

# **Ex-Post Evaluation Report**

**The Project for Equipment Supply to  
TV Training Center in Indonesia**

**September 2002**

**Japan International Cooperation Agency  
Planning and Evaluation Department**

The opinions expressed in this report are those of the authors and do not necessarily represent the views of the Japan International Cooperation Agency (JICA).

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## Preface

In regard to the ODA evaluation, it has been pointed out that the establishment of a consistent evaluation system from the preliminary stage to ex-post is important. Therefore, JICA has been implementing full-fledged ex-ante evaluations for each project-type technical cooperation project,<sup>1</sup> grant aid project and development study since fiscal 2001 after going through an experimental introduction in fiscal 2000. On the other hand, terminal evaluation has been implemented for each project--mainly project-type technical cooperation projects--in the past. However, the effects arising at a certain period after the end of the cooperation (impacts) and sustainability at that time have not necessarily been verified or analyzed. In order to implement projects more efficiently and effectively, it is important to conduct ex-post evaluation for each project and to also give feedback of the evaluation results to the recipient countries.

Against this background, it was determined that the “ex-post evaluation for individual projects” would be implemented for project-type technical cooperation projects and grant aid projects from fiscal 2002. In preparation for full-fledged implementation, the evaluation was experimentally implemented for Indonesia and China in fiscal 2001. The knowledge acquired through the evaluation was organized to prepare the “Manual for Implementing Ex-post Evaluation for Individual Projects (Compendium of Case Studies).” This report is a compilation of the results of ex-post evaluations for projects that were subject to experimental implementation.<sup>2</sup>

In the past, the monitoring survey (post-project monitoring) had been carried out for project-type technical cooperation projects, grant aid projects and the independent provision of equipment (already abolished as a cooperation form) at a certain period after the end of cooperation (after two years and six years). Materials acquired through post-project monitoring have been utilized to consider the implementation of follow-up cooperation. The new “ex-post evaluation for individual projects” is a progressive reorganization of the “post-project monitoring.” In the survey, post-project conditions are surveyed and an evaluation is made, as mentioned above, through the more comprehensive survey and analysis of the effects of cooperation and sustainability by the recipient countries.

September 2002

Hiroshi Fukada

Managing Director of the Planning and Evaluation Department

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<sup>1</sup> The name was changed to “technical cooperation project” in fiscal 2002.

<sup>2</sup> Three ex-post evaluations (two for project-type technical cooperation and one for grant aid cooperation) were implemented in Indonesia and China respectively, and separate reports were made.



Meeting with Head of TV Training Center (TVTC)



Hearing from TVTC instructors

## 1. The Outline of the Ex-post Evaluation Study

### 1.1 Background and the Purpose of the Study

In a country such as Indonesia, where there is so much diversity in terms of race, language and culture, giving the people a sense of national unity is an important government policy, and broadcasting has long been regarded as an important means of achieving this goal.

The Television Training Center (TVTC) is responsible for carrying out the job training of the state owned Televisi Republik Indonesia (TVRI) staff. The center's facilities and equipment were set up with assistance from West Germany in 1980, but since then the equipment has not been updated, becoming an obstacle to the training. Consequently, grants have been requested to update the training equipment. In response to the above request, JICA dispatched a Basic Design Study Team in November 1996, following the signing of an exchange of note (E/N) by the government of Japan and Indonesia in November 1997. Based upon the E/N, the Project for Equipment Supply to TV Training Center was implemented and completed in March 1998.

