

## 5. Results of the Other Studies

The Team carried out the following studies to confirm the availabilities of the existing TV building of RTD for equipment installation as well as checking the facilities of power supply and air-conditioning systems for safe operation of the broadcasting equipment.

### 5-1 Availability of the Building of RTD

The existing TV building of RTD in Djibouti has been kept with sufficient strength to install the Equipment to be provided under the Project since 1991. However, the Team found that renovation or repairing works for ceiling, wall, floor and other interiors are required for safe operation of the Equipment.

The Team also found that a partition between the existing news sub-control room and master control room should be removed in order to secure space necessary for installation of the new equipment. The existing production studio, sub-control room and other editing rooms will be utilized for the same purpose.

### 5-2 Measurement of Voltage Stability

RTD has 2 different route of power supply; one by public city power through a high-priority line (restricted only for the important governmental organizations) from National Company of Electricity (EDD), another by a stand-by diesel engine generator (37kVA) which covers load of the master control system and news studio system during power interruption of the EDD's line. The Team measured a voltage at a location in the existing TV building of RTD. The result of the measurement is shown as follows:

Location: The existing master control room

Period: From "16:54 on 1st Nov. 2008" until "16:09 on 3rd Nov. 2008"

Result: See Fig. 5-2-1.

The rated voltage in Djibouti is 220V. According to the result, voltage values measured at the location were rapidly fluctuating between 207.3V~188.0V. There could be found no power interruption but there were sometimes voltage drops lower than permissible level that is -10% (198V) of the rated voltage.

Therefore, the Team plans to equip with UPS and/or AVR with the Equipment to protect from such high fluctuations of voltage for safe operation of the Equipment.



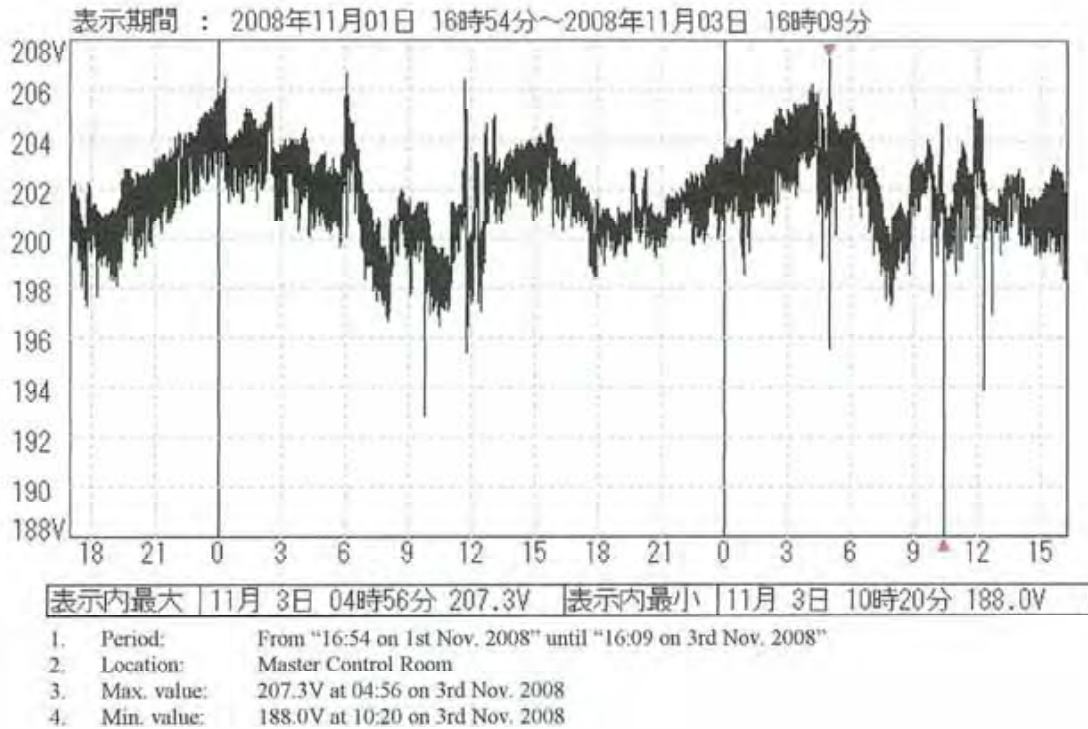


Fig. 5-2-1: Result of Voltage Measuring in the Existing TV Building of RTD

### 5-3 Measurements of Temperature and Humidity

The Team measured temperature and humidity at the following six (6) locations in order to confirm an appropriateness of atmospheric conditions for operation of the broadcasting equipment:

Period: From "16:43 on 1st Nov. 2008" until "16:43 on 2nd Nov. 2008"

- Locations:
- ① Master Control Room
  - ② News Sub-control Room
  - ③ Production Sub-control Room
  - ④ Editing Room (small, for 1:1 Editing System)
  - ⑤ Editing Room (large, for Non-linear Editing System)
  - ⑥ Outdoor

Result: See Fig. 5-3-1.

