

TERMINAL EVALUATION REPORT
FOR
TECHNICAL COOPERATION PROJECT
FOR
INSTITUTIONAL CAPACITY DEVELOPMENT OF
SOUTH SUDAN BROADCASTING CORPORATION

November 2018

South Sudan Broadcasting Corporation
Ministry of Information and Broadcasting
The Republic of South Sudan
and
Japan International Cooperation Agency

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TABLES OF CONTENTS

CHAPTER 1. INTRODUCTION.....	1
1-1. OBJECTIVE OF THE TERMINAL EVALUATION.....	1
1-2. MEMBERS OF THE TERMINAL EVALUATION TEAM.....	1
1-3. SCHEDULE OF THE TERMINAL EVALUATION.....	1
CHAPTER 2. OUTLINE OF THE PROJECT.....	2
2-1. BACKGROUND OF THE PROJECT.....	2
2-2. SUMMARY OF THE PROJECT.....	3
CHAPTER 3. METHODOLOGY OF THE TERMINAL EVALUATION.....	4
3-1. EVALUATION QUESTIONS AND INDICATORS.....	4
3-2. DATA COLLECTION METHOD AND ANALYSIS.....	4
CHAPTER 4. PROJECT PERFORMANCE AND IMPLEMENTATION PROCESS.....	6
4-1. INPUTS.....	6
4-2. ACTIVITIES IMPLEMENTED.....	8
4-3. ACHIEVEMENT OF THE OUTPUTS.....	8
4-4. ACHIEVEMENT OF THE PROJECT PURPOSE.....	16
4-5. ACHIEVEMENT OF THE OVERALL GOAL.....	19
4-6. IMPLEMENTATION PROCESS.....	21
CHAPTER 5. EVALUATION RESULTS.....	24
5-1. RELEVANCE.....	24
5-2. EFFECTIVENESS.....	25
5-3. EFFICIENCY.....	26
5-4. IMPACT.....	27
5-5. SUSTAINABILITY.....	28
CHAPTER 6. REVISION OF PDM.....	30
CHAPTER 7. CONCLUSION.....	36
CHAPTER 8. RECOMMENDATION.....	37
CHAPTER 9. LESSONS LEARNED.....	38
ANNEX	
ANNEX 1 Project Design Matrix (PDM) (Version 7.0)	
ANNEX 2 Plan of Operations	
ANNEX 3 Inputs to the Project	
3-1. Placement Records of Japanese Experts	
3-2. List of Participants of Counterpart Training	
3-3. List of Equipment procured under the Project	
3-4. Placement Records of South Sudanese counterparts	
ANNEX 4 Summary of Activities implemented	
ANNEX 5 List of Materials Developed by the Project	
ANNEX 6 List of programs and news reports	

Abbreviations

AMDISS	Association for Media Development in South Sudan
C/P	Counterpart Personnel
CPA	Comprehensive Peace Agreement
ENG	Electronic News Gathering
FY	Fiscal Year
HDQ	Headquarter
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KBC	Kenya Broadcasting Corporation
M/M	Minutes of Meetings
MOIB	Ministry of Information and Broadcasting
MOICTPS	Ministry of Information, Communication Technology and Postal Service
NGO	Non-Governmental Organization
NHK	Nippon Hoso Kyokai (Japan Broadcasting Corporation)
ODA	Official Development Assistance
OJT	On the Job Training
PDM	Project Design Matrix
PO	Plan of Operations
RBA	Rwanda Broadcasting Agency
R/D	Record of Discussions
SPLM	Sudan People's Liberation Movement
SSBC	South Sudan Broadcasting Corporation
SSTVR	South Sudan Television and Radio
SSTV	South Sudan Television
SSR	South Sudan Radio
ToT	Training of Trainers
TV	Television
UBC	Uganda Broadcasting Corporation
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNMISS	United Nations Mission in South Sudan
VTR	Video Tape Recorder/Recording
WG	Working Group

CHAPTER 1. INTRODUCTION

1-1. Objective of the Terminal Evaluation

Objectives of the Terminal Evaluation are as follows:

- 1) To review the progress, the achievement and implementation process of the “Project for Institutional Capacity Development of South Sudan Broadcasting Corporation” (hereafter referred to as “the Project”) based on the Project Design Matrix (hereafter referred to as “PDM”);
- 2) To jointly evaluate the Project from the viewpoints of the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) of the Development Assistance Committee (DAC);
- 3) To clarify the issues to be addressed and make recommendations of necessary measure to be taken for the successful completion of the Project;
- 4) To draw lessons from the Project which can be applied to similar JICA projects in the future; and
- 5) To summarize the result of the evaluation as the Joint Terminal Evaluation Report and ensure that stakeholders share a common understanding of it.

1-2. Members of the Terminal Evaluation Team

(1) Japanese side

Name	Job Title	Occupation
Dr. Keiichi HASHIMOTO	Leader	Senior Advisor (Peace-Building), JICA
Ms. Ayano MATSUDO	Evaluation Planning	Law and Justice Division, Governance Group , Industrial Development and Public Policy Department, JICA
Mr. Kyohei MIYOSHI	Evaluation Planning	Law and Justice Division, Governance Group , Industrial Development and Public Policy Department, JICA
Mr. Masaya OMAE	Evaluation Analysis	General Manager, Success Project Management Office

(2) South Sudanese side

Name	Occupation
Mr. James Magok	Managing Director, South Sudan Broadcasting Corporation
Professor William Hai Zaza	Chairperson, Board of Directors, South Sudan Broadcasting Corporation

1-3. Schedule of the Terminal Evaluation

The Terminal Evaluation was conducted from October, 2017 to January 2018. At that time, the Project was supposed to end in March 2018. In the month, however, it was extended until December 2018 with consensus of both South Sudanese and Japanese sides. In terms of the evaluation, both sides continued to remotely communicate each other basically through e-mail. The draft report of the evaluation was revised and agreed by both sides in November 2018 which incorporated the results of an end line survey conducted in September 2018.

CHAPTER 2. OUTLINE OF THE PROJECT

2-1. Background of the Project

The Republic of South Sudan (hereinafter referred to as “South Sudan”) has been facing numerous challenges in establishing a government structure as an independent nation due to the impacts of the prolonged civil conflict, which had persisted for 20 years. The country is engaged in state-building efforts with support from the international community. In the process of building a new democratic nation, the role played by the mass media to deliver accurate information to the public is significant. In particular, in a country which has just moved out from civil war, the media plays an important role in sound national development and surveillance for the prevention of reoccurrence of conflicts (Kofi Annan, 1999 Annual Report to UN General Assembly). In addition, in the society where infrastructure and transportation are limited, the media is expected to deliver essential information for the citizens (such as education, health, disaster prevention) to overcome the challenges.

Since the Comprehensive Peace Agreement (CPA) between Sudan People’s Liberation Movement (SPLM) and the Northern Sudan in 2005, new print media have been established one after another in South Sudan. However, they are far from being “independent media,” as they depend on financial supports from donors, international organizations, Non-Governmental Organizations (NGOs),etc. In terms of the broadcast media, private broadcasting stations are not fully developed, as there is no company that would place advertisements on TV, and the state-run South Sudan TV (hereinafter referred to as “SSTV”) is the only TV station broadcasting in areas other than the capital. As to the radio media, apart from the state-run South Sudan Radio (hereinafter referred to as “SSR”), most radio stations are community FM stations funded by donors, international organizations, or NGOs. In addition to the issues of dependence and lack of financial resources of these media, all media are facing challenges in terms of broadcasting technologies, the maintenance and management of broadcasting equipment, and the improvement of programme contents.

South Sudan Broadcasting Corporation(hereinafter referred to as “SSBC”),reorganized from South Sudan TV and Radio (hereinafter referred to as “SSTVR”) under the Ministry of Information and Broadcasting (hereinafter referred to as “MOIB”) has the widest coverage among mass media in South Sudan and is in a process of transforming to a public broadcaster under the Public Service Broadcasting Bill signed into law by the President in September 2014. As a public broadcaster, SSBC is expected to contribute to the formation of a sound civil society, which serves as the backbone of the democratic nation, through its commitment to accurate and fair news reporting, and programme production that considers the multiculturalism and multi-ethnic population of the country. On the other hand, concrete plans for its transformation into a public broadcaster had not been elaborated. In addition, its employees had not received sufficient training on the maintenance and management of broadcasting equipment or on programme production, and lacked capacities to provide accurate and impartial news reporting. Against this background, it has been indispensable to support the process of SSBC ’s transformation into a public broadcaster and promote the human resource development of the station.

The government of South Sudan requested JICA to implement a technical cooperation project aiming to enhance the organizational capacity of SSBC. In response, “Project for Institutional Capacity Development of South Sudan Broadcasting Corporation” was launched in December 2012 for the period of 4 years until November 2016. Afterward, in response to the results of the Mid-term review conducted in October 2015, the term of the Project was decided to be extended until March 2018 (agreed in February 2016). Furthermore, the

term of the Project was again extended until December 2018 because two crises in South Sudan (December 2013 and July 2016) resulted in the evacuations of the JICA experts from Juba, which entailed the necessity of the extension in order to achieve the Project's purpose. Then, in order to endure SSBC staff's sustainable capacity of operation and maintenance of equipment, the project was extended until March 2019.

2-2. Summary of the Project

According to the PDM (Version 7.0) revised at the 9th Joint Coordination Committee (hereinafter referred to as "JCC") on July 2017 as in ANNEX 1 and amendment of the term of the Project by R/D in March 2018, summary of the Project is as follows.

Project Title: Project for Institutional Capacity Development of South Sudan Broadcasting Corporation

Responsible Organization and Implementing Organizations: MOIB, SSBC

Project Duration: From December 2012 to March 2019 (76 months)

Year 1: December 2012 - March 2014

Year 2: June 2014 - March 2015

Year 3: June 2015 - March 2016

Year 4: April 2016 - November 2016

Year 5: July 2017 - March 2019

Target Areas: Juba, Malakal, Wau etc.

Target Group: MOIB officials, SSBC staff

Overall Goal: Accurate, impartial and fair information is delivered to the people of South Sudan.

Project Purpose: Human resources are developed in SSBC to deliver accurate and fair information to the people of South Sudan.

Outputs:

1. The organizational and operational issues to be addressed are clarified to transform SSBC into a public broadcaster and a resolution policy and organizational vision are formulated in SSBC.
2. The capacity of SSCB staff in charge of operating and maintaining broadcasting equipment is enhanced.
3. The capacity of SSBC staff in charge of programme production is enhanced.
4. The awareness towards professionalism (accurate and fair news) is raised among SSBC staff in charge of news reporting.

CHAPTER 3. METHODOLOGY OF THE TERMINAL EVALUATION

3-1. Evaluation Questions and Indicators

The Japanese and South Sudanese Terminal Evaluation Teams jointly reviewed the Project from the following points of view.

1) Achievements of the Project

Achievements of the Project were measured in terms of Inputs, Outputs, Project Purpose, and Overall Goal in the light of the Objectively Verifiable Indicators of the PDM (version 7.0).

2) Implementation Process

Implementation process of the Project was reviewed to see if the activities have been implemented according to the schedule shown in the Plan of Operations (PO) (ANNEX 2), and to see if the Project has been managed properly, identifying contributing/hindering factors that have affected the implementation process.

3) Evaluation based on the Five Evaluation Criteria

The Project is evaluated with viewpoints of the Five Evaluation Criteria, which is the standard measurement used by JICA, as indicated in Table 3-1.

Table 3-1 : Five Evaluation Criteria

Items	Definition
1. Relevance	A criterion for considering the validity and necessity of the Project regarding whether the expected effects of the Project (or Project Purpose and Overall Goal) meet with the needs of target groups; whether the contents of the Project are consistent with priorities and policies of South Sudan and Japanese Official Development Assistance; whether project strategies and approaches are relevant.
2. Effectiveness	A criterion for considering the prospect of achievement of the Project Purpose with viewpoints of achievement of the Outputs.
3. Efficiency	A criterion for considering the achievement of Outputs and how efficiently Inputs are converted to Outputs (quantitatively and qualitatively).
4. Impact	A criterion for considering the prospect of achievement of the Overall Goal and effects of the Project including direct or indirect, positive or negative, intended or unintended impacts.
5. Sustainability	A criterion for considering whether produced effects of the Project continue under the policies, technology, systems and financial state of South Sudan after the completion of the Project period.

Source: Translated 'New JICA Guideline for Project Evaluation (2010)' with partial editions by the Team

3-2. Data Collection Method and Analysis

Data collection methods used for the Terminal Evaluation were as follows:

- Review of the Project documents

- Key informant interviews of South Sudanese C/Ps, JICA experts

CHAPTER 4. PROJECT PERFORMANCE AND IMPLEMENTATION PROCESS

4-1. Inputs

4-1-1 Japanese Side

(1) Experts

The plan of input of experts was revised from total 87.30 MM to 129.99 MM due to extension of the Project. Total number of 19 experts have been dispatched in the field of (1) Leader/Broadcasting Institution Management1/Democratization1, (2) Sub-leader/Broadcasting Institution Management2, (3) Equipment Management, (4) Program Production, (5) News Reporting, (6) Broadcasting Institution Management 3/Coordination1/Democratization2, (7) Coordination2/Democratization1, (8) Coordination 2/Democratization3 and (9) Human Capacity Development/Monitoring. By the time of the Terminal Evaluation, the dispatch achievement is 117.84MM as of September 2018 as shown in ANNEX 3-1. Because of the outbreak of violence in South Sudan in December 2013, JICA decided to evacuate its staff and Experts to outside South Sudan until they could confirm the improvement of the security condition. In response, JICA proposed to the South Sudanese side to continue implementation of the planned activities through dispatching C/Ps of SSBC and MOIB to the third countries for training. As a result, after February 2014 up to January 2015, Experts were dispatched only to Kenya, Uganda and Rwanda with relatively short period for each time. Even though Experts resumed their activities in Juba for about 1 year and half, they were forced to evacuate again in July 2016 when the armed conflict recurred in Juba, and to re-started the trainings in those third countries. This situation continues until the end of the Project.

(2) Provision of Equipment

By the time of the Terminal Evaluation, the total amount of 113,660,853 Japanese Yen (US \$1,045,141) has been disbursed for costs of the equipment including generator, XDCAM Camcorder and some others utilized for training. The list of equipment procured is shown in ANNEX 3-3.

Table 4-1: Equipment provided for the Project

Item \ Year	Year 1 (12.2012 – 03.2014)	Year 2 (06.2014 – 03.2015)	Year 3 (06.2015 – 09.2015)	Year 4 (06.2016 – 04.2017)	Year 5 (07.2017 – 03.2019)	Total
Equipment provided	23,943,853	2,612,000	57,392,000	0	29,713,000	113,660,853

Note: Year 5 is planned budget

(Unit: Yen)

(3) Local Operational Costs

The total amount of financial contribution from the Japanese side for local operational costs is 137,288,000 Japanese Yen(US \$1,295,730).

Table 4-2: Local operational costs for the Project

Item \ Year	Year 1 (12.2012 – 03.2014)	Year 2 (06.2014 – 03.2015)	Year 3 (06.2015 – 03.2016)	Year 4 (06.2016 – 04.2017)	Year 5 (07.2017 – 03.2019)	Total
Local operation costs	15,975,000	38,763,000	20,281,000	14,729,000	47,540,000	137,288,000

Note: Year 5 is planned budget

(Unit: Yen)

(4) Other Relevant Inputs

(a) Training in Japan

By the time of the Terminal Evaluation, 33 persons were dispatched to the training in Japan as shown in ANNEX 3-2. In 2013, 21 C/Ps were dispatched to four different training programs for senior managers on public broadcasting management and for engineers on maintenance and operation of broadcasting equipment. In 2014, two different training programmes (programme production and news reporting) were conducted with participations of nine C/Ps. In 2015, three C/Ps participated in the course with title of “South Sudan Sports Promotion Mission's Visit to Japan”

(b) Training in Kenya, Uganda, Dubai and Rwanda

By the time of the Terminal Evaluation, the total number of participants in the third countries is 185 as shown in ANNEX 3-2 For Year 1, as JICA Experts were unable to travel to South Sudan due to the unstable security condition since December 2013, training on equipment management, program production and news reporting were implemented in addition to the training for senior manager in Kenya in February 2014. The unstable security situation in South Sudan remained the same throughout Year 2. As a result, twenty different training programs (four for senior managers, six for equipment management, five for programme production, five for news reporting) were conducted in Kenya, Uganda and Dubai between February 2014 and February 2015. In 2016, the course for news reporting was conducted in Kenya and for management was conducted in Rwanda called “Kigali workshop”. And in 2017, total of four courses were conducted by Uganda Broadcasting Corporation, such as “Joint Workshop”, “TOT for Programme Production”, “TOT for Engineers” and “TOT for News, Cameraperson, Video Editors”. Furthermore, joint workshop and seminar with Rwanda Broadcasting Agency, and three training courses (i.e. news reporting, equipment management, and program production) were conducted in Rwanda in February 2018.

4-1-2 South Sudanese Side

(1) Counterpart Personnel

From the commencement of the Project, 83 C/Ps have been assigned by SSBC (former SSTVR) and MOIB: Director General of Information and Broadcasting of MOIB as the Project Director, Director of Training and Research of MOIB as the Project Manager and other 12 persons from SSBC (former SSTVR) as JCC members, as well as 21 persons for Working Group 1 (whole plan making, TV management, Radio management), 17 persons for Working Group 2 (Equipment management), 29 persons for Working Group 3 (Programme production), and 17 persons for Working Group 4 (News reporting). In SSBC, many of Working Group (WG) members have taken parts in more than two different groups. The list of C/Ps is shown in ANNEX 3-4.

And in accordance with the transformation of the legal structure of SSTVR into SSBC, it was agreed, among the stakeholders in May 2017, that the role of the Project Manager would be taken up, from this time on, by a Managing Director of SSBC.

(2) Provision of land, buildings and facilities

South Sudanese side offered land in the former SSTVR property to build the Project office building with meeting rooms. Training space was also offered in the office building until the construction of the Project office building was completed in May 2013.

(3) Other local cost sharing

MOIB and SSBC provided transportation for C/Ps to attend seminars and symposiums in Juba.

4-2. Activities Implemented

Achievements of activities by the time of the Terminal Evaluation are shown in details in ANNEX 4. While majorities of the Project activities were implemented according to the PO (ANNEX 2). The procurement plan for the equipment was postponed until the redeployment of JICA Experts to South Sudan in Year 3. According to the work plan for Year 2, the Project activities such as discussion and formulation of the road map for transforming SSTVR to a public broadcaster, training on programme production and news reporting as well as development of operation and maintenance manuals for the existing broadcasting equipment at SSTVR were implemented given the short duration of the trainings. Since JICA decided to re-start its operations in Juba in November 2014, JICA Experts for the Project were also redeployed in SSTVR in January 2015 and resume OJT within SSTVR. However, owing to the outbreak of violence again in July, 2016, the Project activities in the field were forced to cease. Technical assistance during this period was implemented in Uganda and Rwanda by the dispatched experts.

4-3. Achievement of the Outputs

Findings regarding the achievement of four Outputs based on the Objectively Verifiable Indicators in PDM are as follows:

(1) OUTPUT 1: *The organizational and operational issues to be addressed are clarified to transform SSTVR into a public broadcaster and a resolution policy and organizational vision are formulated in SSBC.*

Table 4-3: Achievement of Output 1 as per the indicators

Objectively Verifiable Indicators	Achievement
1-1 A short-term road map for SSBC to become a public broadcaster is finalized.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ In Year 3, the finalization of the short-term road map for SSBC was conducted. After the enforcement of the Broadcasting Corporation Law in September 2014, candidates of the Board of Directors were nominated in 2015 and members were officially appointed on 5 February 2016. And then, the road map was finalized as a product of the Project at JCC in March 2016. ▪ In Year 4, the Project explained about the road map to the Board of Directors in June 2016. The Board of Directors approved the road map and agreed to cooperate and promote the organizational reform.
1-2 A middle/long-term road map for SSBC to become a public broadcaster that is trusted by the public, which includes a budget plan is finalized.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ In Year 3, WG1 continued discussion on “The middle/long-term road map for SSTVR to become a trusted public broadcaster.” ▪ In Year 4, the person in charge of drafting of the middle/long-term road map in the South Sudanese side was appointed. The expert presented the draft framework and some of the contents of the road map based on the idea of the person in charge. ▪ In Year 5, WG1 finalized the draft middle/long-term road map in Kigali workshop in February 2018. The draft was approved by Board of Directors meeting held in June 2018.

Output 1 has been achieved as shown in indicators above.

In order to transform SSTVR into a public broadcaster, the organizational and operational issues have already been discussed intensely by WG1 during the third country trainings. Before the Project, many people at SSTVR did not know what a public broadcasting is about, and had no idea about the contents of the media

bills including the Broadcasting Corporation Bill enacted into law later on. Through the training in Year 1 and Year 2, the resolution policy has been drafted by SSTVR in the form of the draft “Short-term road map towards public service broadcasting.” The short-term road map was finalized in March 2016 and approved by the Board of Directors of SSBC in June 2016 (Indicator 1-1).

The Project started to prepare “A middle/long-term road map for SSBC to become a trusted public broadcaster” in response to the approval of the Media Acts in Year 2. As an action plan for 5 to 10 years after the transformation into a public broadcaster, WG1 has been working to finalize it including matters, such as expansion of broadcasting network, preparation of financial plan for sound management, realization of fair and impartial high-quality broadcasting during the Year 5 with the aim of becoming a broadcaster that is trusted by the public (Indicator 1-2). Eventually, the draft middle/long-term road map was finalized during Kigali workshop through lively discussions among project members. The draft was officially approved by Board of Directors meeting held on June 1st, 2018.

After the enforcement of the Broadcasting Corporation Law in September 2014, candidates of the Board of Directors were nominated in 2015 and members were officially appointed on 5 February 2016. Efforts to transform SSBC (former SSTVR) into a public broadcaster have been continuing.

Therefore, it was judged that the organizational and operational issues to be addressed were clarified to transform SSTVR into a public broadcaster, and a resolution policy as well as organizational vision were formulated in SSBC.

(2) *OUTPUT 2:* *The capacity of SSBC staff in charge of operating and maintaining broadcasting equipment is enhanced.*

Table 4-4: Achievement of Output 2 as per the indicators

Objectively Verifiable Indicators	Achievement
2-1 The roles of the staff in charge of SSBC engineering & operation, and in management of budget for engineering & operation are clarified.	<p>It is <u>expected to be achieved</u> after the end of the Project.</p> <ul style="list-style-type: none"> ▪ In Year 3, WG2 has worked on clarifying the current situations of staff in operation and maintenance of broadcasting equipment. ▪ According to the process of transforming SSTVR into SSBC, the Project has been discussing staffing plan of technical department. The experts advise and give guidance while coordinating with the Output 1-related staffing plan. Therefore, staffing plan and budget for engineering and operation will be made accordingly based on the previous discussions if organizational reform becomes settled.
2-2 “Checklist for the outcome of OJT” is recorded regularly and the contents are updated if necessary.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ The following 8 formats of check-lists as well as reporting have been developed and updated upon necessity. WG2 started recording of operations and maintenance utilizing these formats. <ol style="list-style-type: none"> (1) SSR Daily Broadcasting Report (2) SSR (GUMBO)Daily Broadcasting Report (3) SSTV Daily Broadcasting Report (4) Check List for Technical Morning Meeting (5) Record of the Material Tape (6) Irregularities Report (7) Equipment Trouble Record Sheet (8) Report on Scrap Equipment

2-3 The plan for maintenance of broadcasting equipment is drawn and put in effect.	<p>The plan was drawn and the related manuals were put in effect. However, in reality, <u>budget shortage hinders staff from starting daily operation based on the manuals.</u></p> <ul style="list-style-type: none"> ▪ WG2 members and participants of the third country trainings developed the following 6 manuals with technical support by JICA Experts. <ol style="list-style-type: none"> (1) Rules on Operation of Broadcasting Equipment in SSTVR (ROE) ver.8 (August 2017) (2) Rules on Maintenance of Broadcasting Equipment in SSTVR (RME) ver. 6 (Feb.2015) (3) Operation Manual for SSR Gumbo Station Ver. 2 (Feb.2015) (4) Operation Manual for ENG Camera Ver. 3 (Feb.2015) (5) Operation Manual for Audio Mixer Ver. 2 (Feb.2015) (6) Operation Manual for VTR Ver. 2 (Feb.2015)
2-4 The record of maintenance of broadcasting equipment is kept and updated regularly.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ With technical advice by the JICA Expert, a list of broadcasting equipment was developed in Year 1 and 2, and updated by Maintenance Group.
2-5 Developed manuals on operation and maintenance of broadcasting equipment are distributed.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ Developed manuals on operation and maintenance of broadcasting equipment are disseminated to engineering division staff members. And such manuals are stored on the shared shelf to be referred to by anyone.

Output 2 has been achieved to some extent as shown in indicators above.

WG2 has been working on clarifying the current situations of staff in operation and maintenance (Indicator 2-1). On the other hand, the progress of department-level organizational reform will depend on the process of the entire organizational restructuring (Indicator 2-1 and 2-3). Eight formats of checklists and reports (Daily broadcasting, Checklist for technical morning meeting, Record of the material tape, Irregularities report, Equipment trouble record, and Report on scrap equipment etc.) have been developed and updated upon necessity (Indicator 2-2). WG2 has started recording operation and maintenance work using these formats. WG2 members and participants of the third country training have developed 6 manuals on operation and maintenance of broadcasting equipment (Indicator 2-3 and 2-5). The list of broadcasting equipment was developed and updated by Maintenance Group (Indicator 2-4).

However, the possibility of achievement is still unknown because it is necessary to secure budget in order to achieve it, although the capacity of SSBC staff in charge of operating and maintaining broadcasting equipment was enhanced to some extent.