The ex-post evaluation study, which is to start in a full scale from FY 2002, has been conducted in Indonesia and China in trial basis. The objectives of this study are to verify mainly the sustainability and impact of some projects after certain periods have past since the completion of JICA cooperation. Through the activities above, this study seek to obtain lessons in order to utilize them to feed back for the formulation of similar projects in the future. The projects were selected based on the following criteria:

- Project-type technical cooperation and grant aid
- Project after 3 to 6 years have past
- Project which was not covered by the ex-post evaluation by Ministry of foreign affairs or JICA in three years

### 1.2 Evaluation Team and the study period

Name	TOR
Mr. Yuji Otake (JICA Indonesia Office)	Supervision of the local consultant
Mr. Kazuhiro Yoshida (Office of Evaluation and Post-project Monitoring, Planning and Evaluation Department, JICA Head Office)	Evaluation Method (Feb.17 -23)
Mr. Kaneyasu Ida (IC Net Limited)	Ex-Post Evaluation (Feb.17-Mar.2)
Mr. Lutfi Bakhtiyar (Japan Central Studies)	Data collection (Feb.17-Mar.19)

SCHEDULE: Ex-post Evaluation Study for Individual Projects in Indonesia

Date & Time	Activities		Accommodation	
Feb.17 (Sun)	10:50 Arrival at Jakarta (16:25, JL725)		Jakarta	
Feb. 18 (Mon)	8:30 Meeting with JICA Office 9:00 Internal Meeting with local consultant 14:00 Courtesy call and meeting with Director General of Post & Telecommunications, Min. of Communication Internal Meeting		Jakarta	
Feb. 19 (Tue)	9:00 Meeting with Head of TV Training Center (TVTC ) 12:00 Courtesy call and meeting with Sekretaris Perusahaan 12:30 Interview persons concerned of TVTC Internal Meeting		Jakarta	
Feb. 20 (Wed)	8:00 Move to Bogor by car 9:00 Meeting with Dean Faculty of Agricultural Engineering and Technology, Institut Pertanian Bogor (IPB) 10:00 Meeting with Director of Centre for Research on Engineering Applications in Tropical Agriculture (CREATA) 13:00 Interview persons concerned of IPB 15:30 Move to Bundung		Bandung	
Feb. 21 (Thu)	9:00 Meeting with Head of Training Division, PT Telekomunikasi Indonesia 10:30 Interview with persons concerned of the Telephone Outside Plant Construction Center Project 11:30 Visit the Center Move to Jakarta by car		Jakarta	
Feb. 22 (Fri)	Arrange materials		Jakarta	
Feb. 23 (Sat)	Mr. Ida	Mr. Yoshida	Mr.Ida	Mr. Yoshida
	Internal Meeting Discussion with local consultants to clarify the framework of the following supplementary survey	Internal Meeting Moves to Jakarta by car Leave Jakarta (14:55, CI672)		(Hong Kong)
Feb. 24 (Sun)	Arrange materials and write necessary reports			
Feb. 25 (Mon)	Conduct supplementary survey			
Feb. 28 (Thu)				
Mar. 1 (Fri)	Conduct supplementary survey Report to JICA Office Leave Jakarta (23:45, JL726)		(in airplane)	

## 2. Study Methods

### 2.1 Outline of the Project

Overall goals	<p>(Indirect)</p> <ul style="list-style-type: none"> <li>• TVRI can provide information, education and entertainment to the people in Indonesia through highly professional audio-visual presentation.</li> <li>• TVRI can disseminate major national priority to drive the public, increase awareness about government programs and socialize the country's unity in diversity ideal.</li> </ul> <p>(Direct)</p> <ul style="list-style-type: none"> <li>• Trained employees can skillfully run the existing equipment used at their respective station.</li> <li>• TVRI higher officials are familiarized to new equipment and easily adaptable for modernization in future.</li> <li>• Latest digital technologies are introduced to all TVRI employees in anticipating the future development of TV broadcast.</li> <li>• TVRI stations, particularly local stations will be able to improve the quality of their programs.</li> </ul>						
Project Purpose	Revitalize TVTC and increase training capacity.						
Output	Replace and upgrade the deteriorated equipment with ones of the new and modern digital technology.						
Input	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Equipment:</td> <td style="text-align: right;">470,000,000</td> </tr> <tr> <td><u>Consultancy &amp; supervision:</u></td> <td style="text-align: right;"><u>27,000,000</u></td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>497,000,000 in Japanese Yen</b></td> </tr> </table> <p>I Rupiah = approximately 0.047 yen as of February 1997</p> <p>Main equipment installed:</p> <ul style="list-style-type: none"> <li>• Audio equipment (1) Lighting system, (2) Camera system, (3) Video system, (4) Audio system</li> <li>• Editing system (1) A.B roll editing, (2) simple editing</li> <li>• Audio and video measuring</li> <li>• Transmitter equipment</li> <li>• Electronic laboratory</li> <li>• ENG equipment</li> </ul>	Equipment:	470,000,000	<u>Consultancy &amp; supervision:</u>	<u>27,000,000</u>	<b>Total</b>	<b>497,000,000 in Japanese Yen</b>
Equipment:	470,000,000						
<u>Consultancy &amp; supervision:</u>	<u>27,000,000</u>						
<b>Total</b>	<b>497,000,000 in Japanese Yen</b>						

