, an educational channel has been newly established. Through interviews, it was confirmed that the work efficiency of TV program production and the quality of program contents have improved, and so have the technical level and motivation of operative staff. With regard to impacts, the interviews also confirmed that this project has increased information provision opportunities, improved program quality, and improved viewers' trust in the Tunisia Television Establishment as a source of information. Therefore, this project has achieved its objectives more than it is planned. Therefore, effectiveness and impacts of the project are very high. No issues have been observed in the policy/systems, institutional/organizational, technical or financial, including the current status of the operation and maintenance system, and sustainability is ensured. In addition, preventive measures have been taken regarding environmental and social considerations and risks.

Therefore, the sustainability of the project effects is very high.

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

4.2 Recommendations

4.2.1 Recommendations to the Executing Agency

None.

4.2.2 Recommendations to JICA

None.

4.3 Lessons Learned

Usefulness of Considering Software Support in Addition to Hardware Support When Assisting the Broadcasting Field

Japanese TV programs were provided to the government of Tunisia during the implementation of this project. The programs have been well received by Tunisian viewers, and in recent years, they have been rebroadcast every year. The hardware support (procurement and installation of equipment to organize programs, etc.) and software support (provision of TV programs) of this project have provided the Tunisia Television Establishment and general viewers with opportunities to get to know and understand Japan better. For the aid agency (JICA), their assistance is accepted by the viewers (beneficiaries) in a visible form; it can be said that increased opportunities for the viewers to have interests are leading to enhanced mutual understanding between the two countries. For the recipient (Tunisian side), it is successfully utilizing broadcasting equipment with the latest technology and functions, increasing information provision opportunities and improving viewers' trust and interest in the programs. When formulating similar projects (supporting the broadcasting field) in the future, it is desirable that both the aid agency and the recipient should give maximum consideration to software support, such as the introduction of program contents, in addition to the hardware support and should focus on achieving high assistance effects while recognizing and imagining the creation of synergy.

5. Non-Score Criteria

5.1 Performance

5.1.1 Objective Perspective

None.

5.2 Additionality

None.

(End)

Comparison of the Original and Actual Scope of the Project

Item	Plan	Actual
1. Project Outputs	1) Procurement and installation of program production equipment - Infrastructure network for program production facilities - Studio equipment and materials - Server system	1) Procurement and installation of program production equipment → Implemented mostly as planned. (Two HD outside broadcasting vans were introduced as an additional output)
	2) Consulting Services - Construction supervision - Technical guidance and training - Support for exchange with Japanese broadcasting stations	2) Consulting Services → Reduced. (Only the equipment installation assistance, coordination between the Tunisia Television Establishment and the supplier, and support for exchange with Japanese broadcasting stations were implemented.)
2. Project Period	March 2007-September 2013 (73 months)	March 2007-August 2020 (149 months ³²)
3. Project Cost		
Amount Paid in Foreign Currency	4,075 million yen	4,065 million yen
Amount Paid in Local Currency	2,445 million yen	2,464 million yen
Total	6,520 million yen	6,529 million yen
ODA Loan Portion	(4,075 million yen)	(4,069 million yen)
Exchange Rate	1 USD = 116 Japanese yen, 1 Tunisian dinar = 88 Japanese yen (exchange rate as of August 2006)	1 USD = 116 yen, 1 Tunisian dinar = 88 Japanese yen (exchange rate as of August 2006) ³³
4. Final Disbursement	July 2019	

³² As discussed earlier, the period from December 2010 (when the riots and large-scale anti-government demonstrations occurred) to December 2011 (when the coalition government was established, and the new president was elected) was greatly affected by the Jasmine Revolution (Arab Spring). A certain period (13 months) was excluded because the project process was delayed due to external factors.

³³ As mentioned above, in this ex-post evaluation, the project cost judgement would be more realistic if the exchange rate fluctuations were not considered; thus, it is calculated based on the exchange rate at the time of the appraisal.