Republic of Kosovo
Radio Television Kosovo (RTK)

The Project for Capacity Development of Radio Television of Kosovo (RTK) Project Completion Report

May, 2019

Japan International Cooperation Agency

NHK International, inc.

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Project Completion Report

Project Title: The Project for Capacity Development of Radio Television of Kosovo

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Submission Date: May, 2019

I. Basic Information of the Project

1. Country: Kosovo

2. Title of the Project: The Project for Capacity Development of Radio Television of Kosovo (RTK)

3. Duration of the Project: (Planned): October of 2015 to October of 2017

(Actual): October of 2015 to April of 2019

4. Background:

By serving as a bridge between the majority ethnic Albanian and minority ethnic Serbian communities, and through the transmission of the accumulated technology, programme production and news gathering knowhow of Japan's public broadcasting media, this project has the purposes of helping Radio Television of Kosovo (hereinafter referred to as RTK) broadcast accurate, neutral and fair programmes. The aim is to enable RTK to assess accuracy, neutrality and fairness autonomously and independently, and incorporate these values in its future broadcasts.

The government of Kosovo has been tackling reconciliation and unification of different ethnic groups ever since the declaration of independence in 2008. The economy has stalled severely, however, and, as evidenced, for example, by the emigration from Kosovo of 50,000 young people out of the country's total population of 1.8 million between late 2014 and February, 2015, adverse conditions continue for nurturing people's feelings of loyalty to the new Kosovo and self-identification as Kosovars.

In these circumstances, RTK is expected, as the public broadcaster, to broadcast programmes that will foster a greater sense of unity among the people, and, as the first step towards this goal, it is important for members of staff from different ethnic backgrounds to respect each other and cooperate more. This project is aimed ultimately at enhancing public trust in RTK as a public

broadcaster that is founded on respect for diversity, and, through RTK's broadcasts, nurturing the people's sense of being Kosovars and furthering Kosovo's development as a democratic state.

5. Overall Goal: RTK becomes a model of mass media in Kosovo to deliver accurate, impartial and fair information to all ethnic groups.

6. Project Purpose: Quality of the RTK programmes is improved as an independent public broadcaster for delivering accurate, impartial and fair information to all ethnic groups.

7. Implementing Agency: Radio Television of Kosovo (RTK) and JICA Expert Team

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Amount of input by the Japanese side: 332 (million Japanese Yen)

(2) Expert dispatch: 7persons

    7 short-term experts in charge of the following assignment have been dispatched.

    1) Chief Advisor / News Reporting

    2) Programme Production

    3) Equipment Management

    4) Public Relations / Cooperation with Donors / Project Coordination

       38.78 MM in total

(3) Receipt of training participants: 19 persons (11 persons in Japan in April, 2016 for programme production, 8 persons in Japan in May, 2017 for technical management)

(4) Equipment Provision: 87 (million Japanese Yen)

    Automation Programme Control System in Master Control Room (MCR)

    Voice-Over system

    Intercom system between MCR and studios

    HD Camera sets for ENG (Electronic News Gathering)

    HD Studio Camera set

    etc.

1-2 Input by the Kosovo side (Planned and Actual)

(1) *Counterpart assignment:*

  The following personnel of RTK have been assigned.

    1) 1 Project Director

2) 1 Project Manager

3) 3 Assistant Project Managers

4) 17 Counterpart personnel (WG1 and WG2 members)

(2) Provision of offices, etc.: Necessary facilities for the project (office space, equipment, electricity, telephone, etc.) have been provided by RTK.

1-3 Activities (Planned and Actual)

Although the action plan for the new operational and maintenance system was developed at the early stage of the project, the procurement procedure for obtaining TV broadcasting equipment has been delayed.

The establishment of a Consultative Commission on Programmes was also delayed because the finding and selection of appropriate members of the Commission was complicated by the national and local elections of 2017.

2. Achievements of the Project

2-1 Outputs and indicators

(Target values and actual values achieved at completion)

Output 1: Capacities of RTK staff in operation and maintaining TV broadcasting equipment are enhanced.

Indicators	Current Results
1-1 "The action plan to improve the operation and maintenance system of RTK TV broadcasting equipment" is implemented.	Regarding the operation, management and maintenance of RTK's broadcasting equipment, the existing equipment was surveyed and future equipment needs were considered together with the technical staff of Working Group (WG1), which was formed at the start of the project.
	Before the project, RTK-TV1 (RTK1, broadcast in Albanian) and RTK-TV2 (RTK2, broadcast in Serbian) had little opportunity to communicate with each other because their programme materials and technical staff were managed separately.
	The procurement of new MCR facilities for this project was delayed by the complexity of the procurement method. The action plan had to be updated several times through close meetings between RTK and JICA experts. Delivery of the equipment commenced in May 2017 with the installation and adjustment work carried out thereafter. Final installation of the equipment was completed at the end of December 2017.
	The transition plan for the new MCR was then made for each channel. RTK4 was transferred first in June, 2018, and the transfer of all five channels, including RTK1 and RTK2, was completed on July 26, 2018.

	The installation of this equipment has made it possible for all channels, which had hitherto used separate equipment systems, to engage in integrated management using the new MCR facilities, thereby enhancing the efficiency of broadcasting.
	Common management and sharing of the footage and programmes of RTK1 and RTK2 has made it possible to broadcast the same programmes on RTK1 and RTK2.
	The new MCR system, the core of the broadcasting station, had to function correctly because equipment failures or operating errors could cause serious obstruction to broadcasting services. Sufficient time was therefore taken to confirm that the system function stably. More than two weeks of carefully planned training was provided for engineers and operators. The management and operating processes of the new system were completely different from those of the old one, so technicians were dispatched from the makers and operating routines and troubleshooting practices etc. were established in advance. 11 engineers, including the members of WG1, 12 former MCR operators from RTK1 and 11 operators from RTK2 participated in this training and learned how to operate the new system.
	Operation manuals for engineers and operators using the new equipment were produced in cooperation with WG1.
	The Media Asset Management (MAM) system, which was developed independently by RTK, and all RTK content is managed in the server and controlled by the network browser.
	A new browser-based asset management database was added to the MAM system for the combined management of all RTK equipment. This database system has now been completed and is functioning within the MAM system.
	The high IT technology capabilities of RTK's staff have been very useful in these matters and it is now possible, for example, to view and edit footage anywhere inside the RTK TV centre. The resulting equipment management system is both high-grade and convenient.
	In addition, together with the extension of the project term, a plan was also drawn up for an upgrade from the standard-definition(SD) to a high-definition(HD) broadcasting system. This plan was implemented during the project term. The RTK1 and RTK3 channels are currently being broadcast in HD.

On the basis of the foregoing, it is concluded the aims of Output 1 have been achieved to a very high degree.

Output 2:   Capacities of RTK staff in programme production and news reporting are enhanced.

Indicators	Current Results

2-1 Programmes are produced by WG2 and broadcasted.	The new TV programme titled "In Focus" was produced by the news and production staff of Working Group (WG2). This was the first RTK programme produced jointly by RTK1 and RTK2.
	The first edition of "In Focus" was broadcast in January, 2016 and the programme has been broadcast monthly since then (36 times by December 2018).
	Two long special documentary-style programmes, "Umami 1" and "Umami 2", were produced jointly by RTK1 and RTK2 in the summer of 2016 and winter of 2018, respectively.
2-2 Consultative Commission on Programmes is established.	The Consultative Commission on Programmes was established in June 2018, and three meetings have been held so far.
	5 members of Consultative Commission have been selected with 3 Albanian and 2 Serbian members.
	The committee's performance is still less than perfect. Two members, for example, have been noted for their absence and failure to take an active role in the discussions, and may have to be replaced. Conversely, special mention has to be made of an RTK programme-viewing app now being developed by RTK's technical staff. Committee members will be able to use this app to view past RTK programmes and news anytime and anywhere on their own PC. The system will also enable members to read each other's comments and exchange views on the internet page. It will enable members to view a wide range of programmes on a daily basis and engage in more substantial discussions in the committee meetings.
2-3 "Guidelines for accurate, impartial and fair production methods" is utilized by RTK production staff.	The Journalist's Handbook written in English, Albanian, and Serbian, which shows the key ethical points for accurate, neutral and fair broadcasting for application to everyday coverage and production work, was produced in February 2016 in 300 copies. These copies have been distributed to journalists, editors and other RTK production staff, including the WG2 members.
	The Handbook has been utilized by RTK staff mainly as a handy reminder in their daily coverage and programme production work. The handbook is portable (11cm×15cm), and RTK journalists are encouraged to carry and utilize it during their work. The handbook reminds RTK staff of the importance of accurate, impartial and fair production methods.

On the basis of the foregoing, it is concluded the aims of Output 2 have been achieved to a fairly high degree. Indicators 2-1 and 2-3 were achieved in the early stage of the project, and Indicator 2-2 has been achieved since the Consultative Commission was established in 2018. On the other hand, it is not clear how far the Journalist's Handbook has influenced the work and attitudes of individual journalists and other members of staff.

2-2 Project Purpose and indicators

(Target values and actual values achieved at completion)

Project Purpose: Quality of the RTK programmes is improved as an independent public broadcaster for delivering accurate, impartial and fair information to all ethnic groups.

Indicators	Current Results
1. RTK1 and RTK2 properly share the same contents for broadcasting through new equipment such as the common server, etc. procured by the project.	Introduction of the new delivery system unified the MCR system for all channels of RTK. It makes it possible to consolidate the work of staff members in one place. The unification of operations also allows for more efficient response to any system failure. Prior to the start of this project, all programmes broadcast on RTK1 and RTK2 were produced entirely separately. This project has now made it possible to share production resources, including studios, networks, and news and programme content, and RTK1 and RTK2 can now use each other's footage.
2. The joint TV programme production by RTK1 and RTK2 promotes an ethnic collaboration.	Ethnic collaboration has been strongly promoted by the joint production activities of RTK1 and RTK2. Prior to the start of this project, communication between RTK1 and RTK2 staff was quite limited, and communication was very minimal at the management level. Through the project's activities, RTK staff now have joint meetings almost every month. This communication encourages RTK staff to exchange data files and share RTK facilities more efficiently. In addition to the Journalist's Handbook, several workshops and OJT programmes have been also provided for WG2 members, including both RTK1 and RTK2 staff, by the JICA experts in charge.
3. Audiences think RTK broadcasts accurate, impartial and fair TV programmes.	85% of Albanians but only 34% of Serbians regard RTK as a trusted media source. Even so, more Serbians do now trust RTK than when the project began. As described below, the baseline survey was implemented by the project in 2015, the mid-line survey in 2017, and the end-line survey in 2018.

On the basis of the foregoing, it is concluded the project's purpose has been fairly well achieved. Indicators 1 and 2 have been achieved, whereas the achievement of Indicator 3 has not been confirmed.