### 2.2 Stakeholders and Study Methods

Based on the information of "Final report – The evaluation at completion study", the Team produced an evaluation plan and then prepared evaluation questions to respective stakeholders as shown below.



Stakeholders	Study method
<u>Responsible agency:</u> TVRI TVRI staff (training participants)	Formal questionnaire & interviewing Questionnaire survey through telephone
<u>Implementing agency:</u> TVTC managers TVTC instructors	Formal questionnaire & interviewing Questionnaire survey & interviewing
<u>Others</u> 3 Private TV stations	Interviewing

### 3. Study Results

#### 3.1 Sustainability

##### 3.1.1 Current Situation of Counterpart Personnel

Personnel retention is extremely high at TVTC. In 1998 there were 24 instructors, and 21 in 2002; in 1998 there were 28 staff, and 27 in 2002. Almost all instructors and staff have been employed over 10 years, and very few moved to private TV stations or broadcasting related schools.

##### Changes in TVTC Staff Distribution

	1996	1997	1998	1999	2000	2001	2002
<b>Production</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>32</b>	<b>31</b>	<b>32</b>	<b>32</b>
Studio	21	21	21	21	21	21	21
Program	7	7	7	6	5	5	5
Stage	5	5	5	5	5	6	6
<b>Support staff</b>	<b>16</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>17</b>
Technical	13	13	13	13	13	13	13
Journalism	2	4	4	4	4	3	3
Supervisor	1	1	2	2	2	2	1
<b>Administration</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>43</b>	<b>43</b>
Managers	5	5	5	5	5	16	16
Administration	36	36	36	36	36	27	27

(Source : TVTC)

##### 3.1.2 Organizational Aspects

There have been no significant changes in the role TVTC plays, but in 2001 the training center became TVRI's seventh division responsible for personnel training, including

strengthening the organization. Consequently, 11 managers were newly appointed to TVTC from TVRI. The introduction of new equipment increased the training needs of local stations, and TVTC's training function remains important.

### 3.1.3 Financial Aspects

TVTC finances are completely dependent on allocations from TVRI's budget. Budget allocation from 1998 to 2001 shows that, although there was a personnel increase in 2001, personnel expenses more than doubled. However, equipment maintenance expenses fell 25% and travel and transportation expenses incurred in training decreased 50%. According to TVTC, there are no problems in equipment maintenance, but an increase in necessary training expenses to respond to the needs of local stations is desirable.

The state budget provides 66% of TVRI's budget, and the other 34% comes from business income such as advertising. Currently, TVRI is a public broadcaster, but it is moving toward becoming an independent corporation. There is a high likelihood that in the future the budget provided by the government will decrease, and TVRI will have to raise its private income sources while competing with other commercial broadcasters. If this financial independence from the government accelerates, it is possible that TVTC—which has low direct profitability—will find it very difficult to secure a budget in the near future.