*[Handwritten signature]*

*[Handwritten signature]*

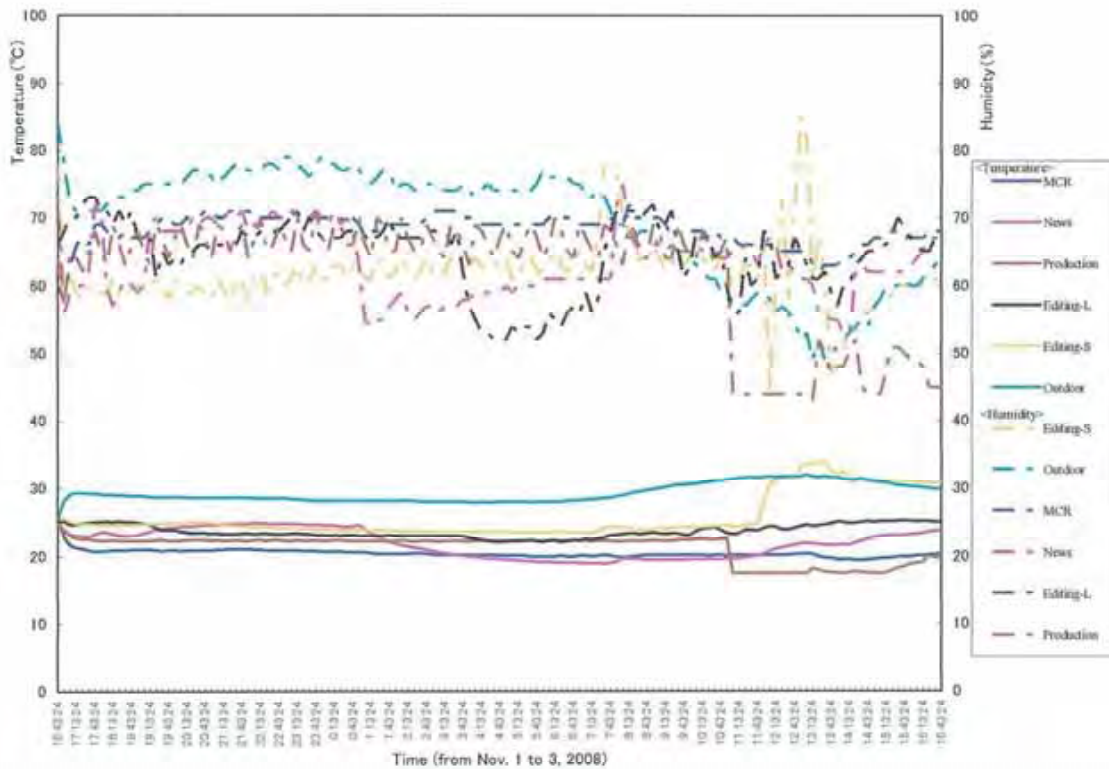


Fig. 5-3-1: Result of Atmospheric Measuring in the Existing TV Building of RTD

The temperatures in those indoor locations were normally been keeping between 20°C and 26°C while outdoor temperature is recorded more than 28°C. Those values of temperature in indoor locations have no abrupt and continuous rise due to operation of the broadcasting equipment except for a small editing room for 1:1 Editing System (hereinafter referred to as “Editing Room-S”) as shown in yellow bar.

As for the values of humidity measured in those indoor locations, there could be constantly seen less than 72% except for Editing Room-S, the existing air-conditioning facilities except for Editing Room-S have been working properly when outdoor temperature or humidity rises, it may not cause a condensation on the broadcasting equipment. There is a separate type air-conditioning in Editing Room-S but it doesn’t work properly and it may cause a condensation on the broadcasting equipment with serious damage to the equipment.

Therefore, the Team found that it is required to maintain the existing air-conditioning facilities in good condition and a separate type air-conditioning in Editing Room-S shall be renewed by RTD before arriving the new equipment at the latest.

*[Handwritten signature]*

*[Handwritten signature]*

## 6. The Work Demarcation of the Project

### 6-1 Principle

The work demarcation between the Japanese side and RTD (the Djiboutian side) shall be as shown below.

Table 6-1. The Work Demarcation of the Project

Work Item	Responsibilities		Remarks
	Japanese	Djiboutian	
(1) Procurement of the Equipment	○		“The Equipment” is defined in the Equipment Plan of Chapter 3.
(2) Transportation of the Equipment to the Project site	○		Delivery Point: RTD
(3) Tax exemption and custom clearance of the products at the port of disembarkation		○	
(4) Securing store yard for unloading containers of the Equipment in the Project site		○	
(5) Installation, Adjustment and Testing of the Equipment	○		Including electrical works to connect to the RTD’s existing LV power distribution lines and a generator and to install panels and MCCBs necessary for operation of the Equipment.
(6) Initial operation & Total system trainings of the Equipment including equipment for the trainings	○	(Place)	Places with desks and chairs for the trainings shall be provided by RTD.
(7) Removal work of the existing equipment, materials and cables including Shifting work of the existing TV Master Control System, Studio System and Editing System	(Advise)	○	To be completed before starting the Installation Work by the Japanese side.
(8) Renovation Work of the existing building (Floor, Wall, Partition, Ceiling, other interiors, if any)	(Advise)	○	Ditto
(9) Provision of 2 Announce Booths and temporary studio(s)	(Advise)	○	Ditto
(10) Provision of Air-conditioning (Separate type) for the existing 3 editing rooms and Repairing the existing Air-conditioning (Central type) for the 3 editing rooms		○	Ditto
(11) Provision of Chairs necessary for Daily Operation of the Equipment and cabinets		○	Ditto
(12) Cabling work of power supply from backup generators to editing rooms (1:1 editing and Non-linear editing)		○	
(13) Test Broadcasting (On Air)	(Advise)	○	
(14) Securing of City Power, Telephone Line and Water Supply		○	

Work Item	Responsibilities		Remarks
	Japanese	Djiboutian	
(15) To exempt Japanese nationals from customs duties, internal taxes and other fiscal levies which may be imposed in the recipient country with respect to the supply of the products and services under the verified contracts		○	
(16) To maintain and use properly and effectively the facilities contracted and equipment provided under the Grant Aid		○	
(17) To bear all the expenses, other than those to be borne by the Grant Aid		○	

Note: ○ indicates the side responsible for the work.

## 6-2 Tax Exemption Procedure

The following procedure shows steps necessary to exempt from taxes and custom duty to be charged to the Equipment under the Project. RTD shall undertake arrangement necessary for the exemption of the Equipment without delaying.

- ① After the Exchange of Notes is made, RTD will request a Tax exemption of the Equipment to Ministry of Communication and Culture (MCCT).
- ② MCCT will pass the request to the President Office.
- ③ The President Office will ask an approval of the Tax exemption to Prime Minister and Minister of Finance.
- ④ After obtaining the approvals from Prime Minister and Minister of Finance, the President Office will issue a letter of the Tax exemption to Ministry of Finance and RTD.
- ⑤ RTD will pass the letter of the Tax exemption to the Japanese Supplier.
- ⑥ When the Equipment is arrived at the port of Djibouti, the Japanese Supplier will submit the letter of the Tax exemption to the custom.

f

WP

## 7. Budget Estimation of the Undertakings by RTD (the Djiboutian side)

For the works to be done by RTD (the Djiboutian side) as shown in Chapter 6 above, RTD estimated with the Team to secure the budget necessary for the works as follows:

Table 7-1. Budget Estimation of the Undertakings by RTD (for reference)

Item	Estimated Cost (FDJ)	Remarks
(1) Places with desks and chairs for the trainings	900,000	
(2) Removal work of the existing equipment, materials and cables including Shifting work of the existing TV Master Control System, Studio System and Editing System	3,000,000	
(3) Renovation Work of the existing building (Floor, Wall, Partition, Ceiling, other interiors, if any)	7,000,000	
(4) Provision of 2 Announce Booths and temporary studio(s)	1,200,000	
(5) Provision of Air-conditioning (Separate type) for the existing 3 editing rooms and Repairing the existing Air-conditioning (Central type) for the 3 editing rooms	2,000,000	
(6) Provision of Chairs necessary for Daily Operation of the Equipment and cabinets	900,000	Approx. 25 sets will be required.
(7) Cabling work of power supply from backup generators to editing rooms (1:1 editing and Non-linear editing)	300,000	
(8) Contingency [10% of the amount of (1) up to (7)]	1,530,000	
<b>Total amount:</b>	<b>16,830,000</b>	

Table 7-2. Budget Estimation of the Undertakings by the Government of Djibouti (MAEC) (for reference)

Item	Estimated Cost (FDJ)	Remarks
Commissions for processing the Authorization to Pay (A/P) and Payment commissions of each payment for the Consultant and the Supplier	1,600,000	In case that the Grant Aid Amount on the Exchange of Notes is Approx. JY900,000,000.