Provided that RTK can secure the necessary funding and maintain its present course, it is anticipated that Indicators 1 and 2 will continue to be satisfied after the project has finished. The activities of WG1 and WG2 have brought drastic changes in terms of joint productions and the exchange of content between RTK 1 and RTK 2. Prior to the start of this project, communication between RTK1 and RTK2 staff was quite limited, and any communication was only rare at the management level. More than 50 members of RTK staff commented that they were very pleased with the mutual communication cemented during the project. Many RTK staff members said they were very satisfied to have built personal friendships through the

project and the cooperation between RTK 1 and RTK 2 had made their work more efficient. It is also to be feared, however, that the growing cooperation between RTK1 and RTK2 staff will be lost if many of the people engaged directly in the project are later transferred away to other duties. Indicator 3, recognition by viewers of the accuracy, impartiality, fairness and quality of RTK's programmes, will still need more time. The conversion of RTK channels to HD under the project has brightened up the images considerably compared with how they were, and the introduction of new studio sets and joint productions by RTK1 and RTK2 have drawn favourable comments from viewers. There is still, however, a need for more programmes in non-political fields produced from the standpoint of the viewers, including social and economic affairs and in the educational area. Various such issues remain regarding ways to expand the audience base.

Based on the end-line survey, it can be said that the RTK newscast is the most watched programme on RTK1. The main, daily newscast from 19:30-20:00 has an average rating of 15%, down 5% from the mid-term and 7% from the baseline figures, respectively. Monitors highlighted the point that the main news of RTK1 is trusted by them and their peers.

In general, with regard to both news and information, trust in the three nationwide TV stations (KTV, TV21, Klan Kosova) is very high among the Albanian sub-sample in Kosovo and remained so during each of the three survey periods.

On closer analysis, little difference emerges between these three TV stations. For instance, 88% of people find KTV 'very trustworthy' or 'somewhat trustworthy' compared with 85% for and 84% for TV21. The number of people who find Klan Kosova to be 'very trustworthy' or 'somewhat trustworthy' is also very high at 80%, and this figure has risen steadily by 7% from the baseline and 4% from the mid-line. This TV station is the only one to have acquired an increase in its trustworthiness rating from the baseline and mid-line surveys conducted in 2015 and 2017, respectively.

It is also worth mentioning that Zeri i amerikes has acquired a 6% (from 50% to 56%) increase in its combined 'very trustworthy' or 'somewhat trustworthy' ratings compared to the mid-line figure.

Albanian - From what you know, is the news and information you can see on ... very trustworthy, somewhat trustworthy, somewhat untrustworthy or very untrustworthy?

Cumulative percent of 'very trustworthy' and 'somewhat trustworthy'

■ Baseline ■ Mid-line ■ End-line
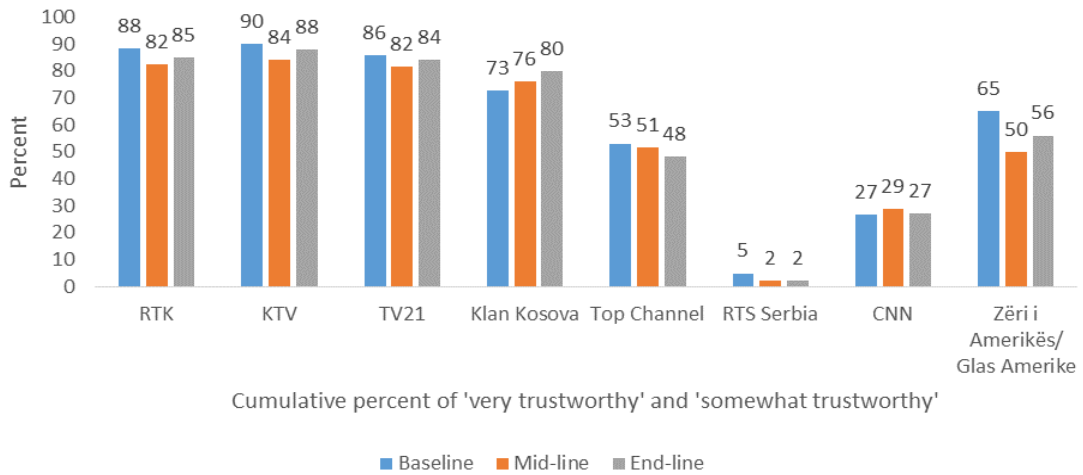
Graph 1: Trust in TV stations – Albanian sub-sample (Index Kosova, 2015, 2017, 2018)

Among the Serb sub-sample, the most trusted TV station for news and information with small fluctuations was Serbia's nation-wide TV station RTS throughout the three survey periods. The vast majority, namely 93%, of the Serb sub-sample, sees RTS Serbia as 'very trustworthy' or 'somewhat trustworthy'. The level of trust of the Kosovo Serbs in Kosovo TV stations is rather low. RTK enjoys the highest level of trust among Kosovo stations at 34%, representing 12% and 3% increases from the mid-line and baseline, respectively, followed by KTV at 11%, TV21 at 10%, Top Channel at 10% and Klan Kosova at 8%.

The Serbian sub-sample considers international broadcasters such as CNN (35%) and Zeri I Amerikes (26%) more trustworthy than the Kosovo broadcasters.
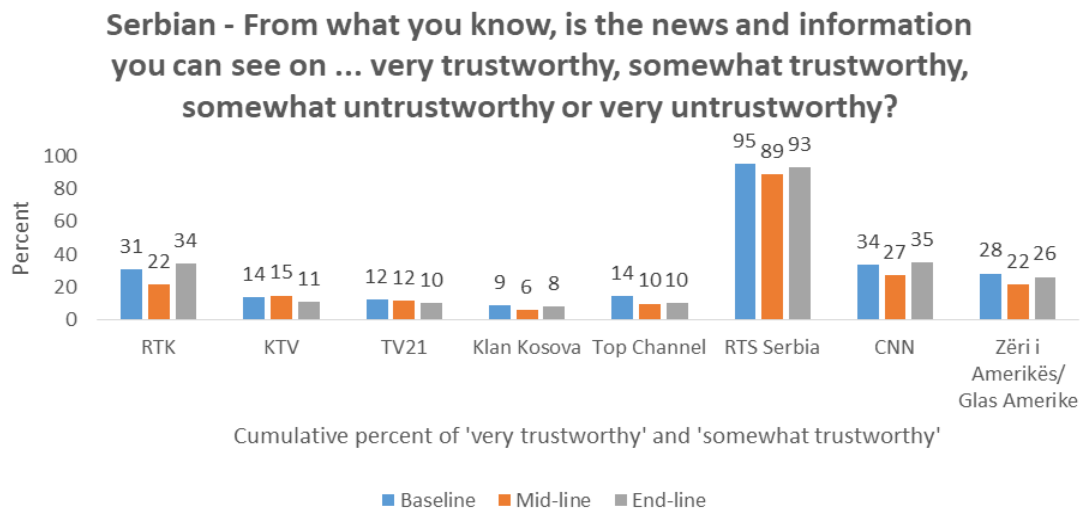
Serbian - From what you know, is the news and information you can see on ... very trustworthy, somewhat trustworthy, somewhat untrustworthy or very untrustworthy?

Cumulative percent of 'very trustworthy' and 'somewhat trustworthy'

■ Baseline ■ Mid-line ■ End-line

Graph 2: Trust in TV stations – Serb sub-sample (Index Kosova, 2015, 2017, 2018)

3. History of PDM Modification

The implementation of activities for Output 1 was delayed by slow procurement of TV broadcasting equipment. The establishment of Consultative Commission on Programmes for Output 2 was also delayed by difficulties encountered in finding and selecting appropriate members for the Commission.

The initial indicators for Project Purpose did not always match the actual conditions on the ground. In addition, linkage between the indicators for Project Purpose and Outputs was relatively weak. The indicators for Project Purpose therefore needed to be revised on the basis of the real situation and with reasonable linkage to Outputs. It is considered desirable to assess the effectiveness of the project according to these revised indicators.

In the terminal evaluation implemented in March 2017, the indicators for Project Purpose and Overall Goal, Output 1 and Output 2, were revised on the basis of a proposal by the Terminal Evaluation Team for assessing the project's achievements by appropriate indicators. The change of indicators was as follows.

Indicator for Overall Goal	Version1	1. RTK becomes the most trusted media in disseminating information of public interest.
	Version2	1. RTK becomes the trusted media in disseminating information of public interest.
Indicators for Project Purpose	Version1	1. A new system to prevent broadcast accident associated with internal operation of RTK is introduced and implemented. 2. A new system to assure the editorial independence of RTK is introduced and implemented. 3. Evaluation rates by Consultative Commission on Programmes increased in terms of "Accuracy, Impartiality and Fairness" on the RTK programme quality.
	Version2	1. RTK1 and RTK2 properly share the same contents for broadcasting through the new equipment such as the common server, etc. procured by the project. 2. The joint TV programme production by RTK1 and RTK2 promotes an ethnic collaboration. 3. Audiences think RTK broadcasts accurate, impartial and fair TV programmes.
Indicator for Output 1	Version1	1-1 "The action plan to improve the operational system of RTK TV broadcasting equipment" is implemented.
	Version2	1-1 "The action plan to improve the operation and maintenance system of RTK TV broadcasting equipment" is implemented.
Indicator for Output 2	Version1	2-2 Consultative Commission on Programmes meetings are regularly held.
	Version2	2-2 Consultative Commission on Programmes is established.

Both versions of PDM (Version 1 & 2) are attached as Annex 3.

III. Results of Joint Review

1. Results of Review based on DAC Evaluation Criteria

1-1 Relevance

The relevance of the project is judged to be high for the following reasons.

(1) Consistency with the development policy of Kosovo and RTK

The project is consistent with the national development plan of Kosovo as well as policies of RTK. The current national development plan of Kosovo is the "National Development Strategy 2016-2021" (January 2016), which lists the country's top priorities for addressing key obstacles to development of Kosovo. These priorities and related measures are targeted at realizing the two general principles of a high annual economic growth rate and social cohesion and inclusion. The strategy places the higher value on the need to ensure social cohesion and inclusion in parallel with economic growth, specifically the non-exclusion of certain social groups from benefits deriving from economic growth.

RTK's "Professional Standards and Principles of Journalistic Ethics in the Programmes

of RTK" lays down the principles that RTK staff are expected to follow in RTK's role as a public broadcaster. These state that the programmes of RTK shall deliver accurate, impartial and fair information to the audience.

(2) Development needs of RTK

The project meets the development needs of RTK. The instruments and devices currently used in RTK were provided under Japanese grant aid in 2001. RTK still uses the equipment provided in 2001 and this still accounted for approximately 80% of all equipment at RTK when the project began. The equipment was so old that RTK could not provide good-quality pictures. It was, therefore, vital for RTK to renew its broadcasting equipment as well as strengthen the technical and production capacities of RTK staff in order to provide high–quality programmes.

The Republic of Kosovo became independent in 2008 but is not yet fully integrated to international society. The country is not a member of the United Nations and negotiations with for EU membership have not yet begun. The background is historically and economically complex with many issues to be addressed. Considering the economic recession and social tensions, it is important to prevent hate speech, fake news and other such phenomena which could produce social unrest, ethnic bias or mutual hostility. RTK is expected to contribute to domestic stability by providing the public with accurate, impartial and fair information .

(3) Consistency with the Japan's ODA policy

The project is consistent with Japan's ODA policy for Kosovo. Both the "Country Assistance Policy for Kosovo" (March 2013) and "Rolling Plan for Kosovo" (April 2016) of the Ministry of Foreign Affairs of Japan specify "enhancing administrative capacity and human resources" as one of the priority areas. The project is in line with the both the policy and the plan.