Changes in Budget

	1996	1997	1998	1999	2000	2001
Personnel	392,510	427,786	484,986	563,010	778,749	1,052,869
Administration	769,885	780,382	834,044	834,044	426,010	426,000
Equipment Maintenance	48,200	51,740	57,500	57,500	42,800	42,800
Travel expense	35,700	42,040	42,040	42,040	21,500	21,500

(Source : TVTC) in 1000 Rupiah

### 3.1.4 Sustainability of technology

According to comments from TVTC officials and instructors, they are fully able to utilize technology since training was offered when new equipment was introduced and new equipment was user-friendly. Even local stations are currently introducing new equipment and proceeding with studio construction, and local stations bringing in

equipment introduced at TVTC and studio design technology are smoothly incorporating technology. However, cases in which the equipment at local stations and TVTC are different have resulted in insufficient utilization of technology transfer.

### 3.1.5 Sustainability of Project Effects

The sustainability of the Project results from completion to present is expressed below.

( ↗ : Very high; → : maintained, sustained; ↘ : lower than at completion.)

#### 3.1.5.1 Activation of training activities

(1) Conducting training courses

Sustainability: →

Courses have been conducted for over 20 years, but in 1998/99 the scale of the training shrunk as equipment introduction made it impossible to secure a training place. After this, over 300 trainees have been accepted every year.

Although TVTC is currently able to implement 20 to 30 training courses annually, the number of courses actually implemented is determined based on TVRI's requests, so there is quite a bit of fluctuation every year.

Track Record in Implementing Training Courses

Course type/Year	96/97	97/98	98/99	99/00	00/01
Special courses	44 (3)	102 (5)	52 (3)	60 (3)	20 (1)
TVRI requested	235 (7)	169 (7)	127 (5)	396 (15)	220 (7)
Regular courses	60 (3)	88 (6)	56 (4)	80 (4)	41 (2)
JICA sponsored					40 (2)
Total	(13)	(18)	(12)	(22)	(12)
Total	339	359	235	536	321

( ) indicates number of courses; figures indicate number of trainees accepted  
(Source : TVTC)

One training course with 55 people will be implemented for the Jakarta station in this fiscal year.

(2) Supplementing training

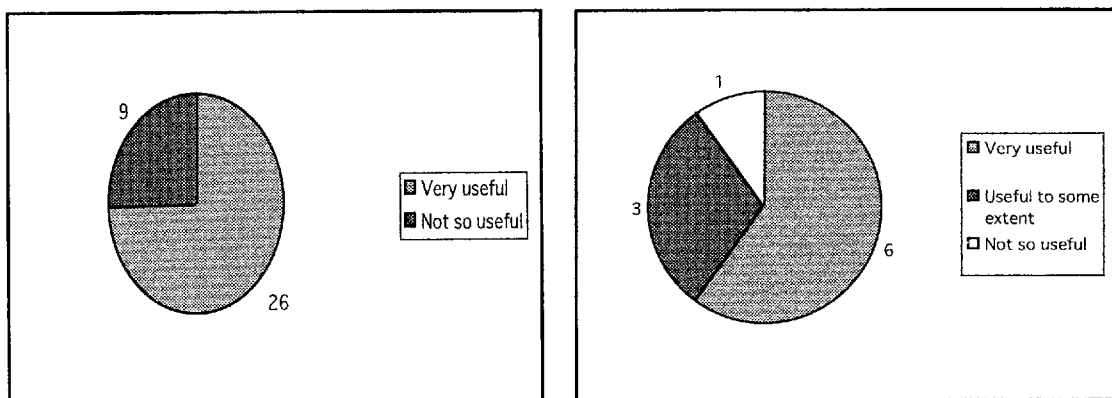
Sustainability: →

Before the Project began, there was a large gap between the needs of the local stations and the training offered by TVTC, but this has been greatly improved with the introduction of new equipment. From 1996 on, seven local stations built new studios, and 15 other stations introduced new equipment such as digital equipment. Training content was also commensurate with that requested. In particular, post-production technology courses were limited to editing before new equipment was introduced, but currently these have been supplemented with material on audio-visual effects. Recently, local stations have not merely assembled trainees for each department, but have invited the local station's production team and implemented training, improving the entire team's technical skills.