8. Implementation Schedule of the Project (Tentative)

Implementation Schedule (Tentative)

Item	2009												2010											
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
1. Approval by Cabinet and Exchange of Notes (E/N)			▼ E/N																					
2. The Consulting Services Agreement between RTD and the Consultant and Preparation of the Tender Documents																								
3. Tender Notice, Tender Opening and Evaluation																								
4. The Contract between RTD and Japanese Supplier																								
5. Procurement and Installation of the Equipment ★ Hand-over																								
Group-1: (1) Format Conversion System, ENG Equipment, Video Non-linear Editing System and 1:1 Editing System																								
Group-2: (2) Production Studio System, News Studio System and Master Control System																								
(3) Group-3: Back-up Power Supply System																								
6. Undertakings by RTD																								
(1) Removal work of the existing equipment and Renovation work in the existing building																								
(2) Shifting work of the existing Studios and Master Control System and Temporary broadcasting ★ Test Broadcasting by the New System																								

8

1701

## 9. Languages for Official Documents

The both of Djiboutian and Japanese side agreed that the official documents necessary to execute the Project shall be written in French or French in accordance with the following list:

No.	Name of Document	Prepared by	Language	
			French	English
<b>1.</b>	<b>Documents for the Consulting Services</b>			
1.1	The Consulting Services Agreement	Consultant	○	
1.2	Authorization to Pay (A/P)	Client	○	
1.3	Certificate for Payment	Client	○	
<b>2.</b>	<b>Documents for the Tendering Stage</b>			
2.1	Tender Notice	Consultant		○
2.2	Project Implementation Schedule	Consultant		○
2.3	Tender Documents			
	Volume I: Conditions of Tender and Contract	Consultant		○
	Partie I: Instructions to Tenderers	Consultant		○
	Partie II: Forms of Tender	Consultant		○
	Partie III: Form of Contract	Consultant	○	
	Volume II: Specifications	Consultant		○
	Volume III: Drawings	Consultant		○
2.4	Tender Proposals (Envelope A and B)	Tenderer		○
2.5	Tender Evaluation Report	Client		○
2.6	Award of the Contract	Client		
<b>3.</b>	<b>Documents for the Contract with the Supplier</b>			
3.1	The Contract for Procurement and Installation of the Equipment and Training Work	Supplier	○	
3.2	Authorization to Pay (A/P)	Client	○	
3.3	Documents and Drawings for the Equipment and the Installation Work	Supplier		○
3.4	Training, Operation and Maintenance Manuals	Supplier		○
3.5	Certificate for Payment	Consultant	○	

## 10. Plan of Financial Management for RTD

### 10-1 Actual Financial Data of RTD from 2005 to 2007

The financial data, dealing with the past three year (2005, 2006 and 2007) of RTD, presented in ANNEX-1(**Income Statement**) and ANNEX- 2 (**Balance Sheet**), where the section below summarizes the financial situation of RTD.

RTD's sales for advertisement in 2007 have increased by about 21% over the previous year, or by 200% when compared to 2005. In 2007, 76% of the total sales were proceeds from Telecast and the rest from the radio broadcasting.



**Table 1 Sale for Advertisements**

Year	Total Revenue*	Sales Revenue for Advertisement**	Share (%)
2005	357,285,781	35,526,252	9.9%
2006	392,300,192	58,848,195	15.0%
2007	391,930,967	71,078,180	18.1%
<b>Total</b>	<b>1,141,516,940</b>	<b>165,452,627</b>	<b>14.5%</b>

\*Total des Produits - (Presatios/Administrat Publiques + Reprises sur Amortissements + Gain de Change + Subvention pour Energie, Eau et Telp.)

\*\*Produite Publicitaires + Autres Produites(excluding redevances et gestion de frequences)

The annual amount of the Government contributions (Subvention) has been secured to support the activities of RTD at present as shown in Table 2, which account for about 57% on average over the past three years (2005~2007). It must be noted that in 2008, the amount of government subsidy has increased by 250,000,000 DJF.

**Table 2 Government Subsidies**

Year	Total Revenue*	Government Subsidy	Other Government Subsidy	Total Government Subsidy	Share (%)
	1	2	3	4=2+3	5=4/1
2005	357,285,781	200,000,000	19,920,645	219,920,645	61.6%
2006	392,300,192	200,000,000	11,293,548	211,293,548	32.9%
2007	391,930,967	200,000,004	16,567,194	216,567,198	32.9%
<b>Total</b>	<b>1,141,516,940</b>	<b>600,000,004</b>	<b>47,781,387</b>	<b>647,781,391</b>	<b>56.7%</b>

\*Total des Produits - (Presatios/Administrat Publiques + Reprises sur Amortissements + Gain de Change + Subvention pour Energie, Eau et Telp.)

The total sum of the sales for advertisement and the government subsidy accounts for about 71% of the total cash earnings (excluding redevances et gestion de frequences) on average for the past three years.

**Table 3 Cash Earnings of RTD**

Year	Total Revenue*	Total Sales**	Total Government Subsidy	Total	Share (%)
	1	2	3	4=2+3	5=4/1
2005	357,285,781	35,526,252	219,920,645	255,446,897	71.5%
2006	392,300,192	58,848,195	211,293,548	270,141,743	68.9%
2007	391,930,967	71,078,180	216,567,198	287,645,378	73.4%
<b>Total</b>	<b>1,141,516,940</b>	<b>165,452,627</b>	<b>647,781,391</b>	<b>813,234,018</b>	<b>71.2%</b>

\*Total des Produits - (Presatios/Administrat Publiques + Reprises sur Amortissements + Gain de Change + Subvention pour Energie, Eau et Telp.)

\*\* excluding redevances et gestion de frequences

It must be noted that the separately from the above stated government contributions, RTD has received the financial support from the government for the actual costs of electricity, water and telephones for which payments have been made directly from the Ministry of Economy, Finance and Planning (Ministere de l'Economie, des Fiances et de la

Planification) to National Company of Electricity (Electricite de Djibouti, EDD), National Water Supply Company (Office National des Eaux de Djibouti, ONED) and Djibouti Telecom. The amounts which were committed by the said ministry were substantial as shown in Table 4. The above amount accounts for about 22% of the total cost of RTD or 29% of the cash transaction (excluding the cost for amortizing and cost for loss provision) on average for the past three years.

**Table 4 Cost for Electricity, Water and Telephone**

	Total Cost	Electricity	Water	Telephone	Total	%
	1	2	3	4	5=2+3+4	6=5/1
2005	631,177,164	120,052,272	1,411,716	13,018,608	134,482,596	21.31%
	494,381,864					27.20%
2006	688,144,407	135,814,766	1,717,715	14,334,103	151,866,584	22.07%
	534,529,028					22.07%
2007	767,189,899	160,949,903	1,541,306	17,367,334	179,858,543	23.44%
	605,121,278					29.72%
<b>Total</b>	<b>2,086,511,470</b>	<b>416,816,941</b>	<b>4,670,737</b>	<b>44,720,045</b>	<b>466,207,723</b>	<b>22.34%</b>
	<b>1,634,032,170</b>					<b>28.53%</b>

*Upper: Total cost*

*Bottom: Total cost excluding depreciation cost and loss provision*

Costs of personnel including those for temporary employees account for about 32% of the total cost or 41% of the aforesaid total cash transaction on average for the past three years as shown in Table 5.