(4) Appropriateness of project design and approach

RTK2 (the Serbian channel) was established in 2013. The reconciliation of the Albanian and Serbian populations was vitally important. From this perspective, too, the project's purpose and outputs are well suited to RTK and the nation's needs.
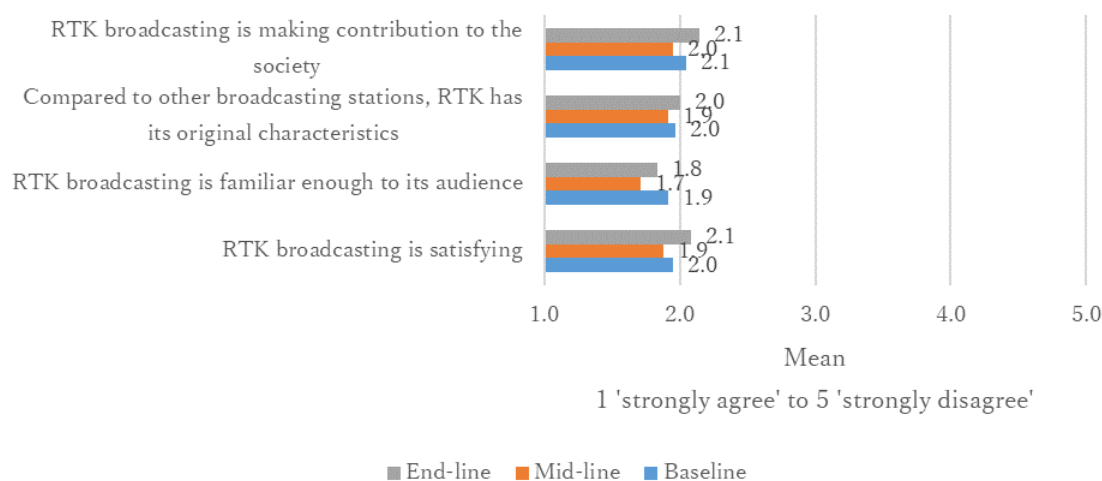

1-2 Effectiveness

The effectiveness of the project is high.

The training sessions for Cinergy system setup and configuration were conducted in February 2018, and those for Cinergy system and HD updates in November 2018. These sessions taught RTK staff how to handle the new software in the new MCR and troubleshooting procedures, leading to the sharing of content between RTK1 and RTK2.

The audience survey results conducted in the 2015 (baseline), 2017 (mid-line), 2018 (end-line) surveys are shown below:

Albanian - How strongly do you agree or disagree with each of the following statements about RTK?

	End-line	Mid-line	Baseline
RTK broadcasting is making contribution to the society	2.1	2.0	2.1
Compared to other broadcasting stations, RTK has its original characteristics	2.0	1.9	2.0
RTK broadcasting is familiar enough to its audience	1.8	1.7	1.9
RTK broadcasting is satisfying	2.1	1.9	2.0

Mean

1 'strongly agree' to 5 'strongly disagree'

■End-line ■Mid-line ■Baseline

Graph 3: Attitudes towards RTK (part 1) – Albanian sub-sample (Index Kosova, 2018)

Although the number of respondents in the Albanian sub-sample who disapproved of the content of RTK was rather low, the main reasons for such disagreement were 'influence of politics/government' and 'lack of good/sufficient programming'.

Serbian - How strongly do you agree or disagree with each of the following statements about RTK?

	End-line	Mid-line	Baseline
RTK broadcasting is making contribution to the···	2.6	2.9	2.9
Compared to other broadcasting stations, RTK has···	2.7	3.0	3.2
RTK broadcasting is familiar enough to its audience	2.5	2.5	2.6
RTK broadcasting is satisfying	2.6	3.1	3.3

Mean

1 'strongly agree' to 5 'strongly disagree'

■End-line ■Mid-line ■Baseline
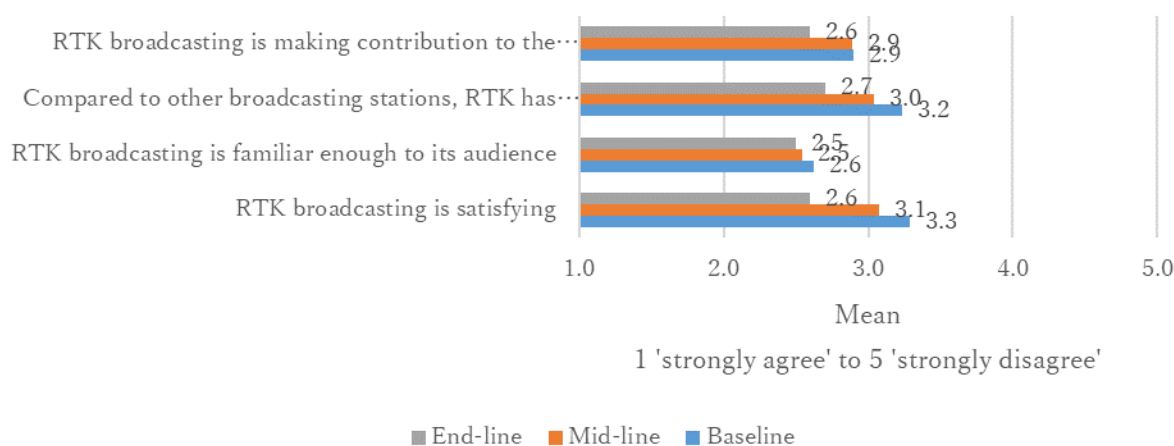
Graph 4: Attitudes towards RTK (Part 1) – Serb sub-sample (Index Kosova, 2015, 2017, 2018)

Conversely, around half of the Serb sub-sample either declined to answer these questions or did not know how to answer them. Of those who answered, around half approved of the content of RTK, revealing no overwhelming rejection. Overall approval of RTK decreased especially from the baseline levels. The Serb sample now seems to be considerably less accepting of RTK. Among the Serb sub-sample, the main reasons given for disapproval of RTK were 'lack of good/sufficient programming,' 'has more news for Albanians/biased towards Albanians,' and 'too much focus on events in Pristina.'

1-3 Efficiency

Regarding the efficiency of the project, both the Japanese and Kosovo sides have provided their inputs as planned with the exception of the provision of TV broadcasting equipment by the Japanese side.

Regarding the system to be introduced by this project through WG1 members, the budget was based on local prices on the assumption of local procurement. Since JICA does not have an office in Kosovo, the JICA Balkan office was expected to handle the tender. This proved unacceptable to RTK, however, due to the historic background.

JICA therefore instructed that the tender should be handled in Japan, and recalculated the budget for purchase in Japan and transportation from Japan. It transpired that that the higher transportation and other costs would have made it impossible to purchase even priority A items, which was the minimum requirement for system construction.

In the event, the tender was handled in Japan but the equipment were purchased not only in Japan but in Europe as well, thereby holding down the cost increase.

A lot of time was lost in the process of recalculating the budget and organizing the tender, and the instructions received from JICA were also not always timely.

After procurement, the construction and renovation work at the RTK TV centre was carried out by RTK staff involved in the project but with significant delays due to the summer vacation and general election.

It also took more time than expected to establish the Consultative Commission on Programmes due to difficulties in finding appropriate members who wished to be members of the commission.

Due to these delays in equipment procurement and establishing the Consultative Commission on Programmes, the project's duration was changed from 2 years to 3 and a half years. This led to an increase in the total budget from the original budget of 180 million yen to an expected 332 million yen.

In these respects, the efficiency was low.

1-4 Impact

The achievements of each Output and Project Purpose are expected to contribute towards achievement of the Overall Goal.

Some positive impacts have emerged during the project's implementation, including better communication between RTK1 and RTK2. The TV programme "In Focus" was the first joint production by RTK1 and RTK2 and its success has had a positive influence on the staff of RTK. The WG2 members involved in producing "In Focus" worked together in programme production, editing and broadcasting. They discussed the topics, arranged interviews and shot the programmes together. Then WG2 members got to know each other well, and became good co-workers and friends. RTK1 and RTK2 staff tend not to touch on what they suffered individually during the conflict, showing awareness of the need for co-existence and avoidance of quarrels. The project has, even so, enabled some of them to open up to each other on such matters as well. These friendships have produced frank exchanges of opinions and deepened mutual understanding and trust.

Aside from the production staff, the joint programmes have also sent out a positive message to Albanian and Serbian viewers in RTK's role as a public broadcaster. According to WG members, "In Focus" has received positive responses from the audience.

The project has had a high impact in helping to create an environment in which the Albanians and the Serbians can live and work together. "In Focus" has provided an important model for producing mutual trust between RTK1 and RTK2 that needs to be maintained and developed. If such attitudes can spread widely not only among WG members but also to other RTK staff, it has a great potential for achieving the project's overall goal.

1-5 Sustainability

The sustainability of the project, in terms of policy, institutional, organizational, financial and technical aspects, is as follows.

(1) Policy and institutional aspects

The policies for social cohesion and inclusion described in the current National Development Strategy and RTK's Professional Standards are likely to be maintained after the project's completion, and RTK is expected to continue in this manner in its role of public broadcaster, accordingly.

(2) Organizational aspects

There is no special concern in terms of the organizational ability of RTK to sustain the project's effects after the project's completion. One concern for the future management of RTK is management of the Consultative Commission on Programmes, which was established in June

2018. While this is easy to maintain financially because its members are expected to serve without compensation, it is necessary for the managerial staff of RTK to discuss its future course. Meetings have been convened three times so far but its full-scale functioning is yet to come. RTK needs to insist that committee members attend every meeting in order for the Consultative Commission to function well, and RTK will have to act firmly in order to ensure its success.

(3) Financial aspects

RTK currently depends on subsidies from the government (approximately 80% of revenues) and advertising (approximately 20%). While it is desirable for RTK to secure a stable TV license fee and reduce the rate of subsidies in order to secure its editorial independence, these matters have to be legislated by parliament.

According to the management of RTK, the revised draft of the Law on Radio Television of Kosovo, which has been submitted for parliamentary approval, will impose a monthly fee of 2.50 euros on each household to be included in the electricity bill. If approved, this will bring independence and autonomy to RTK.

(4) Technical aspects

The equipment is the heart of the broadcasting system without which no broadcasting is possible. Through the activities of the project, all engineers and operators responsible participated in the training. In addition to the regular operational training, the project and WG1 discussed responses to possible problems and produced operating and troubleshooting manuals. These manuals are being used effectively in ordinary operations.

With regard to the equipment management system, RTK staff produced equipment lists for each studio and channel, showing the current status of each equipment item as "in use / under repair / discontinued", on which data can be added, modified or deleted by simple browser operation. These lists will also be useful when designing future equipment plans.

Based on the above, the sustainability is rather high.

2. Key Factors Affecting Implementation and Outcomes

In order for the project to proceed smoothly, it was particularly vital for the equipment to reach RTK as planned. In fact, the procurement advanced far behind schedule in the project's second year, and this necessarily had a serious impact on the broadcast-related training.