(3) OUTPUT 3: *The capacity of SSBC staff in charge of programme production is enhanced.*

Table 4-5: Achievement of Output 3 as per the indicators

Objectively Verifiable Indicators	Achievement
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<p>3-1. The dedicated production team is functioned.</p>	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ In Year 3, the dedicated team was established to work on special programme projects for “promotion of agriculture” and “sports for peace building” (consisting of 13 TV staff, 6 Radio staff). ▪ The dedicated team was planned to produce various kinds of programmes and scheduled to broadcast them from time to time, however, the site of training was changed from South Sudan to the third countries due to the change of the domestic security situations in South Sudan. ▪ In Year 3, a production team of a new daily life information programme “EXPRESS” was formulated and produced various programmes focusing on educational, women and local economy issues, ▪ In Year 5, SSBC will continue to produce programmes on the theme in South Sudan, as long as enough budget is secured. This is beneficial for South Sudanese viewers. It is expected that program productions, in which what SSBC have learned was utilized, will continue.
<p>3-2 “Checklist for the Outcome of OJT” is recorded regularly and the contents are updated if necessary.</p>	<p><u>Expected to be achieved.</u></p> <ul style="list-style-type: none"> ▪ In Year 3, the OJT checklist has been developed and started to be recorded by the dedicated team at the regular meetings. ▪ In Year 4, SSBC started to fill in the checklist of their own motive and entrench the regular meeting in their routine, however such efforts have become unable to be verified since July 2016. ▪ During Year 5, although it may take time for the checklist to be regularly updated and fully utilized by SSBC, the Project promotes to update and utilize the checklist during TOT trainings in Uganda and Rwanda.
<p>3-3 Programme Guidelines are finalized.</p>	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ In Year 1, the draft “Programme Guidelines for SSBC Broadcasts (drafted in February 24, 2014)” were developed. ▪ During Year 2, the components included in the guidelines have been practiced by the participants of the trainings in the third countries and Japan through OJT. ▪ In Year 3, the “Programme Guidelines” were finalized and approved at the 7th JCC. ▪ In Year 4, “Programme Guidelines” were combined with “Reporters’ Handbook and named as “SSBC Reporters and Broadcasters Handbook 2016”. ▪ In Year 5, the Guidelines were reviewed and discussed for further understanding by participants at TOT trainings in Uganda. ▪ It takes more time for the Guidelines to become widespread to all staff members.

3-4 Scores for 3 technical capacities of the program production staff are increased. (Baseline – June 2016: TV Program Production Average score 3.5; 1) Script writing 3.5; 2) Shooting 4.0; 3) Editing 2.9. Radio Program Production Average score 3.6; 1) Structuring 3.6; 2) Recording 3.6 3) Computer editing 3.5

Partially Achieved.

The averages of the scores of the participants in the assessment in August-September 2017 are compared with those in the baseline survey in June 2016. The participants of assessment were members of WG3 and WG4, plus TOT training participants. It should be noted, however, that the number of the participants who participate in both two assessments was only 10, and that the composition of the participants for each assessment is not the same.

(1) Technical Capacity by occupation: TV programme production

Regarding the TV programme production, the number of the participants in the baseline survey was 8, and that of the second survey in 2017 was 17, 3 of whom participated in both. And other 3 out of 8 in the baseline survey changed in 2017 to the news reporters group. The results show that the scores in 2017 are: 0.4 points higher in “Script writing; 0.1 lower in “Shooting; 1.0 point higher in “Editing” than the scores in 2016. Therefore, it might be concluded that capacities of TV programme production staff have been developed to some extent. In order to continuously strengthen the capacities, more intensive training on shooting has been included to SSBC’s own training Plan.

Table 4-5-2 :TV Programme: Technical Capacity

Technical Capacity	Baseline (06.2016) 8 persons	2nd (08-09.2017) 17 persons	Differences in score
Script writing	3.5	3.9	+0.4
Shooting (on location, studio)	4.0	3.9	-0.1
Editing	2.9	3.9	+1.0
Average	3.5	3.9	+0.4

Source: Project report

(2) Technical Capacity by occupation: Radio programme production

Regarding the radio programme production department, many staff members left jobs during 2016 and 2017. Therefore, the number of the participants in the assessment in 2017 was small with only 4 persons. The comparison of the scores is not so meaningful as there was only one staff member who participated in both assessments and whose scores could be actually compared. This participant, when he got interviewed for the assessment during TOT in Kampala, showed improvement in his understanding on technical skill. But according to face-to-face interview, he said he assessed himself more objectively and strictly than he had done in 2016. That is why the group average got lowered in 2017 than in 2016 by 0.5 point.

Table 4-5-1: Radio Programme: Technical Capacity

Technical Capacity	Baseline (06.2016) 5 persons	2nd (2017) 4 persons	Differences in score
Structuring	3.6	3.0	-0.6
Recording	3.6	3.2	-0.4
Computer editing	3.5	3.0	-0.5
Average	3.6	3.1	-0.5

Source: Project report

Output 3 has been progressing in the positive direction as shown in indicators above.

In order to enhance the capacity for producing programmes through OJT, the dedicated team, consisting of 13 TV staff, 6 Radio staff, was established in Year 3 and launched the special programme projects for “Promotion of agriculture” and “Sports for peace building” (Indicator 3-1). The planning and implementation of the concrete organizational reform at the programme production department also depend on the schedule of the whole system renovation. In Year 3, the checklist for the programme production process was developed and started to be used by the dedicated team at the regular meetings (Indicator 3-2). In Year 1, the draft “Programme Guidelines for SSTV/R Broadcasts” were developed. Each item of the guidelines has been put into consideration by the participants of the training in the third countries and Japan through actual programme production activities. In Year 3, the Programme Guidelines were finalized and approved at 7th JCC in July 2016 (Indicator 3-3). Although the staff members have been working to be familiarized with the Guidelines, it takes more time for the manual to become widespread to all staff members.

Furthermore, the Project conducted the Technical Capacities Assessment in order to measure the level of development of capacities of the programme production staff members. Although the number of sampling is too limited to grasp general trends, it could be said that understanding and recognition by the staff members concerning the tasks necessary for capacity improvement seem to have been obtained to some extent (Indicator 3-4).

For promoting motivation of producers and news reporters, SSBC Program Award has been established. The Award programmes has been selected by SSBC staff members and Award ceremony has been done in 2016 and 2017. The effort to get the Programme Award, which has to meet stringent criteria, contribute to improvement of programme quality.

Therefore, it was judged that the programme production capacities of staff members in charge of programme production has been improving.

(4) OUTPUT 4: *The awareness towards professionalism (accurate and fair news) is raised among SSBC staff in charge of news reporting.*

Table 4-6: Achievement of Output 4 as per the indicators

Objectively Verifiable Indicators	Achievement
4-1 A Code of Ethics for news reporters is finalized.	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ “Final Draft - South Sudan Television & Radio (SSTVR) Journalists Code of Ethics” was developed by WG4 and submitted to the SSTVR management in Year 1. In Year 3, it was finalized. This version of Code of Ethics is customized for conflict-affected countries like South Sudan, including the stipulations on the attitudes of journalists not to incite antagonism, to take into consideration the vulnerable conditions of minority groups and so forth. ▪ During Year 5, the Reporters’ Handbook will be utilized for the purpose of realizing the principles of “A Code of Ethics” at the reporting sites.

<p>4-2 A Reporters' Handbook is finalized.</p>	<p>Achieved</p> <ul style="list-style-type: none"> ▪ In Year 2, the participants from news reporters department learnt about the fundamental principles of reporting, such as neutrality, universality and fairness, as well as the reporting methods of natural disasters, which were supposed to be included in the Reporters' Handbook. ▪ In Year 3, WG4 continued drafting of the Reporters' Handbook (Draft English version). ▪ In Year 4, The Reporters' Handbook was named officially as "SSBC Reporters and Broadcasters Handbook 2016" at the 8th JCC (07.2016). At the same time, the draft of English version was approved and finalized. Also, it was agreed to submit the Handbook to SSBC Board of Directors to be reviewed and to translate it into Arabic. Then the Arabic version was completed. ▪ In Year 5, SSBC staff gradually familiarized the concept in the Reporters' Handbook through TOT training in Uganda and internal trainings in SSBC. The distribution plan of the handbook, however, has not been set yet. 								
<p>4-3 Capacity score for the Journalistic ethics is increased. (Baseline-June 2016: Average score 3.5)</p>	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ Results of Core Capacity (the results of items other than "Journalistic ethics" are also indicated as reference) <p><u>(1) Results of staff members who experienced the capacity assessment twice. (10 persons)</u></p> <p>The following Table shows the average scores, at the baseline survey and the second survey, of the staff members who participated in both. These 10 persons have been playing primary roles in the Project, as members of the working group, taking part in the TOT for news-reporting and program production.</p> <p>The results shows that the scores of all 5 categories of core capacity rose in 1 year. The greatest improvement was on "Leadership" with 1.0 point up. Then, the developments on "Research" with 0.6 points up, on "Planning" with 0.3 points up, on "Communication" with 0.2 points up, and on "Journalistic ethics" with 0.1 point up respectively. In terms of "Journalistic ethics" the News Reporting expert conducted objective assessment using the Capacity Assessment Sheet. In comparison the score of assessment in June 2016 and September 2017, Professional level score has increased from 0% to 25%, Middle level score has been increased from 11% to 58%.</p> <p>At the second survey, "Research" and "Leadership" reached the level 4 ("Utilizing the capacity for daily working"). All the other three categories were level 3 ("Having skill and knowledge").</p> <p>The baseline score (3.6 Points) set in June 2016 was the average of 18 participants, however, it was not possible to collect data from 8 out of 18 participants because of retirement and so on. Therefore, the results below is the comparison of the baseline average of the 10 remaining members who participated in both surveys and the average of the second survey. It is expected to improve capacities related to "Reporters' and Broadcasters' Handbook" through workshops and distribution of the Handbook by TOT participants.</p> <p>Table 4-6-1: Differences of Core capacity: Staff members who participated in both surveys (10 persons)</p> <table border="1" data-bbox="523 1917 1437 2024"> <thead> <tr> <th>Core capacity</th> <th>Baseline (06.2016)</th> <th>2nd (08-09.2017)</th> <th>Differences in score</th> </tr> </thead> <tbody> <tr> <td>Journalistic ethics</td> <td>3.6</td> <td>3.7</td> <td>+ 0.1</td> </tr> </tbody> </table>	Core capacity	Baseline (06.2016)	2nd (08-09.2017)	Differences in score	Journalistic ethics	3.6	3.7	+ 0.1
Core capacity	Baseline (06.2016)	2nd (08-09.2017)	Differences in score						
Journalistic ethics	3.6	3.7	+ 0.1						

Planning	3.5	3.8	+ 0.3
Research	3.5	4.1	+ 0.6
Communication	3.7	3.9	+ 0.2
Leadership	3.0	4.0	+ 1.0

Source: Project report

(2) Core Capacity by occupation: All participants (18 persons in June 2016, 92 persons in August-September 2017)

The following Table shows the average scores of 18 persons at the baseline and 92 persons at the second survey.

Regarding the group in 2017, the average score of each item remains at level 3 (“Having skill and knowledge”) same as that at the baseline survey. There was no big difference in tendency among those items: “Planning”, “Research”, “Communication”, and “Leadership” got the highest score, followed by “Journalistic ethics”.

The fact that there was no item reaching level 4 (“Utilizing the capacity for daily working”) means that many staff members are not able to fully utilize core skills and knowledge. The results of the capacity assessment are considered to reflect the current situations in which SSBC has not been able to fully utilize human resources as an organization.

Table 4-6-2: Core Capacity by Occupation: All participants
(18 persons in June 2016, 92 persons in August to October 2017)

Core capacity	Baseline (06.2016) 18 persons	2nd (08-10.2017) 92 persons	Differences in score
Journalistic ethics	3.5	3.4	- 0.1
Planning	3.5	3.6	+0.1
Research	3.4	3.6	+0.2
Communication	3.7	3.6	- 0.1
Leadership	3.3	3.6	+0.3

Source: Project report

<p>4-4 Scores for 3 technical capacities of the news reporters are increased. (Baseline- June 2016: Average score 3.7; 1) Edit news and script 3.2; 2) Report writing and script writing 4.0; 3) News reporting 3.9</p>	<p><u>Partially Achieved.</u></p> <p>At the baseline survey, the number of participants from the news reporter section was only 3. At the second survey in 2017, there were 33 participants, 3 of whom had participated in 2016, too. (3 members of programme production group at the baseline survey converted to the news reporter group in 2017).</p> <p>The results of the two assessment show: the scores of “Edit news and script” was 0.4 points higher; “Report and script writing” and “News reporting” were 0.2 point lower in 2017. As to the average of the 3 items, the result was unchanged in 2017. However, the comparison is not so meaningful, as the number of participants is quite limited.</p> <p style="text-align: center;">Table 4-6-3: News Reporter: Technical Capacity</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #cccccc;">Technical capacity</th> <th style="background-color: #cccccc;">Baseline (06.2016) 3 person</th> <th style="background-color: #cccccc;">2nd (08-10.2017) 33 persons</th> <th style="background-color: #cccccc;">Differences in score</th> </tr> </thead> <tbody> <tr> <td>Edit news and script</td> <td style="text-align: center;">3.2</td> <td style="text-align: center;">3.6</td> <td style="text-align: center;">+0.4</td> </tr> <tr> <td>Report and script writing</td> <td style="text-align: center;">4.0</td> <td style="text-align: center;">3.8</td> <td style="text-align: center;">-0.2</td> </tr> <tr> <td>News reporting</td> <td style="text-align: center;">3.9</td> <td style="text-align: center;">3.7</td> <td style="text-align: center;">-0.2</td> </tr> <tr> <td>Average</td> <td style="text-align: center;">3.7</td> <td style="text-align: center;">3.7</td> <td style="text-align: center;">0</td> </tr> </tbody> </table> <p style="text-align: center;">Source: Project report</p>	Technical capacity	Baseline (06.2016) 3 person	2nd (08-10.2017) 33 persons	Differences in score	Edit news and script	3.2	3.6	+0.4	Report and script writing	4.0	3.8	-0.2	News reporting	3.9	3.7	-0.2	Average	3.7	3.7	0
Technical capacity	Baseline (06.2016) 3 person	2nd (08-10.2017) 33 persons	Differences in score																		
Edit news and script	3.2	3.6	+0.4																		
Report and script writing	4.0	3.8	-0.2																		
News reporting	3.9	3.7	-0.2																		
Average	3.7	3.7	0																		

Output 4 has been progressing in the positive direction and the results have been improving as shown in indicators above.

“Final Draft - South Sudan Television & Radio (SSTVR) Journalists Code of Ethics” was developed by WG4 and finalized in the Year 3. This version of Code of Ethics is customized for conflict-affected countries like South Sudan, including the stipulations on the attitudes of journalists not to incite antagonism, to take into consideration the vulnerable conditions of minority groups and so forth (Indicator 4-1).

As to the Indicator 4-2, the Reporters’ Handbook was officially named as “SSBC Reporters and Broadcasters Handbook 2016” at the 8th JCC in July 2016. At the same time, the draft of English version was approved and finalized. The Arabic version was also completed (Indicator 4-2).

Furthermore, the Project conducted the Core Capacities Assessment in order to measure the level of journalistic ethics of the staff members according to “A Code of Ethics for news reporters (provisional version), even though the number of sampling was limited. The score is rising slightly, remaining at level 3 (“Having skill and knowledge”).

Leaders of WG4 have made training plans for SSBC news and program staffs including video editor and camera person and started group trainings in SSBC.

Therefore, it was judged that the awareness rising in professionalism of staff members in charge of news report has been improving.

4-4. Achievement of the Project Purpose

Findings regarding the achievement of the Project Purpose as per the Objectively Verifiable Indicators are as follows:

Project Purpose: *Human resources are developed in SSBC to deliver accurate and fair information to the*

Table 4-7: Achievement of Project Purpose as per the indicators

Objectively Verifiable Indicators	Achievement
1. The short-term road map for SSBC to become a public broadcaster is implemented.	<p><u>Partially Achieved. Prospect of achievement by the end of the Project is low.</u></p> <ul style="list-style-type: none"> The short-term road map was approved by the Board of Directors. The Board has been urging SSBC to put the road map in practice: to make up an organizational chart; to prepare a budget plan; to submit the plan to the Board and so forth. However the progress is slow.
2. The series of seminar on “The middle/long-term road map for SSBC to become a trusted public broadcaster” are held. (Goal: XX* times by the end of the Project)	<p><u>Not achieved. It was not possible to hold the seminar by the end of the Project because the middle/long-term road map was approved in the final year, which hindered the Project from having enough time to prepare for the seminar.</u></p> <ul style="list-style-type: none"> During the period of May and July 2016 in Year 4, the person in charge of drafting the middle/long-term road map from South Sudanese side was appointed. The expert proposed the draft framework and some of the contents to be included in the road map, adopting the ideas of the person in charge. Since then, the expert has been giving several pieces of advice and suggestions to improve the draft. Finally, the draft was finalized in February 2018 and approved on 1st June 2018 at the Board of Directors meeting. * Since it was unforeseeable whether the middle/long-term road map would be approved in the year 5 or not, the indicator remains blank.
3. In SSBC, broadcasting equipment is operated, maintained and managed in accordance with the manual.	<p><u>Partially Achieved.</u></p> <ul style="list-style-type: none"> In accordance with the “Rules on Operation of Broadcasting Equipment in SSTVR (ROE) ver.6”, and “Rules on Maintenance of Broadcasting Equipment in SSTVR (RME) ver. 6” developed in Year 1 and 2, recording routine of 1)broadcasting operations, 2)repairs of the equipment, and 3)management procedures has been firmly established, utilizing the list of equipment as well as various check-lists and reporting formats. However, due to budgetary constraints, operation and maintenance of equipment could not always be done accordingly in line with those manuals.
4. The number of the programmes produced by SSBC staff trained by the Project in accordance with the Programme Guideline. (Goal: 15 programmes by the end of the Project)	<p><u>Achieved</u></p> <ul style="list-style-type: none"> In Year 2, total of 4 TV and 2 Radio programmes were produced in Kenya, Uganda and Japan by the training participants and broadcasted as the outcomes of the training in accordance with the contents of the programme guidelines. In Year 3, with OJT by JICA Experts, 6 TV news reports were produced (Visit at the bridge, Visit of the Japanese self-defense forces to the UNMISS at the orphanage), 7 TV programmes (1) Women’s Forum “Working women” (06.2015), (2) South Sudan Special “Sports promotion” (11.2015), (3) South Sudan Special “Farms in Eastern Equatoria State” (09.2015), (4) Express “Girls’ education” - 2 programmes (11.2015), (5) Effects of sports event (11.2016), (6) Express “Early pregnancy” (01.2016). In addition, 1 radio programme was also produced (South Sudan Special “Farms in Eastern Equatoria State” (09.2015). In Year 4, a news crew was dispatched to TICAD VI in Kenya and produced 6 TV News Reports (3 each in English and Arabic) and News of TICAD sub event (3 each in English and Arabic)(08.2016) Program production team has produced a program about Rio Olympic game and a program titled the Story of John Garang in participation of children. The production team of “EXPRESS” has done their first location shooting outside Juba in Wau State. In Year 5, the programme producing team produced programmes featuring the small scale home-site farming at Kampala during TOT training in Uganda

(1 English TV programme, 1 Arabic TV programme, 1 English Radio programme). And the news team collected information on the refugee camp in the northern region of Uganda in August and September and finalized the news report during the month of September. During TOT training in Kigali producers produced a program about Microfinancing in the agricultural sector. (08.2017)

Table 4-7-1: List of produced programmes

Year	Year 2	Year 3	Year 4	Year 5	Total
TV	4	13	16	4	37
Radio	2	1	0	3	6

Source: Project report (as of August 2017)

5. The number of the Reporters' Handbook distributed to staff (Goal: At least 50 copies)

To be achieved during Year 5.

- In Year 3, WG4 continued development of Reporters' Handbook (Draft English version).
- In Year 4, the draft of English version was approved at the 8th JCC and finalized. (07.2016). The Arabic version was completed.
- In Year 5, the handbook was delivered to the participants (News report, Programme production, Equipment maintenance) and the experts lectured to them during TOT training in Uganda. Therefore, some staff of SSBC has been familiarized the concept in the handbook. However, the official distribution plan of the handbook has not been set yet. (08.2017).

6. The number of SSBC staff participated in training on the Code of Ethics by the Project. (Goal: total 150)

Achieved.

- The total number of staff who participated in the training on Code of Ethics is as follows;
Year 1: Total 17 persons (Training in Japan: Managers 8, Programme production 5, News reporters 4).
Year 2: Total 78 persons (Training in the third countries: Managers 8, Programme Production 4, News reporters 4 (02.2014): Managers 8, Programme Production 5, News report 5 (06.2014): Managers 7, Programme production 4, News reports 5 (09.2014); Managers 8, Programme Production 5, News reporters 5 (11.2014); Programme production 5, News reporters 5 (12.2014).)
Year 3: Total 144 persons (TOT for News reporters, Camera persons, Editors 8, Reporters training by KBC lecturers 72, Reporters and producer training by Al Jazeera lecturers 64).
Year 5: Total 12 (TOT participants)

Table 4-7-2: Staff list participated in training on the Code of Ethics

Year	Year 1	Year 2	Year 3	Year 5	Total
Number	17	78	144	12	251

Source: Project report (as of August 2017)

7. The broadcasting contents by SSBC are improved compared to the broadcasting contents at the launch of the project.

Achieved.

- Both program production staff and news reporting staff produced several TV and Radio programmes utilizing their trained skills and knowledge in 1) Proposal designing and presentation, 2) Location shooting through team working with engineers and operations staff, 3) Studio-based interviewing, editing and so on. As a result, SSBC was able to disseminate fair, accurate and impartial information to the people of South Sudan by broadcasting these informative programmes.
- According to JICA Experts and SSBC staff, they have recognized the overall improvement in quality of broadcasting contents including technical parts as well. Especially, the range of studio-directing has been expanding due to the TriCaster which was provided and started operation at the end of Year 3.

	<ul style="list-style-type: none"> ▪ In Year 5, TOT participants produced a programme to be evaluated by the experts and the peer-participants of the TOT trainings in Uganda. As a result, the programme was highly evaluated for “programme uniqueness”, “accuracy”, “social information”, “new information”, “current affairs issues” and “development of local society”. These programmes were broadcasted with captions indicating names of persons and places with BGM. Also the Arabic version were broadcasted. ▪ Although the quality of the programme is obviously improved compared with that of those programmes produced at the commencement of the Project, the staff members are still at the stage of “understanding of the basics”. Further improvement is needed.
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Although some Objectively Verifiable Indicators of the Project Purpose are not achieved, most of the Indicators are achieved and Project Outputs discussed above are achieved or progressing in the positive direction. Therefore, it can be said that the Project Purpose is expected to be achieved within the current project period.

The short-term road map for SSBC was prepared and has been used for the due procedures to transform the organizational structure. However, its progress is slow (Indicator 1). The draft middle/long-term road map for SSBC was finalized in February 2018, and the draft has been approved by the Board of Directors in June 2018. It will not be until the end of the Project that the seminar for the road map can be held. (Indicator 2). The manuals to secure operation and maintenance of broadcasting equipment were prepared and have been used with the list of equipment as well as various check-lists and reporting formats (Indicator 3). Then the number of programmes produced by SSBC was exceeding the initial target of 15 (Indicator 4). Additionally, 18 news reports were produced. Regarding the Reporters’ Handbook which is mentioned in the Output 4, the workshop will be held to familiarize the contents of the Handbook and to distribute its copies to the staff members (Indicator 5). The number of SSBC staff participated in the trainings on the Code of Ethics exceeded the target value of 150 persons, reaching 251 persons (Indicator 6). Finally, the quality of the broadcasting of SSBC, as a whole, has obviously improved, which are shown not only in its contents of programmes, but in its technical capability. Especially, the range of studio-direction has been expanding due to the introduction of TriCaster which was provided and started operation in the end of Year 3. However, SSBC still remains at the stage of “understanding of the basics”. Further improvement is indispensable (Indicator 7).

As to the achievement of the Project Purpose, therefore, it is judged that the human resources in SSBC to deliver accurate and fair information to the people in South Sudan have been developed, and the Project Purpose is expected to be achieved.