**Table 5 Cost of Personnel**

	Total Cost	Remuneration	Salary for Temporary Employee	Total	%
	1	2	3	4=2+3	5=4/1
2005	631,177,164	152,043,783	48,345,902	200,389,685	31.75%
	494,381,864				40.53%
2006	688,244,407	186,022,737	42,396,667	228,419,404	33.19%
	534,529,028				42.73%
2007	767,189,899	190,666,784	44,824,733	235,491,517	30.70%
	605,121,278				38.92%
<b>Total</b>	<b>2,086,611,470</b>	<b>528,733,304</b>	<b>135,567,302</b>	<b>664,300,606</b>	<b>31.84%</b>
	<b>1,634,032,170</b>				<b>40.65%</b>

*Upper: Total cost*

*Bottom: Total cost excluding depreciation cost and loss provision*

Cost for purchasing the replacement parts or units including necessary supplies (consumables) for the equipment in use accounts for about 3% of the total cost or 4% of the cash transaction as shown in Table 6.

*Handwritten mark*

*Handwritten mark*

**Table 6 Cost for Equipment**

	Total Cost	Cost for Equipment	%
2005	631,177,164	13,301,017	2.1%
	494,381,864		2.7%
2006	688,244,407	17,185,191	2.5%
	534,629,028		3.2%
2007	767,189,899	29,180,675	3.8%
	605,121,278		4.8%
<b>Total</b>	<b>2,086,611,470</b>	<b>59,666,883</b>	<b>2.9%</b>
	<b>1,634,132,170</b>		<b>3.7%</b>

*Upper: Total cost*

*Bottom: Total cost excluding depreciation cost and loss provision*

#### 10-2 Budget for the fiscal year 2008

A financial report of RTD for the fiscal year 2008 ending on December 31, 2008 is under preparation. The budget of RTD for the year 2008 is presented as **ANNEX-3**.

The main points are summarized below:

- The total budget for the 2008 fiscal year has increased 30% over the budget of 2007. It was worth noticing that the government subsidy was increased by 250,000,000DJF, 25% increase over the past three years. Also, the sum of the costs to be earmarked for electricity, water and telephone was included in the budget of RTD. These costs are, however, to be paid directly by the Ministry of Economy, Finance and Planning (Ministere de l'Economie, des Fiances et de la Planification).
- The budget for the cost for personnel has reached 224,000,000DJF, which shows an increase of about 18% over the previous year as reflecting the achievement in 2007.
- Despite the substantial growth in the sales for advertisement over the past several years up to 2007, the projected sales amount for advertisement has rather moderate and it accounts for only about 7% of the total revenue of RTD in 2008. It is because that the markets for advertisement via telecast is not matured yet and still not so steady either.

#### 10-3 Financial Analysis

##### (1) Key Assumptions used for the Financial Projections

The following assumptions were applied for the Financial Projections for the period between 2010 and 2019 (10-year period). Currency unit and the exchange rates applied are as follows:

- Currency unit: Djiboutian Franc (DJF)
- DJF 175.5 = US\$1.00 (US\$1.00 = ¥100)

*Handwritten signature*

*Handwritten signature*

<b>Revenues (Les Produits)</b>	
a. Sales for Advertisement: (Publicitaires)	Despite the high growth rate of advertisement sales in the past 3 years, sales for advertisements were calculated at an increase rate at 5 %, as per own assessment of RTD.
b. Radio Listening Fee (Redevances)	A 5% annual increase was considered.
c. Frequency Management Fee (Gestion de Frequences)	A constant fee to date was considered without any variation.
d. Value for RTD's Independent Production Programs (Production Internes)	The budgetary amount allocated for 2008 was considered without any variation throughout the projected period.
e. General Government Subsidies: (Subvention General D' Exploitation de 'LEtat)	A 5% increase was considered in every 3 years starting from 2011.
f. General Government Subsidies for Energy, Water and Telephones: (Subvention General D' Exploitation de 'LEtat pur Emergoe, Eau et Tellph.)	The amount equivalent to the estimated costs for energy (payable to EDD), water (payable to ONED) and telephone (payable to Telecom) was appropriated.
g. Return on Depreciation (Amortizing): (Quot-part des Subv. Vire CPT REST)	The budgetary amount allocated for 2008 was considered without any variation for the projected period. Starting from 2010, an additional amount was considered for the Equipment.
<b>Operating Costs (Les Charges)</b>	
a. Cost of Personnel: (Charges du Personnel)	A 2 % annual increase was considered, per RTD's own assessment. No increment of number of staff was considered.
b. Equipment Costs: (Fournitures Equipements)	An additional equipment cost consisting of cost of supplies (consumables) and cost of replacement parts or units was calculated. A 1% annual increase was also considered. Vice versa, some gradual decrease of equipment cost was considered at a rate of 10% taking into account the equipment to be removed.
c. Depreciation (Amortizing) Expense (Fund): (Dotations aux Amortissements)	Annual depreciation expense was considered additionally based the depreciable assets of the Equipment starting from the year 2010. Depreciation method is straight-line method which is used in RTD. Depreciation period is 10 years to adhere the accounting system of RTD.
d. Other operating costs (Autres Charges)	A 3% annual increase was considered, except for "droits indirects" at a 2 % annual increase.

(2) Forecast of Income Statement of RTD (2010 ~ 2019)

Projections of the income statements of RTD over the next ten years (2010 – 2019) are roughly prepared as shown in ANNEX-4. Table 7 shows changes in primary items at both the revenue and expenses in the year of 2010, 2012, 2015 and 2019.

It is observed that i) the RTD's dependence on the government subsidies shall be slightly decreased gradually in the future, while, steady growth of the sales for advertisements mainly via telecast shall be expected, ii) there are not big changes in distribution of the cost even if the project will bring about some increment in equipment costs, cost for staff training, the cost for the amortizing of the Equipment etc. and iii) to fulfill its tremendous role of RTD as a state-owned public broadcasting entity, it was confirmed in the preparation





of the projections, that RTD shall have strong and sustainable financial supports from the government.