3. Evaluation on the results of the Project Risk Management

3-1 Risk management results

The procurement of TV broadcasting equipment was significantly delayed compared to the original schedule due to several factors, including failures of communication at the JICA

Headquarters. From the moment that delays of equipment procurement began to weigh on the project, the expert team endeavoured to maintain ever closer communication with the people concerned at RTK. Both parties were anxious that the procurement delays could reduce the motivation of participants in the training programmes. Accordingly, the Japanese experts provided RTK with reassurance that even if there were delays, Japan would furnish the equipment without fail, and RTK instructed the participants to carry on with the training as planned because the plan to provide equipment remained unchanged. The fact that the Japanese experts and RTK both felt the same sense of crisis and cooperated with each other meant that even the delays in delivering the equipment could not prevent the progress made, including the joint productions by staff of both ethnic groups.

3-2 Use of lessons learned

   (1) Results of a similar project

   A number of lessons were learned from "The Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal" implemented from November, 2010 to October, 2013. The problems included an inadequate common understanding of the project's goals among the key counterparts engaged in the organizational reforms for transforming Radio Nepal into a public broadcaster. This problem emerged during the first half of the project. Then JICA experts responded by identifying particularly enthusiastic core members and putting them in the working group, so that the counterparts could engage with the project more positively and with a sense of project ownership.

   (2) A lesson learned for application to this project

   This project had the goals of teaching programme production and knowhow for the operation and maintenance of broadcasting equipment in such ways that the practices taught would take root and be sustainable. The fulfilment of these goals depended on the high commitment of the counterparts from an early stage. Working groups in each field were set up at the beginning to promote common understanding and prevent delays in implementation. The plan included having the working groups perform core roles with regard to conducting environmental surveys, setting action plans, etc.

4. Lessons Learned

   When engaging in activities which involve entering between two ethnic groups with a history of mutual conflict, two points especially have to be emphasized regarding the experts' own attitudes.

   One is to be as even-handed as possible in dealings with both groups. The other is to learn the

history of both sides and endeavour on a daily basis to stay fully abreast of current news. The strict adherence to these principles nurtures the trust of both parties, and even when various problems it would facilitate cooperation and sharing of wisdom in search of solutions.

This project consistently aimed to achieve harmony through broadcasting. Recognition of the importance on joint programme production by RTK1 and RTK2 was the starting point for RTK management and WG members. RTK people understood this well and to good effect.

IV. For Achievement of the Overall Goal after Project Completion

1. Prospects for Achievement of the Overall Goal

Overall Goal: RTK becomes a model of mass media in Kosovo to deliver accurate, impartial and fair information to all ethnic groups.

Indicators	Current Results
1. RTK becomes the trusted media in disseminating information of public interest.	The Consultative Commission on Programmes has been established and is expected to be meet regularly. However, taking account of the result of 3 surveys carried out during the project, trust in RTK among Serbians is still low. It is still not clear that the Overall Goal can be achieved soon.

RTK is and remains the only public broadcaster in Kosovo. It broadcasts in multiple languages, mostly in Albanian but also in Serbian, Turkish, Romani and Bosnian. The other 25 TV stations are all private.

2. Operating Plan and Implementation in Kosovo side for Achieving the Overall Goal

Broadcasts of "In Focus", the co-produced programme of RTK1 and RTK2, should be continued. The meeting of the Consultative Commission on Programmes needs to be held 3 or 4 times in a year.

All of RTK's studios will be converted for high-definition use and all five RTK channels (RTK1, 2, 3, 4, SAT) will start broadcasting in high definition. The complete flow of broadcasting operations (reporting, feed, editing and transmission) will become more efficient through the sharing of studios, camera equipment and other resources without distinction between RTK1, RTK2. A full list of RTK's equipment should be drawn up to maintain a clear grasp of how all of the equipment is being used at any time. Together with this, an information management system for planning the repair and replacement of equipment will be launched and this information shared among all technical staff.

3. Recommendations for the Kosovo side

"We want to make RTK a model for Kosovo public institutions where multiple ethnic groups work together", says Mr. Mentor Shala, the former general director of RTK. Firm foundations

have been laid for the realization of ethnically harmonious broadcasting. It is expected that RTK will build spontaneously on the project's outputs to raise the Kosovo media to a higher level.

Regarding "In Focus", the current affairs programme produced jointly by RTK1 and RTK2, about 40 editions have been already broadcast and its reputation is growing little by little among viewers. The continuation of this programme is essential for maintaining and securing the spirit of mutual cooperation between ethnic groups nurtured during the three-year project. It is important for RTK management to reinforce its commitment to broadcasting this programme on a monthly basis.

Further, the Consultative Commission on Programmes, now that it has finally been launched, has to become autonomous and assemble three or four times a year. A consensus on this matter is needed at the executive level in RTK. The already introduced programme-viewing app needs to simplified for frequent use, and all members have to familiarize themselves with it. Additionally, it is necessary for members to discuss with each other via the app on a regular basis, rather than only engaging in discussions at meetings, and RTK needs to encourage this actively.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

It is important for RTK1 and RTK2 to continue with joint programme productions such as In Focus and Umami, and let the Consultative Commission on Programmes function well in order for the outcomes of the project to be utilized in sustainable ways. JICA will consider follow-up activities accordingly.

List of Dispatched Experts

Name	Fields of expertise	Organization	Period dispatched to Kosovo	M/M
Mr. Yasuhiro NAGASAKI	Chief Advisor/ News Reporting	NHK International, Inc.	2015.10.02-2015.10.31 2015.11.22-2015.12.21 2016.8.26-2016.9.24	3.00 (Year1)
			2016.12.04-2016.12.11 2017.03.01-2017.03.12 2017.08.26-2017.09.02 2017.09.23-2017.09.30 2017.11.25-2017.12.10	1.77 (Year2)
			2018.06.10-2018.06.20 2018.09.29-2018.10.11 2018.12.01-2018.12.12 2019.02.23-2019.03.02	1.46 (Year3)
Mr. Haruo NAKAMURA	Program Production1	-	2015.10.02-2015.10.31 2015.11.22-2015.12.21 2016.2.28-2016.3.19 2016.8.26-2016.9.24	3.66 (Year1)
			2016.12.04-2016.12.18 2017.03.01-2017.03.19 2017.11.25-2017.12.10 2018.03.11-2018.03.18	1.93 (Year2)
			2018.06.10-2018.06.24 2018.09.29-2018.10.14 2018.12.01-2018.12.16	1.56 (Year3)
Mr. Tomotaka TASAKA	Program Production2	NHK International, Inc.	2018.09.29-2018.10.14 2018.12.01-2018.12.16	1.06 (Year3)
Mr. Shinji TAKAGI	Equipment Management1	NHK International, Inc.	2015.10.03-2015.10.30 2016.7.24-2016.7.31	1.20 (Year1)
			2017.11.18-2017.12.10 2018.02.23-2018.03.19	1.60 (Year2)
			2018.05.28-2018.06.10 2018.11.04-2018.11.15 2019.02.23-2019.03.02	1.13 (Year3)
Mr. Akira NAGASE	Equipment Management2	NHK Integrated Technology	2015.10.03-2015.10.30 2016.3.5-2016.3.12 2016.7.24-2016.7.31	1.46 (Year1)
			2016.12.11-2016.12.18 2017.05.07-2017.05.14 2017.07.23-2017.09.02 2017.12.03-2017.12.22 2018.02.04-2018.02.28	3.43 (Year2)
			2018.06.02-2018.06.16 2018.07.22-2018.08.02 2018.10.28-2018.11.10	1.37 (Year3)
Ms. Mai TOMORI	Public Relations/ Cooperation with Donors/	NHK International,	2015.10.02-2015.10.31	1.00 (Year1)

	Project Coordination	Inc.		
Ms. Kikuko MUROYA	Public Relations/ Cooperation with Donors/ Project Coordination	NHK International, Inc.	2015.11.22-2015.12.21 2016.2.28-2016.3.18 2016.8.14-2016.10.03	3.36 (Year1)
			2016.11.27-2016.12.21 2017.02.19-2017.04.02 2017.07.20-2017.08.05 2017.09.16-2017.10.08 2017.11.17-2017.12.22 2018.02.27-2018.03.23	5.63 (Year2)
			2018.05.29-2018.06.27 2018.09.26-2018.10.15 2018.10.28-2018.11.15 2018.11.28-2018.12.23 2019.02.13-2019.3.14	4.16 (Year3)
TOTAL	M/M: Year1(13.68)+ Year2(14.36) + Year3(10.74)			38.78 M/M

List of Counterparts

No.	Name	Position in Kosovo	Position in Project	Period assigned as C/P
1	Mr. Mentor Shala	Ex-General Director of RTK	Project Director	2015.09.04- 2019.01.31
2	Mr. Mufail Limani	Acting General Director of RTK	Project Director	2019.02.01- Present
3	Mr. Arber Ibrahimi	Head of Information Technology	Project Manager	2015.09.04- Present
4	Mr. Bekim Shehu	Head of Public Relations	JCC Member	2016.8.12- Present
5	Ms. Ilire Rugova	Head of Education Center of RTK	Assistant Project Manager	2015.09.04- Present
6	Mr. Lorik Arifaj	Manager of International Relations of RTK	Assistant Project Manager	2015.09.04- 2016.8.12
		Director of RTK-TV1,3,4		2016.8.12- Present
7	Mr. Srboljub Kuzic	Director of RTK-TV2	JCC Member	2016.8.12- Present
8	Mr. Arsim Haliti	Head of Production of RTK-TV1,3	JCC member	2017.9.28- Present
9	Mr. Mendu Hysa	Manager for Media Development of RTK	JCC Member/ WG2 Member	2015.09.04- Present
10	Mr. Nikola Krstic	Editor in Chief of RTK-TV2	JCC Member/ WG2 Member	2015.09.04- 2018.04.01
11	Mr. Petrit Basholli	Head of Program Services RTK-TV1	JCC Member/ WG2 Member	2015.09.04- Present
12	Mr. Adnan Fejza	Head of Technical Department RTK-TV1,3	WG1 Member	2015.09.04- Present
13	Mr. Aleksandar	Head of Technology and	WG1 Member	2015.09.04- 2018.04.01

		Bojanic	Production of RTK-TV2		
14	Mr. Milot Ibrani	IT Engineer RTK1-TV1	WG1 Member	2015.09.04- Present
15	Mr. Agon Ballabani	IT Technician (You Tube Channel Manager) RTK-TV1	WG1 Member	2015.09.04- 2017.12.05
16	Mr. Genc Mucolli	It Engineer/ System admin RTK-TV1	WG1 Member	2015.09.04- Present
17	Mr. Ismet Shala	Engineer RTK-TV1	WG1 Member	2015.09.04- 2017.12.05
18	Mr. Teki Sadiku	Engineer RTK-TV1	WG1 Member	2015.09.04- 2017.12.05
19	Mr. Albin Xhara	Quality Control Manager RTK-TV	WG1 Member	2015.09.04- Present
20	Mr. Fatos Gacaferri	Network Administrator of RTK	WG1 Member	2017.12.05- Present
21	Mr. Rrezart Hajrizi	IT Engineer of RTK	WG1 Member	2017.12.05- Present
22	Mr. Vladmir Djokic	IT of RTK2	WG1 Member	2018.06.13- Present
23	Mr. Xhevdet Sfarca	Editor of Entertainment Department RTK1	WG2 Member	2016.08.12- Present
24	Ms. Milica Stojanovic	News Editor RTK-TV2	WG2 Member	2015.09.04- 2017.09.29
25	Mr. Jeton Musliu	Main News Editor RTK-TV1	JCC Member/ WG2 Member	2015.09.04- Present
26	Ms. Pranvera Munishi	Editor Of Morning Program Department RTK-TV1	WG2 Member	2015.09.04- Present
27	Ms. Rabisha Muhaxhiri	Head of Minority Program RTK TV1 News Editor RTK TV3	WG2 Member	2015.09.04- Present
28	Mr. Marko Lekić	Acting editor in chief of RTK2	WG2 Member	2018.06.18- Present
29	Ms. Aleksandra Zdravković	Journalist of RTK2	WG2 Member	2018.06.18- Present