4-5. Achievement of the Overall Goal

Findings regarding the achievement of the Overall Goal are as follows:

Overall Goal: *Accurate, impartial and fair information is delivered to the people of South Sudan.*

Table 4-8: Achievement of Overall Goal as per the indicators

Objectively Verifiable Indicators	Achievement
1. Broadcasting hours for TV and Radio are increased. (Baseline:	<u>Achieved.</u> <ul style="list-style-type: none"> ▪ <TV> <u>Increase 6 hours per day</u> The change of TV broadcasting hour per day is as shown in the following

<p>Radio 9hr per day, TV12hr per day as of March 2012)</p>	<p>Table.</p> <p style="text-align: center;">Table 4-8-1: Change of TV broadcasting hour per day</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <th>Year</th> <th>2012</th> <th>2015</th> <th>2017</th> <th>Change</th> </tr> <tr> <td>Time</td> <td>12 hours</td> <td>15 hours</td> <td>18 hours</td> <td>6 hours (+)</td> </tr> </table> <p style="text-align: center;">Source: Project report (as of August 2017)</p> <ul style="list-style-type: none"> ▪ <Radio> <u>Increase 10 hours per day</u> The change of radio broadcasting hour per day is as shown in the following Table. <p style="text-align: center;">Table 4-8-2: Change of radio broadcasting hour per day</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <th>Year</th> <th>2012</th> <th>2015</th> <th>2017</th> <th>Change</th> </tr> <tr> <td>Time</td> <td>9 hours</td> <td>24 hours</td> <td>19 hours</td> <td>10 hours (+)</td> </tr> </table> <p style="text-align: center;">Source: Project report (as of August 2017)</p>	Year	2012	2015	2017	Change	Time	12 hours	15 hours	18 hours	6 hours (+)	Year	2012	2015	2017	Change	Time	9 hours	24 hours	19 hours	10 hours (+)							
Year	2012	2015	2017	Change																								
Time	12 hours	15 hours	18 hours	6 hours (+)																								
Year	2012	2015	2017	Change																								
Time	9 hours	24 hours	19 hours	10 hours (+)																								
<p>2. Coverage area is increased (Baseline-TV: Terrestrial 40%;Satellite 100%, Radio: FM 20%; Med Wave 80% as of 2012)</p>	<p><u>Prospect of achievement is low.</u></p> <ul style="list-style-type: none"> ▪ <u>(TV) Coverage by analog terrestrial broadcasting has been reduced to 70km radius, while it used to reach 40% of the national land at the beginning of the Project. Satellite broadcasting is maintained at the same level with coverage of 100% of land.</u> As of 2012, coverage by analog terrestrial broadcasting was 40% of the whole territory. However, in response to the digitalization in its neighboring states, analog terrestrial broadcasting was stopped near the border of Uganda. Thus, as of 2015, coverage area declined to 10% (40 km radius). Satellite broadcasting is maintained at the coverage area of 100%. As of 2017, the broadband antenna system was installed, therefore the coverage by analog terrestrial broadcasting was 70 km radius to cover Juba and the surrounding areas. Satellite broadcasting is maintained at the coverage area of 100%. <p style="text-align: center;">Table 4-8-3: Broadcasting coverage area (TV)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <th>Year</th> <th>2012</th> <th>2015</th> <th>2017</th> </tr> <tr> <td>Terrestrial</td> <td>40%</td> <td>10%</td> <td>70 Km</td> </tr> <tr> <td>Satellite</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </table> <p style="text-align: center;">Source: Project report (as of August 2017)</p> <ul style="list-style-type: none"> ▪ <u>(Radio) FM broadcasting covers 20% and Medium wave has decreased from 80% to 0%.</u> FM keeps its coverage of 20% of the land (Juba area only, 65 km radius). Medium wave used to reach 80% of the land before the outbreak of the conflict in December 2013. However, due to malfunction of equipment (including lack of spare parts), power for transmission began to be set lower than before, resulting in the decline of coverage down to 60% in 2015, and to 0% in 2017. <p style="text-align: center;">Table 4-8-4: Broadcasting coverage area (Radio)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <th>Year</th> <th>2012</th> <th>2015</th> <th>2017</th> <th>Change</th> </tr> <tr> <td>FM</td> <td>20%</td> <td>20%</td> <td>20%</td> <td>Maintained</td> </tr> <tr> <td>Medium wave</td> <td>80%</td> <td>60%</td> <td>0%</td> <td>80% (-)</td> </tr> </table> <p style="text-align: center;">Source: Project report (as of August 2017)</p>	Year	2012	2015	2017	Terrestrial	40%	10%	70 Km	Satellite	100%	100%	100%	Year	2012	2015	2017	Change	FM	20%	20%	20%	Maintained	Medium wave	80%	60%	0%	80% (-)
Year	2012	2015	2017																									
Terrestrial	40%	10%	70 Km																									
Satellite	100%	100%	100%																									
Year	2012	2015	2017	Change																								
FM	20%	20%	20%	Maintained																								
Medium wave	80%	60%	0%	80% (-)																								
<p>3. The number of programmes produced</p>	<p><u>Achieved</u></p> <ul style="list-style-type: none"> ▪ <u>(TV) Increased from 27 programmes to 34 programmes</u> 																											

<p>by SSBC is increased. (Baseline as of 2015: (TV) 22 programmes out of 27 programmes produced 100% by SSBC, 4 programmes produced 50% by SSBC.</p>	<p>As of December 2015, the number of TV programmes broadcasted by SSBC was 27, among which 22 programmes were produced by SSBC staff, and as to other 4 programmes, SSBC staff took charge of directing only. As of September 2018, the number of regular TV programmes by SSBC is 34 programmes (29 programmes produced by SSBC, and the other 5 programmes only edited and broadcasted by SSBC, both in English and Arabic.).</p> <ul style="list-style-type: none"> ▪ <u>(Radio) Increased from 21 programmes to 30 programmes.</u> As of 2012/2013, the number of regular radio programmes was 21, only in English. As of September 2018, the number of regular radio programmes increased to 26 English programmes and 30 Arabic programmes .
<p>4. The varieties of programmes produced by SSBC (former SSTVR) are increased. (Baseline as of 2012: (TV) Education (6), Political (8), Entertainment (3), Economic (2), Social (8), Sports (0)</p>	<p><u>Achieved.</u></p> <ul style="list-style-type: none"> ▪ <u>(TV) Increased from 5 to 7 programmes (Sports and Kids)</u> As of 2012, SSBC was producing and broadcasting 5 fields of the programmes (1. Education, 2. Politics, 3. Entertainment, 4. Economics, 5. Social). As of 2015, SSBC produced various programmes in 6 fields adding programmes on Sports according to the programmes table in August 2017. And SSBC started production on programmes for kids in June and July, 2016 both for TV and radio. Moreover, SSBC prepared and broadcasted the special programmes with their own shot images from 17:00 to 20:00 every day on the Olympic Games at Rio de Janeiro in August 2016 despite the absence of support from JICA experts. Furthermore, SSBC staff members have been improving their directing skills by using the TriCaster.

In order to achieve the Overall Goal, it is necessary to restore safe and stable environments, in which a sound role of a public broadcaster could be functionally fulfilled. Although the capacity to disseminate “Accurate, impartial and fair information” was developed to some extent, it is necessary, firstly, to increase the coverage area to reach the people of South Sudan widely. The conditions are not satisfied yet because the coverage area is almost restricted to the center of Juba. Therefore, the prospect of achievement could not be judged to be “high”.

Airtimes of both radio and television were increased and achieved their goals numerically. However, it could not be evaluated to be “achieved” in reality, as the electric waves often stop due to shortage of power, fuel and funds. And there are still frequent rebroadcasts of programmes and news owing to the lack of contents due to limited number of staff members and programme production budget. Because broadcasting does not reach the local regions due to the deterioration of the public security, the prospect of the future network expansion is not optimistically expected. There are also budget constraints. Even under such circumstances, the staff at the site made various ingenious plans and self-help efforts through skill-up training of the Project, diversifying news and programmes, and making technical improvements. The contents of the broadcasting are developed considerably compared to those produced at the beginning of the Project. This is endorsed by end line survey conducted in September 2018. According to the survey, it was concluded that viewers and listeners have acknowledged the improvements of SSBC programmes in terms of both qualitative and technical aspects. They also evaluated highly the increase of the broadcasting hours and languages.

4-6. Implementation Process

4-6-1. Management of the Project

(1) Joint Coordinating Committee

JCC members have been meeting twice a year to discuss and approve the annual work plan, monitor the

progress of the activities and review the achievements as well as to make revisions of PDM. By the time of the Terminal Evaluation, JCC meetings were held 10 times as follows.

Table 4-9: List of JCC

	Date & Place	Agenda
1	01.2013. Juba	Confirmation of JCC member, plan of JCC meetings, PDM (Ver.0), training plans, formulation of Working Groups
2	10.2013 Juba	Reporting of the baseline survey results, Confirmation of PDM (Ver.1), Confirmation of the list of equipment to be procured in FY2013, Discussion on allocation of personnel and budget to maintain equipment by SSTVR.
3	02.2014 Nairobi	Confirmation of the changes in the initial work plan to continue the Project implementation through training in the third countries because of the instability of the security condition in South Sudan, Confirmation of PDM (Ver.2)
4	09.2014 Uganda	Prospect of resuming the activities in South Sudan, Reviewing the progress of the Project activities, Proposal and discussion of the Work Plan for the Year 2, and Change of “Technical assistance deliverables”
5	02.2015 Juba	Reviewing the project activities in Year 2, Confirming the Project activity plan for the Year 3, Revision of PDM (Ver.3.2), “Change of technical assistance deliverables”
6	10.2015 Juba	Approving PDM (Ver.4) based on suggestions at the Mid-term Review and Planning of equipment procurement.
7	07.2016 Juba	Cooperation between Board of Directors of SSBC and the members of JCC. Approving revised PDM (Ver.6) and PO. Agreement of plan of activities in Year 4. Planning of equipment procurement. Approving “Reporters and Broadcaster's Handbook”.
8	11.2016 Uganda	Holding Kampala Meeting participated by MoICTPS, JICA HQs, JICA office in South Sudan and JICA experts. Discussions on restarting the Project activities and agreeing the revision of R/D.
9	07.2017 Uganda	Confirming the revision of R/D which was signed on 26 th May, 2017. Agreeing change of the Project title (from SSTVR to SSBC), PDM (Ver.7) and the Plan of Operation (PO) for the Year 5.
10	05.2018 TV Conference	Agreeing a plan of activities during the Year 5 and a list of the equipment to be provided in the year. Agreeing the way to finalize a terminal evaluation report.

Source: Project report

(2) Working Groups

In order to manage four Outputs, four WGs were established under JCC as below. By the time of the Terminal Evaluation, WG2 has been functioning especially well even without presence of JICA Experts in Juba. Leaders of WG3 and WG4 have started internal group trainings in SSBC

Table 4-10: Task of Working Group

WG	Task
1	For the implementation of OUTPUT 1, WG1 engages in formulation of detailed plan for transforming SSTVR to public broadcaster.
2	For the implementation of OUTPUT 2, WG2 for operation and maintenance of broadcasting equipment engages in conducting situation analysis and developing manuals to improve capacities of relevant staff.
3	For the implementation of OUTPUT 3, WG3 for programme production engages in conducting situation analysis and creating a guideline to improve capacities of relevant staff.
4	For the implementation of OUTPUT 4, WG4 for news reporting engages in conducting situation analysis and creating a code of ethics and a handbook for journalists to improve awareness of relevant staff on professionalism.

Source: Project report

(3) Cooperation with other organizations in the media sector

In Year 1, through the launching seminar and the action plan symposium, C/Ps with JICA Experts shared information about the Project and exchanged opinions about the transformation of SSTVR to a public service broadcaster with development partners and local media. In Year 2, SSTVR strengthened its cooperation with KBC and Uganda Broadcasting Corporation (UBC) through the seminars on public broadcasting of 3 countries namely South Sudan, Kenya and Uganda. Moreover, in Year 4, SSBC conducted a workshop for management with the Rwanda Broadcasting Agency (RBA) in February 2016. In Year 5, SSBC has conducted a joint workshop with UBC in July 2017 and conducted a joint seminar and a workshop with RBA in February 2018.

4-6-2. External Factors affecting the implementation of the Project activities

(1) Effects of the outbreak of the conflict

- After the outbreak of violence in December 2013, JICA Experts had not been able to travel into South Sudan for one year and two months. At the JCC held in February 2015, members agreed to revise the PDM by adding “The security condition in South Sudan is restored and stable enough for Japanese experts to be redeployed” as an important assumption. During this period, the Project activities were conducted in the third countries, targeting selected C/Ps. Consequently, there were limitations in OJT activities such as 1) not being able to feature South Sudanese Society as the themes for program production, 2) not being able to outreach all the other staff members situated at SSBC stations who did not participate in the training. Also, the second outbreak of conflict occurred in July, 2016 to suspend dispatch of the expert again until now. Due to unstable security condition, some SSBC members who participated in the training has left SSBC.
- As identified by the baseline survey conducted in Year 1, the facilities and equipment of SSBC have been deteriorated and outdated as the results of the prolonged conflicts over the past 20 years until the CPA in 2005. In order to ensure quality broadcasting, there have been urgent needs to upgrade existing equipment as well as to rehabilitate facilities. However, the procurement process planned for Year 1 was postponed until the redeployment of JICA Experts in Year 3 in order for SSBC to be able handle installation, operation, and management of equipment properly under the technical guidance by JICA Experts.

CHAPTER 5. EVALUATION RESULTS

Each criteria is judged using five grades (High, Relatively high, Moderate, Relatively low and Low). Positive factors are indicated as [+]. Negative factors are indicated as [-].

5-1. Relevance

Relevance of the Project is high as evidenced by the following factors.

The objectives and activities of the Project are in line with policies and strategy of the Government of South Sudan and the Government of Japan, Project design, selection of the target groups as follows.

5-1-1. Consistency with the policy/strategy of Government of South Sudan

- [+] The Project is in line with the following development policy as well as the media laws of South Sudan as follows.

(1) South Sudan Development Plan 2011-2013 extended to 2016

“South Sudan Development Plan 2011-2013” was extended to 2016 and consisting of four key Objectives: 1. Governance, 2. Economic development, 3. Social human development, and 4. Conflict prevention and security. The Project contributes on these objectives in terms of promoting democratic, transparent and accountable government, sustainable development by improving livelihoods, promoting wellbeing and dignity, as well as respecting human rights and fundamental freedom of all the people of South Sudan through delivering accurate and fair information by SSBC to the public.

(2) The Broadcasting Corporation Act, 2013 - Act No. 63

“The Broadcasting Corporation Act” envisages the creation of the independent and public service broadcaster. Under this law, SSTVR is transformed to SSBC and required to be financially independent after five years from the commencement of this Act through Public Broadcasting fees, direct public subsidies, advertisement, sponsorship, other commercial activities and donations.

(3) The Media Authority Act, 2013 – No. 64

“The Media Authority Act” sets up an independent body overseeing press coverage in South Sudan and dealing with complaints consistent with constitutional and international guarantees of freedom of expression. The regulatory authorities for the broadcast sector shall be independent and adequately protected from interference of a political or economic nature.

(4) The Right to Access to Information Act, 2013 – Act No. 65

“The Right to Access to Information Act” gives every citizen, including journalists, the right to obtain official information unless it poses a threat to national security or someone’s privacy.

5-1-2. Project design

- [+] Through the baseline survey and situation analysis at the beginning of the Project, the issues of SSBC were clarified such as lack of training experience, lack of basic knowledge necessary for broadcasting and broadcasting equipment, deterioration of broadcasting facilities and equipment as a result of the prolonged conflicts, high dependency on government for information sources and low moral of staff without any code of ethics for journalists nor guidelines. The Project envisages developing human resources to deliver accurate and fair information to people in South Sudan by overcoming these issues through formulation of organizational visions and road map to an entrusted public broadcaster along with capacity building on equipment management, program production, and news reporting. Therefore, the

Project design and approaches are adequate as the strategy towards the media development in South Sudan.

5-1-3. Selection and needs of the target groups

- [+]The Project is highly consistent with the needs of SSBC to strengthen human resources and institutional capacities as a broadcaster. SSBC was an only state-owned broadcaster, and is now in the preparation stage for its transformation to a public broadcaster. SSBC is expected to contribute to the formation of a sound civil society through delivering accurate and fair news reporting and program production considering the multiculturalism and multi-ethnic population of the country. Thus, it is appropriate to target SSBC staff who are in charge of equipment management, program production as well as news reporting to enhance quality of their work.

5-1-4. Consistency with the Japanese Official Development Assistance Policy and strategy of JICA

- [+]As one of the priority areas of assistance for South Sudan, the Government of Japan has set up a new nation-building support as a development subject according the Country Assistance Policy for South Sudan (Rolling Plan in November 2011). In light of the current situation that issues related to governance are piled up in the development of the function of the new nation, a cooperation program “Administrative Capacity Enhancement Program” is underway to strengthen administrative capacity and promote democratic nation building. This Project is positioned in the Program.

5-2. Effectiveness

Effectiveness of the Project is moderate as evidenced by the following factors.

5-2-1. Achievement forecast for the Project Purpose

- [+] As mentioned in 4-4, the Project Purpose is likely to be achieved to some extent within the remaining Project period associated with the positive results by four Outputs. Contributing factors for the achievement of the Project Purpose include the products, which have been developed by WG members, and participating staff in the third country trainings with technical guidance by JICA Experts as listed in Annex 5. Utilization of these materials will promote capacity building of human resources towards delivering of fair and accurate information to the citizens.
- [-] There are constraints remaining for SSBC staff at their working environment, which has been hindering the trained staff from performing in the effective and accurate manner. According to the results of the baseline survey of SSBC in Year 1, there have been issues of inadequate organizational structures and human resources management across different departments in the stations.
- [-] During their absence from SSBC, JICA Experts could not follow-up closely with the SSBC staff who participated in the third country training as well as the training in Japan. Consequently, although core members of the program production and news reporting have gained their capacities, challenges are still remaining how to build the framework for the human resources development within SSBC to preserve the institutional knowledge and skills.

5-2-2. Important Assumption on the attainment of the Project Purpose

- [+/-]The Media Acts were in force. However, it takes time to be fully implemented. The Board of Directors of the South Sudan Broadcasting Corporation was established in February 2016 in accordance with “The Broadcasting Corporation Act No.63”, which makes SSBC the public broadcaster in terms of law.
- [-]Presently, the contents of broadcasting by SSBC have been controlled by the Editorial Policy, which is an internal document in SSBC.

5-3. Efficiency

Efficiency of the Project is moderate as evidenced by the following factors.

5-3-1. Achievement level of the Outputs

- [+/-] As explained in 4-3, most indicators of Output 1 and 2 have been achieved to some extent. Indicators of Output 3 and Output 4 have been progressing in the favourable direction. On the other hand, since skills and knowledge of the trained staff members have not been cascaded down thoroughly within the organization, it is anticipated that the achievement level of these Outputs may not reach to the ideal level.

5-3-2. Contributing and Hindering factors for achievement of the Outputs

(1) Contributing factors

- [+]<High quality of training curriculum with experienced lecturers & trainers>: Through the third country training and training in Japan, participants from SSBC have practiced the process of production of TV and radio programmes and news reports. The team of Experts from NHK introduced various basic tools and methods. By adequately adopting these tools, SSBC staff members have been able to gradually increase efficiency and quality of their work including, pre-production research, story construction, camera work, script writing, editing and repairing equipment given the very limited resources back in SSBC.
- [+]<Promotion of teamwork>: WG 2, 3 & 4 members and other staff, who participated in OJT activities, have recognized the significance of teamwork. In addition, introduction of the daily morning meeting by WG2 has promoted information sharing among staff members in charge of operations and maintenance to maintain their quality of work.
- [+]<Stability in power sources by installation of the generator>: Before installation of the power generators in Year 1, SSBC had been facing frequent blackout. Installation of the power generator by the Project as well as by the Government of South Sudan increased in technical capacities of SSBC.
- [+]<Cooperation with the public broadcasters in neighbouring countries>: As mentioned in 4-6-1 (3), the cooperation from KBC and UBC, both of which transformed from state-own broadcasters to public broadcasters, has contributed on success of the third country trainings. Training participants from SSBC were able to see directly these public broadcasters' operation producing high quality programs using equipment, which is similar to that of SSBC.
- [+]<Collaboration with other JICA Projects>: With technical cooperation by JICA, Ministry of Agriculture has developed the master plan for promotion of the agricultural sector. For SSBC, in order to raise awareness of the citizens towards reconstruction of South Sudan, the dedicated team for the special programmes was established. The team will feature the agriculture sector and produce different TV and Radio programmes including news reports. It is expected to bring about synergy effects through collaboration with C/Ps of the Ministry of Agriculture as well as JICA Experts of the agricultural project.

(2) Hindering factors

- [-] <Delay of the procurement of the equipment>: In terms of timing of inputs, efficiency of the Project has been negatively affected due to the conflict started in December 2013 as indicated in 4-2 and 4-6-2. As pointed out in the baseline survey conducted in Year 1, since the facilities and equipment of SSBC have been deteriorated and outdated due to the prolonged conflicts, in order to ensure quality broadcasting, there have been urgent needs to upgrade existing equipment as well as to renovate facilities.
- [-] <Lack of activities for WG3 and WG4 on ground >: WG3 and WG4 were not able to function during the Year 2 as the Project was not taken place in SSBC. Therefore, at the beginning of Year 3, WG3 and WG4 were reformed with new members to activate planned activities for Output 3 and Output 4

respectively.

- [-] <Delay of resuming activities>: Since the armed clash in Juba in July 2016 broke out, the experts' travel to South Sudan became impossible again. The Project was suspended over a year until the activities resumed in the form of third country training in July 2017 of Year 5. In the form of third country training, it is impossible to conduct the OJT training. Also, it was unavoidable that Japanese experts and SSBC could communicate only remotely, which caused a limitation, to some extent, in smooth implementation of the project activities.
- [-] <Language of trainings>: Although trainings were conducted mainly in English, majority of SSBC staff are Arabic speakers. It might have been an option that English-Arabic translator was hired so that daily OJT could be conducted more smoothly.

5-4. Impact

Impact of the Project is moderate because the indicators of the Overall Goal are too challenging to be achieved in three years after the completion of the Project. On the other hand, it is likely that the Project will bring about positive ripple effects as follows.

5-4-1. Prospect of achieving the Overall Goal

- [-] In order to achieve the Overall Goal, it is necessary to secure the safe and stable environments, in which a sound role of a public broadcaster could be functionally fulfilled. Although the capacity to disseminate “Accurate, impartial and fair information” was developed to some extent, the conditions are not satisfied yet to deliver it to the people of South Sudan. Therefore, it is hard to evaluate the prospect of achievement is high (See 4-5).
- [+/-] Airtimes of both radio and television and the number of programmes produced by SSBC were increased, and achieved the Goal numerically, however, it could not be evaluated “achieved” in reality, as the electric waves often stop due to shortage of power, fuel and funds, and there are still frequent rebroadcasts of programmes and news owing to the lack of content. Due to not enough number of staff members, it may be difficult to further increase number of programmes. Because broadcasting does not reach the local regions due to the deterioration of the public security, the prospect of the future network expansion is not bright. There are also budget constraints. Even under such circumstances, the staff at the site made various ingenious plans and self-help efforts through skill-up training of the Project, diversifying news and programmes and making technical improvement. The contents of the broadcasting are developed considerably compared to those produced at the beginning of the Project.

5-4-2. Impacts to socio-economic condition of South Sudan

- [+] TV and Radio programmes that were produced by SSBC staff through OJT activities during the third country trainings and the trainings in Japan featured socio-economic themes that served the public interest of South Sudan. During Year 3 and Year 4, it was expected to increase awareness of the public on various themes in the agricultural sector aiming to contribute to state building through broadcasting the informative programmes produced by the dedicated team.
- [+] There is no negative impact of the Project observed since the Project has been raising awareness of SSBC staff on the principles of a public broadcasting.

5-4-3. Logicity between Overall Goal and Project Purpose

[+/-] By achieving the Project Purpose that human resources are developed, the logicity of achieving the Overall Goal of broadcasting programmes produced by these developed human resources is secured. However, it is difficult to achieve the Overall Goal only by the condition of the developed human resources. The Project

needs to satisfy other basic conditions in order to produce and broadcast programmes, such as facilities and equipment, finance, etc. Such conditions other than the development of human resources were discussed in the Project, and those measures to be taken in the future were pointed out in the middle/long-term road map.

5-5. Sustainability

Sustainability of the Project is relatively low as evidenced by the following factors. Since the technical level is developed, the sustainability will be higher if the democratization progresses.

5-5-1. Policy aspect

Sustainability of the Project in terms of policy aspect is high.

- [+] As explained in 5-1, it is expected the policy for transforming SSTVR to SSBC would be sustained under “The Broadcasting Corporation Act, 2013 - Act No. 63”, “The Media Authority Act, 2013 – No. 64”, and “The Right to Access to Information Act, 2013 – Act No. 65.” In addition, the Project itself contributed to formulating a middle/long-term road map of SSBC, which would raise sustainability of the Project in terms of policy aspect.

5-5-2. Institutional aspect

Sustainability in terms of institutional aspect is moderate.

- [+] The “Short-term road map for SSTVR to become a public broadcaster” was implemented, the “Middle/Long-term road map for SSTVR to become a public broadcaster that is trusted by the Public” was formulated, and the SSBC Board of Directors was established. Therefore, it is expected that SSBC will be able to increase sustainability due to the Project effects.
- [-] SSBC still faces challenges in human resources management relating to personnel allocation, clarification of TOR, as well as restructuring of the organizational framework. If SSBC fails in ameliorating the working conditions, SSBC keeps losing experienced staff members which will damage the sustainability of the institution.

5-5-3. financial aspect

Sustainability of the Project in terms of financial aspect is low.

- [-] As a former state-run broadcaster, SSBC still relies on the governmental funding, during the transitional period. The allocations of budget are insufficient especially for spare parts, updating equipment and rehabilitation of facilities to keep quality of daily work. The Project is aiming to build capacity of financial management of SSBC as a part of a middle/long-term road map. The issue on financing pointed out at the Mid-term Review is still serious. Issues such as vulnerable organizational structure, finance/personnel management, and poor labor environment are yet to be addressed.
- [-] Unpaid salaries of staff members and the delay of renewal of facilities are also serious. It will not be until the end of the armed conflict and recovery of the public order that normal allocation of budget can be expected, which will bring about financial sustainability.

5-5-4. Technical aspect

Sustainability of the Project in terms of technical aspect is relatively high.

- [+] Before the Project, as electricity supply was unstable with small capacity of the generator, SSBC had been facing blackout of broadcasting about twice a week. In Year 1, a new generator with the larger capacity was installed by the Project, and SSBC obtained another one from the freedom square by the President’s Office. Since then, SSBC has been able to continue its broadcasting with increased capacity in power supply.

- [+] As indicated in Annex 5, SSBC C/Ps have participated in development of various maintenance and operation manuals and formats, which have been contributing to sustainability of their technical expertise. Regarding the reporters' handbook and the OJT check sheet for the dedicated team for special programme production, SSBC staff will be able to refer them when they will conduct their daily work. These practical products as well as conceptual guidelines such as programme guideline and journalists' code of ethics will lead to sustainability of the technical transfer by the Project.
- [-] The environment for training new staff members is not set yet, which is hindering the establishment of inheriting system of institutional technical capacity.
- [+] Staff leaders who participated TOT training have made training plans for SSBC news and program staffs including video editor and camera person and started group trainings in SSBC.

5-5-5. Hindering factors

- [-] Because of the conflicts, the Malakal station of SSBC was completely destroyed. Lack of access to fuel has been affecting power supply for its broadcasting, exactly the same situation as the time of the Mid-Term Review.

CHAPTER 6. REVISION of PDM

PDM version 3.2 was revised as version 4.0 based on the evaluation results of the Mid-term Review. Then again, PDM was continuously revised based on a series of discussions. The present version of PDM is version 7.0. The summary of comparison between version 3.2, version 4.0 and version 7.0 is listed as below. The revised PDM is shown in ANNEX 1.