In this study, a questionnaire about training subjects after equipment was procured was given to trainees.<sup>1</sup> The results from the trainee evaluation are shown below. (There was an attempt to administer a questionnaire to trainees before the Project, but as the sample number was too small to allow for sufficient comparison, the graph on the right-hand side is provided for reference.)

### Relevance of training

Evaluation from post-1998 trainees (35)      Evaluation from 1992-1997 trainees (10)



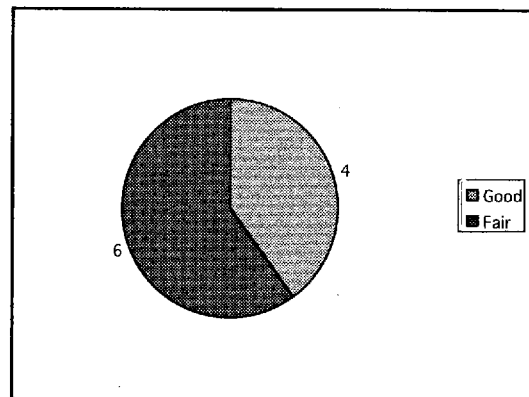
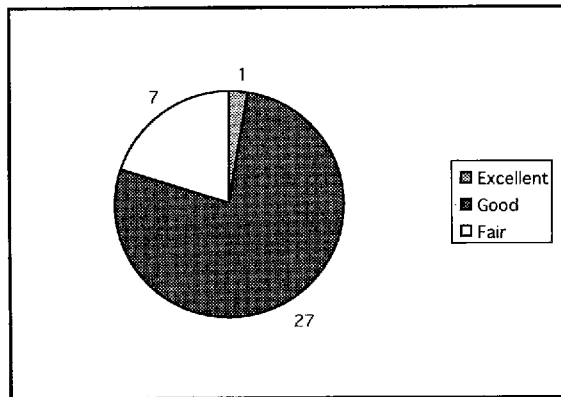
Out of 35, 26 (74%) responded that the training was very relevant. The primary reason for this opinion was that they gained new knowledge and experiences. The primary reason given by those who responded that it was not relevant was that they could not use the technology they had learned at local stations.

<sup>1</sup> In this case, five local stations in the Jakarta area were selected and the questionnaire was sent beforehand by facsimile. Respondents were chosen randomly from the student roster, and the study members gave the questionnaire over the telephone. Due to the limits on time and investments, the number of trainees sampled between the 1998 and 2001 semesters was 35 out of 1,092. (84.7% significant)

Instructor abilities

Evaluation from post-1998 trainees (35)

Evaluation from 1992-1997 trainees (10)