List of Trainings

1.
Course title: Program Production
Period: From 14th to 22nd of April, 2016
Participants:
① Mr.Lorik Arifaj   (Assistant Project Manager / Manager of International Relations of RTK)
② Ms. Ilire Zajmi Rugova (Assistant Project Manager / Head of Education Center of RTK)
③ Mr.Jeton Musliu (News Editor of RTK-TV1)
④ Mr.Mendu Hysa (Editor of RTK-TV1)
⑤ Mr.Petrit Basholli (Head of TV Production of RTK-TV1)
⑥ Ms.Pranvera Munishi (News Editor of RTK-TV1)
⑦ Ms.Rabisha Muhaxhiri (Head of Minority Program of RTK-TV1 & TV3)
⑧ Mr.Nikola Krstic (Editor in Chief of RTK-TV2)
⑨ Ms.Milica Stojanovic (Editor of RTK-TV2)
⑩ Mr.Marko Zakic (Editor of RTK-TV2)
⑪ Ms.Roza Smailloviq (Project Assistant)

2.
Course title: Technical Management Training for Kosovo
Period: From 16th to 27nd of May, 2017
Participants:
① Mr. Milot Ibrani (IT Engineer)
② Mr. Genc Mucolli (IT Engineer/ System Admin)
③ Mr. Aleksandar Bojanic (Head of TV Technology - RTK2)
④ Mr. Ismet Shala (Broadcast Engineer)
⑤ Mr. Teki Sadiku (Broadcast Engineer)
⑥ Mr. Albin Xhara (Quality Control Manager)
⑦ Mr. Adnan Fejza (Head of TV Technology - RTK1)
⑧ Mr. Korab Zhuja (IT Engineer/Software Developer)

List of Products

1. Report on the Issues of the Equipment Management in RTK
2. Action Plan for the Operation and Maintenance of Broadcasting Equipment
3. Analysis of the Program Production Situation and Summary of Identified Issues
4. Journalist's Handbook

The Project for Capacity Development of Radio Television of Kosovo (RTK)
Report on the Issues of the Equipment Management in RTK

With regard to the equipment to be procured as part of this project, the contents of the equipment with their order of priority were decided through workshops held with WG1 members from RTK from October 5 to 20.

1. Status of the Equipment Provided by UNDP in 2000

The equipment to two studios for program production, MCR (Master Control Room), for program transmission and an OB Van for outdoor program production, etc. have procured at RTK Television Center in 2000. The equipment comprised an integrated system for broadcasting such as reporting, editing, and transmission and using what was then the very latest digital VTR tapes (BETACAM–SX) as recording media. The system used the European standard PAL television broadcasting method and was the most up-to-date system at the time, with the capacity to provide high-quality broadcasting services to viewers.

Of the 10 studio cameras introduced at that time (Studio 1: 4 cameras, Studio 2: 3 cameras, OB van: 3 cameras), 7 can still be used today but their manufacturers' warranties have expired; also, it is impossible to obtain spare parts, resulting in parts from the cameras that are inoperable being used for repairs whenever an operating camera malfunctions, just barely keeping them running. Accordingly, it is obvious that the number of inoperable cameras will increase in the near future.

Moreover, the VTR (BETACAM–SX) recording devices are currently used as back-up, making it impossible to repair the machines if they malfunctions, and so as with the cameras, their working lives are being extended through the use of parts from equipment that is no longer operable. Since the manufacturer has ceased production it is impossible to procure new tapes as well.

Furthermore, while the video switchers in two studios are operational, the video effector in Studio 1 (a video effects device attached to the video switcher that is used when switching cameras, VTRs, and relays) is broken, having a disadvantage in program production.

2. Status of the Existing Equipment Procured by RTK

Already 15 years have passed since the improvement of the equipment in 2000, digital technology in the broadcasting field has developed at a dizzying pace, and with the rapid spread of non-linear editing equipment (editing equipment adopted digital technology using PCs and hard disks, etc.) program product systems have shifted from the previous VTR-tape base to a file base, and in terms of video quality, high-definition (HD) has replaced standard definition (SD) as the global trend.

In Kosovo, too, commercial broadcasting stations that did not possess sufficient equipment in 2000 have gradually procured HD equipment by themselves so that now HDTV is used for cable broadcasting; RTK is currently the only broadcasting station that could not provide nationwide HDTV broadcasting service.

In accordance with a policy of shifting to digital, RTK also procured file servers in 2014, and both RTK1 and RTK2 have introduced the file base system. However, RTK was unable to secure sufficient funding and was forced to purchase cheaper equipment for RTK2 than for RTK1. Consequently, the introduced file base system is incompatible between RTK1 and RTK2. Furthermore, as a replacement for the BETACAM-SX VTR, which has gone out of production, cheap PC-based recording equipment have procured to each studio and OB van. Furthermore, although the number of BETACAM−SX VTRs in operation (16 out of 24 machines) is declining, they are being used as backup equipment for program transmission. RTK has 23 ENG cameras for reporting, but apart from four ENG cameras which are broadcast-grade provided in 2000, other ENG cameras are cheap professional-grade equipment.

Under these conditions, RTK is making various innovations to use their limited equipment effectively to provide broadcasting services on 4 channels as prescribed by law.

(1) RTK1 Studio Equipment

RTK1 (a general program channel in Albanian) has, in addition to the two studios provided in 2000 (Studios 1 and 2), constructed two new studios (Studios 3 and 4) in a separate building, and now carries out program production in these four studios. However, the two studios that were newly added, Studios 3 and 4, have only a studio floor and no control room, and so when programs are being produced, it is necessary to bring an OB van up beside the studio to use as a control room. The equipment used in the studios comprises some of the equipment provided in 2000 and equipment procured though other means, but because the equipment does not support HD, video quality of programs is all SD.

As mentioned above, while the Studios 1 and 2 video switchers are operational, video effector in Studio 2 is broken, preventing effective switching among cameras, VTRs, etc. and relaying and thereby impeding performance in program production. The four studio cameras that are currently in operation are used in both Studios 1 and 2 and need to be moved and reconnected each time the studio being used is changed, preventing sufficient operation. Moreover, control room monitors are old-style CRT monitors and are aging, causing marked deterioration of video quality.

(2) RTK2 Studio Equipment

RTK2 (a minority people-orientated program channel in Serbian) began broadcasting in 2013 at RTK 2 studio with two studio cameras, a video mixer, an audio mixer and other digital equipment procured by RTK. This is the only studio where it is possible to produce programs with HD video quality in RTK, but only two studio cameras are not sufficient quantity for producing talk shows

and music programs, which are normally deemed to require at least three cameras. Moreover, because of the half-assed file-base system, it does not common use with RTK1. RTK 2 has five (one of six is broken) ENG cameras for reporting (professional-grade).

(3) RTK3 Studio Equipment

RTK3 is a channel specializing in news programs that broadcasts 24-hours-a-day. News programs for RTK 1 are broadcast from RTK3 studio. RTK3 studio is equipped with three studio cameras, a video mixer, and an audio mixer, which were originally installed in an OB van supported by Germany in 2006. Each equipment is aging markedly and operate unstably, making it difficult producing news programs containing many news segments that must broadcast live without interruption. (The vehicle of OB van has been scrapped due to aging.)

(4) RTK4 Studio Equipment

RTK4 (a channel specializing in entertainment/education) has no studios or studio equipment as the channel's programming basically comprises rebroadcasting of originally broadcast by RTK1.

3. Status of Television Broadcasting in Kosovo

Because RTK is not a member of ITU, frequency assignment for Kosovo is limited, and only RTK carries out terrestrial broadcasting. In the city of Pristina, however, it is the norm for people to subscribe to multi-channel cable television and receive multi-channel satellite broadcasting. RTK also provides cable television and satellite broadcasting services, but because commercial broadcasting stations provide HD programs through cable television and satellite broadcasting services, there is a remarkable difference in video quality between RTK and the commercial broadcasting stations, and dissatisfaction is being expressed with RTK broadcasting services for general viewers.

4. Issues of RTK and the Equipment Requested

RTK has been operating and maintaining a tape-based system for long time, but with the aging of its equipment, RTK is considering introducing appropriate new system and has been taking proactive steps to improve and upgrade the equipment. Due to lack of funding, RTK was unable to introduce the same system in the RTK1 and RTK2 studios, making the systems in the two studios incompatible; this has caused various problems, such as RTK1 and RTK2 being unable to share video programs or the existing MCR, which is preventing efficient operations. The current MCR has an analog switcher that was procured in 2000 and controls two channels—RTK1 and RTK1 Satellite— but it cannot be used to control RTK2, RTK3, or RTK4. RTK2 and RTK3 have each been equipped with their own independent small-sized switcher to control broadcasting programs.

Accordingly, the equipment requested by RTK is intended to improve this situation, as well as improve operation efficiency for RTK staff. From this point of view, RTK intends to improve a

file-based system taking into consideration of (1) integrated operation of MCR, (2) sharing video programs/materials and studios between RTK1 and RTK2, and (3) shift to HD.

When introducing file-based system, normally software program called "Multimedia Asset Management" (MAM) is used to manage and operate files for individual programs from reporting/editing to transmission efficiently, and software manufacturers also sell numerous MAM application software products. However, the ready-made software is expensive, and so RTK was unable to purchase it due to insufficient funds. For this reason, with IT division in RTK taking the lead, RTK developed its own independent MAM system, incorporating it into and operating it through existing file server systems. RTK also intends to incorporate this system into the new system to be improved by this project, and is currently developing an interface with the cooperation of manufacturers (application software: Cinegy (Germany); and computer equipment: Dell Inc. (United States)). Accordingly, the equipment procured by this project should be compatible with existing equipment used in MAM system.

The procured equipment will be installed in the server room, MCR and each studio, etc. and RTK will carry out the installation work of the equipment making good use of past experience. Furthermore, RTK intends to relocate MCR and has already prepared a new space.

It will become possible for RTK1, RTK2, and RTK3 to share the studios that each channel had previously used independently and exclusively through the improvement by this project, and this is also expected to improve the efficiency of program production activities in RTK.

Furthermore, while two separate reporting crews, for RTK1 and RTK2, were previously required, introduction of a file-based system will enable video materials to be shared between RTK 1 and RTK 2, and is therefore expected to lead to a reduction in costs related to program production.

Moreover, integration of MCR is expected to lead to the realization of centralized management for broadcast programs and speed up recovery time of failure.

In addition, taking into consideration of the fact that commercial broadcasting stations in Kosovo have already realized HD broadcasting, it is essential that studios be improved that enable HD program production in terms of increasing RTK's presence amongst the general public,.

Furthermore, the program production side of this project (WG2) also has reported that it is impossible to provide adequate guidance for reporting activities and program production activities due to the lack of ENG cameras. And so ENG cameras and studio cameras for RTK2 (which are currently insufficient) need to be procured.