(1) Target group

	Version 3.2 (February 2015)	Version 4.0 (October 2015)
Target group		Target Group: MOIB official, SSTVR staff

(2) Revision of Objectively Verifiable Indicators & Means of Verification

	Version 3.2 (February 2015)	Version 4.0 (October 2015)	Version 7.0 (March 2017)
Overall Goal: Accurate, impartial and fair information is delivered to the people of South Sudan.			
Indicators	<ul style="list-style-type: none"> An increase in the number of audience of SSTVR 	1) <u>Broadcasting hours for TV and Radio are increased. (Baseline: Radio 9hr per day, TV 12hr per day as of March 2012)</u>	
		2) <u>Coverage area is increased (Baseline: XXX%)</u>	2) Coverage area is increased (baseline as of 2012: <TV> Terrestrial 40%, Satellite 100%, <Radio> FM 20%, Midwave 80%)
	<ul style="list-style-type: none"> A change in the audience recognition of the credibility of the reporting by SSTVR 	3) <u>The number of programmes produced by SSTVR is increased.</u>	3) The number of programmes produced by SSBC is increased. (Baseline as of 2015: <TV> 22 programmes out of 27 programmes produced 100% by SSBC, 4 programmes produced 50% by SSBC)
		4) <u>The varieties of programmes produced by SSTVR are increased. (Baseline: XXX, 2015)</u>	4) The varieties of programmes produced by SSBC are increased. (Baseline as of 2012: (TV) Education (6), Political (8), Entertainment (3), Economic (2), Social (8), Sports (0))
Means of Verification	<ul style="list-style-type: none"> Investigation reports on the audience of SSTVR Contents of broadcasting by SSTVR Hearing investigation to the audience of SSTVR The result of interviews to managers of SSTVR and other stakeholders 	[Delete]	
		<ul style="list-style-type: none"> 1) <u>Record of broadcasting</u> 2) <u>Technical data of coverage areas</u> 3) <u>Weekly programme schedule of SSTV and SSR</u> 4) <u>Weekly programme schedule of SSTV and SSR</u> 	
Project Purpose: Human resources are developed in SSTVR to deliver accurate and fair information to the people of South Sudan.			
Verifiable Indicators		1) <u>The short-term road map for SSTVR to become a public broadcaster is implemented.</u>	
		2) <u>The series of seminar on "The Middle/Long-term road map for SSTVR to become a trusted public broadcaster" are held. (Goal: XX times by the end of the Project)</u>	

	2) In SSTVR, programme production is conducted in accordance with the Programme Guidelines.	4) <u>The number of the programmes produced by SSTVR staff trained by the Project in accordance with the Programme Guideline. (Goal: 15 programmes by the end of the Project)</u>	
	3) The employees of SSTVR understand the contents of the Code of Ethics and Reporters' Handbook and report the news accordingly	5) <u>The number of the Reporters' Handbook distributed to staff (Goal: At least 50 copies)</u> 6) <u>The number of SSTVR staff participated in the training on the Code of Ethics by the Project. (Goal: total 150)</u>	
	4) The broadcasting contents by SSTVR are improved compared to the broadcasting contents at the launch of the project.	7) <u>The broadcasting contents by SSTVR are improved compared to the broadcasting contents at the launch of the project.</u>	
Means of Verification		1) <u>Project reports</u>	
		2) <u>The record of seminar</u>	
	• Record of operation and maintenance of broadcasting equipment	3) <u>Records of operation and maintenance of broadcasting equipment</u>	
	• Record of programme production by SSTVR • Hearing investigation to the audience of SSTVR • Record of broadcasting by SSTVR • The result of interviews to managers of SSTVR and other stakeholders	[Delete]	
		4) <u>Project reports</u> 5) <u>The record of distribution of the reporters' handbook</u> 6) <u>Attendance sheets of the training on the Code of Ethics</u> 7) <u>Comments by media experts on broadcast contents by SSTVR</u>	
Output 1: The organizational and operational issues to be addressed are clarified to transform SSTVR into a public broadcaster and a resolution policy and organizational vision are formulated in SSTVR.			
Verifiable Indicators	1) The issues to be addressed to transform SSTVR into a public broadcaster, resolution policy and the organizational vision are shared within SSTVR and the Ministry of Information and Broadcasting.	[Delete]	
	2) A short-term roadmap for SSTVR to become a public broadcaster is formulated and referred to the new Cooperation's management.	1) A short-term road map for SSTVR to become a public broadcaster is <u>finalized</u> .	
	3) A middle/long-term roadmap for SSTVR to become a public broadcaster that is trusted by the public, which includes a budget plan is formulated.	2) A middle/long-term road map for SSTVR to become a public broadcaster that is trusted by the public, which includes a budget plan is <u>finalized</u> .	
Means of Verification	• Record and documents issued by SSTVR and Ministry of Information and Broadcasting for the plan to transform SSTVR into a public broadcaster • The result of interviews to managers of SSTVR and other stakeholders	[Delete]	
	• A short-term roadmap for	1) <u>The short-term road map for</u>	

	SSTVR to become a public broadcaster • The middle/long-term roadmap including a budget plan	SSTVR to become a public broadcaster 2) The middle/long-term road map including a budget plan	
OUTPUT 2: The capacity of SSTVR staff in charge of operating and maintaining broadcasting equipment is enhanced.			
Verifiable Indicators	1) The current organizational structure and the roles of the staff in charge of operation and maintenance of broadcasting equipment is clarified	1) The roles of the staff in charge of SSTVR engineering & operation are clarified.	1) The roles of the staff in charge of SSBC engineering & operation and in <u>management of budget for engineering & operation</u> are clarified.
	2) The new plan of organizational structure and roles of the staff in charge of operation and maintenance of broadcasting equipment is drawn.	[Delete]	
	3) The organizational reform is conducted based on the new plan.	[Delete]	
	7) The manual on operation and maintenance of broadcasting equipment is developed.	5) <u>Developed manuals</u> on operation and maintenance of broadcasting equipment are <u>distributed</u> .	
Means of Verification	• New organizational structure and roles of the staff in charge of operation and maintenance of broadcasting • Plan for maintenance of broadcasting equipment • The result of interviews to managers of SSTVR and other stakeholders	[Delete]	
	• Record of OJT • Checklist for the outcome of OJT • Manual on operation and maintenance of broadcasting equipment • Record of maintenance of broadcasting equipment	1) <u>The Project reports by WG2</u> 2) <u>Checklist for the outcome of OJT</u> 3) <u>Manual on operation and maintenance of broadcasting equipment</u> 4) <u>Record of maintenance of broadcasting equipment</u> 5) <u>Record of distribution of the manuals</u>	
OUTPUT 3: The capacity of SSTVR staff in charge of programme production is enhanced.			
Verifiable Indicators	1) The current organizational structure and the roles of the staff in charge of programme production is clarified	1) <u>The dedicated production team is functioned</u> .	
	2) The new plan of organizational structure and roles of the staff in charge of programme production is drawn.	[Delete]	
	3) The organizational reform is conducted based on the new plan.	[Delete]	
	5) Programme Guidelines is developed and followed by the staff of SSTVR.	3) Programme Guidelines is <u>finalized</u> .	
			4) <u>Scores for 3 technical capacities of the program production staff are increased. (Baseline – June 2016: TV Program Production Average score 3.5, 1) Script writing 3.5, 2) Shooting 4.0, 3) Editing 2.9, Radio Program Production Average score 3.6, 1) Structuring 3.6, 2) Recording 2.5, 3) Computer editing 3.5)</u>
Means of Verification	• New organizational structure and roles of the staff in charge of programme production • Record of OJT	[Delete]	

	<ul style="list-style-type: none"> Record of programme production The result of interviews to managers of SSTVR and other stakeholders 		
	<ul style="list-style-type: none"> Checklist for the Outcome of OJT Programme Guidelines 	<u>1) Project reports</u> <u>2) Checklist for the Outcome of OJT</u> <u>3) Programme Guidelines</u>	
			<u>4) Results of capacity assessment for program production staff</u>
OUTUT4: The awareness towards professionalism (accurate and fair news) is raised among SSTVR staff in charge of news reporting.			
Verifiable Indicators	1) The current organizational structure and the roles of the staff in charge of news reporting is clarified.	[Delete]	
	2) The new plan of organizational structure and roles of the staff in charge of news reporting is drawn.	[Delete]	
	3) The organizational reform is conducted based on the new plan.	[Delete]	
	4) A Code of Ethics for news reporters is developed.	1) A Code of Ethics for news reporters is developed. A Code of Ethics for news reporters is <u>finalized</u> .	
	5) A Reporters' Handbook is developed.	2) A Reporters' Handbook is <u>finalized</u> .	
	6) The awareness on independent reporting is enhanced.	[Delete]	
			<u>3) Capacity score for the Journalistic ethics is increased. (Baseline – June 2016: Average score 3.3)</u>
			<u>4) Scores for 3 technical capacities of the news reporters are increased. (Baseline- June 2016: Average score 3.7. 1) Edit news and script 3.2. 2) Report writing and script writing 4.0. 3) News reporting 3.9</u>
Means of Verification	<ul style="list-style-type: none"> New organizational structure and roles of the staff in charge of news reporting Record of OJT Investigation of the awareness on independent reporting among the staff of SSTVR The result of interviews to managers of SSTVR and other stakeholders 	[Delete]	
	<ul style="list-style-type: none"> A Code of Ethics for news reporters A Reporters' Handbook 	<u>1) A Code of Ethics for news reporters</u> <u>2) A Reporters' Handbook</u>	
			<u>3) Results of capacity assessment of staff members</u> <u>4) Results of capacity assessment for news reporters</u>

(3) Revision of Activities

	Version 3.2 (February 2015)	Version 4.0 (October 2015)	Version 7.0 (March 2017)
OUTPUT 1		Activity1-4: Strategies to overcome issues are planned to transform SSTVR into a public broadcaster.	Activity 1-4: Strategies <u>for SSBC to become a trusted public broadcaster, including financial strategy and human resource planning,</u> are planned.
	Activity 1-5: Organizational vision is formulated to transform SSTVR into a public broadcaster.	[Delete]	
	Activity 1-6: A short-term roadmap for SSTVR to become a public broadcaster is formulated and realised.	<u>Activity 1-5: A short-term road map for SSTVR to become a public broadcaster is formulated through discussion with Board of Directors once they are nominated.</u>	
	Activity 1-7: A middle/long-term roadmap for SSTVR to become a trusted public broadcaster is formulated based on the Broadcasting Corporation Act.	<u>Activity1-6: A middle/long-term road map for SSTVR to become a trusted public broadcaster is formulated based on the Broadcasting Corporation Act.</u>	
		<u>Activity1-7: Seminar on “the Middle/Long-term A middle/long-term road map for SSTVR to become a trusted public broadcaster” are conducted.</u>	
		<u>Activity 1-8: The End-line survey is conducted to grasp the situation of media and its audience in South Sudan.</u>	
OUTPUT2		Activity2-1: Issues related to operation and maintenance of broadcasting equipment are analyzed.	Activity2-1: Issues related to operation and maintenance of broadcasting equipment are analyzed, <u>and proposal of human resource and budget concerning engineering and operation is submitted to the management.</u>
		<u>Activity 2-4: The roles of the staff in charge of SSTVR engineering & operation are reviewed.</u>	
OUTPUT3		Activity 3-1: Issues relating to programme production are analyzed.	Activity 3-1: Issues relating to programme production are analyzed, <u>and proposal of human resource and budget concerning programme production is submitted to the management.</u>
	Activity 3-5: Programmes to raise awareness about social issues and introduce necessary information for living are produced by the staff of SSTVR who are in charge of programme production.	Activity 3-5: Programmes to raise awareness about social issues and introduce necessary information for living are produced by the staff of SSTVR who are in charge of programme production <u>(Formulation of dedicated production team).</u>	
		<u>Activity 3-6: Training of trainers on programme production are conducted.</u>	
OUTPUT4		Activity 4-1: The current situation and issues related to news reporting are analyzed.	Activity 4-1: The current situation and issues related to news reporting are analyzed, <u>and proposal of human resource and budget concerning news reporting is submitted to the management.</u>

		<u>Activity 4-7: Training of trainers on news reporting are conducted.</u>	
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(4) Revision of Important Assumption and Pre-Condition

	Version 3.2 (February 2015)	Version 4.0 (October 2015)
Project Purpose → Overall Goal	<ul style="list-style-type: none"> • Policy to transform SSTVR into a public broadcaster is sustained. 	<ul style="list-style-type: none"> • <u>Media Acts are implemented accordingly.</u> • <u>Government and Members of Parliament do not further intervene in the contents of broadcasting by SSTVR.</u>
Activity → Output	<ul style="list-style-type: none"> • Government, Members of Parliament and etc. do not further intervene in the contents of broadcasting by SSTVR. 	Move to the Important Assumption (Project Purpose → Overall Goal)
	<ul style="list-style-type: none"> • Core staff in each department (Equipment, Programme Production, Reporting) remains in SSTVR. 	[Delete] since it is duplicated with the important Assumption (Output → Project Purpose)
	<ul style="list-style-type: none"> • The security situation in South Sudan is restored and stable enough for Japanese experts to be redeployed. 	Move to the 'Pre-condition' below.
Pre-Condition		<ul style="list-style-type: none"> • The security situation in South Sudan is restored and stable enough for Japanese experts to be deployed.

CHAPTER 7. CONCLUSION

The Project will achieve its goal to develop human resources in SSBC to “deliver accurate and fair information to the people of South Sudan”, to the extent that it could be estimated to be able to finalize its activities, in spite of consecutive outbreaks of armed conflicts and evacuations of the experts (Dec. 2013, Jul. 2016). There was a limitation in accomplishing the planned activities only through the third country seminars and the remote-control method in transferring the trained skills within the original time-frame. However, those trained skills have been gradually disseminated within SSBC during the extended period: 1) Capacity of the broadcasting engineers has been improved by making use of the eight formats of “checklists and reports” for the operations and maintenance works of SSBC, and 2) For both program production and reporting, TOT and OJT in the third countries have achieved considerable results, which drastically enhanced the overall capacity of the SSBC staff.

Therefore, it could be concluded that the project purpose is expected to be achieved by the end of current project period without further extension. TOT and OJT in the third countries and remote-control method become, little by little, functional and the trained skills get rooted in SSBC through cascading-down and knowledge-sharing of the trainings by the Japanese experts.

CHAPTER 8. RECOMMENDATION

The Joint Terminal Evaluation Team recommends that the following actions to be taken so that the achievement of the Project is secured in a manner of maximizing the outcomes of the Project and their sustainability.

- (1)SSBC Board of Directors have approved the middle/long term road map in June 2018, whose draft was finalized in February 2018. The SSBC executive members who have joined the third country seminars are recommended to take a lead in implementing those issues stipulated in the road map.
- (2)It is recommended that TOT members will establish a systematic method of staff training to transfer the trained knowledge and skills effectively.
- (3)It is highly recommended that the executive members of SSBC will promote awareness among staff members, on the role of and the functions of a public broadcaster in delivering accurate, impartial and fair information, through revising the current provisional Editorial Policy in accordance with the “Code of Ethics for News reporters” and “Programme Guidelines for SSBC Broadcasts” developed in the Project, and sharing the contents of the revised Policy.
- (4)Ministry of Information and Broadcasting is expected to respect the editorial independence of SSBC, even during the transitional period when SSBC is still dependent financially on the government, abiding by the three Media-related laws.

CHAPTER 9. LESSONS LEARNED

The joint Terminal Evaluation team identified the following lessons learned from the Project:

- (1) In the development projects in the media sector, the emphasis could be put on the conceptual trainings in order to comprehend various types of concepts and principles in terms of protecting the freedom of expression. However, in achieving the project purpose, the project has succeeded by laying more emphasis on “bottom-up” method in which the experts addressed directly the routine/daily operations of the broadcaster to improve the professionalism of the staff by sharing experiences for each of the four outputs, rather than “top-down” method, or directive from the top to realise the journalistic principles. This approach can be referred to the other projects in the media sector.
- (2) The Japanese Experts have to unfortunately be evacuated after two crisis. Although it has sometimes been difficult to have smooth communications, both South Sudanese and Japanese sides switched its communication style and continuously attempted to communicate remotely through e-mails and phone calls, which made trainings in third countries realize. This enduring effort made the Project achieve its purpose.

ANNEX

ANNEX 1 Project Design Matrix (PDM) (Version 7.0)

ANNEX 2 Plan of Operations

ANNEX 3 Inputs to the Project

3-1. Placement Records of Japanese Experts

3-2. List of Participants of Counterpart Training

3-3. List of Equipment procured under the Project

3-4. Placement Records of South Sudanese counterparts

ANNEX 4 Summary of Activities implemented

ANNEX 5 List of Materials Developed by the Project

ANNEX 6 List of programs and news reports

ANNEX1 Project Design Matrix

Project Title: The Project for Institutional Capacity Development of South Sudan Broadcasting Corporation

Implementing Agencies: Ministry of Information and Broadcasting (MOIB), South Sudan Broadcasting Corporation (SSBC), JICA Expert Team

Project Period: 5 years and 4 months (DEC 2012 to MAR 2018)

Target Areas: Juba, Malakal, Wau etc.

Target Group: MOIB official, SSBC staff

Date: Revised on 26 May 2017 (Ver. 7.0)

Narrative Summary		Objectively Verifiable Indicator	Means of Verification	Important Assumptions
Overall Goal:				
Accurate, impartial and fair information is delivered to the people of South Sudan.		1) Broadcasting hours for TV and Radio are increased. (Baseline: Radio 9hr per day, TV12hr per day as of March 2012) 2) Coverage area is increased (Baseline as of 2012: <TV> Terrestrial 40%, Satellite 100%, <Radio>FM 20%, Midwave 80%) 3) The number of programmes produced by SSBC is increased. (Baseline as of 2015:<TV> 22 programmes out of 27 programmes produced 100% by SSBC, 4 programmes produced 50% by SSBC.) 4) The varieties of programmes produced by SSBC are increased. (Baseline as of 2012: <TV>Education (6), Political (8), Entertainment (3), Economic (2), Social (8), Sports (0))	1) Records of broadcasting 2) Technical data of coverage areas 3) Weekly programme schedule of SSBC 4) Weekly programme schedule of SSBC	
Project Purpose:				
Human resources are developed in SSBC to deliver accurate and fair information to the people of South Sudan.		1) The short-term road map for SSBC to become a public broadcaster is implemented. 2) The series of seminar on "The middle/long-term road map for SSBC to become a trusted public broadcaster" are held. (Goal:XX times by the end of the Project) 3) In SSBC, broadcasting equipment is operated, maintained and managed in accordance with the manual. 4) The number of the programmes produced by SSBC staff trained by the Project in accordance with the Programme Guideline. (Goal: 15 programmes by the end of the Project) 5) The number of the Reporters' Handbook distributed to staff (Goal: At least 50 copies) 6) The number of SSBC staff participated in training on the Code of Ethics by the Project. (Goal: total 150) 7) The broadcasting contents by SSBC are improved compared to the broadcasting contents at the launch of the project.	1) Project reports 2) The record of seminar 3) Records of operation and maintenance of broadcasting equipment 4) Project reports 5) The record of distribution of the reporters' handbook 6) Attendance sheet of the training on the Code of Ethics 7) Comments by media experts on broadcast contents by SSBC	•Media Acts are implemented accordingly. •Government and Members of Parliament do not further intervene in the contents of broadcasting by SSBC.
Output 1:	The organizational and operational issues to be addressed are clarified to transform SSTRV into a public broadcaster and a resolution policy and organizational vision are formulated in SSBC.	1) A short-term road map for SSBC to become a public broadcaster is finalized. 2) A middle/long-term road map for SSBC to become a public broadcaster that is trusted by the public, which includes a budget plan is finalized.	1) The short-term road map for SSBC to become a public broadcaster 2) The middle/long-term road map including a budget plan	•Policy to transform SSBC into a public broadcaster is sustained. •Most of the SSBC staff who have been trained during the course of the project remain in SSBC.
Output 2:	The capacity of SSBC staff in charge of operating and maintaining broadcasting equipment is enhanced.	1) The roles of the staff in SSBC engineering & operation, and in management of budget for engineering & operation are clarified. 2) "Checklist for the outcome of OJT" is recorded regularly and the contents are updated if necessary. 3) The plan for maintenance of broadcasting equipment is drawn and put in effect. 4) The record of maintenance of broadcasting equipment is kept and updated regularly. 5) Developed manuals on operation and maintenance of broadcasting equipment are distributed	1) Project reports by WG2 2) Checklist for the outcome of OJT 3) Manual on operation and maintenance of broadcasting equipment 4) Record of maintenance of broadcasting equipment 5) Record of distribution of the manuals	
Output 3:	The capacity of SSBC staff in charge of programme production is enhanced.	1) The dedicated production team is functioned. 2) "Checklist for the Outcome of OJT" is recorded regularly and the contents are updated if necessary. 3) Programme Guidelines is finalized. 4) Scores for 3 technical capacities of the program production staff are increased. (Baseline – June 2016: TV Program Production Average score 3.5, 1) Script writing 3.5, 2) Shooting 4.0, 3) Editing 2.9, Radio Program Production Average score 3.6, 1) Structuring, 2) Recording 2.5, 3) Computer editing 3.5)	1) Project reports 2) Checklist for the Outcome of OJT 3) Programme Guidelines 4) Results of capacity assessment for program production staff	
Output 4:	The awareness towards professionalism (accurate and fair news) is raised among SSBC staff in charge of news reporting.	1) A Code of Ethics for news reporters is finalized. 2) A Reporters' Handbook is finalized. 3) Capacity score for the Journalistic ethics is increased. (Baseline – June 2016: Average score 3.3) 4) Scores for 3 technical capacities of the news reporters are increased. (Baseline – June 2016: Average score 3.7, 1) Edit news and script 3.2, 2) Report writing and script writing 4.0, 3) News reporting 3.9	1) A Code of Ethics for news reporters 2) A Reporters' Handbook 3) Results of capacity assessment for staff 4) Results of capacity assessment for news reporters	
Activity 1-1:	Baseline data are collected and analyzed to grasp the current situation of media and its audience in South Sudan including those of SSBC.	Input: (Japanese Side) 1. JICA Experts	Input: (South Sudan Side) 1. Counterpart Personnel	

Activity 1-2:	Information on public broadcasting institutions in other countries is provided.	(1) Leader/Broadcasting Institution Management/Democratization	(1) Ministry of Information and Broadcasting/MOIB	<p><Pre-condition> The security situation in South Sudan is restored and stable enough for Japanese experts to be deployed.</p>
Activity 1-3:	Issues to be addressed are clarified to transform SSBC into a public broadcaster (including budget management of SSBC for sustainable management).	(2) Sub-Leader/Broadcasting Institution Management (3) Equipment Management (4) Programme Production 1. 2. 3. (5) News Reporting 1. 2.3.4. (6) Coordination/Democratization 1. 2. 3. 4.	(2) South Sudan TV and Radio/SSBC 2. Facility and Equipment (1) Relevant facilities and equipment at SSBC	
Activity 1-4:	Strategies for SSBC to become a trusted public broadcaster, including financial strategy and human resource planning, are planned.	2. Training in Japan, Training in a Third Country 3. Equipment etc.	3. Local Cost	
Activity: 1-5	A short-term road map for SSBC to become a public broadcaster is formulated through discussion with Board of Directors once they are nominated.			
Activity: 1-6	A middle/long-term road map for SSBC to become a trusted public broadcaster is formulated based on the Broadcasting Corporation Act.			
Activity: 1-7	Seminar on "A middle/long-term road map for SSBC to become a trusted public broadcaster" are conducted.			
Activity: 1-8	The End-line survey is conducted to grasp the current situation of media and its audience in South Sudan including those of SSBC.			
Activity 2-1:	Issues related to operation and maintenance of broadcasting equipment are analyzed, and proposal of human resource and budget concerning engineering and operation is submitted to the management.			
Activity 2-2:	OJT related to operation and maintenance of broadcasting equipment is conducted to the staff of SSBC who are in charge of equipment.			
Activity 2-3:	A manual on operation and maintenance of broadcasting equipment is developed based on the contents of OJT.			
Activity 2-4:	The roles of the staff in charge of SSBC engineering & operation are reviewed.			
Activity 3-1:	Issues relating to programme production are analyzed, and proposal of human resource and budget concerning programme production is submitted to the management.			
Activity 3-2:	Basic seminars as well as OJT related to programme production are conducted to the staff of SSBC who are in charge of programme production.			
Activity 3-3:	Programme Guidelines are developed based on the contents of OJT.			
Activity 3-4:	The staff of SSBC who are in charge of programme production are taught on how to make programmes to raise awareness about social issues and introduce necessary information for living.			
Activity 3-5:	Programmes to raise awareness about social issues and introduce necessary information for living are produced by the staff of SSBC who are in charge of programme production. (Formulation of the dedicated production			
Activity 3-6:	Training of trainers on programme production are conducted.			
Activity 4-1:	The current situation and issues related to news reporting are analyzed, and proposal of human resource and budget concerning news reporting is submitted to the management.			
Activity 4-2:	OJT related to news reporting is conducted to the staff of SSBC who are in charge of news reporting.			
Activity 4-3:	A Code of Ethics for news reporters is developed based on the contents of OJT.			
Activity 4-4:	The staff of SSBC in charge of news reporting are taught on how to conduct independent reporting.			
Activity 4-5:	The staff of SSBC in charge of news reporting conduct independent reporting.			
Activity 4-6:	A Reporters' Handbook is developed based on the contents of OJT.			
Activity 4-7:	Training of trainers on news reporting are conducted.			
<p>* Capacity assessment applies 5-grade scoring (Grade 5. Utilizing the capacity for work and make countable positive impact, Grade 4. Utilizing the capacity for daily working, Grade 3. Having skill and knowledge, Grade 2. Having interest, Grade 1. Not having any interest)</p>				

ANNEX 3-1. Placement Records of Japanese Experts (As of 15 November 2018)