Table 7 Share of Major Items of Revenue and Expenses (Projections)

	2005-2007		2008		2010		2012		2015		2019	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Total Cash Earnings*	1,141,516,940	100%	370,000,000	100%	412,282,695	100%	439,059,171	100%	476,368,935	100%	528,479,423	100%
Sales Revenue for Advertisement**	163,452,627	14%	48,000,000	13%	56,583,672	14%	62,383,498	14%	72,216,607	15%	87,779,846	17%
Rodevances	236,282,922	21%	49,000,000	13%	82,699,023	20%	91,175,673	21%	105,547,238	22%	128,293,327	24%
Gestion de Fréquences	92,000,000	8%	23,000,000	6%	23,000,000	6%	23,000,000	5%	23,000,000	5%	23,000,000	4%
Government Subsidy***	647,781,391	57%	250,000,000	68%	250,000,000	61%	262,500,000	60%	275,625,000	58%	289,406,250	55%
Total Cost excluding Depreciation and Loss Provision	1,634,032,170	100%	548,200,000	100%	634,107,906	100%	670,999,004	100%	719,068,691	100%	791,986,434	100%
Cost for Electricity, Water and Telephone	466,207,723	29%	133,200,000	24%	160,064,652	25%	169,812,589	25%	181,538,801	26%	208,848,065	26%
Cost of Equipment	59,666,883	4%	12,000,000	2%	33,737,067	5%	40,353,934	6%	40,003,292	6%	42,279,142	5%
Cost of Training	16,720,930	1%	3,000,000	1%	7,426,300	1%	7,878,562	1%	8,609,117	1%	9,689,637	1%
Cost of Personnel****	864,300,608	41%	259,000,000	47%	279,594,374	44%	291,844,154	43%	311,263,739	43%	339,246,218	43%
Other operating cost	427,136,028	26%	141,000,000	26%	153,284,613	24%	161,109,765	24%	173,633,742	24%	191,923,372	24%

\*Total des Produits - (Frais/Administratif Publics + Reprises sur Annonces + Gain de Change + Subvention pour Energie, Eau et Télé.)

\*\*Produits publicitaires + Autres Produits

\*\*\*Subvention d'Exploitation de L'Etat + Autres Subvention de L'Etat

\*\*\*\*Rémunération du personnel + Personnel intérimaires

f

10/10

Situation Finances de RTD (fiscal years ending on December 31)  
REPUBLIC OF DJIBOUTI: Radiodiffusion Television de Djibouti (RTD)