5. Investigation of the Equipment Requested by RTK and Prioritize

Based on the above situation, WG1 investigated what equipment should be procured by this project. Details of equipment to be procured were decided with priority order (Rankings of A, B, and C) by WG1.

(Priority A)

Essential equipment for file-based system to integrate MCR and common share of Video programs/materials: 1 set

(Priority B)

12 sets of ENG cameras for RTK2 and RTK3 and 1 studio camera for RTK 2, which are essential for carrying out WG 2 activities in this project

Video switcher for RTK1, which is essential for implementing HD program production: 2 sets

Equipment for expansion of file-based system: 1 set

(Priority C)

Equipment for expansion of file-based system: 1 set

Studio camera for RTK1: 3 sets

【Requested Equipment and Approximate Cost in Order of Priority】

(Priority A: Approximate Cost of Equipment: 50,000,000 yen)

1. Play out Server: 6 sets
2. Play out Server Control Work Station: 6 sets
3. Play List Manager Work Station: 2 sets
4. Multiviewer Work Station: 6 sets
5. Encoder (IP from/to SDI): 10 sets
6. Engineering Work Station: 2 sets
7. Streaming Manager Work Station: 1 set
8. Voice-Over Work Station: 2 sets
9. Live Mixing Work Station: 2 sets
10. Equipment for SDI/Stream Interconnection: 1 lot
    -Card Frame: 4 pcs
    -SDI DeEmbeder: 5 pcs
    -SDI Embeder: 8 pcs
    -SDI Distribution: 12 pcs
    -Coaxial Cable (Green): 500m
    -Coaxial Cable (Blue): 500m
    -Audio Cable: 200m
    -BNC Connector: 300 pcs
    -XLR Connector (Male): 100 pcs
    -XLR Connector (Female): 100 pcs
    -SDI Converter (SDI-Analog): 6 pcs
    -SDI Converter (Analog-SDI): 2 pcs
    -Mobile SDI Emb/DeEmb: 2 pcs

11. Master Control Room (MCR) Network Devices & Supplies: 1 lot

   -Cisco Switch: 2 pcs

   -Supermicro Switch: 2 pcs

   -HP Switch: 2 pcs

   -Unshielded Twist Pair Cable: 10 pcs

   -SDI Converters (Cable): 100 pcs

   -Network Card: 15 pcs

   -HP Switch-Intercom: 5 pcs

   -Fiber-LAN Media Converter (10Gbit): 2 pcs

   -Fiber-LAN Media Converter (1Gbit): 8 pcs

12. Intercom for MCR (IP Solution): 1 lot

   -Rack Intercom Panel: 8 pcs

   -Main Intercom Unit: 1 pc

   -Managing Software: 1 lot

13. Peripheral Equipment for the above: 1 lot

   -Headphone: 15 pcs

   -Microphone: 3 pcs

   -Audio Monitoring: 10 pcs

   -Decklink Monitor: 11 pcs

   -Audio Card: 3 pcs

   -Video Hub Router 20x20: 1 pc

   -Stream Decoder (AMINO): 7 pcs

   -40 inch Multiviewer TV: 7 pcs

   -Raspberry PI 2: 20 pcs

   -AJA Corvid: 22 pcs

14. Application Software License (CINEGY): 1 lot

   -Air Pro Automation (Jet Package) License: 6 License

   -Encoder Pro: 43 Licenses

   -Router Licence: 1 License

   -Multiviewer: 48 License

   -Live Mixer: 4 Licenses

   -Stream Switcher: 6 Licenses

   -Player Pro (SDI): 3 Licenses

(Priority B: Approximate Cost of Equipment: 21,000,000 yen)

1. ENG Camera for RTK 2: 5 sets

2. Studio Camera for RTK 2: 1 set

3. ENG Camera for RTK 1 & 3: 7 sets

4. Application Licenses (CINEGY Capture (Ingest)): 6 licenses
5. Production Video Switcher for RTK 1 (St.1 & St.2): 2 sets

(Priority C: Approximate Cost of Equipment: 27,000,000 yen)

1. Application Licenses (Encoder Pro): 7 Licenses
2. Encoder for OB Van: 2 sets
3. Domain Controller (Video Router): 1 set
4. Studio Camera for RTK 1: 3 sets
5. Storage Server: 2 sets

Overall System Diagram (Order of Priority A)

RTK IT INFRASTRUCTURE BASED MCR & FBPS
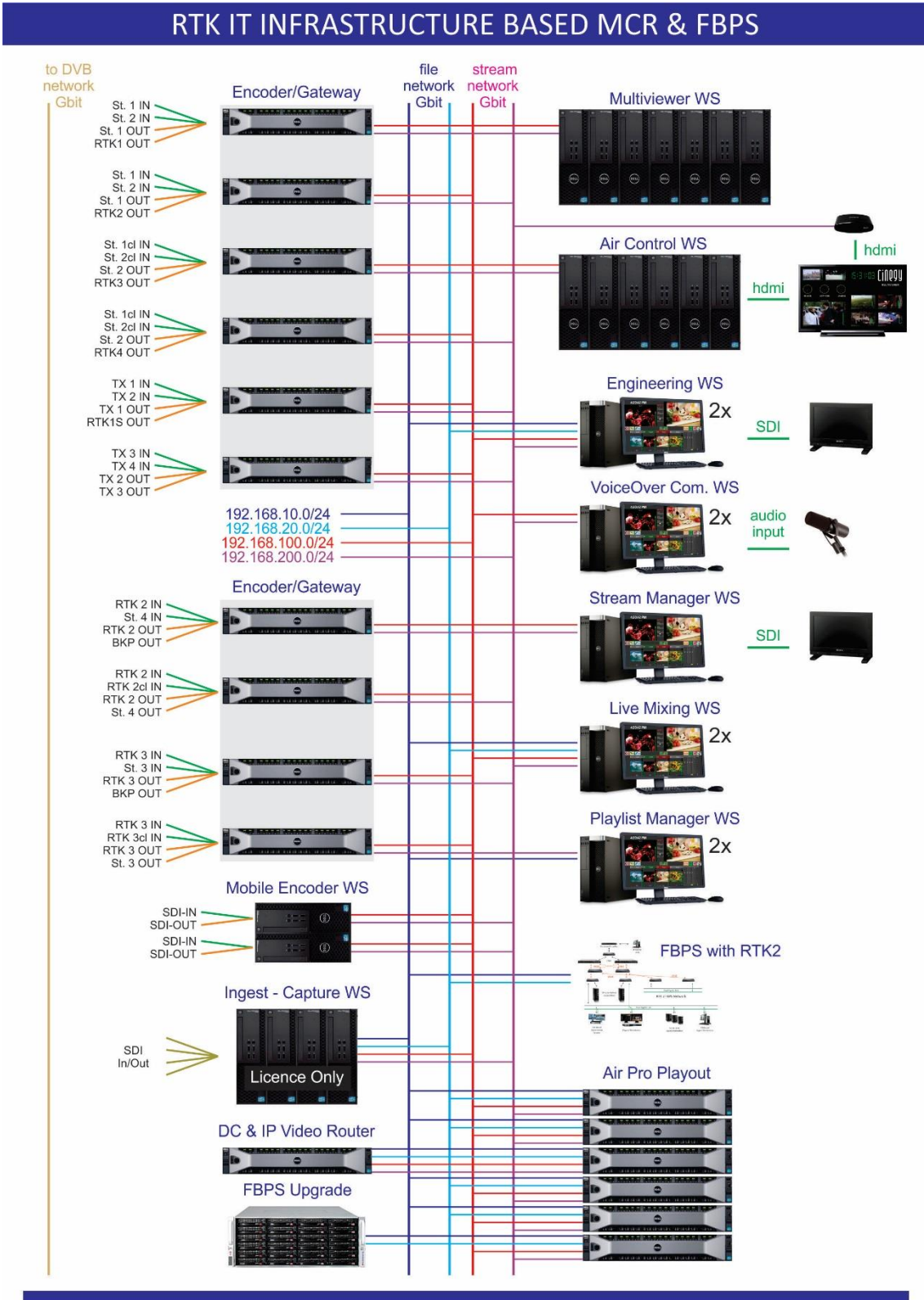
6. Selection Policy and Scope of Equipment to be Purchased

With regard to the determination of the equipment to be procured under this project as above was determined through the careful examination of the equipment list requested by RTK and ample discussions with members of WG1. However, the equipment list requested also includes the equipment for expansion purpose such as storage server to be procured. Such equipment for expansion purpose shall be procured by RTK's own efforts and it is regarded as unnecessary to include in the scope of equipment to be procured under this project.

Accordingly, the scope of equipment to be procured under this project, based on the move towards introducing global digital technology and shifting to HD broadcasting, shall be the absolute minimum equipment comprising of (1) minimum-sized file-based system equipment for MCR integration and common sharing of produced programs/materials, which are the issues of utmost priority for RTK is implementing these upgrades, focusing on the continuation of broadcasting services provided by RTK and improvement of efficiency on broadcasting services (Priority A); and (2) broadcasting equipment essential for program production aimed at facilitating ethnic harmony to be carried out jointly by RTK1 and RTK2, which has been one of the fruits of this project (part of Priority B). "Equipment to Be Procured (Draft)" is shown below.

【The Equipment to Be Procured (Proposal)】
(Order of Priority A: Approximate Cost of Equipment: 50,000,000 yen)

1. Play out Server: 6 sets
2. Play out Server Control Work Station: 6 sets
3. Play List Manager Work Station: 2 sets
4. Multiviewer Work Station: 6 sets
5. Encoder (IP from/to SDI): 10 sets
6. Engineering Work Station: 2 sets
7. Streaming Manager Work Station: 1 set
8. Voice-Over Work Station: 2 sets
9. Live Mixing Work Station: 2 sets
10. Equipment for SDI/Stream Interconnection: 1 lot
    -Card Frame: 4 pcs
    -SDI DeEmbeder: 5 pcs
    -SDI Embeder: 8 pcs
    -SDI Distribution: 12 pcs
    -Coaxial Cable (Green): 500m
    -Coaxial Cable (Blue): 500m
    -Audio Cable: 200m
    -BNC Connector: 300 pcs
    -XLR Connector (Male): 100 pcs

-XLR Connector (Female): 100 pcs

-SDI Converter (SDI-Analog): 6 pcs

-SDI Converter (Analog-SDI): 2 pcs

-Mobile SDI Emb/DeEmb: 2 pcs

11. Master Control Room (MCR) Network Devices & Supplies: 1 lot

-Cisco Switch: 2 pcs

-Supermicro Switch: 2 pcs

-HP Switch: 2 pcs

-Unshielded Twist Pair Cable: 10 pcs

-SDI Converters (Cable): 100 pcs

-Network Card: 15 pcs

-HP Switch-Intercom: 5 pcs

-Fiber-LAN Media Converter (10Gbit): 2 pcs

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12. Intercom for MCR (IP Solution): 1 lot

-Rack Intercom Panel: 8 pcs

-Main Intercom Unit: 1 pc

-Managing Software: 1 lot

13. Peripheral Equipment for the above: 1 lot

-Headphone: 15 pcs

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-Video Hub Router 20x20: 1 pc

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-Encoder Pro: 43 Licenses

-Router Licence: 1 License

-Multiviewer: 48 License

-Live Mixer: 4 Licenses

-Stream Switcher: 6 Licenses

-Player Pro (SDI): 3 Licenses

(Part of Priority B: Approximate Cost of Equipment: 9,500,000 yen)

1. ENG Camera for RTK 2: 5 sets
2. Studio Camera for RTK 2: 1 set
3. ENG Camera for RTK 1 & 3: 7 sets

With regard to the equipment for file-based system, taking into consideration factors such as the need for compatibility with RTK's own developed MAM system, interface, and verification results for operational validation, the application software shall adopt CINEGY products, as the CINERY application software has been verified to operate stably for existing file-based system equipment in RTK; and taking into consideration compatibility with RTK's existing equipment, Dell products need to be purchased.