Fields of expertise	Name	Organization	Dispatch period	M/M	Year
In South Sudan (or * for third countries)					
Leader/Broadcasting Institution management 1/Democratization 1	Mr. Makoto HARADA	NHK International, Inc.	2013.01.09~2013.01.29	1.30	Year 1
			2013.10.09~2013.10.16		
			2014.02.15~2014.02.24		
			2014.09.02~2014.09.09	0.50	Year 2
			2015.02.02~2014.02.26		
			2015.10.07~2015.10.15	0.53	Year 3
			2016.02.27~2016.03.04		
			2016.07.02~2016.07.09	0.27	Year 4
			2017.07.23~2017.07.29		
2018.02.16~2018.02.23	0.50	Year 5			
Sub-leader/Broadcasting Institution Management 2	Mr. Yoshinori SAWA	NHK International, Inc.	2013.01.09~2013.02.07	5.37	Year 1
			2013.03.20~2013.04.16		
			2013.07.14~2013.08.28		
			2013.09.28~2013.10.18		
			2014.02.01~2013.03.08	5.03	Year 2
			2014.06.05~2014.07.06		
			2014.08.27~2014.10.02		
			2014.11.04~2014.12.14		
			2015.01.22~2015.03.03	4.67	Year 3
			2015.06.07~2014.07.06		
			2015.09.13~2015.10.19		
			2015.11.12~2015.12.11	1.33	Year 4
			2016.01.25~2016.03.09		
			2016.06.11~2016.07.15		
			2017.07.23~2017.07.30	2.63	Year 5
2017.08.12~2017.09.01					
2017.10.19~2017.11.06					
2018.01.29~2018.02.28					
Equipment management 1	Mr. Kenzo MUROI	NHK International, Inc.	2013.01.09~2013.01.29	4.27	Year 1
			2013.03.20~2013.04.16		
			2013.09.01~2013.11.01		
			2014.02.19~2014.03.07		
			2014.06.12~2014.06.29	3.07	Year 2
			2014.09.09~2014.09.29		
			2014.11.13~2014.12.17		
			2015.01.30~2015.02.16		
			2015.06.07~2015.06.26	3.67	Year 3
			2015.09.07~2015.10.01		
			2015.11.27~2015.12.16		
			2016.01.19~2016.03.03		
			2016.05.27~2016.07.11	1.53	Year 4
			2017.07.23~2017.07.30		
2017.08.12~2017.08.27					
2017.11.03~2017.11.21					
2018.02.02~2018.02.15	1.90	Year 5			
2013.01.09~2013.01.29					
2013.05.01~2013.05.23					
2014.02.19~2014.03.02					
Program Production 1	Mr. Hiroo YAMASHITA	NHK International, Inc.	2014.11.13~2014.12.14	1.07	Year 2
Program Production 3					

Program Production 2	Mr. Tomoyuki KOZUKE	NHK International, Inc.	2013.01.09~2013.01.29	2.83	Year 1
			2013.05.01~2013.05.23		
			2013.11.03~2013.12.01		
			2014.02.19~2014.03.02		
Program Production 3	Mr. Kazumi SHIOTSU	NHK International, Inc.	2013.07.14~2013.08.12	1.00	Year 1
Program Production 1			2014.09.09~2014.09.29	0.70	Year 2
Program Production	Ms. Midori MATSUMOTO	NHK International, Inc.	2015.06.07~2015.06.26	2.83	Year 3
			2015.09.13~2015.10.02		
			2015.11.17~2015.12.12		
			2016.01.26~2016.02.13	1.17	Year 4
			2016.06.11~2016.07.15		
			2017.08.12~2017.08.30	1.73	Year 5
			2017.10.19~2017.11.05		
2018.02.11~2018.02.25					
News Reporting 1	Mr. Atsushi MIYAO	NHK International, Inc.	2013.01.09~2013.01.29	0.70	Year 1
			2014.09.09~2014.09.18	0.33	Year 2
News Reporting 3	Mr. Hidetoshi FUJISAWA	NHK International, Inc.	2013.08.01~2013.08.30	2.37	Year 1
			2013.10.26~2013.11.19		
2014.02.15~2014.03.02			0.60	Year 2	
News Reporting 2	2014.06.12~2014.06.29				
Program Production 2/ News Reporting 3	Mr. Masaharu ANDO	NHK International, Inc.	2014.06.12~2014.07.01	2.43	Year 2
			2014.09.09~2014.09.29		
			2014.11.13~2014.12.14		
2015.06.09~2015.06.29			3.67	Year 3	
2015.09.13~2015.09.30					
2015.11.18~2015.12.16					
News Reporting			2016.01.16~2016.02.26	1.30	Year 4
			2016.05.27~2016.06.25		
			2016.08.23~2016.08.31*	1.80	Year 5
			2017.08.24~2017.09.10		
	2017.10.19~2017.11.05				
2018.01.29~2018.02.15					
Coordination/ Democratization1	Ms. Yuka SHIMADA	NHK International, Inc.	2013.01.16~2013.03.16	4.00	Year 1
			2013.04.25~2013.06.23		
Coordination/ Democratization2	Mr. Shinichi MURATA	NHK International, Inc.	2013.01.09~2013.01.29	1.40	Year 1
			2013.03.20~2013.04.09		
Broadcasting Institution Management 3/ Coordination1/ Democratization 2	Ms. Tomoko NAKAYAMA	NHK International, Inc.	2013.07.14~2013.09.11	4.00	Year 1
			2013.10.19~2013.11.11		
			2014.02.01~2014.03.08		
			2014.06.05~2014.07.06	5.13	Year 2
			2014.08.27~2014.10.02		
			2014.11.04~2014.12.17		
			2015.01.22~2014.03.03	4.67	Year 3 (+0.07 by NHK Intl.)
			2015.06.07~2015.07.06		
			2015.09.13~2015.10.19		
			2015.11.12~2015.12.11		
Broadcasting Institution Management 3/ Democratization 2	Mr. Koji NAKAI	NHK International, Inc.	2016.01.25~2016.03.09	1.37	Year 4
			2016.05.30~2016.07.03		
			2016.11.21~2016.11.26		
Broadcasting Institution Management 3/ Democratization 2	Mr. Koji NAKAI	NHK International, Inc.	2017.07.23~2017.07.31	1.17	Year 5
			2018.01-29, 2018.02.23		

Coordination2/ Democritization3	Ms. Aiko SENDA	NHK International, Inc.	2013.09.03~2013.10.23	2.40	Year 1
			2014.02.15~2014.03.07		
			2014.06.09~2014.06.22	1.87	Year 2
			2014.09.06~2014.09.25		
			2014.11.10~2014.11.30		
			2015.06.09~2015.06.28	0.67	Year 3
Coordination / Democritization3	Ms. Kikuko MUROYA	NHK International, Inc.	2015.09.16~2015.10.06	0.67	Year 3
			2017.08.12~2017.09.10	1.63	Year 5
			2017.10.19~2017.11.06		
Coordination2 / Democritization3	Ms. Hiroyo ONOZATO	Global Link Management	2015.12.12~2015.12.19	1.33	Year 3
			2016.01.19~2016.02.19		
Coordination 2/ Democritization 3	Ms. Tomoko IKEDA	NHK International, Inc.	2016.06.11~2016.07.15	1.17	Year 4
Coordination2 / Democritization3	Mr. Haruka RYU	NHK International, Inc.	2017.07.23~2017.07.31	1.93	Year 5
			2017.11.03~2017.11.22		
			2018.01.19~2018.02.25		
Human Resources Development/Monitoring	Ms. Hiroyo ONOZATO	Global Link Management	2016.05.27~2016.06.05	0.33	Year 4
			2017.08.14~2017.08.30	1.10	Year 5
			2017.10.24~2017.11.08		
In Japan					
Coordinator, Broadcasting Institution management for Training in Japan	-	NHK International, Inc.	2013.08	0.33	Year 1
Coordinator, Equipment management for Training in Japan	-	NHK International, Inc.	2013.04	0.50	Year 1
Coordinator for Program Production Training in Japan	-	NHK International, Inc.	2014.07	1.00	Year 2
Coordinator for News Reporting Training in Japan	-	NHK International, Inc.	2014.1	1.00	Year 2
Sub-leader/Broadcasting Institution Management 2	Mr. Yoshinori SAWA	NHK International, Inc.	2017.01-2017.02	1.25	Year 4
			2017.06, 2017.7, 2017.8, 2017.10, 2018.1, 2018.5, 2018.6, 2018.7, 2018.8, 2018.9, 2018.11	3.45	Year 5
Program Production	Ms. Midori MATSUMOTO	NHK International, Inc.	2015.11	0.30	Year 3
Equipment management 1	Mr. Kenzo MUROI	NHK International, Inc.	2017.01	0.50	Year 4
			2017.07, 2017.10, 2018.1	0.75	Year 5
Program Production	Ms. Midori MATSUMOTO	NHK International, Inc.	2016.09, 2017.01	0.75	Year 4
			2017.08, 2017.10, 2018.1	0.75	Year 5
News Reporting	Mr. Masaharu ANDO	NHK International, Inc.	2016.09, 2017.01	0.75	Year 4
			2017.08, 2017.10, 2018.1	0.75	Year 5
Broadcasting Institution Management 3/ Democratization 2	Ms. Tomoko NAKAYAMA	NHK International, Inc.	2016.09, 2017.01-02	1.50	Year 4
Broadcasting Institution Management 3/ Democratization 2	Mr. Koji NAKAI	NHK International, Inc.	2017.07, 2017.10, 2018.1	0.75	Year 5
Coordination / Democritization3	Ms. Kikuko MUROYA	NHK International, Inc.	2017.10, 2018.8	0.45	Year 5
Coordination / Democritization3	Mr. Haruka RYU	NHK International, Inc.	2016.09, 2017.01-02	1.00	Year 4
			2017.06, 2017.7, 2017.10, 2018.1, 2018.5, 2018.6, 2018.7, 2018.8, 2018.9, 2018.10	3.50	Year 5

Human Resources Development/Monitoring	Ms. Hiroyo ONOZATO	Global Link Management	2017.01	0.50	Year 4
			2017.08	0.25	Year 5
TOTAL	Planned M/M (Total) as of the beginning of the every project year				
	: Year 1 (35.00M/M) + Year 2 (23.08M/M) + Year 3 (23.01M/M) + Year 4 (26.03M/M) + Year 5 (22.87M/M) =			129.99 M/M	
	Actual M/M (Total) as of 30 September, 2017				
	: Year 1 (32.34M/M) + Year 2 (22.73M/M) + Year 3 (23.01M/M) + Year 4 (14.72M/M) + Year 5 (23.35M/M) =			117.84 M/M	
M/M left as of as of 15 November 2018			M/M		

Annex 3-2. List of Participants of Counterpart Training

(1) Training in Japan

Period	Theme	Training institutions	Participants		
				Name	Position at the time of the training
2013.04.17 - 2013.04.24	Broadcasting Institutional Management and Democratization Training for the Project for Institutional Capacity Development of South Sudan TV and Radio (Training of Senior Managers)	NHK	1	Mr. Mustafa Biong Majak	Director General of Information, MOIB
			2	Mr. Paul Jacob Kumbo	Director of Public Relations Department/ MOIB
			3	Mr. Faris Mathew Richard Mabrukn	Director of National/ International Affairs Department/ MOIB
			4	Mr. Moyiga Korokoto Nduru	Director of SSTV
			5	Ms. Rejoice Tiyo Samson	Manager of English News Section, SSTV
			6	Mr. Ramadan Kamil Abulangi	Director of Technical Department, SSTV
			7	Mr. Rehan Abdelnabi Rehan	Director of SSR
			8	Mr. Abdallah Noah Khamis	Director of Technical Department, SSR
2013.07.28 - 2013.08.10	Broadcasting Equipment Maintenance Training for the Project for Institutional Capacity Development of South Sudan TV and Radio	NHK broadcasting training center, SONY-ICD training center	9	Mr. AMOSA Alfred Eluzai	Head of SSTV Maintenance / Juba TV
			10	Mr. BABIKER Badrdin Alfil Ramadan	Maintenance Engineer / Juba Radio
			11	Mr. WANI Edward Luka Benjamin	SSTV Studio Engineer / Juba TV
			12	Mr. JALE Peter Loku	Senior Technician / Juba Radio
			13	Mr. MARANGA Emmanuel Peter Mena	Studio Operator / Juba Radio
			14	Mr. RONDYANG Amin Zakaria Ismail	SSTV Head of Operation /Juba TV
			15	Mr. ADALI Joseph Juma Shabango	SSTV Studio Engineer /Juba TV
			16	Mr. TANDA Tartzuo Angelo Kpoyo	SSTV Head of Operation / Wau TV
			17	Mr. UMIDO John Adriano Ayan	Transmitter Operator / Wau Radio
			18	Mr. JACK Yousif Otour Ashiek	SSTV & SSR Transmitter Engineer /Malakal Radio
2013.06.25 - 2013.08.03	Group Training "Digital Terrestrial TV Broadcast (DTTB) Engineering (A)"		19	Mr. RONDYANG Bakri Zakaria Ismail	SSTV Maintenance Engineer
			20	Mr. LOMUGUN Moses Gwolo John	SSTV Maintenance Engineer
2013.10.21 - 2013.11.23	Group Training "Maintenance and Quality Management of Digital Studio Broadcast Equipment for Stable & Long-life Operation"		21	Mr. Gaspren Moyi Stephen	SSTV Engineer
2014.07.20 - 2014.08.02	Program production for video journalists, Production of studio interview programs	NHK International	22	Ms. AWUT Charles Aleu Bola	Executive Producer, SSTV
			23	Ms. LEILA Osman Khamis	Reporter, SSTV
			24	Ms. Mandela FLORENCE Silver Amoko	Senior Programmer, SSR
			25	Ms. UMEHASSAN Mohammed Eltayib	Senior Programmer/News Reader, SSR
			26	Mr. KIZITO Oketa Modest De-Paito	Producer/Presenter, SSR
2014.10.12 - 2014.10.25	News reporting	NHK International	27	Ms. LEMI Monday James Figga	News Reporter, SSR
			28	Ms. DARU Kide Jackline	News Reporter, SSTV
			29	Mr. DENG Loul Daw	News Reporter, SSR
			30	Mr. EYOBO Sunday Edward Lasu	News Editor, SSR
2015.11.10 - 2015.11.17	South Sudan Sports Promotion Mission's Visit to Japan - TV crew	NHK International	31	Tek Stephen Ogut	Producer, SSTV
			32	Stephen Eddir Daunato	Reporter, SSTV
			33	Emmanuel Nasona	Camera person, SSTV

(2) Training in Third Countries (Kenya, Uganda, Dubai, Rwanda)

Period	Theme	Training Venue/Cooperating organizations	Participants		
				Name	Position at the time of the training
2014.02.18 - 2014.02.20	<Training of Senior Managers> KBC (Structure, management, financing, relationship with government), SSTVR current situation and issues, Role of public broadcasters in state-building and peace building, election coverage, discussion and presentation on business management, human resources management, financial management, program and broadcasting contents	KBC	1	Mr. Paul Jacob Kumbo	Ag/ Director General of Information and Broadcasting, MOIB
			2	Mr. Rehan Abdelnebi Rehan	Ag/ Director General of SSTVR, MOIB
			3	Mr. Faris Mathew	Managing Director, Government Printing Press, MOIB
			4	Mr. Moyiga Korokoto Nduru	Director of SSTV
			5	Ms. Susan Alfonso	Director of SSR
			6	Mr. Ramadan Kamil Abulangi	Head of Engineering & Technical Affairs/ SSTV
			7	Mr. Abdullah Noah Khamis	Head of Engineering & Technical Affairs/ SSR
			8	Ms. Rejoice Tio Samson	Head of English News/ SSTV
2014.02.24 - 2014.02.28	<Equipment Management> Analog TV, Electric handiwork, Digitalization of audio signals, MPEG, Maintenance of broadcasting equipment, Review of digital TV	KBC	9	Mr. Gaspren Moyi Stephan	Engineering Department, SSTV
			10	Mr. Edward Luka Benjamin	Engineering Department
			11	Mr. Justin Lado James	Engineering Department
			12	Mr. Samuel Laki Loriko	Engineering Department
2014.02.24 - 2014.02.28	<Program Production> Program guidelines, Forum (discussion) program, news program, SSTV news, video editing, Program proposal (about Ethnic Dialogue)	KBC	13	Mr. Soro David Kenyi	Programme Department, SSTV
			14	Ms. Awut Charles Aleu	Programme Department, SSTV
			15	Mr. Peter Garang Ngor	Programme Department, SSR
			16	Ms. Asunta Jangara Towil	Programme Department, SSR
2014.02.24 - 2014.02.28	<News Reporting> Code of ethics, drafting and editing manuscripts, news program, SSTV news, video editing, Disaster coverage	KBC	17	Mr. James Morris Lujang	News Department, SSTV
			18	Mr. Eddir Dauneto Stephen	News Department, SSTV
			19	Mr. Peter Mori	News Department, SSTV
			20	Mr. Abraham Garang Ajang	News Department, SSTV
2014.06.09 - 2014.06.13	<Training of Senior Managers> Expansion of broadcasting network, Fair and accurate reporting, Securing independence & accuracy, Public broadcasting, Public broadcasting in digitalization, Road mapping for transforming SSTVR to a public broadcaster, International human rights law	KBC, AICAD, JKUAT	21	Mr. Rehan Abdelnebi Rehan	Acting Director General of SSTVR, MOIB
			22	Ms. Kermellynna Yayi Voga	Ministry of Information and Broadcasting
			23	Mr. Faris Mathew Richard Mabruk	Managing Director-Govt. Printing Press, MOIB
			24	Mr. Moyiga Korokoto Nduru	Director, SSTVR
			25	Ms. Suzan Alphonse Dumo	Director, SSR
			26	Mr. Ramadan Kamil Abulangi	Head of Engineering & Technical Affairs, SSTV
			27	Mr. Abdallah Noah Khamis	Head of Engineering & Technical Affairs, SSR
			28	Ms. Rejoice Tio Samson Duku	Head of English News, SSTV

2014.06.16 - 2014.06.27	<Equipment Management> Transmitter technology, Electronics/Electric (basic), Audio (basic), Making the Operation Manual for SSR Gumba Station	KBC, AICAD, JKUAT	29	Mr. Gaspren Moyi Stephen Lime	TV Equipment Maintenance, SSTV
			30	Mr. Alfred Eluzai Amosa	TV Engineer, SSTV
			31	Mr. Marcello Kenyi Stephen Awuya	Chief Engineer Radio, SSR
			32	Mr. Badrdin Alfil Ramadan Babiker	Transmitter Maintenance Radio, SSR
			33	Mr. Elizeo Duku Victor	Chief Technician Radio, SSR
2014.06.16 - 2014.06.27	<Program Production> Production of documentary program, proposal and structure, preparation for shooting, location shooting, Howe to make a radio program from a TV report, visit to KBC, conflict mitigation reporting	KBC, AICAD, JKUAT	34	Mr. Owiro Joseph Opoka Severino	Senior Producer, SSR
			35	Ms. Jennifer Alfred Sebit Wani	Senior Programmer, SSR
			36	Ms. Flora Nelson Lokiri	Programme Presenter, SSTV
			37	Ms. Sarah Jonathan Elias Kagaya	Producer, SSTV
2014.06.16 - 2014.06.27	<News Reporting> Public broadcasting, news coverage, news transcripts, interview and voice reporting, crisis and disaster reporting, preparing for and conducting location shooting, Editing, Basics of investigative reporting, Code of ethics for news reporters, KBC, conflict mitigation reporting	KBC, AICAD, JKUAT	38	Mr. Santo Manase Lo'bak Lukasa	Video Editor, SSTV
			39	Mr. Khamis Arkangelo Abbas Lado	Reporter, SSR
			40	Mr. Abate Simon Godo Koboji	Reporter, SSR
			41	Ms. Emmanuela Primo Laku Ladu	Reporter, SSR
			42	Ms. Jane Awadia Gordon Thomas	Reporter, SSTV
2014.09.08 - 2014.09.11	<Training for Managers> Seminar on public broadcasting of 3 countries by SSTVR & MOIB, UBC and NHK International	UBC, CAEC	43	Mr. Kamal Juma Atim Abdifadill	Reporter, SSTV
			44	Mr. Paul Jacob Kumbo	MOIB
			45	Mr. Faris Mathew Richard Mabruk,	SSTVR
			46	Mr. Moyiga Korokoto Nduru	SSTVR
			47	Ms. Suzan Alphonse Dumo	SSTVR
			48	Mr. Ramadan Kamil Abulangi	SSTVR
2014.09.15 - 2014.09.26	<Equipment Management> Television Camera: Electronics/Electric (basic), video (basic), camera technology, location shooting,, Making the operation manual for ENG camera	UBC, CAEC PHOTOLINK, UWAC	49	Mr. Abdallah Noah Khamis	SSTVR
			50	Ms. Rejoice Tio Samson Duku	SSTVR
			51	Mr. Gaspren Moyi Stephen Lime	TV Equipment Maintenance, SSTV
			52	Mr. John Tito Abraham Surur	TV Engineer, SSTV
			53	Mr. Joseph Edward Danga Wani	TV Engineer, SSTV
2014.09.15 - 2014.09.26	<Program Production> Studio production, educational program for children, script writing for studio program, shooting at studio	UBC, CAEC	54	Mr. Samuel Abud Elikima Kode	Cameraperson, SSTV
			55	Mr. Said Juma Noah Rabani	Cameraperson, SSTV
			56	Mr. Abraham Telar Kuc Kun	Cameraperson, SSTV
			57	Mr. Khamis John Brown Ezikia	Radio presenter, SSR
2014.09.15 - 2014.09.26	<News Reporting> Election coverage, media and journalism, code of ethics, news value judgement,, importance of social news, script writing, interviewing and reporting, story board and structure, location hunting and interviewing, editing, disaster and conflict reporting	UBC, CAEC, UWEC	58	Mr. Wathila Awad Morjan Mohammed	Radio presenter, SSR
			59	Mr. Lotto Alfred Adot Banya	Program producer/presenter
			60	Mr. Emmanuel Mayom Luil	TV news reporter
			61	Ms. Jukeji Paul Baba Ndogo	News presenter
			62	Ms. Suzan Ezra Gordon Bali	Senior News reporter
2014.11.12 - 2014.11.14	<Training for Managers> Broadcasting corporation act, Security for journalists, Roles of media in democratization, State reconciliation and media, KBC and democracy, Public broadcasting and democratization, Roles of SSBC, Justice in transitional society, Media laws	KBC, AICAD, JKUAT	63	Mr. Martin Justin Paul	News Editor
			64	Mr. Majak Deng Bulabek	TV Presenter
			65	Mr. Paul Jacob Kumbo,	MOIB
			66	Mr. Faris Mathew Richard Mabruk,	SSTVR
			67	Mr. Moyiga Korokoto Nduru	SSTVR
			68	Ms. Suzan Alphonse Dumo	SSTVR
			69	Mr. Ramadan Kamil Abulangi	SSTVR
2014.11.17 - 2014.11.28	<Equipment Management> Basics of electricity, camera technology and operation, DC and AC circuit and its application, Digital circuit and its application, shooting at AICAD, Making the operation manual for sound mixer	KBC, AICAD, JKUAT	70	Mr. Abdallah Noah Khamis	SSTVR
			71	Ms. Rejoice Tio Samson Duku	SSTVR
			72	Mr. John Kon Kelei	MOIB
			73	Mr. Gaspren Moyi Stephen	TV Equipment Maintenance, SSTV
			74	Mr. Angelo Macham Madut	TV Engineer, SSTV
2014.12.01 - 2014.12.12	<Equipment Management> Basics of electricity, camera technology and operation, DC and AC circuit and its application, Digital circuit and its application, location shooting in Jomali Village & Karura Forest, shooting at Studio Making the operation manual for sound mixer	KBC, AICAD, JKUAT	75	Mr. Charles Phillip Mothok Kuedh	Cameraperson, SSTV
			76	Mr. Emmanuel Nasona Sowka Ludo	Cameraperson, SSTV
			77	Mr. Moses Taban Sereno Abii	Radio Engineer, SSTV
			78	Mr. Gaspren Moyi Stephen	TV Equipment Maintenance
2014.11.17 - 2014.11.28	<Program Production> public broadcasting and media laws, program production (basic), video editing (basic), studio program shooting and production, program structure and themes, camera workshop, narration recording	KBC, AICAD, JKUAT	79	Mr. Bakri Zakaria Ismail Rondyang	TV Engineer
			80	Mr. Paul Marcello Waden Kose	TV Engineer
			81	Mr. Jackson Lole Mikaya Ombasa	Camera person
			82	Ms. Hayat Abdalla Ali Moses	Camera person
			83	Mr. James Nyak Riek Bong	Programme producer
2014.11.17 - 2014.11.28	<Program Production> public broadcasting and media laws, program production (basic), video editing (basic), studio program shooting and production, program structure and themes, camera workshop, narration recording	KBC, AICAD, JKUAT	84	Mr. Victor Ladu Wani Subek	Editor
			85	Ms. Ajok Ayay Kon Akol	TV news presenter
			86	Mr. Lotto Alfred Adot Banya	Programme producer
			87	Mr. Lawrence Pitia Nichola Lubang	Programme producer