Intitules	2005	%	2006	%	2007	%	Total	%
<b>Ventes</b>	<b>261,579,386</b>	<b>46.2%</b>	<b>322,624,644</b>	<b>50.3%</b>	<b>331,655,769</b>	<b>50.5%</b>	<b>915,859,799</b>	<b>49.1%</b>
Produites Publicitaires	32,693,968	5.8%	58,381,214	9.1%	70,592,451	10.7%	161,667,633	8.7%
Prestations/Administrat. Publiques*	124,214,250	22.0%	141,618,000	22.1%	156,292,000	23.8%	422,124,250	22.6%
Redevances	78,838,884	13.9%	76,158,449	11.9%	81,285,589	12.4%	236,282,922	12.7%
Gestion de Frequences	23,000,000	4.1%	46,000,000	7.2%	23,000,000	3.5%	92,000,000	4.9%
Autres Produits	2,832,284	0.5%	466,981	0.1%	485,729	0.1%	3,784,994	0.2%
<b>Subvention D' Exploitation de L'Etat</b>	<b>304,206,390</b>	<b>53.8%</b>	<b>318,984,839</b>	<b>49.7%</b>	<b>325,400,655</b>	<b>49.5%</b>	<b>948,591,884</b>	<b>50.9%</b>
Subvention D' Exploitation de L'Etat	200,000,000	35.3%	200,000,000	31.2%	200,000,004	30.4%	600,000,004	32.2%
Autres Subvention de L'Etat	19,920,645	3.5%	11,293,548	1.8%	16,567,194	2.5%	47,781,387	2.6%
Quote-part des Subv. Vire CPT REST*	83,695,735	14.8%	107,685,904	16.8%	108,138,402	16.5%	299,520,041	16.1%
Gain de Change	590,010	0.1%	5,387	0.0%	695,055	0.1%	1,290,452	0.1%
<b>Total General des Produits</b>	<b>565,785,776</b>	<b>100.0%</b>	<b>641,609,483</b>	<b>100.0%</b>	<b>657,056,424</b>	<b>100.0%</b>	<b>1,864,451,683</b>	<b>100.0%</b>
<b>Achats</b>	<b>171,767,162</b>	<b>27.2%</b>	<b>195,277,271</b>	<b>28.4%</b>	<b>235,553,843</b>	<b>30.7%</b>	<b>602,598,276</b>	<b>28.9%</b>
EDD	120,052,272	19.0%	135,814,766	19.7%	160,949,903	21.0%	416,816,941	20.0%
ONED	1,411,716	0.2%	1,717,715	0.2%	1,541,306	0.2%	4,670,737	0.2%
Carburant Vehicul	9,154,985	1.5%	11,060,760	1.6%	10,395,670	1.4%	30,611,415	1.5%
Carburant Divers	3,007,253	0.5%	3,003,309	0.4%	2,410,615	0.3%	8,421,177	0.4%
Fournitures Equipements	13,301,017	2.1%	17,185,191	2.5%	29,180,675	3.8%	59,666,883	2.9%
Produits D' Entretien	385,526	0.1%	321,060	0.0%	138,350	0.0%	844,936	0.0%
Fournitures Administratives	2,257,568	0.4%	2,759,030	0.4%	2,749,149	0.4%	7,765,747	0.4%
Achats de Programme Nationaux	21,418,730	3.4%	22,494,483	3.3%	28,188,175	3.7%	72,101,388	3.5%
Achats de Programme Etrangers	778,095	0.1%	920,957	0.1%	0	0.0%	1,699,052	0.1%
<b>Services Exterieurs</b>	<b>27,368,454</b>	<b>4.3%</b>	<b>23,041,324</b>	<b>3.3%</b>	<b>25,077,465</b>	<b>3.3%</b>	<b>75,487,243</b>	<b>3.6%</b>
Loyer	600,000	0.1%	600,000	0.1%	875,000	0.1%	2,075,000	0.1%
Abonnement Agences AFP	8,702,441	1.4%	7,222,744	1.0%	6,536,018	0.9%	22,461,203	1.1%
AbonnementAutres Organismes	4,533,231	0.7%	4,344,026	0.6%	5,046,379	0.7%	13,923,636	0.7%
Entretien et Reparations Auto	7,431,650	1.2%	6,666,411	1.0%	6,858,208	0.9%	20,956,269	1.0%
Entretien et Reparations Batiment	2,562,825	0.4%	1,251,395	0.2%	2,015,793	0.3%	5,830,013	0.3%
Maintenance Equipements	2,804,539	0.4%	2,487,870	0.4%	3,215,180	0.4%	8,507,589	0.4%
Documentations	709,150	0.1%	444,260	0.1%	506,269	0.1%	1,659,679	0.1%
Prime D' Assurance	24,618	0.0%	24,618	0.0%	24,618	0.0%	73,854	0.0%
<b>Autres Services Exterieurs</b>	<b>78,197,376</b>	<b>12.4%</b>	<b>68,182,615</b>	<b>9.9%</b>	<b>73,507,891</b>	<b>9.6%</b>	<b>219,887,882</b>	<b>10.5%</b>
Personnel Interimaires	48,345,902	7.7%	42,396,667	6.2%	44,824,733	5.8%	135,567,302	6.5%
Remboursement Frais	1,356,478	0.2%	1,196,400	0.2%	1,136,400	0.1%	3,689,278	0.2%
Honoraires	898,500	0.1%	930,000	0.1%	1,202,000	0.2%	3,030,500	0.1%
Habillement	494,500	0.1%	407,000	0.1%	688,000	0.1%	1,589,500	0.1%
Divers	775,569	0.1%	1,139,442	0.2%	1,176,387	0.2%	3,091,398	0.1%
Transport	966,700	0.2%	720,000	0.1%	758,000	0.1%	2,444,700	0.1%
Frais de Missions et Conferences	0	0.0%	3,887,020	0.6%	2,682,695	0.3%	6,569,715	0.3%
Frais de Formation	12,128,620	1.9%	2,236,815	0.3%	2,355,495	0.3%	16,720,930	0.8%
Frais de Reception	0	0.0%	659,700	0.1%	699,470	0.1%	1,359,170	0.1%
Telephone	13,018,608	2.1%	14,334,103	2.1%	17,367,334	2.3%	44,720,045	2.1%
Services Bancaire	212,499	0.0%	275,468	0.0%	617,377	0.1%	1,105,344	0.1%
<b>Impots et Taxes</b>	<b>126,500</b>	<b>0.0%</b>	<b>54,000</b>	<b>0.0%</b>	<b>19,297,846</b>	<b>2.5%</b>	<b>19,478,346</b>	<b>0.9%</b>
Droits Indirects (PMI & IMP. FONC.)	0	0.0%	0	0.0%	19,231,846	2.5%	19,231,846	0.9%
Impots et Taxes	126,500	0.0%	54,000	0.0%	66,000	0.0%	246,500	0.0%
<b>Charges du Personnel</b>	<b>208,448,639</b>	<b>33.0%</b>	<b>236,120,399</b>	<b>34.3%</b>	<b>233,240,316</b>	<b>30.4%</b>	<b>677,809,354</b>	<b>32.5%</b>
Remuneration du Personnel	152,043,783	24.1%	186,022,737	27.0%	190,666,784	24.9%	528,733,304	25.3%
Cotisations Sociales	21,844,026	3.5%	26,045,858	3.8%	26,824,674	3.5%	74,714,558	3.6%
Indemnites Diverses	8,982,100	1.4%	9,777,600	1.4%	10,796,934	1.4%	29,556,634	1.4%
Indemnites/Travaux Specifiques	25,578,730	4.1%	14,274,204	2.1%	4,951,924	0.6%	44,804,858	2.1%
<b>Perte Gestion</b>	<b>2,056,015</b>	<b>0.3%</b>	<b>2,281,420</b>	<b>0.3%</b>	<b>5,123,370</b>	<b>0.7%</b>	<b>9,460,805</b>	<b>0.5%</b>
Aides Sociales	1,641,000	0.3%	1,900,200	0.3%	1,396,000	0.2%	4,937,200	0.2%
Medecine de Travail	415,015	0.1%	381,220	0.1%	955,370	0.1%	1,751,605	0.1%
Perte sur Creances Irrcouvrables	0	0.0%	0	0.0%	2,772,000	0.4%	2,772,000	0.1%
<b>Charges Financieres</b>	<b>1,910,814</b>	<b>0.3%</b>	<b>2,100,476</b>	<b>0.3%</b>	<b>6,983,457</b>	<b>0.9%</b>	<b>10,994,747</b>	<b>0.5%</b>
Charges d'interet	1,483,590	0.2%	1,715,707	0.2%	6,650,296	0.9%	9,849,593	0.5%
Perte de Change	427,224	0.1%	384,769	0.1%	333,161	0.0%	1,145,154	0.1%
<b>Dotations aux Amortissements*</b>	<b>136,795,300</b>	<b>21.7%</b>	<b>153,372,787</b>	<b>22.3%</b>	<b>159,952,680</b>	<b>20.8%</b>	<b>450,120,767</b>	<b>21.6%</b>
<b>Dotations aux Provisions*</b>	<b>0</b>	<b>0.0%</b>	<b>242,592</b>	<b>0.0%</b>	<b>2,115,941</b>	<b>0.3%</b>	<b>2,358,533</b>	<b>0.1%</b>
<b>Charges aux Exceptionnelles</b>	<b>4,506,904</b>	<b>0.7%</b>	<b>7,471,523</b>	<b>1.1%</b>	<b>6,337,090</b>	<b>0.8%</b>	<b>18,315,517</b>	<b>0.9%</b>
<b>Total General des Charges</b>	<b>631,177,164</b>	<b>100.0%</b>	<b>688,144,407</b>	<b>100.0%</b>	<b>767,189,899</b>	<b>100.0%</b>	<b>2,086,511,470</b>	<b>100.0%</b>
<b>Resultat (Solde Debitur)</b>	<b>-65,391,388</b>		<b>-46,534,924</b>		<b>-110,133,475</b>		<b>-223,059,787</b>	

Comptes Financiers pour L'Exercice 2005, 2006 et 2007

Actual Balance Sheets (fiscal years ending on December 31)  
REPUBLIC OF DJIBOUTI: Radiodiffusion Television de Djibouti (RTD)

(DJF)