With regard to cameras, also, taking into consideration compatibility with RTK's existing equipment, the same equipment needs to be procured.

Approximate costs shown have been calculated by referencing the equipment prices shown on each manufacturer's website, as well as estimated prices provided by CINEGY for application software, and do not include transportation or insurance fees. The work of installing the equipment and operational training prior to operation will be carried out by RTK, with RTK's IT division taking the central role. There are 30 staff members in RTK's IT division and 10 of 30 staff members are assigned exclusively to broadcasting duties. The fact that the IT division has independently developed a MAM system and demonstrations of the new system currently under development, as well as workshop presentations, all show that the IT division has very high technical capabilities.

Accordingly, it has been determined that there will be no problems with RTK carrying out the installation work of the procured equipment and operational training prior to operation.

7. Problems Involved in Procuring Equipment

As discussion among WGI proceeded with relation to equipment procurement, RTK made requests regarding the place of the equipment to be procured.

It was explained that, because JICA's Balkan Office exercises jurisdiction over Kosovo, procurement of the equipment would be carried out mainly by JICA's Balkan Office. WG1 members expressed their objections against the explanation, saying that, "Since JICA's Balkan Office is located in Belgrade, Serbia, we cannot accept equipment procured by JICA's Balkan Office."

Normally when RTK purchases equipment, items that cost €1000 or more are required to be purchased through International Competitive Bidding (ICB) via the Kosovo Government's website.

As the result of bidding through this system, it is possible for RTK to accept the equipment, even if the bidding winner is a company located in Serbia. However, RTK has expressed disapproval of the organization making the equipment procurement being located in Belgrade, and so RTK

desires that equipment procurement in this case be carried out by the JICA Turkey Office or JICA France Office.

Underlying this request is the situation that, while Kosovo has obtained independence from Serbia, Serbia does not recognize Kosovo as a country, and so organizations located in Serbia purchasing equipment for use in Kosovo is not yet acceptable to Kosovar public sentiment. Under these circumstances, if the publicl broadcasting corporation RTK were to be provided with equipment procured by an organization whose office is located in Belgrade—even JICA—it would clearly be subjected to criticism or pressure from the Kosovar people.

Numerous WG1 members have stated that they would resign their WG1 membership if equipment were to be procured by an organization in Serbia, and the seriousness of the situation in the workplace could be keenly felt.

It is thought that procedures related to procurement of equipment such as in this case should be decided in accordance with internal JICA regulations and not influenced by interference from the recipient country such as in this case; however, one of the aims of this project is the realization of ethnic harmony, and so it is predicted that taking actions that would stir up ethnic emotions would also impact the project's future progress. Accordingly, accepting RTK's request and procuring the equipment through a different JICA office is regarded as being an issued requiring consideration.

Action Plan for the Operation and Maintenance of Broadcasting Equipment

Annex2-2

Task	2016 10	2016 11	2016 12	2017 1	2017 2	2017 3	2017 4	2017 5	2017 6	2017 7	2017 8	2017 9	2017 10
Overall Plan													
Compile specification documents		←——————→											
Tenders / Contracts				←Tenders→ ←Contracts→									
Equipment ordering					←→								
Delivery and inspection							←————————————→						
Offline tests									←————→				
Installation									←————————→				
Test operation										←————→			
Switchover											▲		
Operation											←————————→		
Installation plan / Implementation / Control system													
1) Facility design / Procurement / Installation				←Design→ ←Procurement→					←Unit tests→ ←Installation—————→				
2) Schedule management / Training							Schdule management ←——————→ Training ←——————————————————→						
3) Compilation of operating manuals							←——————————————→						
Equipment management methods and procedures													
1) Data collection and compilation of lists				←————————→									
2) Examination of data base systems					←————→								
3) Compilation of maintenance manuals							←——————→						
Review of organizational structure and systems													
1) Review of operating division							←——————————→						
2) Review of maintenance division							←——————————→						
3) Structural reform									←————→				
Training plan and its implementation													
1) Production of training materials							←——————————————→						
2) Scheduling and implementation of training										←Offline Training→ ←OJT—————→			

Analysis of the Program Production Situation and Summary of Identified Issues

The work began with monitoring of the broadcasts of RTK1 (Albanian) and RTK2 (Serbian) and identifying their core attitudes towards broadcasting through daily contact. To summarize the impressions received during the two visits: ▼ There is considerable variation in the capabilities of reporters (journalists), cameramen and editorial staff. ▼ The views of the top people ultimately responsible for programs are not being fully conveyed to the production staff. ▼ There are programming issues regarding how much of which program types should be broadcast each day. Concretely, an extremely large amount of time is devoted to political content. It is only normal for a broadcasting station to cover political questions but the more diverse programming, including social and economic issues, and cultural and educational programs, also expected of a public broadcaster is lacking. ▼ There are problems with the program-production methods. When interviewing politicians in the studio, for example, no preparations, such as inserting of short videos, are made for presentation during the interview in order to make the program easier for viewers to watch and understand. On the daily news, too, much archive footage is used and little effort is made to provide fresh footage or views from the street. ▼ Under these circumstances, under the direction of RTK General Director Mentor Shala, the executives responsible for broadcasting have been made aware of the issues and, together with the JICA experts, workshops for RTK1 and RTK2 staff have commenced with the aim of improving quality.

Identified Issues and Responses

1) Improving Coverage and Production Capabilities
To address the issues identified by the analysis in a concrete manner, a production workshop for selected journalists from RTK1 and RTK2 was convened twice weekly during the first visit on Mondays and Thursday mornings on the fixed themes of disasters, public disturbance, heritage and unemployment. Participants were asked to produce a report of up to 10 minutes in length by the following week. The workshops started with the program producers telling everyone about the coverage issues which troubled them and the answers which they had found, and this was followed by program screenings and free discussions. This process had the purpose of highlighting the problem areas in reports and reinforcing the producers' own awareness of them. By holding joint workshops involving both the Albanians and the Serbs, the workshops also provided the hitherto unprecedented

occasion for the broadcasting staff of both ethnic groups to surmount the ethnic and institutional barriers and discuss each other's work together. A combined total of 12 workshops was held by JICA experts during the two visits and 15 reports were produced. The most outstanding reports were selected for broadcast in a new program called *Focus*, which was scheduled to start in January, 2016. The workshops will continue in 2016 and are expected to supply materials to this program all through the year.

2) Initiatives for Improving Program Content and Programming
In addition to the production workshops aimed at the improvement of production capabilities, there were workshops, too, for staff responsible for news and information programs (morning shows etc.). Participants were shown DVD's of programs produced by NHK and the Japanese commercial broadcasters and engaged in question and answer sessions with the Japanese experts. These discussion-oriented workshops were not restricted to political coverage and addressed various themes. Japanese programs which employed a lot of graphics were also screened and discussed. The programs and related materials, a mixture of programs made by NHK and the Japanese commercial broadcasters, included: ▼ Morning and evening news ▼ An interactive news program which introduced viewers' opinions submitted via Twitter and e-mail ▼ A program in the so-called afternoon show format ▼ A documentary. The discussion-oriented workshops were only started during the second visit and held four times altogether but the ideal is to continue them throughout the entire term of the project. The expectation is that the staff responsible for programs at RTK will be able to pick up useful hints from this activity.

3) Joint Productions that Help to Reconcile Ethnic Differences
In early December, 2015,
A preparatory 2-day, overnight seminar for the new program, *Focus*, was held away from the broadcasting station in the capital, Pristina, in the mountains close to the Montenegro border. *Focus* is expected to be broadcast as a monthly program. The themes for the first four broadcasts were decided, outstanding news reports selected from among those produced by both RTK1 and RTK2 for the production workshop, and the phrasing used was refined. Presenters were selected from both stations and the program scripts were finalized. The phrasing of news stories evoked keen debate between the journalists of the two stations but all understood the goal of this joint production and the discussions did produce consensus. The main activity on the second day was to record the program's introductory comments in the beautiful natural setting. The success of this

initiative in transcending the ethnic divide appeared to be
ratified when the participants all unexpectedly clapped the
scenes where presenters warmly introduced the programs made by
members of the other ethnic group and also the closing comments.
This was the first joint recording since RTK1 and RTK2's
founding and achieved only two months into the two-year RTK/JICA
project.

Future Challenges

RTK1 was established 15 years ago and its sister broadcaster,
RTK2, has a history of only two and a half years. The RTK/JICA
project started in a situation of inadequate communication
between the staff of the two stations. One member of RTK2 staff
has spoken of how this project has given him his first ever
opportunity to talk with RTK1 staff and learn their faces and
names, and says that they now greet each other when they meet.
Such words have been extremely encouraging for the members of
our project team and we would like nothing better than for the
RTK/JICA project to serve as a bridge between the ethnic groups
of Kosovo.

The new program, *In Focus*, is already deepening relations
between the two stations and we also wish to realize a joint
special program for the end of the project's first year. This
will entail both stations working together as a single unit to
produce a program on a shared theme. The first reaction when
we made this proposal was that such a joint production would
be too difficult with the experiences and memories of the ethnic
conflict still so fresh in everybody's minds but the mutual
trust is expanding through the RTK/JICA project and the
situation changing little by little. Currently, coverage is
being considered for such topics as: ▼ A report on a small hotel
run but people of various ethnic backgrounds in the Kosovan
Serbian community ▼ Coverage of a jazz orchestra consisting of
musicians from both the Serbian and Albanian ethnic groups in
Mitrovica in northern Kosovo. Further discussions are planned
to determine the theme, production methods etc.

Journalist's Handbook

Ⅰ) Basic stance for reporting

The mission of coverage is to inform the truth and dedicate to the public's right to know and to contribute to realize the peaceful society which respects the human rights.

The freedom coverage is entrusted by the society to realize and it must be independent, self-sufficient and free from the authority and pressure.

Those who work for the coverage should possess the pride and responsibility as a journalist and must be always aware of the correctness, fairness and objectivity of its reports.

At the time of coverage, we have to work actively always and we should keep not only critical attitude combined with a full of conscience but also keep in mind on the people being reported.

Ⅱ) Service to the right of access to the information

To serve for the civil right of access to information and try to our best to overcome the pressure and interference from the authorities which hinders the freedom of speech.

Always remind us to provide the basis for decision to citizens. Never spread propaganda for a particular individual, group, or company and always avoid slanderous and intentional defamation.

Ⅲ) On objectivity

Do not twist the facts with the intentional choice of the facts and biased views and the unnecessary emphasis. Always keep out of assertive expression which causes misunderstanding.