2014.12.01 - 2014.12.12	<Program Production> video editing (basic), studio program, program structure and themes, camera workshop, shooting at Karura Forest and AICAD, narration recording	KBC, AICAD, JKUAT	88	Mr. James Nyak Riek Bong	Programme producer
			89	Mr. Abraham Telar Kuc Kun	Programme producer
			90	Ms. Nejwa Haron Fadol Morjan	Programme producer
			91	Ms. Paula John Zakharia Pitia	Programme producer
			92	Ms. Rita John Lado	SSTV Presenter
2014.11.17 - 2014.11.28	<News Reporting> public broadcasting and media laws, production flow, information gathering, program proposal, video shooting, location hunting in Njemuka village, structure planning, interviewing, script writing, location schedule, shooting list, camera workshop, editing, narration writing and recording, disaster reporting, media and journalism	KBC, AICAD, JKUAT	93	Ms. Leila Osman Khamis	Programme producer
			94	Mr. Edir Dauneto Stephen Omunu	Programme producer
			95	Mr. Peter Machok Monyker Lal	News Reporter
			96	Mr. Khamis Arkangelo Abbas Lado	News Reporter
2014.12.01 - 2014.12.12	<News Reporting> information gathering , program proposal, video shooting, location hunting in Jomali Village, structure planning, interviewing, script writing, location schedule, shooting list, camera workshop, location shooting in Jomali Village, editing, narration writing and recording, disaster reporting, media and journalism	KBC, AICAD, JKUAT	97	Ms. Achai Chol Aguek Mayen	News Reporter
			98	Ms. Leila Osman Khamis	Programme producer
			99	Ms. Lina John Yad Luy	TV news presenter
			100	Mr. John Joseph Deng	News Reporter
2015.02.02 - 2015.02.15	<Equipment Maintenance and Management> Middle/Advanced: Audio, Video, Upgrading developed manuals	SONY YAMAHA training center in Dubai	101	Mr. Mario Suleiman Bol Adam Aguer	News Reporter
			102	Mr. Jukeji Paul Baba Ndogo	News presenter/ Reporter
			103	Mr. Abdallah Noah Khamis	Head of Engineering & Technical Affairs/SSR
			104	Mr. Ramadan Kamil Abulangi	Head of Engineering & Technical Affairs/SSTV
			105	Mr. Gaspren Moyi Stephan	Engineer/SSTV
2016.02.22 - 2016.02.26	<Workshop for Management> Kigali workshop	Rwanda Broadcasting Agency	106	Mr. Badrdin Alfil Ramadan Babiker	Engineer/SSR
			107	Mr. Edward Luka Benjamin Wani	Engineer, SSTV
			108	Prof. William Hai Zaza	Chairperson, Board of Directors, South Sudan Broadcasting Corporation
			109	Mr. Ramadan Chadar Dhok LOKBAI	Member, Board of Directors, South Sudan Broadcasting Corporation
			110	Ms. Lily Nelson Michael TABAN	Programming, South Sudan TV
			111	Ms. Rejoice Tio Samson DUKU	News, South Sudan TV
			112	Mr. James Nyak Riek BONG	Programming, South Sudan TV
2016.08.24 - 2016.08.29	<News Reporting - TV Crew> TICAD VI in Nairobi, Kenya		113	Mr. Marcello Nazrio Loyoro OPOKA	News, South Sudan Radio
			114	Mr. Gerbel Lam Moug CHOL	Programming, South Sudan Radio
			115	Ms. Susan Wilson Aryamba BANYWA	Programming, South Sudan Radio
2016.08.24 - 2016.08.29	<News Reporting - TV Crew> TICAD VI in Nairobi, Kenya		116	Ms. Rejoice Tio Samson DUKU	Head of English News, TV, SSBC
			117	Mr. Deng Nyok Deng Wol	Producer/Programmer, TV, SSBC
			118	Mr. Tekajwok Stephen Ogut Obongo	Reporter, TV, SSBC
			119	Mr. Daniel Adiang Nikier Koloung	Cameraperson, TV, SSBC
2017.07.28 - 2017.07.29	<Joint Workshop with UBC> "Middle/Long term Roadmap for South Sudan Broadcasting Corporation" in Kampala, Uganda	UBC	120	Prof. William Hai Zaza	Chairperson, Board of Directors, SSBC
			121	Mr. Michael Ton	Member, Board of Directors, SSBC
			122	Ms. Tereza Ciricio	Member, Board of Directors, SSBC
			123	Mr. James Magok Chilim	Managing Director, SSBC
			124	Mr. Moyga Nduru	Editor in Chief, TV, SSBC
			125	Mr. Abdalla Noah	Acting Director for Radio Engineering, SSBC
			126	Ms. Rejoice Tio Samson	Head of English News, TV, SSBC
			127	Mr. Paul Jacob Kumbo	Director General of Information, MoICTP
			128	Mr. Faris Mathew Richard Mabruk	Director of Projects. MoICTP
2017.08.13 - 2017.08.26	Training of Trainers for Program Production in Kampala, Uganda	UBC, CAEC, UWEC	129	Mr. James Nyak Riek Bong	Programming, TV, SSBC
			130	Mr. James Waden	TV, SSBC
			131	Ms. Asunta Jangara Taweil	Radio, SSBC
2017.08.13 - 2017.08.26	Training of Trainers for Engineers in Kampala, Uganda	UBC, CAEC, UWEC	132	Mr. John Tito Abraham Surur	Engineer, SSBC
			133	Mr. Paul Marcello Waden Kose	Engineer, SSBC
			134	Mr. Oliver Matayo Ware	Engineer, SSBC
2017.08.27 - 2017.09.09	Training of Trainers for News, Cameraperson, Video Editors in Uganda	CAEC, UWEC	135	Mr. Khamis Arkangelo Abbas Lado	Reporter, Radio News, SSBC
			136	Mr. Monday James Figa	Reporter, Radio News, SSBC
			137	Ms. Leila Osman Khamis	Reporter, TV, SSBC
			138	Mr. Francis Mawien Baak	Reporter, TV, SSBC
			139	Mr. Santo Manase Lo'bak Lukasa	Video Editor, SSTV
2017.10.22 - 2017.11.04	Training of Trainers for Program Production in Kigali, Rwanda	Chez Lando, RBA	140	Mr. Samuel Laki Lonko Majubura	Cameraperson, SSTV
			141	Mr. James Nyak Riek Bong	Programming, TV, SSBC
			142	Mr. James Waden	TV, SSBC
			143	Ms. Asunta Jangara Taweil	Radio, SSBC

2017.10.22 - 2017.11.04	Training of Trainers for News, Cameraperson, Video Editors in Kigali, Rwanda	Chez Lando, RBA	144	Mr. Khamis Arkangelo Abbas Lado	Reporter, Radio News, SSBC
			145	Mr. Mario Suleiman	Reporter, Radio News, SSBC
			146	Ms. Leila Osman Khamis	Reporter, TV, SSBC
			147	Mr. Francis Mawien Baak	Reporter, TV, SSBC
			148	Mr. Santo Manase Lo'bak Lukasa	Video Editor, SSTV
2017.11.09 - 2017.11.20	Training of Trainers for Equipment in Dubai, UAE	Premier Inn Dubai Investments Park, Mediacast	149	Mr. Samuel Laki Lonko Majubura	Cameraperson, SSTV
			150	Mr. Gaspren Moyi Stephan	Engineer, SSBC
			151	Mr. John Tito Abraham	Engineer, SSBC
			152	Mr. Badrdin Alfi Ramadan	Engineer, SSBC
			153	Mr. Joval Tombe Charles	Engineer, SSBC
2018.01.31 - 2018.02.04	Roadmap Formulation Workshop in Kigali, Rwanda	Chez Lando, RBA	154	Ms. Jessica Lala Anthony Olum	Engineer, SSBC
			155	Mr. Oliver Elario Durman	Engineer, SSBC
			156	Mrs. Susan D. Alphonse	DG SSBC team leader
			157	Mr. Moyga Nduru	Acting Director for TV, SSBC
			158	Mr. Abdalla Noah	Acting Director for Radio Engineering, SSBC
2018.02.04 - 2018.02.09	Training of Trainers for Equipment 1 in Kigali, Rwanda	Chez Lando, RBA	159	Ms. Rejoice Tio Samson	Head of English News, TV, SSBC
			160	Mr. Paul Jacob Kumbo	Director General of Information, MoICTP
			161	Mr. Abubaker Ali Surur	Acting Director for Radio, SSBC
			162	Mr. Vitale Nemesio Oduho	MD Advisor
			163	Mrs. Grace John Dollo	TV Engineering
2018.02.08 - 2018.02.14	Training of Trainers for Equipment 2 in Kigali, Rwanda	Chez Lando, RBA	164	Mrs. Grace John Dollo	TV Engineering
			165	Mr. John Tito Abraham	Engineer, SSBC
2018.02.04 - 2018.02.14	Training of Trainers for News, Cameraperson, Video Editors in Kigali, Rwanda	Chez Lando, RBA	166	Mr. Badrdin Alfi Ramadan	Engineer, SSBC
			167	Mr. Bakri Zakaria Ismail Rondyang	Engineer, SSBC
			168	Mr. Joseph Juma Shabango	Engineer, SSBC
2018.02.14 - 2018.02.23	Training of Trainers for Program Production in Kigali, Rwanda	Chez Lando, RBA	169	Mr. Khamis Arkangelo Abbas Lado	Reporter, Radio News, SSBC
			170	Mr. Mario Suleiman	Reporter, Radio News, SSBC
			171	Ms. Leila Osman Khamis	Reporter, TV, SSBC
			172	Mr. Francis Mawien Baak	Reporter, TV, SSBC
			173	Mr. Santo Manase Lo'bak Lukasa	Video Editor, SSTV
2018.02.18 - 2018.02.22	Roadmap Formulation Workshop part2 in Kigali, Uganda	Chez Lando, RBA	174	Mr. Samuel Laki Lonko Majubura	Cameraperson, SSTV
			175	Mr. James Nyak Riek Bong	Programming, TV, SSBC
			176	Mr. James Waden	TV, SSBC
			177	Ms. Asunta Jangara Taweil	Radio, SSBC
			178	Mr. Cosmos George	Program Editor, TV, SSBC
2018.02.18 - 2018.02.22	Roadmap Formulation Workshop part2 in Kigali, Uganda	Chez Lando, RBA	179	Mr. Deng Nyok Deng Wol	Producer/Programmer, TV, SSBC
			180	Mr. Joice John Thomas Lowaya	Presenter, TV, SSBC
			181	Prof. William Hai Zaza	Chairperson, Board of Directors, SSBC
			182	Mr. Michael Ton	Member, Board of Directors, SSBC
			183	Ms. Tereza Ciricio	Member, Board of Directors, SSBC
2018.02.18 - 2018.02.22	Roadmap Formulation Workshop part2 in Kigali, Uganda	Chez Lando, RBA	184	Mr. James Magok Chilim	Managing Director, SSBC
			185	Ms. Agathe David Lado	Member, Board of Directors, SSBC

MoICTP: Ministry of Information, Communication and Technology and Postal Service (Former Ministry of Information and Broadcasting: MOIB)

SSBC: South Sudan Broadcasting Corporation (Previously: South Sudan TV & Radio: SSTVR)

KBC: Kenya Broadcasting Corporation

UBC: Uganda Broadcasting Corporation

AICAD: African Institute for Capacity Development

JKUAT: Jomo Kenyatta University of Agriculture and Technology

Annex3-3. List of equipment procured under the Project (as of November 2018)

Category of good	Maker	Product Name	QTTY	From Local/ Japan	Installed Place	Purpose of Use	Project Year	Date of installation /handover
Notebook PC	Acer	AS5750-9422	2	Japan	SSBC Project Office	Project office management	Year 1	
Notebook PC	FUJITSU	FUJITSU LIFEBOOK MH30/G	1	Japan	SSBC Project Office	Project office management	Year 1	
Projector		EB-485WT	2	Japan	SSBC Project Office	Training	Year 1	
Projector		EH-DM30	1	Japan	SSBC Project Office	Training	Year 1	
Power Stabilizer		PMC18-5A(234V)	2	Japan	SSBC Meeting	Project office management	Year 1	
Power Stabilizer		PAN35-20A(249V)	1	Japan	SSBC Project Office	Project office management	Year 1	
Desktop PC	DELL	DELL Optiplex 9010	3	Japan	SSBC Meeting	Project office management	Year 1	
Photocopying Machine	Kyocera	Kyocera KM3050CI Color Machine	1	Local	SSBC Project Office	Project office management	Year 1	
TV	Sony	Sony LED Size32"BX35	1	Local	SSBC Project Office	Monitoring broadcasts of SSBC	Year 1	
MacBook Pro	Apple	MacBook Pro 15inch Retina	4	Japan	SSBC Project office (3), Engineering Dept (1)	News and programme production	Year 1	
iMac	Apple	iMac 21.5inch	1	Japan	SSBC Meeting	News and programme production	Year 1	
Camera	SONY	XDCAM Camcorder SONY PXW-X160	2	Japan	SSBC Engineer	Production and operation	Year 2	
Accessory Kit for Camera	SONY	Accessory Kit for Camera SONY ACC-U60	2	Japan	SSBC Engineer	Production and operation	Year 2	
LED light	IEX MK-L3V	LED light IEX MK-L3V	1	Japan	SSBC Engineer	Production and operation	Year 2	
Mixer Recorder	Rolland	Audio Mixer Recorder Rolland R88	1	Japan	SSBC Engineer	Production and operation	Year 2	
Wireless Microphone	SONY	Wireless Microphone SONY UWP-D11	1	Japan	SSBC Engineer	Production and operation	Year 2	
Shotgun Microphone	AUDIOTECHNICA	Shotgun Microphone AUDIOTECHNICA	1	Japan	SSBC Engineer	Production and operation	Year 2	
Oscilloscope	TECHTORONICS	Oscilloscope TECHTORONICS TDS2004C	1	Japan	SSBC Project Office	Production and operation	Year 2	
Notebook PC	Dell	Dell Inspiron 5558 (MS Office & Anti virus software) with cable security locks	18	Local	SSBC	News and programme production	Year 3	2016/3/1
Desktop PC	Dell	Dell Optiplex 7020 with MS Office, Anti Virus with cable security locks	16	Local	SSBC	News and programme production	Year 3	2016/3/1
PC for Server	Dell	Dell Optiplex 7020 Windows Servier 2012 with cable security locks	1	Local	SSBC	News and programme production	Year 3	2016/3/1
NAS	NETGEAR	NETGEARReady NAS102 with cable security	2	Local	SSBC	News and programme production	Year 3	2016/3/1
UPS	APC	APC UPS 650V	18	Local	SSBC	News and programme production	Year 3	2016/3/1
Stabilizer	Jacob	Jacob stabilizer 3KVA	2	Local	SSBC	News and programme production	Year 3	2016/3/1
Copier	Kyocera	Kyocera TA-3551Ci Network printer	2	Local	SSBC	News and programme production	Year 3	2016/3/1
Voice Recorder	TASCAM	Cannon Plug TASCAM DR-40	23	Local	SSBC	News and programme production	Year 3	2016/3/1
LAN cabling		Switching hub & WIFI router	1	Local	SSBC	News and programme production	Year 3	2016/3/1
Switcher	NewTek	TC8000MS TriCaster 8000 with Control	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Video Monitor	Sony	FD40W600 SONY Bravia 40 Inch Monitors	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Audio Monitor	Genelec	8030 Genelec Studio Monitors	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Shared Media Serverband Network Switch - Up to 24 users max	ProMAX	ProMAX Shared Media Server Online 1000	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
		ProMAX Platform 10GbE LC SFP+ Standard	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
		2 Port 10 GbE Card	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
		4 Port 1 GbE Card	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
		Promax Switch (24) port 1GbE + (2) 10GbE	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
		Monitor, Keyboard and Mouse	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Software	NewTek	Virtual Set Editor VSE2.5	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Video	Blackmagic	Smart Video Hub 20x20	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Video	Blackmagic Designs	Video hub Master Control	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Embedder	Blackmagic Designs	Mini Converter Analogue to SDI 4k CONVMCAUDS4K 2 Slackmagic Designs Mini Converter Analogue to SDI 4k CONVMCAUDS4K	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
De-Embedder	Blackmagic Designs	CONVMAS44K Mini Converter SDI to Analogue 4k	4	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
UpDownCrossConverter	Blackmagic	CONVMUDC Mini Converter Up Down Cross	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
HDMI SDI Converter	Blackmagic	CONVMBHS24K Mini Converter HDMI to	3	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
DVD Player	Sony	Sony Consumer DVD Player	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Ear Piece	TELEX	CES--1 Telex-Ear set Kit for Telex IFB	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Intercom Mic	TELEX/RTS	PCM--90--18 Goose Neck microphone	3	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Line Splitter	Whirlwind	Whirlwind LBS Line Balancer/Splitter	6	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Drop Mount	Arri/Manfrotto	Telescopic Drop Arm	5	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Pantograph	Arri/Manfrotto	Adjustable Pantograph Max 3.8 meter	3	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Wall/Desk Mount	N/A	LCD Screen Wall mount	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Cables	Assorted	Assorted Cables SDI,Power,HDMI,USB, CAT6 Cables and RJ45 Connectors	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Audio Mixer	Soundcraft	FX16H Soundcraft	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Power Distribution		Rack Mount Output Power Distribution Unit	2	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Cabinet	Red Star	Free standing 18 U Equipment Rack	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Green Screen	Westcott	Westcott Green Chroma key Sheet Background 10x24ft	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Green Screen Lights	Nunguang	CN-1200SA Nunguang 2x1 LEDLight Panel	4	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Lights for Talent	Nunguang	CN--600SA Nunguang 1x1 LED Light Panel	6	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
KVM	Adder	ALIF2002P ADDERlink infinity Dual	1	Kenya	SSBC	TV Studio production	Year 3	2016/3/1
Belt Pack	TELEX/RTS	TR--700 TELEX/RTS Wireless intercom belt	4	Kenya	SSBC	OB Van	Year 3	2016/3/1
Belt Pack Battery	TELEX/RTS	BP--800--NM TELEX/RTS Wireless intercom rechargeable Ni--mh Battery	4	Kenya	SSBC	OB Van	Year 3	2016/3/1
Headphone with Mic	TELEX/RTS	PH--88 TELEX/RTS intercom Single Sided	2	Kenya	SSBC	OB Van	Year 3	2016/3/1
Antenna	TELEX/RTS	F01U118464 TELEX CLA--8 1/2 Wave	2	Kenya	SSBC	OB Van	Year 3	2016/3/1
Antenna mounting kit	TELEX/RTS	F01U118161 Telex AB--2 Universal Bracket	2	Kenya	SSBC	OB Van	Year 3	2016/3/1
Switcher	NewTek	TC460MS Tricaster 460 with Control Surface	1	Kenya	SSBC	OB Van	Year 3	2016/3/1
Video Router	Blackmagic	VHUBSMART6G2020	1	Kenya	SSBC	OB Van	Year 3	2016/3/1
Video Monitor	Sony	FD40W600	2	Kenya	SSBC	OB Van	Year 3	2016/3/1
Cables	Assorted	Assorted Cables--- Power,HDMI,USB etc.	1	Kenya	SSBC	OB Van	Year 3	2016/3/1
Wall/Desk Mount	N/A	LCD Screen Wall mount	2	Kenya	SSBC	OB Van	Year 3	2016/3/1
Radio System	Clyde	So Easy Compact	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
Extra TX Switch	Clyde	TSM1 Clyde Broadcast TX switch and	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
Cables	Assorted	Assorted Cables	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1

Sampler	Roland	SP--404SX	3	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
Extra Cable Loom	Clyde	SIR PP. Pre---wired Cable Looms	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
AM STY	RVR	PTRL/PXRL	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
Audio Processor	Audessence	ONE AM	1	Kenya	SSBC	Radio Studio	Year 3	2016/3/1
Audio Mixer	Soundcraft	EMP--6	1	Kenya	SSBC	OB Van	Year 3	2016/3/1
LTO Archeive Device	ProMax	Pro Cache 6 Stand Alone LTO Archeive Device	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
Spares Kit	ProMax	Online 1000 Spares Kit 660W Power Supply 2	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
Spare 4TB HD	Western Digital	WD Enterprise Class 4TB Hard Drive	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
LTO Cassettes	Fuji	I6310732 15 Cassettes LTO 6.2.5TB	15	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
Operational	Local	Screen, Keyboard and Mouse	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
High Speed Connectivity Card	ProMax	10GbE Optional Fibre Card 2 port 10GbE Fibre Connectivity Card with SFP's	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
Platform24 port Switch	ProMax	Platform Switch 24	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
ProMax I/O Module	ProMax	ProMax I/O Module for additional Switch connection to Fibre	1	Kenya	SSBC	Pro Max archeive and management	Year 3	2016/3/1
DMX Lighting Controller	Strand	I00 Plus	1	Kenya	SSBC	Lighting DMX control surface	Year 3	2016/3/1
Base Station	ClearCom	MS--702	1	Kenya	SSBC	Inter-communication for studio B	Year 3	2016/3/1
Interface	ClearCom	TW-12C Interface to work with TELEX/RTS	1	Kenya	SSBC	Inter-communication for studio B	Year 3	2016/3/1
Single Ch Belt Packs	ClearCom	RS-701 ClearCom Clear Com Wired Single Ch Belt Packs	5	Kenya	SSBC	Inter-communication for studio B	Year 3	2016/3/1
Audio Cabling	CATS	Audio Cable Wiring	1	Kenya	SSBC	Inter-communication for studio B	Year 3	2016/3/1
Single Cup Headsets	ClearCom	CC-300-X4 Noise Cancelling High Quality Single Muff Headset and Microphone	6	Kenya	SSBC	Inter-communication for studio B	Year 3	2016/3/1
Compact Solid State	SONY	SONY PXW-X160/C	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Carry Case Camcorder	SONY	SONY LCS-G1BP Carry Case B&i Camera	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Battery Pack	SONY	SONY 2BP-U60 Battery Pack 2PAC	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Battery Charger	SONY	SONY BC-U2 Battery Charger for Battery	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Wireless Microphone Package	SONY	SONY UWP-D11/K21 UHF Wireless Microphone Package	4	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
Handy Cam	SONY	SONY HDR-CX405 Handy Cam with Exmor RTM CMOS sensor	4	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
VTR Repari Kit	SONY	(1) i- Link board (Model: HVR- M35E Serial Number: 0211809 x 2 (2). processor board (Model: HVR- M35E Serial Number: 0211809) x 1 (3) i- Link board (Model: HVR- M25AE Serial Number: 0211900) x 2 (4) processor board (Model: HVR- M25AE Serial Number: 0211900) x 2	1	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
HDV Compact VTR	SONY	SONY HVR-M35E HDV/DVCAM/DV production flexibility with support for all of the	2	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
Tripod	SONY	LIBEC LX7M Professional 2-Stage Aluminum Tripod System w/ Mid Level Spreader	4	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
Battery Light	SONY	SONY HV-LBPC/C LED Battery Video Light	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Dynamic Mic	SONY	SONY F-720	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Electric Condenser	SONY	SONY ECM-674	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Audio Mixer	SONY	SONY DMX-P01 lightweight and portable field Digital Portable Audio Mixer	1	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
Shoe Mount Adaptor	SONY	SONY SMAD-P3 Multi-Interface Shoe Adapter for connecting the UWP-D series wireless receiver directly to a camera	4	Dubai	SSBC	News reporting and programme production	Year 3	2016/3/1
Headphone	SONY	SONY MDR-7506/1 Stereo Headphone	4	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Media Adaptor	SONY	SONY MEAD-SD02 Sony Media Adaptor	8	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
Memory Card	SONY	SONY sf-64P SD Memory Card	8	Dubai	SSBC	News reporting and programme	Year 3	2016/3/1
SD card	SANDISK	SD card 64GB	4	Local	SSBC	News reporting and programme	Year 3	2016/3/1
Hard Disc Drive	WD Elements	HDD USB3.0portable HDD 1TB	10	Japan	SSBC	Programme production	Year 3	2016/1/22
PC	Apple	iMac 21.5 inch display	4	Japan	SSBC	Programme production	Year 3	2016/1/22
PC	Apple	MacBook Pro with Retina Display 13.3/2.9	2	Japan	SSBC	Programme production	Year 3	2016/1/22
Video Interface	AJA	Portable Video Audio Interface	2	Japan	SSBC	Programme production	Year 3	2016/1/22
		DRUM ASSY, DEH-16A-R	4	Japan	SSBC		Year 3	
		LIMITTER ASSY, PINCH	4	Japan	SSBC		Year 3	
		TENSION REGULATOR G ASSY	4	Japan	SSBC		Year 3	
		GEAR ASSY, NO.3	4	Japan	SSBC		Year 3	
		WIRE, FLAT TYPE (18CORE)	1	Japan	SSBC		Year 3	
		MOUNTED C.BOARD, JK375	4	Japan	SSBC		Year 3	
		CHECK KIT, RF (WITH MOUNT)	1	Japan	SSBC		Year 3	
		NEW LANC JIG	1	Japan	SSBC		Year 3	
		LANC CABLE	1	Japan	SSBC		Year 3	
		TOOL, SCREWDRIVER	1	Japan	SSBC		Year 3	
		CASSETTE STANDARD PLATE	1	Japan	SSBC		Year 3	
		REEL STANDARD BASE	1	Japan	SSBC		Year 3	
		TENSION REGULATOR ADI. BOARD	1	Japan	SSBC		Year 3	
		CPC-8	1	Japan	SSBC		Year 3	
		PASS ADJUSTMENT BOARD	1	Japan	SSBC		Year 3	
		TAPE, ALIGNMENT XH2-1AST (N&P)	1	Japan	SSBC		Year 3	
TAPE, ALIGNMENT XH2-3H	1	Japan	SSBC	Year 3				
ALIGNMENT TAPE, XH5-3P	1	Japan	SSBC	Year 3				
ALIGNMENT TAPE, XH5-5P	1	Japan	SSBC	Year 3				
Tele Promper	PROTEC	HDP-2000F	1	Japan	SSBC	For TV Studio	Year 5	
Tele Promper carrying case	PROTEC	SC2000	1	Japan	SSBC	For TV Studio	Year 5	
Tri Caste update	TriCaster	Advanced Edition	1	Local	SSBC	Tri Caste update	Year 5	
ProMAX software update	TriCaster	Promax Online 1000	1	Local	SSBC	Tri Caste update	Year 5	
Dynamic Microphone	SHURE	SM63L-X	2	Japan	SSBC	Fro ENG	Year 5	
Earphone	JVC	SE-CL522-R	4	Japan	SSBC	Fro ENG	Year 5	
Earphone	SONY	MDR-EX15LP B	10	Japan	SSBC	Fro ENG	Year 5	
Shotgun Microphone for	SONY	ECM-674/9X	1	Japan	SSBC	Fro ENG	Year 5	
Lapel Microphone for ENG	SONY	ECM77BC/9X	2	Japan	SSBC	Fro ENG	Year 5	
SDXC card	SONY	SF-64P	10	Japan	SSBC	Fro ENG	Year 5	
Head set	SONY	MDR-7506	2	Japan	SSBC	Fro ENG	Year 5	
HDMI cable 3m	GREEN HOUSE	GH-DHD30BK	2	Japan	SSBC	Fro ENG	Year 5	
HDMI cable 1.5m	GREEN HOUSE	GH-DHD15BK	2	Japan	SSBC	Fro ENG	Year 5	