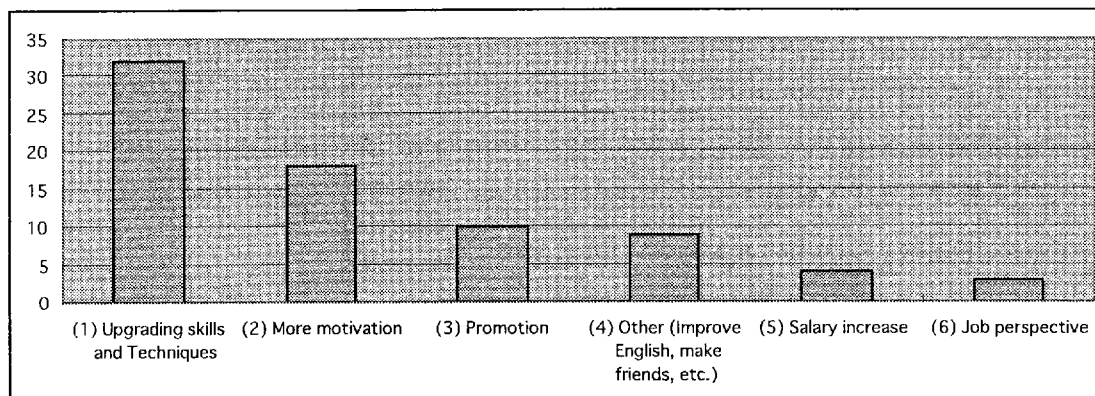


In the questionnaire, 27 (77%) responded that the instructors were “good,” giving their abilities a positive evaluation. However, many said that there were too many theoretical sections and that they would like more material on new technology.


The questionnaire was also given to instructors for training evaluation, and was completed by 16 instructors. The instructors’ self-evaluation was generally commensurate with the trainees’ evaluation (improved technology and skills, improved teaching ability, higher teacher motivation, etc.). However, regarding making training more practical, 14 out of 16 instructors responded that trainees did not have enough practical training, and also that TVTC should improve the training curriculum to reflect their understanding of the trainee’s needs.

Training’s effect on trainees

Almost all trainees responded that after training, their technology and skills had improved. Half of the students said that their training motivation had risen.



### (3) Technology use in local stations

Sustainability: 

The introduction of new equipment allows sufficient utilization of training at local stations that have equipment. In areas attempting technology transfer in separate fields such as camera work, reporting and editing, trainees can utilize their training directly after its completion.

## **3.2. Impact**

### **3.2.1 Impacts Attained by Overall Goals**

#### (1) Improved audio-visual quality for programs produced at local stations

As it was not possible to obtain data regarding the viewing rate for TVRI's important programs, audience monitoring or data evaluating the quality of the programs offered for this study, the impact is not known.

#### (2) Improved understanding of new technology such as TVRI's digital technology

After new equipment is introduced, officials and staff of local stations frequently came to observe TVTC in order to make judgments on studio arrangement and new equipment introduction for the local stations. However, TVTC does not have activities to disseminate technology and encourage understanding, and currently TVRI staff is not visiting for the purpose of observation.

#### (3) Encouraging understanding of local culture and national planning

Currently TVRI covers 82% of national population, and there are regions where only TVRI offers local news and introduces local cultures. The seven local stations that responded in this study produce and broadcast local news and local culture, entertainment and educational programs every day for one to two hours. Furthermore, most programs produced by local stations are broadcast nationwide. In this respect, the role played by local stations is quite significant.

However, as equipment introduction did not directly cause this impact, there was little change in the number of programs produced by local stations and it was not possible to obtain viewing rates. Therefore, this study was not able to specifically ascertain the extent of the impact.

### New Launches: Changes in Broadcasting Times for Programs at Seven Local Stations

Name of the local station	Program Type	Broadcasting hours/day					
		1997	1998	1999	2000	2001	2002
Palangkaraya	Production	No data				1	1
Banjarmasin	Production		0.5	0.5	1	1	1.5
Manado	Broadcast	1.5	1.5	1.5	3	3	3
Makaar	Broadcast	2	2	2	2	2	2
Padang	Broadcast	0.5	1	1.5	2	2	23-6
Jogja	Broadcast	3-6	3-6	3-6	3-6	3-6	3-6
Pekanbaru	Production		1	1	1	1.5	1.5

(Source : TVRI)

### 3.2.2 Impact not Anticipated at Project Completion

#### (1) Improved abilities to produce programs

TVTC does not only offer training, but also participates in producing news, music and entertainment programs according to the requests of TVRI news station and Jakarta station. Before the Project, TVTC could produce one 30-minute program every two days, but they are currently able to produce a maximum of six programs in one day. The major reason for this was that nonlinear production became possible and little time was lost to equipment problems.

#### (2) Trial runs of general courses

Beginning this fiscal year, not only courses for TVRI, but also basic courses for the general public (students) are planned for implementation on a trial basis when studios and equipment are not being used.