	Elements	2005	2006	2007
ACTIFS	<b>Actifs Immobilises</b>	<b>2,132,665,269</b>	<b>2,063,613,077</b>	<b>1,930,269,341</b>
	Terrain non bati	282,100,860	282,100,860	282,100,860
	Constructions(*)	912,851,841	912,851,841	912,851,841
	Equipements Studios(*)	426,481,922	426,481,922	426,481,922
	Emetteurs et autres Materiels(*)	55,378,940	55,378,940	55,378,940
	Autres Installations Techniques(*)	47,106,407	47,106,407	47,106,407
	Climatisation Radio(*)	42,610,076	42,610,076	42,610,076
	Equipements Studios Production(*)	245,621,776	245,621,776	246,537,811
	Equipements Studios Emission(*)	170,901,916	170,901,916	183,852,059
	Equipements Car Reportage Rad.(*)	31,412,274	31,412,274	31,502,274
	Cheptel Radio Arta(*)	19,160,434	19,160,434	19,160,434
	Groupes Electrogenes(*)	11,074,443	11,074,443	11,074,443
	Equipements Television(*)	353,248,225	431,416,540	439,771,040
	Climatissations et Systeme Split(*)	4,569,250	6,332,575	7,124,575
	Materiels de Transports(*)	40,028,188	40,028,188	40,028,188
	Materiels Informatiques(*)	10,870,933	12,640,763	13,112,908
	Mobiliers de Bureau(*)	16,503,120	19,123,245	19,238,362
	Immobilisation en cours	2,971,000	2,971,000	5,890,005
	Amortissements	-540,226,336	-693,600,123	-853,552,804
	<b>Actifs Circulants</b>	<b>140,698,558</b>	<b>265,557,513</b>	<b>209,642,276</b>
	Creances Clients debiturs Divers	13,125,566	28,306,211	54,552,541
	Divers debiturs	99,873,637	106,626,379	137,872,551
Clients Douteux			1,381,000	
Cheques a Encaisser	1,019,750		522,000	
Compte D'attente Encais	356,500	519,950	189,250	
Disponibles en Banque RTD	26,240,458	130,009,372	14,980,658	
Disponibles en Caisse RTD 1	82,647	95,601	144,276	
<b>Total</b>	<b>2,273,363,827</b>	<b>2,329,170,590</b>	<b>2,139,911,617</b>	
PASSIFS	<b>Capitaux Propres</b>	<b>2,001,383,664</b>	<b>1,925,099,743</b>	<b>1,742,858,445</b>
	Capital	1,672,278,268	1,672,278,268	1,672,278,268
	Subv. D'invest Etat	401,420,316	479,114,631	479,114,631
	Subv. D'invest Italien	479,452,021	479,452,021	479,452,021
	Subv. D'invest Amer.	38,441,473	38,441,473	38,441,473
	Dot Prov. Dettes	2,210,096	2,452,688	4,568,629
	Quot. Part. Subvent	-229,242,209	-336,928,113	-445,066,515
	Report 2000/2004	-297,784,913	-363,176,301	-409,711,225
	Resultat (perte)	-65,391,388	-46,534,924	-110,133,475
	Emprunt			33,914,638
	<b>P. Circul. (dettes)</b>	<b>271,979,163</b>	<b>404,070,847</b>	<b>397,053,172</b>
	Fournisseurs Nat.	14,036,254	19,053,877	33,751,753
	Personnels	45,934,932	48,987,039	51,370,244
	Organism. Sociales	55,846,928	65,710,614	85,910,921
	Frs Etrangers & Organismes Etr	49,950,999	51,584,172	65,436,273
	Etat (CCP & ITS)	49,490,642	60,667,748	101,912,794
Divers crediturs	56,719,408	158,067,397	58,671,187	
<b>Total</b>	<b>2,273,362,827</b>	<b>2,329,170,590</b>	<b>2,139,911,617</b>	

Comptes Financiers pour L'Exercice 2005, 2006 et 2007

**Budget pour Exercice 2008**  
**REPUBLIC DE DJIBOUTI: Radiodiffusion Television de Djibouti (RTD)**

(DJF)

Intitules	2007			2008 Budget	Indice de dilatation
	Budget	Actual	Difference		
<b>Ventes</b>	<b>254,000,000</b>	<b>331,655,769</b>	<b>77,655,769</b>	<b>230,000,000</b>	<b>-9.4%</b>
Produits Publicitaires	48,000,000	70,592,451	22,592,451	48,000,000	0.0%
Prestations/Administat. Publiques	118,000,000	156,292,000	38,292,000	110,000,000	-6.8%
Redevances	65,000,000	81,285,589	16,285,589	49,000,000	-24.6%
Gestion des Frequences	23,000,000	23,000,000	0	23,000,000	0.0%
Autres Produits		485,729			
<b>Subvention D'Exploitation Recue</b>	<b>275,000,000</b>	<b>325,400,655</b>	<b>50,400,655</b>	<b>463,200,000</b>	<b>68.4%</b>
Subvention D'Exploitation de L'Etat	200,000,000	200,000,004	4	250,000,000	25.0%
Autres Subvention de L'Etat		16,567,194	16,567,194		
Quote-part des Sub. De L'Etat		108,138,402	108,138,402		
Gain de Change		695,055	695,055		
Factures EDD, ONED Djib			0	133,200,000	
Reprises sur Amortissements	75,000,000		-75,000,000	80,000,000	6.7%
<b>Total General des Produits</b>	<b>529,000,000</b>	<b>657,056,424</b>	<b>128,056,424</b>	<b>693,200,000</b>	<b>31.0%</b>
<b>Achats</b>	<b>138,050,000</b>	<b>235,553,843</b>	<b>97,503,843</b>	<b>167,900,000</b>	<b>21.6%</b>
Carurant	9,000,000	160,949,903	151,949,903	12,000,000	33.3%
Carburant Divers	2,500,000	1,541,306	-958,694	3,000,000	20.0%
EDD	97,400,000	10,395,670	-87,004,330	120,000,000	23.2%
ONEDA	1,130,000	2,410,615	1,280,615	1,200,000	6.2%
Fournitures Equipements	11,820,000	29,180,675	17,360,675	12,000,000	1.5%
Produits D'Entretien	400,000	138,350	-261,650	700,000	75.0%
Fournitures Administratives	3,000,000	2,749,149	-250,851	4,000,000	33.3%
Achats de Programme Nationaux	12,000,000	28,188,175	16,188,175	15,000,000	25.0%
Achats de Programme Etrangers	800,000	0	-800,000	0	-100.0%
<b>Services Extérieur</b>	<b>20,200,000</b>	<b>25,077,465</b>	<b>4,877,465</b>	<b>23,500,000</b>	<b>16.3%</b>
Location	600,000	875,000	275,000	600,000	0.0%
Abonnement Agences AFP	7,500,000	6,536,018	-963,982	8,000,000	6.7%
Abonnement Autres Organismes	3,000,000	5,046,379	2,046,379	3,000,000	0.0%
Entretien et Reparations Auto	5,000,000	6,858,208	1,858,208	8,000,000	60.0%
Entretien et Reparations Batiment	1,500,000	2,015,793	515,793	1,500,000	0.0%
Maintenance Equipements	1,800,000	3,215,180	1,415,180	1,800,000	0.0%
Documentations	800,000	506,269	-293,731	600,000	-25.0%
Prime D'Assurance		24,618	24,618		
<b>Autres Services Extérieurs</b>	<b>53,970,000</b>	<b>73,507,891</b>	<b>19,537,891</b>	<b>59,770,000</b>	<b>10.7%</b>
Personnel Interimaires	32,000,000	44,824,733	12,824,733	35,000,000	9.4%
Remboursement Frais	1,400,000	1,136,400	-263,600	1,400,000	0.0%
Honoraires	1,000,000	1,202,000	202,000	1,000,000	0.0%
Habillement	800,000	688,000	-112,000	600,000	-25.0%
Publicites et Annonces			0	1,000,000	
Di vers	850,000	1,176,387	326,387	850,000	0.0%
Transport	720,000	758,000	38,000	720,000	0.0%
Frais de Missions et Conférences	4,000,000	2,682,695	-1,317,305	3,000,000	-25.0%
Frais de Formation	2,000,000	2,355,495	355,495	3,000,000	50.0%
Frais de Reception	800,000	699,470	-100,530	800,000	0.0%
Telephone	10,000,000	17,367,334	7,367,334	12,000,000	20.0%
Services Bancaire	400,000	617,377	217,377	400,000	0.0%
<b>Impot/Taxe</b>	<b>180,000</b>	<b>19,297,846</b>	<b>19,117,846</b>	<b>6,000,000</b>	<b>3233.3%</b>
Impot/Taxe	180,000	66,000	-114,000	6,000,000	3233.3%
Droits Indirects		19,231,846	19,231,846		
<b>Charge du Personnel</b>	<b>233,500,000</b>	<b>233,240,316</b>	<b>-259,684</b>	<b>287,930,000</b>	<b>23.3%</b>
Remuneration du Personnel	190,000,000	190,666,784	666,784	224,000,000	17.9%
Contribution Sociales	25,500,000	26,824,674	1,324,674	40,930,000	60.5%
Indemnites Diverses	8,000,000	10,796,934	2,796,934	8,000,000	0.0%
Indemnites/Travax Specifiques	10,000,000	4,951,924	-5,048,076	15,000,000	50.0%
<b>Perte Gestion</b>	<b>3,100,000</b>	<b>5,123,370</b>	<b>2,023,370</b>	<b>3,100,000</b>	<b>0.0%</b>
Aides Sociales	1,500,000	1,396,000	-104,000	1,500,000	0.0%
Medecine de Travail	1,600,000	955,370	-644,630	1,600,000	0.0%
Perte sur Creances Irrécouvrables		2,772,000	2,772,000		
<b>Charges Financieres</b>	<b>0</b>	<b>6,983,457</b>	<b>6,983,457</b>	<b>0</b>	
Change d'interet		6,650,296	6,650,296		
Perte de Change		333,161	333,161		
<b>Dotations aux Amortissements</b>	<b>80,000,000</b>	<b>159,952,680</b>	<b>79,952,680</b>	<b>130,000,000</b>	<b>62.5%</b>
<b>Dotations aux Provisions</b>		<b>2,115,941</b>	<b>2,115,941</b>		
<b>Charge aux Exceptionnelles</b>		<b>6,337,090</b>	<b>6,337,090</b>		
<b>Total General des Charges</b>	<b>529,000,000</b>	<b>767,189,899</b>	<b>238,189,899</b>	<b>678,200,000</b>	<b>28.2%</b>
<b>Resultat Excedentaire</b>	<b>0</b>	<b>-110,133,475</b>	<b>-110,133,475</b>	<b>15,000,000</b>	