USB Mouth	SANWA SUPPLY	MA-BL3UPBK	18	Japan	SSBC	Fro ENG	Year 5
Solar Stop watch	SEIKO	SVAJ103	12	Japan	SSBC	Fro ENG	Year 5
Condenser Microphone	Audio Technica	AT5040	3	Japan	SSBC	For Radio Studio	Year 5
Digital Audio Recorder	TASCAM	SS-R200	1	Japan	SSBC	For Radio Studio	Year 5
Open Reel Audio Player	TEAC	X-10R	1	Japan	SSBC	For Radio Studio	Year 5
Dynamic Microphone	SHURE	SM58-LCE	2	Japan	SSBC	For Radio Studio	Year 5
Mic Stand	TAMA	MS20 K&M 23325	2	Japan	SSBC	For Radio Studio	Year 5
Mic holder	TAMA	K&M MH2	5	Japan	SSBC	For Radio Studio	Year 5
Audio Mixer	SOUND CRAFT	SOUND CRAFT EPM-8	2	Japan	SSBC	For Radio Studio	Year 5
Mic Stand	K&M	K&M 26145	3	Japan	SSBC	For Radio Studio	Year 5
Pop Guard	Aspen pittman	Aspen pittman designs PFM+	3	Japan	SSBC	For Radio Studio	Year 5
Phantom Power Supply	Audio Technica	Audio Technica AT8546a	1	Japan	SSBC	For Radio Studio	Year 5
Audio Cable XLR-XLR	Sound House	CLASSIC PRO MIX050	5	Japan	SSBC	For Radio Studio	Year 5
Audio Cable XLR-Mini	HOSA	HOSA XVM101F 110M	3	Japan	SSBC	For Radio Studio	Year 5
Audio System	JVC	EX-HR11	1	Japan	SSBC	For Radio Studio	Year 5
Dummy Road	ALTRONIC	Forced Air Cooled 6405-230	1	Japan	SSBC	For Radio Studio	Year 5
Dynamic Microphone	SHURE	SHURE SM63L	3	Japan	SSBC	For Radio OB VAN	Year 5
Mic Sand	K&M	K&M 21060B	3	Japan	SSBC	For Radio OB VAN	Year 5
Carrying Back	K&M	K&M26019	1	Japan	SSBC	For Radio OB VAN	Year 5
Audio Cable XLR-XLR	Sound House	CLASSIC PRO MIX030	3	Japan	SSBC	For Radio OB VAN	Year 5
Head set	SONY	MDR-CD900ST	2	Japan	SSBC	For Radio OB VAN	Year 5
Personal computer	Panasonic	Let's NOTE	3	Japan	SSBC	For broadcasting	Year 5
Personal computer	Dell	Inspiration i3567-3964BLK	1	Japan	SSBC	For broadcasting	Year 5
I Mac	Apple	Retina 5k	3	Japan	SSBC	For broadcasting	Year 5
Macbook	Apple	Macbook Pro	1	Japan	SSBC	For broadcasting	Year 5
Mouse	Apple	Magic Mouse 2	5	Japan	SSBC	For broadcasting	Year 5
Firewire Adaptor Cable	Apple	Belkin Firewire800-400 Cable	3	Japan	SSBC	For broadcasting	Year 5
Thunderbolt Adaptor	Apple	Apple Thunderbolt Adaptor	6	Japan	SSBC	For broadcasting	Year 5
Mini Display Port-VGA	Apple	Apple Mini Display Port-VGA Adaptor	2	Japan	SSBC	For broadcasting	Year 5
Thunderbolt - Firewire	Apple	Apple Thunderbolt -Firewire Adaptor	3	Japan	SSBC	For broadcasting	Year 5
USB-C - USB Adaptor	Apple	USB-C- USB Adaptor	1	Japan	SSBC	For broadcasting	Year 5
USB-C - Gigabit Ethernet	Apple	USB-C to Gigabit Ethernet Adaptor	1	Japan	SSBC	For broadcasting	Year 5
USB-C - VGA Multiport	Apple	USB-C - VGA Multiport Adaptor	1	Japan	SSBC	For broadcasting	Year 5
SD card	Apple	SD UHS-II Card USB-C Reader	1	Japan	SSBC	For broadcasting	Year 5
USB-C Thunderbolt	Apple	USB-C - Thunderbolt 2 Adaptor	1	Japan	SSBC	For broadcasting	Year 5
Software	Apple	Apple Motion 5	3	Japan	SSBC	For broadcasting	Year 5
Software	Apple	Apple Compressor 4	3	Japan	SSBC	For broadcasting	Year 5
Software	Apple	Apple Final Cut X	3	Japan	SSBC	For broadcasting	Year 5
Software	Apple	Apple Final Cut Studio HD	4	Japan	SSBC	For broadcasting	Year 5
Wireless LAN Analyzer		AirPeap NX	1	Japan	SSBC	Equipment for Training	Year 5
Spectrum Analyzer		Wi-Syp DBx, Chanalyzer	1	Japan	SSBC	Equipment for Training	Year 5
Programmable IC		RF Drive IC-EPM 7064SLC	12	Japan	SSBC	Equipment for Training	Year 5
On tip computer		Getting Started with Arduino	5	Japan	SSBC	Equipment for Training	Year 5
LAN Router		DualComm DCSW-2005L	1	Japan	SSBC	Equipment for Training	Year 5

Remarks:

- 1) There was no procurement of equipment for Year 4 due to destruction of the Project including dispatch of JICA Experts and procurement plan after occurrence of the armed conflict in Juba in July.
- 2) Procurement process for equipment, which are to be installed during the remaining period of Year 5, is ongoing as of November 2018. This list only includes equipment which has already been procured.

Annex 3-4. Placement Records of South Sudanese Counterpart Personnel (2013 - 2017) (as of November 2018)

Name & Position of C/Ps	JCC and Working Groups	Participated training/seminar abroad	Period assigned as C/P per position since the commencement of the Project
I. MINISTRY OF INFORMATION, COMMUNICATION AND TECHNOLOGY AND POSTAL SERVICE (Former MINISTRY OF INFORMATION AND BROADCASTING)			
1	Director General of Information (former Director General of Information and Broadcasting)		
Mr. Mustafa Biong Majak	JCC/ WG1-Whole Plan Making(Leader)	Japan (2013.4)	2013.01 -
Mr. Paul Jacob Kumbo	JCC/ WG1-Whole Plan Making	Japan (2013.4), Uganda (2014.9, 2017.07), Kenya (2014.2, 11), Uganda(2017.7), Rwanda(2018.2)	2015 - Present
2	Acting Undersecretary		
Mr. Paul Jacob Kumbo	JCC Chair/ WG1-Whole Plan Making	Japan (2013.4), Uganda (2014.9, 2017.7), Kenya (2014.2, 11), Uganda(2017.7), Rwanda(2018.2)	2013.01 - 2015
3	Director of Projects (former Director of State Affairs)		
Mr. Faris Mathew Richard Mabruk	JCC Secretary/ WG1-Whole Plan Making (Secretary)	Japan (2013.4), Kenya (2014.2, 6,11) Uganda (2014.9, 2017.7),	2013.01 - Present
II. SOUTH SUDAN BROADCASTING CORPORATION (Former SOUTH SUDAN TELEVISION & RADIO)			
1	Chairperson, Board of Directors, SSBC		
Prof. William Hai Zaza	JCC Chair/ WG1	Rwanda (2016.2), Uganda (2017.7), Rwanda(2018.2)	2016.02 - Present
2	Member, Board of Directors, SSBC		
Mr. Michael Ton Mangok	JCC/ WG1	Uganda (2017.7), Rwanda(2018.2)	2016.02 - Present
3	Member, Board of Directors, SSBC		
Mr. Tereza Ciricio	JCC/ WG1	Uganda (2017.7), Rwanda(2018.2)	2016.02 - Present
4	Member, Board of Directors, SSBC		
Ms. Agathe David Lado	JCC/ WG1	Uganda (2017.7), Rwanda(2018.2)	2016.04 - Present
5	Managing Director, SSBC		
Mr. James Magok Chilim	JCC (Project Director)/ WG1	Uganda (2017.7), Rwanda(2018.2)	2016.04 - Present
6	Acting Director General		
Mr. Martin Baba	JCC/ WG1/WG3 (South Sudan Special Program Team)		2015.02 - 2016.
Ms. Suzan Alphonse Dumo	JCC	Kenya (2014.2, 6, 9), Rwanda(2018.2)	2016 - Present
7	Director of Radio		
Mr. Rehan Abdelnebi Rehan	JCC/ WG1-Whole Plan Making/ WG1-Radio Management(Leader) /	Japan (2013.4), Kenya (2014.6)	2013.01.21 - 2015.02
Ms. Suzan Alphonse Dumo	JCC	Kenya (2014.2, 6, 9), Rwanda(2018.2)	2013.01.21 - 2016
Mr. Abubaker Ali Surur		Rwanda(2018.2)	2016 - Present
8	Director of Television		
Mr. Moyiga Korokoto Nduru	JCC/ WG1-Whole Plan Making/ WG1-TV Management(Leader)	Japan (2013.4), Kenya (2014.6.11), Uganda (2014.9, 2017.9), Rwanda(2017.7, 2018.2)	2013.01 - 2016.01
Mr. Adil Faris			2016.01 - 2017.07
9	Editor in Chief, Television		
Mr. Moyiga Korokoto Nduru	JCC/ WG1-Whole Plan Making/ WG1-TV Management	Japan (2013.4), Kenya (2014.6.11), Uganda (2014.9, 2017.9), Rwanda(2017.7, 2018.2)	2015.12 - Present
10	Director of News, Television		
Mr. Francis Duka	WG1-Whole Plan Making/ WG1-TV Management/ WG3 (South Sudan Special Program Team)		2013.01.21 - Present
11	Director of News, Radio		
Mr. Yousif Micheal Dafalla	WG1-Whole Plan Making/ WG1-TV Management		2013.01.21 - Present
12	Director of Radio Engineering		
Eng. Abdellah Noah Khamis	JCC/ WG1-Whole Plan Making/ WG2 – Radio Equipment Management (Leader)	Japan (2013.4), Kenya (2014.6.11), Uganda (2014.9, 2017.9), Dubai (2015.2), Rwanda(2018.2)	2013.01.21 - Present
13	Director of Television Engineering		
Eng. Ramadan Kamil Abulangi	JCC/ WG1-Whole Plan Making, WG1-TV Management, WG2 – Television Equipment Management (Leader)	Japan (2013.4), Kenya (2014.6.11), Uganda (2014.9), Dubai (2015.2)	2013.01.21- 2016 (on leave)
Mr. Luka Benjamin	WG2 – Radio Equipment Management (Leader)	Japan (2013.7), Dubai (2014.2)	2016 - Present
13	D / Director of Engineering, TV		
Eng. Grace John Dollo	WG1-TV Management, WG2 – Television Equipment Management	Rwanda(2018.2)	2013.01.21 - Present
14	Head of English Service, News Department, TV		
Mrs. Rejoice Tio Samson	JCC/ WG1-TV Management/ WG4 – Television News Reporting/WG3 Program production (South Sudan Special Program)	Japan (2013.4), Kenya (2014.6.11, 2016.08), Uganda (2014.9, 2017.7), Rwanda (2016.2, 2018.2)	2013.01.21 - Present
15	D / Director for Program, Radio		
Mr. Garbel Lam	WG1-Radio Management, WG3 – Radio Program Production (Leader)		2013.01.21 - Present
16	Head of Arabic Service, Radio		
Mrs. Fauzia Hezkia	WG1-Radio Management, WG3 – Radio Program Production		2013.01.21 - 2016 (on leave)
17	Head of English Service, Radio		
Mr. Yunis Ramadan	WG1-Radio Management, WG3 – Radio Program Production		2013.01.21 - Present
18	D/ Head of News, Radio		
Mr. Marcello Nazario	WG1-Radio Management, WG4 – Radio News Reporting(Leader)	Rwanda (2016.02)	2013.01.21 - Present
19	Head of Local Languages		
Mrs. Veronica Lucy	WG1-Radio Management		2013.01.21 - 2015
20	Radio Engineering		
Eng. Luka Benjamin Wani	WG2 – Radio Equipment Management (Leader)	Japan (2013.7), Dubai (2014.2)	2013.01.21 - Present
21	Engineer Gumba Transmitter, Radio		
Eng. Marcello Kenyi	WG2 – Radio Equipment Management	Kenya (2014.6)	2013.01.21 - Present
22	Maintenance Engineer, Radio		
Eng. Philip Ezama	WG2 – Radio Equipment Management		2013.01.21 - Present
23	Maintenance Engineer, Radio		
Eng. Badrdin Alfi Ramadan	WG2 – Radio Equipment Management	Japan (2013.7), Kenya (2014.6), Dubai (2015.2, 2017.11), Rwanda(2018.2)	2013.01.21 - Present
24	Technician, Radio		
Mr. Peter Lako Kose	WG2 – Radio Equipment Management		2013.01.21 - Present
25	Radio opepration, Radio		
Mr. Elizeo Auku Victor	WG2 – Radio Equipment Management	Kenya (2014.6)	2013.01.21 - Present
26	Head of Broadcaster, TV		
Eng. Gaspren Moyi Stephan	WG2 – Television Equipment Management	Japan (2013.10), Kenya (2014.6, 11, 12), Uganda (2014.9), Dubai (2015.2, 2017.11)	2013.01.21 - Present

27	Control Room, TV Mr. Chirbek Ruben	WG2 – Television Equipment Management		2013.01.21 - Present
28	Camera Unit, TV Mr. Scopas Modi Mano	WG2 – Television Equipment Management		2013.01.21 - Present
29	Camera Unit, TV Mr. Samuel Laki Lonko Majubura	WG2 – Television Equipment Management	Uganda (2014.9, 2017.08), Rwanda(2017.10, 2018.2)	2013.01.21 - Present
30	Engineering Department, TV Mr. Alfred Eluzai Amusa	WG2 – Television Equipment Management	Japan (2013.7) Kenya (2014.6)	2013.01.21 - Present
31	Engineering Department, TV Mr. John Tito Abraham	WG2 – Television Equipment Management	Uganda (2014.9, 2017.08), Dubai(2017.11), Rwanda(2018.2)	2013.01.21 - Present
32	Engineering Department, TV Mr. Bakri Zakaria Ismail Rondyang	WG2 – Television Equipment Management	Kenya(2014.12), Rwanda(2018.2)	2013.01.21 - Present
33	Engineering Department Mr. Joseph Juma Shabango	WG2 – Television Equipment Operation	Rwanda(2018.2)	2013.01.21 - Present
34	Engineering Department Mr. Paul Marcello Waden Kose	WG2 – Television Equipment Management	Kenya(2014.12), Uganda (2017.08)	2013.01.21 - Present
35	Engineering Department Mr. Oliver Matayo Ware	WG2 – Television Equipment Management	Uganda (2017.08)	2013.01.21 - Present
36	Operation Department, TV Mr. Mustafa Samon	WG2 – Television Equipment Operation		2013.01.21 - Present
37	TV Control Room Mr. Joval Tombe Charles	WG2 – Television Equipment Operation	Dubai(2017.11),	2013.01.21 - Present
38	TV Control Room Ms. Jessica Lala Anthony Olum	WG2 – Television Equipment Operation	Dubai(2017.11),	2013.01.21 - Present
39	TV Control Room Mr. Oliver Elario Durman	WG2 – Television Equipment Operation	Dubai(2017.11),	2013.01.21 - Present
40	Senior Programmer, Radio Mr. Owero Joseph	WG3 – Radio Program Production (South Sudan Special Program)		2013.01.21 - Present
41	Senior Programmer, Radio Mr. Ohen Walter	WG3 – Radio Program Production		2013.01.21 - Present
42	Senior Programmer, Radio Mrs. Jenifer Alfred	WG3 – Radio Program Production (South Sudan Special Program)		2013.01.21 - Present
43	Head of Program, TV Mr. James Nyak Riek Bong	WG3 – Television Program Production (Leader) (South Sudan Special Program Team)	Kenya (2014.11,12), Rwanda (2016.2, 2017.10, 2018.2), Uganda (2017.8)	2013.01.21 - Present
44	Director of Operation, TV Mr. Mustafa Shamsoun	WG3 – Television Program Production		2013.01.21 - Present
45	Executive Producer, Arabic Services, TV Mrs. Awut Charles	WG3 – Television Program Production (South Sudan Special Program Team)	Japan (2014.7)	2013.01.21 - Present
46	Programme Producer/Reporter, English News, TV Mrs. Leila Osman	WG3 – Television Program Production (South Sudan Special Program)/ WG4 –News Reporting	Japan(2014.7), Kenya (2014.11,12), Uganda (2017.8), Rwanda(2017.10, 2018.2)	2013.01.21 - Present
47	Program, TV Mr. Deng Nyok Deng	WG3 – Television Program Production	Kenya (2016.8), Rwanda(2018.2)	2013.01.21 - Present
48	English Services, TV Mr. Kizito Oketa Modest	WG3 – Television Program Production (South Sudan Special Program Team)	Japan (2014.7)	2013.01.21 - Present
49	Video Editor, TV Mr. Simon Bingo Lokwang	WG3 – Television Program Production		2013.01.21 - Present
50	Video Editor, TV Mr. Santo Manas Lobak	WG3 – Television Program Production	Kenya (2014.6), Uganda (2017.8), Rwanda(2017.10, 2018.2)	2013.01.21 - Present
51	Camera, TV Mr. Emmanuel Nasona	WG3 –Program Production	Uganda (2014.9)	2013.01.21 - 2015
52	Radio Producer, Radio Mr. Abraham Garang	WG3- Program Production (South Sudan Special Program)	Kenya (2014.2)	2015.06 - Present
53	Radio Producer, Radio Ms. Hellen George	WG3-Program Production (South Sudan Special Program)		2015.06 - Present
54	Radio Producer, Radio Mr. Mandera Florence	WG3-Program Production	Japan (2014.7)	2015.06 - Present
55	Programme, TV Ms. Nejwa Haron Fadol Morjan	WG3-Program Production	Kenya (2014.12)	2015.06 - Present
56	Presenter, TV Mr. Joice John Thomas Lowaya	WG3-Program Production	Rwanda(2018.2)	2015.06 - Present
57	Chief Editor, Radio Mr. Lucia Hassan Ochan	WG4 – Radio News Reporting		2013.01.21 - Present
58	Senior Editor, Radio Mr. Hassan Elisa Jamba	WG4 – Radio News Reporting		2013.01.21 - Present
59	Senior Editor, Radio Mr. Moses Tombrom	WG4 – Radio News Reporting		2013.01.21 - Present
60	Reporter, Radio Mr. Peter Mori	WG4 – Radio News Reporting		2013.01.21 - Present
61	Reporter, Radio Mr. Joseph Agrab	WG4 – Radio News Reporting		2013.01.21 - Present
62	Arabic Service, TV Mr. Gabriel Daniel	WG4 – Television News Reporting		2013.01.21 - Present
63	Reporter, English Service, TV Mr. Henry Jada	WG4 – Television News Reporting		2013.01.21 - 2014 (at office of vice-president)
64	Senior Arabic Service, TV Ms. Charity Alias	WG4 – Television News Reporting		2013.01.21 - Present

65	Arabic Service, TV Ms. Kamal Juma	WG4 – Television News Reporting	Kenya (2014.6)	2013.01.21 - Present
66	Senior Video Editor, TV Mr. Cosmos George Y. Mundu	WG4 – Television News Reporting/WG3 program production (South Sudan Special Program Team)	Rwanda(2018.2)	2013.01.21 - Present
67	Video Editor, TV Mr. Victor Lado W.	WG4 – Television News Reporting	Kenya (2014.11)	2013.01.21 - Present
68	English News Presenter, Reporter, Editor, English Service, TV Mr. Garang John	WG4 –News Reporting		2013.01.21 - Present
69	Arabic Service, TV Mr. Francis Mawien	WG4 –News Reporting	Uganda (2017.8), Rwanda(2017.10, 2018.2)	2015.06 - Present
70	News translator, reporter, Radio Mr. Mario Suleiman Bol Adam Aguer	WG4 –News Reporting	Kenya (2014.12), Rwanda(2017.10, 2018.2)	2015.06 - Present
71	Arabic Service, Radio Mr. Khamis Arkangelo Abbas Lado	WG4 –News Reporting	Kenya (2014.11), Uganda (2017.08), Rwanda(2017.10, 2018.2)	2015.06 - Present
72	Reporter, Radio Mr. Monday James Figa	WG4 –News Reporting	Uganda (2017.08)	2015.06 - Present
73	Producer, TV Mr. Tek Stephen Ogut	WG3 (South Sudan Special Program)	Japan (2015.11), Kenya (2016.8)	2015.6 - 2016 (at Ministry of Foreign Affairs)
74	Producer, English Program, TV Mr. Edir Stephen	WG3 (South Sudan Special Program)	Kenya (2014.02, 11), Japan (2015.11)	2015.6 - Present
75	Producer, English Program, TV Mr. James Waden Jada	WG3 (South Sudan Special Program)	Uganda (2017.8), Rwanda(2017.10, 2018.2)	2015.6 - Present
76	Producer, Arabic Program, TV Mr. Bullen Yona Walla	WG3 (South Sudan Special Program)		2015.6 - Present
77	Producer, English Program, Radio Ms. Asunta Jangara	WG3 (South Sudan Special Program)	Kenya (2014.2), Uganda (2017.8), Rwanda(2017.10, 2018.2)	2015.6 - Present
78	Producer, English Program, Radio Ms. Mandera Florence	WG3 (South Sudan Special Program)		2015.6 - 2016
79	Producer, Arabic Program, Radio Mr. Khamis John	WG3 (South Sudan Special Program)	Uganda (2014.9)	2015.6 - Present
80	MD Advisor Mr. Vitale Nemesio Oduho	WG1	Rwanda (2018.2)	2018.2 - Present

ANNEX 4: Summary of Activities Implemented

Plan	Results
OUTPUT 1. The organizational and operational issues to be addressed are clarified to transform SSTVR into a public broadcaster and a resolution policy and organizational vision are formulated in SSTVR.	
1-1: Baseline data are collected and analyzed to grasp the current situation of media and its audience in South Sudan including those of SSTVR.	(1) Baseline survey was conducted with sample size of 762 persons in 3 difference cities (Juba, Malakal and Wau) to collect information of media in South Sudan, opinions of radio and television audience of radio and television including SSTVR. (2013.03.12-2013.06.31) According to the results of the baseline survey conducted in Juba, Malakal and Wau (sample size of 762 persons) in Year 1, radio station run by international organizations and community radio stations such as Radio Miraya and BBC World were popular stations among radio audience. Regarding TV, it was found that only 5% of the households owned a television set and competition among TV stations was less than competition among radio stations due to the small number of TV broadcasters in South Sudan. Many of TV audience watch SSTV (Juba 62.2%, Malakal 91.4%, Wau 41.1%).
1-2: Information on public broadcasting institutions in other countries is provided.	<p>(1) Launching ceremony of the Project was held with participations of approximately 40 persons from MOIB, SSTVR, Liaison office of Government of Japan, JICA Sudan Office, 7 other development partners and NGOs (UNESCO, UNICEF, USAID, etc.) as well as 9 local media houses (Almasier, Juba Post, The Christian Times, The New Nation, BBC Media Action Citizen Newspaper, Foundation UNMISS, Central Equatoria Radio/TV, News Agency of South Sudan). JICA Experts presented about management of NHK as an example of the public broadcasters so as to make discussion about future transformation of SSTVR to the public broadcaster. (2013.04.04)</p> <p>(2) Training for 8 senior managers of SSTVR and MOIB was implemented in Japan. Through their visit in NHK, they have increased their understanding of public broadcasting, the system to realize accurate, neutral, and fair news reporting and equipment maintenance system, development of advanced technology (program production, emergency disaster news, election coverage etc.) in Japan. (2013.04)</p> <p>(3) Training in Kenya was conducted with participations of SSTV senior managers and MOIB senior officials. From the cases of KBC and NHK, they gained their knowledge about multiple themes such as business management and financial sources of public broadcasting corporations. (2014.02)</p> <p>(4) Joint Workshop</p>
1-3: Issues to be	(1) Senior managers of SSTVR and senior officials of MOIB who participated in

<p>addressed are clarified to transform SSTVR into a public broadcaster (including budget management of SSTVR for sustainable management).</p>	<p>the training in Japan analyzed issues of SSTVR towards transforming to the public broadcaster. Based on their analysis, they developed and presented the action plan consisting of schedule and focal person for each task at the end of the training program. (2013.4)</p> <p>(2) “Symposium for Action Plan toward Public Broadcasting” was held with participants of MOIB and SSTVR and officials from other authorities, relevant media institutions and journalists. Participants made discussion of the action plan and informed its contents to stakeholders. (2013.8.26)</p> <p>(3) In Year 2, through the series of training in Uganda and Kenya, senior managers of SSTVR and MOIB officials gain their knowledge and made discussion about election coverage, financial management, human resources system, editorial independence. Participants clarified the issues of SSTVR and discussed about solutions. (2014.06, 2014.9, 2014.11)</p>
<p>1-4: Strategies for SSTVR to become a trusted public broadcaster, including financial strategy and human resource planning, are planned.</p>	<p>(1) During the training in Kenya in Year 1, SSTVR senior managers and MOIB senior officials made discussion groups on broadcasting management, financial management, human resources management and development, and programme contents. Each group formulated strategies concerning transformation of SSTVR to the public broadcaster. As the outcome, “Resolution Policy for Issues Related to the Conversion into Public Broadcaster, 1st Draft.2014.03” was developed. (2014.02)</p>
<p>1-5: A short-term road map for SSTVR to become a public broadcaster is formulated through discussion with Board of Directors once they are nominated.</p>	<p>(1) At the 4th JCC meeting, JCC members agreed on converting the strategy paper created in Activity 1-4 to the “Short-term road map towards Public Service Broadcasting” (2014.09)</p> <p>(2) It is planned to finalize the “Short-term road map towards public service broadcasting” documents within Year 3.</p> <p>(3) In Year 3, the finalization of the short-term road map for SSTVR was conducted. After the enforcement of the Broadcasting Corporation Law in September 2014, candidates of the Board of Directors of SSBC were nominated in 2015 and members were officially nominated on 5 February 2016. The short-term road map was approved as project outcome at the JCC in March 2016.</p> <p>(4) In Year 4, JICA Experts explained about the short-term roadmap to Board of Directors of SSBC. Board of Directors approved the short-term roadmap and agreed to work on organizational development accordingly along with the Project (2016.6).</p>
<p>1-6: A middle/long-term road map for SSTVR to</p>	<p>(1) In response to the circumstance that the Broadcasting Corporation Act was signed into law by the President in September 2014, SSTVR started the</p>