Always try to be impartial and unbiased. Show the various types of opinions and try to treat different positions fairly.

Make a sharp distinction between facts and opinions and have a multifaceted comments and analysis.

To maintain the truthfulness, have the practice of using real names in case of reporting. Try to specify the ground of information. Anonymous reporting should be conditional.

In news reporting and programs excessive dramatic interpretation should be always refrained and expressions and comments of new programs should be highly recommended to keep always dignity and moderation.

Information gathered by coverage should not be informed to others and they should be used only for news and programs.

We have to always observe the rules and laws regarding insider trade and we should strictly refrain from the behaviour arousing suspicion.

In coverage of the news and production of program, there should not be any case of giving and receiving the money.
(See Page 20, section 5.8 of Professional Standards of RTK)

Reports from parliament in the programs of RTK have to give an impartial account of the proceedings in the Parliament, which means that they need to present the complete range of opinions on a certain issue in a balanced manner.
(See Professional Standards of RTK, page 12-13)

RTK reports on the work of the political parties day by day, whereby its mission as a public service broadcaster requires a balanced attitude towards all parties. The presence of a political party in the broadcasts of RTK depends on its

activity.
(see Professional Standards of RTK, page 13)

Editors in charge have to be very careful and conscious whenever they decide to transmit demonstrations as live events. Peaceful demonstrations could, under special social and political circumstances evolve to a riot.
(See Professional Standards of RTK, page 20-21, section 5.9 Coverage of Exceptional Events)

As a general rule, hidden cameras and microphones must not be used to gather information. Prior authorization if needed, must be obtained from the editor-in-chief of programming.
(See Professional Standards of RTK, page 24-25)

The audience must be advised when audio or visual material was recorded much in advance. Library material used to illustrate events or issues needs to be clearly signposted.

Medea people should be very careful of using Social Media You shouldn't state your political preferences or say anything that compromises your impartiality. You must remember that even though you are acting in your own personal capacity, anyone who sees what you write, as a representative of the RTK.

IV) Respect for human rights

We must respect the pride, privacy and portrait rights of individuals to a maximal degree. Information on the individuals gathered for the coverage must be kept strictly and shouldn't be used for other purposes.

We must not discriminate a person by a race, nationality, ethnical difference, gender, occupation, belief, religion, illness, handicapped, sexual orientation, and socioeconomic status.

Freedom of religion must be respected.

A principle to report a crime case using real names should be observed but sometimes we should not reveal the names in terms of human rights if needed.

Always pay attention to the victims and their families and try to avoid a forceful coverage with excessive emotions and never create threatening atmosphere. Also we must pay special consideration for children.

When we broadcast a false report or information, we must correct them as fast as possible.

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Project Design Matrix（PDM）

Project Title: **The Project for Capacity Development of Radio Television of Kosovo (RTK)**

Implementing Agency: Radio Television of Kosovo (RTK) and JICA Expert Team

Target Group: "RTK1TV" & "RTK2TV" technical staff members, program production staff members, news reporting staff members

Period of Project: September, 2015 - August, 2017   **Version 1.0**

Project Site: Pristina   **Dated 9, December, 2015**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal RTK becomes a model of mass media in Kosovo to deliver accurate, impartial and fair information to all ethnic groups.	1. RTK becomes the most trusted media in disseminating information of public interest.	1. Opinions from media experts external to RTK	
Project Purpose Quality of the RTK programmes is improved as an independent public broadcaster for delivering accurate, impartial and fair infromation to all ethnic groups.	1. A new system to prevent broadcast accident associated with internal operation of RTK is introduced and impemented. 2. A new system to assure the editorial independence of RTK is introduced and implemented. 3. Evaluation rates by Consultative Commision on Programmes increased in terms of "Accuracy, Impartiality and Fairness" on the RTK programme quality.**	1. Record of RTK TV broadcasting in the operation log book.* 2. Recod of Consultative Commision on Programmes/ Results of the questionnaire & interviews with RTK staff members. 3. Record of the questionnaire & interviews with the Consultative Commision on Programmes.	・Government of the Republic of Kosovo continues improvement of telecommunication and broadcasting infrastructure.

Outputs			
Output1: Capacities of RTK staff in operation and maintaining TV broadcasting equipment are enhanced.	1-1. "The action plan to improve the operational system of RTK TV broadcasting equipment" is implemented.	1-1. Record of implementation & dissemination of "The action plan to improve the operational system of RTK TV broadcasting equipment"	・The same WG members continue their tasks throughout the Project period.
Output2: Capacities of RTK staff in programme production and news reporting are enhanced.	2-1. Programs are produced by WG2 and brodcasted.	2-2. Meeting record of the Consultative Commission on Programs	
	2-2. Consultative Commision on Programmes meetings are regularly held.	2-2. Meeting record of the Consultative Commission on Programs	
	2-3. "Guidelines for accurate, impartial and fair production methods" is utilized by RTK production staff.	2-3. Results of the questionnaire & interviews with RTK production staff members	

Activities	Inputs		Important Assumption
Activity 1-1: Working Group 1(WG1), in cooperation with JICA experts, conducts situation analysis on the operational & maintenance system of TV broadcasting equipment in RTK, and identifies issues. Activity 1-2: Based on the result of 1-1, WG1 in cooperation with JICA experts, develops an action plan to improve the operational & maintenance system of TV broadcasting equipment in RTK. Activity 1-3: Based on the action plan developed in 1-2, WG1, in association with JICA experts, conducts On the Job Training (OJT) for technial staff members (including preparation of the operation log book).	The Japanese Side	The Kosovo Side	
	1. Dispatch of JICA experts (Equipment management, News reporting, Programme production & Coordination) 2. Provision of the equipment 3. Training for Counterpart Personnel (in Japan) 4. Local cost for project activities of JICA experts	1. Allocation of Counterpart Personnel (Project Director, Project Manager, Working Group members etc.) 2. Facility and equipment (office space for JICA experts, meeting space/ seminar rooms for Working Group activities, other relevant facilities and equipment) 3. Local cost (remuneration to the personnel if necessary, customs exemption for equipment, domestic transportation, storage and installation for equipment provided by Japan, maintenance costs for afility and equipment)	Pre-Conditions
			・Policy to make RTK public broadcaster for all ethnic group is maintained. ▬◄ <Issues and countermesures>

Activity 2-1: Working Group 2(WG2), in cooperation with JICA experts, conducts situation analysis on the programme production in RTK. Activity 2-2: Based on 2-1, in cooperation with JICA experts, develops the "Guidline for accurate, impartial and fair production methods". Activity 2-3: Through OJT by JICA experts, WG2 produces programmes of current topics for the purpose of disseminating accurate, impartial and fair information to all citizens, utilizing the guideline developed in 2-2. Activity 2-4: WG2, in coopertaion with JICA experts, establishes Consultative Commission on Programmes. Activity 2-5: Consultative Commision on Programmes assesses the programmes produced in 2-3.			

*Operation log book is to be prepared through Activity 1-3.

**Baseline data and progress of the indicator are to be collected through Activity 2-5.

Project Design Matrix（PDM）

Project Title: The Project for Capacity Development of Radio Television of Kosovo (RTK)

Implementing Agency: Radio Television of Kosovo (RTK) and JICA Expert Team

Target Group: "RTK1TV" & "RTK2TV" technical staff members, program production staff members, news reporting staff members

Period of Project: September, 2015 - March, 2019   **Version 2.0**

Project Site: Pristina   **Dated 25, August, 2017**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal RTK becomes a model of mass media in Kosovo to deliver accurate, impartial and fair information to all ethnic groups.	1. RTK becomes the trusted media in disseminating information of public interest.	1. Opinions from media experts external to RTK	
Project Purpose Quality of the RTK programmes is improved as an independent public broadcaster for delivering accurate, impartial and fair infromation to all ethnic groups.	1. RTK1 and RTK2 properly share the same contents for broadcasting through the new equipment such as the common server, etc. procured by the project	1. Record of RTK TV broadcasting in the operation log book.*	・Government of the Republic of Kosovo continues improvement of telecommunication and broadcasting infrastructure.
	2. The joint TV programme production by RTK1 and RTK2 promotes an ethnic collaboration.	2. Recod of Consultative Commision on Programmes/ Results of the questionnaire & interviews with RTK staff members.	
	3. Audiences think RTK broadcasts accurate, impartial and fair TV programs.	3. Record of the questionnaire & interviews with the Consultative Commision on Programmes.	

Outputs			
Output1: Capacities of RTK staff in operation and maintaining TV broadcasting equipment are enhanced.	1-1. "The action plan to improve the operation and maintenance system of RTK TV broadcasting equipment" is implemented.	1-1. Record of implementation & dissemination of "The action plan to improve the operation and maintenance system of RTK TV broadcasting equipment"	·The same WG members continue their tasks throughout the Project period.
Output2: Capacities of RTK staff in programme production and news reporting are enhanced.	2-1. Programs are produced by WG2 and brodcasted.	2-1. Record of RTK TV programme production	
	2-2. Consultative Commission on Programmes is established.	2-2. Meeting record of the Consultative Commission on Programs	
	2-3. "Guidelines for accurate, impartial and fair production methods" is utilized by RTK production staff.	2-3. Results of the questionnaire & interviews with RTK production staff members	

Activities	Inputs		Important Assumption
	The Japanese Side	The Kosovo Side	
Activity 1-1: Working Group 1(WG1), in cooperation with JICA experts, conducts situation analysis on the operational & maintenance system of TV broadcasting equipment in RTK, and identifies issues.	1. Dispatch of JICA experts (Equipment management, News reporting, Programme production & Coordination)	1. Allocation of Counterpart Personnel (Project Director, Project Manager, Working Group members etc.)	
Activity 1-2: Based on the result of 1-1, WG1 in cooperation with JICA experts, develops an action plan to improve the operational & maintenance system of TV broadcasting equipment in RTK.	2. Provision of the equipment 3. Training for Counterpart Personnel (in Japan) 4. Local cost for project activities of JICA experts	2. Facility and equipment (office space for JICA experts, meeting space/ seminar rooms for Working Group activities, other relevant facilities and equipment)	
			Pre-Conditions
Activity 1-3: Based on the action plan developed in 1-2, WG1, in association with JICA experts, conducts On the Job Training (OJT) for technial staff members (including preparation of the operation log book).		3. Local cost (remuneration to the personnel if necessary, customs exemption for equipment, domestic transportation, storage and installation for equipment provided by Japan, maintenance costs for afility and equipment)	·Policy to make RTK public broadcaster for all ethnic group is maintained. ◄■■■ <Issues and countermesures>

Activity 2-1: Working Group 2(WG2), in cooperation with JICA experts, conducts situation analysis on the programme production in RTK. Activity 2-2: Based on 2-1, in cooperation with JICA experts, develops the "Guidline for accurate, impartial and fair production methods". Activity 2-3: Through OJT by JICA experts, WG2 produces programmes of current topics for the purpose of disseminating accurate, impartial and fair information to all citizens, utilizing the guideline developed in 2-2. Activity 2-4: WG2, in coopertaion with JICA experts, establishes Consultative Commission on Programmes. Activity 2-5: Consultative Commision on Programmes assesses the programmes produced in 2-3.			

*Operation log book is to be prepared through Activity 1-3.
**Baseline data and progress of the indicator are to be collected through Activity 2-5.