### 3.3 Analysis of Factors of Impact and Sustainability

#### Contributing factors

- Not only is equipment being newly introduced and updated at TVTC, but even local stations are building new studios and updating their equipment so that training can be utilized on site.
- Since the retention rate for counterparts is high, course administration is continuous.

#### Inhibiting factors

- The training needs at local stations are high, and TVTC can respond by increasing

the number of courses, but the number of courses that can actually be implemented is limited by the budget allotted by TVRI.

### **3.4 Issues, Problems**

There were no particularly serious problems indicated, but there was mention of insufficient funds for equipment updating and a lack of equipment to increase training courses and improve program production capacity.

### **3.5 Conclusion**

The number of training courses implemented by TVTC and the course content have remained sustainable. Furthermore, the introduction of new equipment—intended to make training more efficient—enabled TVTC not only to offer training, but to give TVRI and Jakarta station assistance in program production. It is difficult to ascertain whether the overall objective—contributing to the promotion of national development plans by using TVRI's television broadcast functions to broadcast helpful programs on health and family planning and locally produced programs nationwide, thus correcting regional gaps and promoting mutual understanding between tribes—has been achieved since viewer rates and coverage rates were not obtained. However, based on the program production at the seven local stations and broadcasting achievements, it is not possible to confirm any impact (as of March 14, 2002).

## **4. Recommendations and Lessons**

### **4.1 Recommendations**

- Many trainees responded in the questionnaire that they wanted more practical training. Curriculum reflecting the needs of local stations should be prepared to raise training results at TVTC.
- The training needs of local stations are high, and as TVTC is able to respond to these needs with training implementation, a budget should be allocated to conduct new training courses.

### **4.2 Lessons**

#### Forming similar proposals

- In this study a question-and-answer survey was administered to three commercial broadcasters (INDOSIAR, TPI and SCTV). Out of the three companies, only one has a



training center (an investment of 5-10 hundred million rupiah), and the other two companies have overseas training, training and OJT conducted in studios when they are free and training given by engineers dispatched from the manufacturers or service providers. It is difficult to make a simple comparison as these commercial broadcasters are centered in Jakarta and TVRI's trainees include local stations, but is essential to do a comparative study of means and scale of investment in countries with many commercial broadcasters.

## Annex

### Results of the equipment monitoring

1. Person conducted monitoring : Lutfi Bakhtiyar (Japan Central Studies)

2. Respondent : Mr. Manan (TVTC Assistant Manager)

3. Facilities

1	Name of the facility	Studio mixer and Studio Camera ( Grant portion: approximately 90%)
	Purpose	Recording and practical training
	Frequency of usage	Very frequently used
	Maintenance method	Replace with spare parts
	Problems	Shortage of spare parts No manual

4. Equipment

1	Main equipment	Audio equipment (1) Lighting system, (2) Camera system, (3) Video system, (4) Audio system Editing system (1) A.B roll editing, (2) simple editing Audio and video measuring Transmitter equipment Electronic laboratory ENG equipment
	Frequency of usage	Very high.
	Maintenance method	Replace with spare parts
	Problems	Sustaining sufficient budget for maintenance Shortage of spare parts

5. The pieces of equipment that are currently not in use

No.	Equipment	Manu- facturer	Installed place	Q	Availability of operational manual	Reason(s) for non-performing	Suggested repair method
1	Dimmer Bank	RDS	Studio	2	Yes	UPS 24 volt Expired	Spare parts
2	Studio Pedestal	Finten	Studio	3	Yes	Expired	Spare parts
3	B/W Monitor	Sonny	Production control	3	Yes	Hidrolic error	Spare parts
4	Color Monitor	Sonny	Production control	8	Yes	High Tension Travo error	Spare parts
5	Audio Mixer	Sonny	Post production	1	Yes	level meter error	Spare parts
6	VTR Recorder	Sonny	Post production	1	Yes	Time code error	Spare parts