## 11. Benefit of the Project

The Team and RTD confirmed the benefit of the Project which is to be archived after five (5) years from the completion of the Project in 2010, as follows:

- To increase number of programs for education and health **1.2 times as the current numbers** (that are 40 spot programs and 3 production programs per year)
- To increase number of RTD's original produced programs **1.3 times as the current numbers** (that are 7 production programs per week such as drama, documentary, talk, music, politics, economic, etc. except news programs)

## 12. Staffing and Training Plan for RTD after the Project

The Team suggests RTD a staffing and training plan in the following tables, necessary for RTD's management to archive the benefits of the Project above-mentioned in Chapter 10, based on a result of research to RTD's staff through interviewing and questionnaire. RTD should allocate necessary budget and qualified staff in accordance with the plan.

RTD now provides a service for 8 hours/day, targeting to increase up to 10 hours/day after 2015 then 16 hours/day after 2020. In order to realize RTD's service of 16 hours/day, the Team advises that RTD needs to produce further 20 programs per week in accordance with Table 12-1.

*Handwritten signature*

*Handwritten signature*

Table 12-1. List of the Required Number of Staffs

(Unit: person)

Division	Staff	Existing number	Estimated number	Balance to be employed	Remark
Program	Producer	30	38	16	Broadcasting Schedule Planning
	Editor		8		
	Archive	2	4	2	Format conversion, Management
Journalist	Caster	20	10	5	
	Reporter		15		
Engineering	Camera for Studio Staff	6	6	6	(3person×1program studio+2person×1news studio+)×1.2
	Camera for News Staff (ENG)		6		(hold a post concurrently)
	Operator Staff for Studio (TD, VE, Audio)	9	18	9	For morning program
	Graphics	9	4	6	{(1person×2Studio)+Editing Room 1person}×1.2
	Editing Operator		9		(1 person ×7Editing Room)×1.2
	Web Operator		2		1 person +1
Total		76	120	44	

Table 12-2. Plan of RTD's New Staffs on Annual basis

(Unit: person)

Category		2009	2010	2011	2012	2013	2014	Total
Program	Producer Editor		3	3	3	3	4	16
	Archive		1		1			2
Journalist	Caster, Reporter		1	1	1	1	1	5
Engineering	TD, VE, Audio, Camera, etc	5	5	4	4	3		21
Total		5	10	8	9	7	5	44

Table 12-3. Plan of Training for RTD's Staffs

(Unit: training)

Category		2009	2010	2011	2012	2013	2014	2015	計
Program	Producer Editor (1 <sup>st</sup> )		3	3	3	3	4		16
	(2 <sup>nd</sup> )			3	3	3	3	4	16
	Archive		1		1				2
Journalist	Caster, Reporter (1 <sup>st</sup> )		1	1	1	1	1		5
	(2 <sup>nd</sup> )			1	1	1	1	1	5
Engineering	TD, VE, Audio, Camera, etc. (1 <sup>st</sup> )	5	5	4	4	3			21
	(2 <sup>nd</sup> )		5	5	4	4	3		21
Total		5	15	17	17	15	12	5	86
Training Fee (Million FDJ) at ASBU for 14days @0.4M FDJ		2	6	6.8	6.8	6	4.8	2	34.4

(End)

8

10/10

## 資料－8 収集資料リスト

## 8. 収集資料リスト

調査名： ジブチ国 ラジオ・テレビ放送局番組作成機材整備計画 基本設計調査

番号	名称	形態 図書・ビデオ・地図 ・写真等	オリジナル・コピー	発行機関	発行年
1	DJIBOUTI TODAY	図書	コピー	Les éditions du JAGUAR	2003
2	MON AGENDA SCOLAIRE de 2007/2008	手帳	オリジナル	CRIPEN	2007
3	LA CARAVANE DE FRANÇAIS 2 <sup>ème</sup> année de l'enseignement fondamental	教科書	コピー	CRIPEN	2007
4	DECOUVERTE Multimanuel 3e année de l'enseignement fondamental	教科書	コピー	CRIPEN	2007
5	SCHEMA DIRECTEUR et LOI D'ORIENTATION 2001-2010	カタログ	コピー	国民教育省	2004
6	PLAN D'ACTION DE L'EDUCATION 2006-2008	カタログ	コピー	国民教育省	2006
7	INFORMATION ET COMMUNICATION POUR LE DEVELOPPEMENT	図書資料	コピー	通信・文化省	2002
8	Bilan et perspectives 1999-2005	図書資料	コピー	通信・文化省	2004
9	LOI DES FINANCES	図書資料	コピー	経済・財務・計画省	2008
10	THE ECOFINANCE GUIDES DJIBOUTI	図書	コピー	CIDCOM Groupe Jeune Afrique	2008