<p>become a trusted public broadcaster is formulated based on the Broadcasting Corporation Act.</p>	<p>preparation for the “Middle and Long-term road map towards entrusted Public Service Broadcasting” along with the short-term road map. Aiming to develop SSTVR to a broadcaster trusted by the viewers, the road map will provide an action plan for the period of five to ten years after its transformation into the public broadcaster, which consists of expansion of coverage, financial plan for sound management, as well as actualization of fair, impartial and high quality broadcasting.</p> <p>(2) In Year 3, SSTVR has been preparing to formulate details of the middle and long term road map by holding seminar and in-taking opinions of stakeholders (public broadcasting experts, international organizations, and local organizations for journalists.)</p> <p>(3) In Year 3, WG1 continued discussion on “The middle/long-term road map for SSBC to become a trusted public broadcaster.”</p> <p>(4) In Year 4 (June 2016), C/P in charge of developing the middle/long-term road map was assigned. JICA Experts provided guidance for the framework and contents and advice for the C/P about the draft prepared by the C/P.</p> <p>(5) In Year 5, draft was developed during the workshop to formulate a middle/long-term road map held in Kigali through discussion with participations of SSBC board as well as management and staff. (2018.2)</p> <p>(6) The middle/long-term road map was approved by SSBC. (2018.6)</p>
<p>1-7: Seminar on “A middle/long-term road map for SSTVR to become a trusted public broadcaster” are conducted</p>	<p>(1) Seminar on “A middle/long-term road map for SSTVR to become a trusted public broadcaster” were conducted first in Kampala, Uganda (2017.7) and second in Kigali, Rwanda. (2018.2) SSBC Management team and Board Members finalized the “Middle/Long term Roadmap for South Sudan Broadcasting Corporation”, which was lately approved at SSBC in June 2018.</p>
<p>1-8: The End-line survey is conducted to grasp the current situation of media and its audience in South Sudan including those of SSTVR.</p>	<p>(1) The End-line survey was conducted in September 2018 which found generally positive improvement on SSBC in both radio and TV aspect, although the vulnerability of broadcasting infrastructure appeared to hinder the progress.</p>
<p>OUTPUT 2. The capacity of SSTVR staff in charge of operating and maintaining broadcasting equipment is enhanced.</p>	
<p>2-1: Issues related to operation and</p>	<p>(1) Upon agreement at the 1st JCC in Year 1, WG2 was established and started their activities for enhancement of operation, maintenance and management of</p>

<p>maintenance of broadcasting equipment are analyzed, and proposal of human resource and budget concerning engineering and operation is submitted to the manager.</p>	<p>broadcasting equipment. (2013.3)</p> <p>(2) Identified issues and results of analysis were compiled to the “Report on the analysis of the issues relating to the maintenance and management of equipment (April 2013)”. Identified issues are as follows: a) Low reliability due to the lack of the reserve system, b) Poor power supply system, c) Lack of maintenance budget, d) Limited work space, e) Problems of VTR tapes, f) Problems of nonlinear editing (NLE) devices, g) Need for equipment training, h) Actual example of operational management, i) Equipment maintenance/management group. (2013.4)</p> <p>(3) “Equipment Inventory List” was made based on the situation survey on equipment in SSTVR.</p> <p>(4) In Year 3, four study groups (1. New TV studio and HS LAN system, 2. New Radio Studio, 3. VTR maintenance, 4. Radio transmitter) were established to conduct analysis of existing broadcasting equipment and finalize procurement lists for each. (2015.06)</p> <p>(5) It is planned to start procurement process for TV studio and HS LAN system, new radio studio in September 2015, and for VTR network in November 2015.</p>
<p>2-2: OJT related to operation and maintenance of broadcasting equipment is conducted to the staffs of SSTVR who are in charge of equipment.</p>	<p>(1) In Year 1, based on the issued identified in Activity 2-1, OJT was conducted by the JICA Expert on equipment management targeting engineers and operation staff as below.</p> <p>a) WG2 meetings: WG2 met 18 times and worked on the following topics (generator, formulation of sub-group to discuss power source, procedure to make work-shift, setting up a new storage for cameras, making the urgent purchase list, procedure for disposal of equipment, development of video and audio system maps, discussion of organizational structure for engineering section.) (2013.9-10)</p> <p>b) Basic training for all staff in operation and maintenance: [Training topics] Introduction to TV System, Lighting Technology, Audio Technology, Video Shooting-1, Video Shooting-2, 50kW MW Transmitter [Participants] 101 participants in total (2013.03-04)</p> <p>c) Morning meeting and OJT by the JICA Expert (Monday – Friday) Morning meetings were held daily to review their work conducted on the previous day. The JICA Expert conducted OJT by selecting the topic based on the review. (2013.09-10)</p> <p>d) Technical training for the selected staff [Training topics] 1. Camera, 2. VTR, 3. Mid-wave radio, 4. Audio mixer, 5.</p>

	<p>Video switcher. Referring the makers' manuals, participants developed operation manuals for the equipment used in SSTVR</p> <p>e) Training in Kenya (5 days, 4 participants) (2014.02.24-02.28)</p> <p>(2) In Year 2, technical training for maintenance and operation for equipment was held in Kenya and Uganda. (2014.06, 2014.08, 2014.11) Advanced technical training for broadcasting equipment was held in Dubai (2015.02). Training participants created the list of equipment in use and organized the equipment manuals in the specific place in SSTVR so that every staff can access to these manuals. Within the engineering department, employees on duty started to write daily broadcasting report and submit it to the director.</p> <p>(3) In Year 3, technical staff members of SSTVR have been gaining basic knowledge through morning meetings and study group activities with technical advice by the JICA Expert.</p> <p>(4) In Year 4, technical staff members of SSBC have been gaining basic knowledge through morning meetings, OJT trainings, TV studio-related training, and Transmission engineer trainings from the JICA Expert.</p> <p>(5) In Year 5, technical staff members of SSBC have received third-country trainings in Kampala (2017.8), Dubai, UAE (2017.11) and Kigali, Rwanda (2018.2) by the JICA Expert.</p>
<p>2-3: A manual on operation and maintenance of broadcasting equipment is developed based on the contents of OJT.</p>	<p>(1) By Year 3, 6 manuals were developed by Working Group 2 members with technical guidance by JICA Experts. WG2 made several operation manuals for equipment used in SSTVR based on makers' manuals in Year 1. During the third country trainings during Year 2, participants gained their technical knowledge and skills and developed operation manuals accordingly.</p> <p><Maintenance manuals></p> <p>1. Rules on Maintenance of Broadcasting Equipment in SSTVR (RME), Ver.7. (2015.02):</p> <p>Based on the first draft prepared by JICA Expert in April 2013, WG2 has worked on upgrading it with more effective contents in Year 2.</p> <p><Operation manuals></p> <p>1. Rules on Operation of Broadcasting Equipment in SSTVR (ROE), Ver. 7. (2015.02)</p> <p>2. Operation Manual for SSR Gumbo Station, Ver. 2 (Feb.2015)</p> <p>3. Operation Manual for ENG Camera, Ver. 3 (Feb.2015)</p> <p>4. Operation Manual for Audio Mixer Ver. 2 (Feb.2015)</p> <p>5. Operation Manual for VTR Ver. 2 (Feb.2015)</p>

	(2) WG2 has been working on revising and upgrading manuals to make them more effective and practical manuals through utilizing them in operation.
2-4: The roles of the staff in charge of SSTVR engineering & operation are reviewed.	(1) In Year 3, WG2 worked on clarifying the current situation of staff in operation and maintenance. (2) Based on transformation of the SSTVR to SSBC, engineering division discussed its plan of human resources allocations. Regarding personnel allocation, the Project provided guidance and instruction with coordination with Output 1.
OUTPUT 3. The capacity of SSTVR staff in charge of programme production is enhanced.	
3-1: Issues relating to programme production are analyzed, and proposal of human resource and budget concerning programme production is submitted to the management.	(1) In Year 1, following issues of program production in SSTVR were identified by JICA Experts through consultation with program production staff. (2013.01) a) Lack of equipment (insufficient cameras, editing devices, script preparation system, vehicles for location shooting etc.) b) Insufficient training for human resources development resulted in lack of proper preparation and utilization of program structure, news rundowns. c) No proper budget allocation for program production resulted in limitation in program proposal such as with local coverage, renew studio sets, attractive program titles etc. d) Lack of necessary moral standards in the workplace (2) Through a series of project cycle management workshop, program production staff members identified issues faced in SSTVR as follows: a) lack of facility and equipment, b) insufficient technical skills, c) lack of systematic coordination, d) lack of compliance, e) lack of system to assess the programs produced. Participants also conducted objective analysis on how to improve the program production framework. (2013.05, 2013.11)
3-2: Basic seminars as well as OJT related to programme production are conducted to the staff of SSTVR who are in charge of programme production.	(1) In Year 1, based on issues identified in Activity 3-1, four different series of training sessions were conducted. For 96 days in total, program production staff in SSTVR received OJT by JICA Experts in the following four different topics: a) Basics of program production, b) News program production, c) Analysis issues relating to program production, d) Development of the program production guideline. (2) During the workshop for planning and designing the program proposal, participants dealt with important themes that would serve public interests of South Sudan. (3) As a results of the OJT, new formats for program proposal and program structure were adopted to the Program production department. (4) In the 4 th session conducted in Kenya, 4 participants from the program

	<p>production conducted location shooting and produced 2 reporting programs which went on the air through SSTV. (2014.02)</p> <p>(5) In Year 2, during the training in the third countries, participants from the program production department and news department worked together on studio production, and location shooting. Through OJT, they applied meetings with the production side and the technical side as routine as well as activating communication on sites.</p> <p>During Year 2, due to constraints not being able to conduct OJT in Juba by JICA Experts, the planned activity to set up a dedicated team for carrying out the proposed program was not implemented. In response, training participants from different units (e.g. producers, video editors, camerapersons, and presenters) worked together as if form a dedicated unit and practiced the team-based program production method. (2014.06 in Kenya, 2014.09 in Uganda, 2014.11 & 12 in Kenya)</p> <p>(6) Through the training in Japan for the purpose of developing video journalists, participants gained knowledge and skills about production process for interview programs. (2014.07)</p> <p>(7) In Year 3, in order to organize program production framework, a new Working Group was established. WG has been reviewing the current work flow from the program proposal, proposal meeting and competition, reporting by the team specialized for the program so as to systematize the entire work flow for quality programs.</p>
<p>3-3: Programme Guidelines are developed based on the contents of OJT.</p>	<p>(1) In Year 1, WG3 members exchanged their opinions about issues on program production at the workshop conducted by JICA Experts. WG3 confirmed necessity of creating and applying the program production guidelines. (2013.5)</p> <p>(2) WG3 members developed the draft program production guidelines with technical advice by JICA Experts. (2013.11)</p> <p>(3) During the training in Kenya, the participants worked on revising the guidelines to reflect consideration on ethnic harmony and co-existence and peace-building. As the outcome, “Programme Guidelines for SSTV/R Broadcasts (Drafted February 24, 2014)” was developed.</p> <p>(4) During Year 2, components included in the guideline have been practiced by the participants of the training in the third countries and Japan through OJT.</p> <p>(5) In Year 3, the “Programme Guidelines” was finalized and to be approved after the 7th JCC.</p> <p>(6) In Year 5, during TOT in Uganda, reading and discussion sessions were held to</p>

	increase participants' understanding of the Program Guidelines.
<p>3-4: The staff of SSTVR who are in charge of programme production are taught on how to make programmes to raise awareness about social issues and introduce necessary information for living.</p>	<p>(1) Program production staff gained basic knowledge about awareness raising and worked on analyzing social and development issues in South Sudan. They designed the awareness raising programs to address identified issues such as transportation safety, maternal health, election coverage, English education for children, promotion of school enrollment, agricultural extension, and waste management. (2013.11)</p> <p>(2) In Year 2, through training in Kenya and Uganda, participants from the program production department gained their knowledge and skills about process of each stage of work flow including program proposal, program structure designing, location shooting and direction methods. TV and radio programs produced during this training were broadcasted in South Sudan as listed in Activity 3-5. Especially through the studio-based program, the participants were able to practice multiple-camera techniques and video inserting technique.</p> <p>(3) In Year 3, the dedicated team was established to work on special program projects for promotion of agriculture and sports for peace building (consisting of 13 TV staff, 6 Radio staff).</p> <p>(4) The dedicated team was planned to produce various kinds of programs and scheduled to broadcast them from time to time, however, the site of training was changed from South Sudan to the third countries due to the change of the domestic security situations in South Sudan.</p>
<p>3-5: Programmes to raise awareness about social issues and introduce necessary information for living are produced by the staff of SSTVR who are in charge of programme production. (Formulation of the dedicated production team).</p>	<p>(1) Through the training in the third countries and Japan in Year 2, participants developed program proposals. (2014.06 in Kenya, 2014.07 in Tokyo, 2014.09 in Kampala, 2014.11 & 12 in Nairobi). During each training, participants produced programs practicing a series of production process from program proposals, designing structure of the program, location shooting and directing the program.</p> <p>(2) For the purpose of raising awareness of public about social issues, training participants produced selected various themes. SSTVR broadcasted all the programs as follows.</p> <ul style="list-style-type: none"> a) TV documentary on 'Rice production in Kenya' b) Studio-based TV & Radio program interviewing South Sudanese business person in Japan, c) TV and Radio book reading program for children d) TV and Radio program featuring the performance group aiming for ethnic harmony e) Studio-based TV program featuring the Olympic medalist and marathon

	<p>training for children in the slum area in Nairobi.</p> <p>(3) In Year 3, EXPRESS team joined in the WG3 was formulated and produced various programs focusing on educational, women and local economy issues,</p> <p>(4) In Year 4, programs for children were developed and produced. It was a new type at SSBC, in which children were involved as performers.</p>
3-6: Training of trainers on programme production are conducted.	(1) In Year 5, TOT members produced programs on the theme of their own country while dealing with themes that were beneficial for South Sudanese viewers and that will be hints for future life/peace building in the third countries. (Kampala, Uganda. 2017.8, Kigali, Rwanda. 2017.10, 2018.2)
OUTPUT 4. The awareness towards professionalism (accurate and fair news) is raised among SSTVR staff in charge of news reporting.	
4-1: The current situation and issues related to news reporting are analyzed, and proposal of human resource and budget concerning news reporting is submitted to the management.	<p>(1) Through the trainings in Year 1, issues related to news reporting were identified and analyzed as follows:</p> <p>a) Excessive dependence on the information from the Government and the ruling party</p> <p>b) Absence of editorial independence</p> <p>c) Lack of voluntary reporting as a result of depending on the government to provide the information as well as video materials.</p> <p>d) Weakness of the system for news coverage and program production</p> <p>e) Low work motivation and journalist ethics</p> <p>(2) In Year 3, SSTV started regular meetings such as editorial meeting and proposal meeting with technical guidance by JICA Experts.</p>
4-2: OJT related to news reporting is conducted to the staff of SSTVR who are in charge of news reporting.	<p>(1) In Year 1, based on identified issues through Activity 4-1, training courses on news reporting were conducted by JICA Experts as follows.</p> <p>a) Lectures for raising awareness toward formulation into public broadcaster <Theme> “Roles and responsibilities of public broadcasting”, “Importance of social news”, “News judgement and way to decide a news order”, and “Journalism Ethics”.</p> <p><Participants> For the 1st course consisting of 12 lectures: 168 participants (37 attended all themes) (2013.08.12-08.20), For the supplemental lectures consisting of 6 lectures: 73 participants (2013.11.05-11.07)</p> <p>b) OJT on news reporting</p> <p>OJT was conducted by JICA Experts for the English news program staff with participation of 5 to 10 persons per day for 3 days. Trained staff increased their awareness on the importance of punctuality of on-air time to gain trust by the audience. (2013.08.21-08.23, 2013.11.01)</p>

	<p>(2) In Year 2, SSTVR staff who are in charge of news reporting gained their knowledge and skills about a series of tasks to produce news events. (Please refer to Activity 4-5)</p> <p>(3) In Year 3, organizational chart for news and news hour chart were developed. (2015.09)</p> <p>(4) Prior to the outbreak of conflict in July 2016, the experts promoted full-scale TOT activities of reporters, camerapersons and editors in Year 4.</p>
<p>4-3: A Code of Ethics for news reporters is developed based on the contents of OJT.</p>	<p>(1) In Year 1, WG 4 for television and radio news had several meetings to discuss about a code of ethics which did not exist in SSTVR before. Everyone agreed to revise about expression of the “independence of news reporting” at the time of transformation into public broadcasting in the future. (2013.08, 2013.11)</p> <p>(2) “Final Draft - South Sudan Television & Radio (SSTVR) Journalists Code of Ethics” was developed and submitted to the SSTVR management. This version of code of ethics includes stipulations in line with the condition of the country such as not to foster a tribal conflict and to give consideration for the vulnerable groups of people in society. (2013.11)</p> <p>(3) In Year 5, utilization of the “SSBC Reporters and Broadcasters Handbook” was promoted for TOT participants for the purpose of realizing the principles of “A Code of Ethics” at the reporting sites. (2017.8, 2017.10, 2018.2)</p>
<p>4-4: The staffs of SSTVR in charge of news reporting are taught on how to conduct independent reporting.</p>	<p>(1) In Year 1, training program was conducted in Kenya for 5 days with participations of SSTVR staff who are in charge of news reporting. Through lectures and practical training, they gained technical knowledge and skills of various themes as follows (Journalism ethics and standards, writing and editing manuscript, basics of news program, crisis coverage – measures for safety and confrontation easing, shooting on location, disaster coverage).</p> <p>(2) In Year 2, through the third country trainings, participants gained practical knowledge and skills for public broadcasting, news research & investigation, script production methods, interview & reporting methods, disaster reporting, preparation for research & investigation for special news report, location shooting, basics of editing, code of ethics, safety in research & investigation of crisis as well as news reporting for conflict mitigation. Training participants in Kampala and Tokyo are also gained knowledge about election coverage through the cases of NHK.</p>
<p>4-5: The staff of SSTVR in charge of news reporting conduct</p>	<p>(1) During the training in the third countries and Japan conducted in Year 2, news reporting staff made proposal and produced news programs as follows. SSTVR broadcasted all of the above programs.</p>

<p>independent reporting.</p>	<ul style="list-style-type: none"> a) TV news reports in Nairobi featuring activities of Pan-African University students from Cameroon and Zimbabwe (2014.06) b) TV news report about “Protection and application of wild life” in Kampala (2014.09) c) TV and Radio news programs in Tokyo featuring Japan Prize, a competition of educational programs and interviews with a prize winner from Namibia (2014.10) d) TV and Radio news reports in Nairobi about the “Strawberry farmers’ group engaged in the One Village, One Product campaign. (2014.11) e) TV and Radio news report in Nairobi featuring production of bull craftwork” as a part of the OVOP campaign (2014.12) <ul style="list-style-type: none"> (2) In Year 3, Working Group will be newly formed to develop the organizational system for the entire work flow from the news gathering and researching to the news program proposal making and approval. (3) In Year 4, the experts provided guidance on the news coverage of international conference through OJT at TICAD VI news coverage. (4) In Year 5, the TOT members reported about the current situation of South Sudanese refugee camps in Uganda, and national reconciliation process in Rwanda through English/Arabic news and documentary programmes during the third country training (Uganda, 2017.8, Rwanda, 2017.10).
<p>4-6: A Reporters' Handbook is developed based on the contents of OJT.</p>	<ul style="list-style-type: none"> (1) In Year 2, during the training programs, participants learned about issues to be incorporated to the reporters’ handbook such as journalistic ethics, neutrality impartiality independence, and news coverage of amid disaster. Since the participants of the training differed from one program to the other program, development of a Reporters’ Handbook has not been conducted as of Year 2. It is planned that SSTVR will develop and finalize the handbook in Year 4 after completion of the “Journalists’ Code of Ethics”. (2) In Year 3, WG4 continued drafting of Reporters’ Handbook (Draft English version). (3) In Year 4, the 8th JCC agreed to name “SSBC Reporters and Broadcasters Handbook 2016” (2016.07.06). At the same time, Draft English version was approved and finalized at the 8th JCC. In addition, JCC members agreed to submit it to Board of Directors of SSBC and translate it to Arabic. Arabic version was also developed. (4) In Year 5, TOT participants for news reporting developed a plan for distribution and dissemination of the handbook in SSBC.

4-7: Training of trainers on news reporting are conducted.	(1) In Year 5, the experts provided TOT training in the third countries (Kampala, Uganda. 2017.8, Kigali, Rwanda. 2017.10, 2018.2) and developed action plan for staff training at SSBC, which was submitted to SSBC management, and waiting for the handbook distribution to implement the action plan.
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ANNEX 5: List of materials developed by the Project

【Strategy/Plan】

- Resolution Policy for Issues Related to the Conversion into Public Broadcaster. 1st Draft (2014.03)
- Draft Short-term Road Map towards Public Service Broadcasting - Updated after the meeting in Juba 23-27 February 2015. (2015), approved by the Board of Directors in June 2016
- Draft Middle-Long term Road Map for SSBC to become a Public Broadcaster – finalized in Kigali workshop in February 2018, approved by the Board of Directors in June 2018.

【Guidelines, Manuals, Formats】

Equipment Management

- Rules on Operation of Broadcasting Equipment in SSTVR (ROE) (Ver.8) (2017.08)
- Rules on Maintenance of Broadcasting Equipment in SSTVR (RME) (Ver.6) (2015.02)
- Operation Manual for SSR Gumbo Station Ver. 2 (2015.02)
- Operation Manual for ENG Camera Ver. 3 (2015.02)
- Operation Manual for Audio Mixer Ver. 2 (2015.02)
- Operation Manual for VTR Ver. 2 (2015.02)
- Operation Manual for Omnia ONE Stereo Audio Processor Ver.1 (2016.01)
- Technical Information Database (Excel) (2017.08)
- Skill sheet of SSBC Engineering staff (2018.02)

- SSR Daily Broadcasting Report
- SSR (GUMBO) Daily Broadcasting Report
- SSTV Daily Broadcasting Report
- Check List for Technical Morning Meeting
- Record of the Material Tape
- Irregularities Report
- Equipment Trouble Record Sheet
- Report on Scrap Equipment

Programme Production

- Programme Guidelines for SSTV/R Broadcasts – Drafted February 24, 2014 approved at the 7th JCC
- Combined with Reporters' Handbook and named as SSBC Reporters' and Broadcasters' Handbook 2016

News Reporting

- Final Draft - South Sudan Television & Radio (SSTVR) Journalists Code of Ethics (2013.11)

- Guidelines for the South Sudan Broadcasting Corporation for Election Coverage (Draft) (2015.2)
- Combined with Programme Guideline and named as SSBC Reporters and Broadcasters Handbook 2016

【Reports】

- JICA and NHK International, Inc.. 2014. Republic of South Sudan - Project for Institutional Capacity Development of South Sudan TV and Radio (1st Year) Project Completion Report (March 2014)
- JICA and NHK International, Inc.. 2015. Republic of South Sudan - Project for Institutional Capacity Development of South Sudan TV and Radio (2nd Year) Project Completion Report (March 2015)
- Report on the analysis of the issues relating to the maintenance and management of equipment (April 2013)
- JICA and NHK International inc. 2016 Republic of South Sudan - Project for Institutional Capacity Development of South Sudan TV and Radio (3rd year) Project Completion Report (March 2016)
- JICA and NHK International inc, 2017 Republic of South Sudan -Project for Institutional Capacity Development of South Sudan TV and Radio (4th year) Project Completion report (April 2017)

ANNEX 6: List of programs and news reports

【TV and Radio Programmes produced during the training in Japan and third countries】

- TV documentary on ‘Rice production in Kenya’ (2014.06 in Kenya)
- Studio-based TV & Radio programmes interviewing South Sudanese business person in Japan (2014.07 in Tokyo)
- TV and Radio book reading programmes for children (2014.09 in Kampala)
- TV and Radio programmes featuring the performance group aiming for ethnic harmony (2014.11 in Nairobi)
- Studio-based TV programme featuring the Olympic medalist and marathon training for children in the slum area in Kenya (2014.12 in Nairobi)
- TV news reports in Nairobi featuring activities of Pan-African University students from Cameroon and Zimbabwe (2014.06 in Nairobi)
- TV news report about “Protection and application of wild life” (2014.09 in Kampala)+
- TV and Radio news programs in Tokyo featuring Japan Prize, a competition of educational programs and interviews with a prize winner from Namibia (2014.10 in Tokyo)
- TV and Radio news reports in Nairobi about the “Strawberry farmers’ group engaged in the One Village, One Product campaign. (2014.11 in Nairobi)
- TV and Radio news report in Nairobi featuring production of bull craftwork” as a part of the OVOP campaign (2014.12 in Nairobi)
- Studio-based TV programme featuring the South Sudan Sports Mission in Japan (2015.11)
- TV and Radio news report in TICADVI held in Nairobi (2016. 08)
- TV and Radio news programme featuring the Home Site Faming in Kampala (2017. 08)
- TV and Radio news report featuring the refugee camp in Bidibidi (2017.08)

