

**Republic of the Union of Myanmar
Myanma Radio and Television**

**THE PROJECT
FOR
CAPACITY DEVELOPMENT
OF
MYANMA RADIO AND TELEVISION
PROJECT COMPLETION REPORT**

JULY 2020

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

YACHIYO ENGINEERING CO., LTD.

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Separate Volume

Middle/Long term roadmap
Concept of Program Planning
Monitoring Sheet (Internal only)



■ Republic of the Union of Myanmar and Surrounding Area

Myanma Radio and Television (MRTV)

■ **Television**

Analogue Stations: 226 (existing) (NTSC)
 Digital Stations: 151/256 (existing, as of 2020) (DVB-T2)
 Airtime: 16 hours/day
 Channel: MRTV, Hluttaw, NRC, Farmer
 Coverage: 92%

■ **Radio**

Transmitting Station
 Nay Pyi Taw: (Medium Wave)
 Yangon: (Short/ Medium Wave)
 78 Stations across the country (FM)
 Airtime: 18 hours/day
 Coverage: 83%

- Headquarters: Tatkone
- Bureau

Location Map of MRTV Offices

MRTV



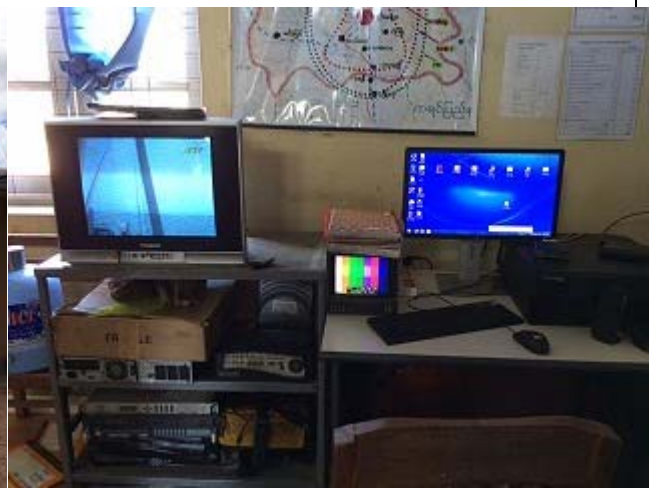
MRTV Sub-Control Room



Thabeikkyin Transmitting Station



Thabeikkyin Transmitting Station



Thabeikkyin News Transmission Terminal



MRTV Mandalay Bureau



MRTV Taunggyi Bureau
(The residence and the office are on the same premises)

MRTV



MRTV Patheingyi Bureau's Staff
(Two technical staff are hired by the Patheingyi Bureau)



MRTV Taunggyi Transmitting Station
(Private TV transmitters are also installed)



MRTV Bago Bureau's Reporters
(Belong to NRC)



Yangon News Studio



Yangon Sub-Control Room



Yangon News Studio

Meetings, Program Award



1st Joint Coordinating Committee



4th Joint Coordinating Committee



6th Joint Coordinating Committee



2017 Program Award



2017 Program Award



2019 Program Award

Seminar, Relation with the other donors, Output 1 (PSB WG)



Courtesy of MOI Minister



1st Workshop for MOI



2nd Workshop for MOI
(MOI Minister)



Other donor's Workshop
(Project leader explains about JICA Project)



NGO Committee Hearing



Examination of Organizational Restructuring
(PSB WG)

Output 2 (Technical WG)



Technical WG Hearing



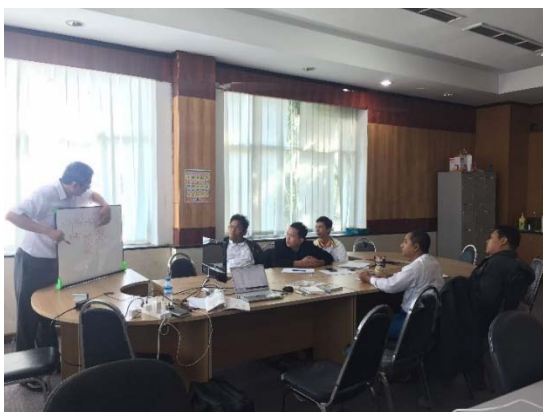
Basic Maintenance Training



Radio Equipment Checking



OB Van Checking



Preparation of Maintenance Manual



Basic Training for Channel Plan

Output 2 (Technical WG), Output 3 (Program Production WG)



Meeting for Channel Plan



Explanation of Channel Plan at the Board Meeting



PSB PR Program (OJT)
(Program Planning Meeting)



PSB PR Program (OJT)



PSB PR Program (OJT)



Educational Program (OJT)
Skit Shooting

Output 3 (Program Production WG)

	
<p>Educational Program (OJT) Studio Recording</p>	<p>Educational Program (OJT) Editing</p>
	
<p>Agriculture Program (OJT) Local government Interview</p>	<p>Agriculture Program (OJT) Organic Farmer Interview</p>
	
<p>Agriculture Program (OJT) Lily Cultivation</p>	<p>Agriculture Program (OJT) Cacao Farmer</p>

Output 3 (Program Production WG)



Agriculture Program (OJT)
Production process of Yacon Tea



Agriculture Program (OJT)
Beekeeper



Radio Live Program Using Smartphones (OJT)



Radio Live Program Using Smartphones (OJT)



Radio Live Program Using Smartphones (OJT)



Radio Live Program Using Smartphones (OJT)

Output 3 (Program Production WG)



Radio Live Program Using Smartphones (OJT)



Radio Live Program (OJT)



Radio Investigative Report (OJT)



Radio Investigative Report (OJT)



Peace Music Festival



Peace Music Festival

Output 4 (News Reporting WG)



News Reporting WG
Kick Off Meeting



News Reporting Lecture in Nay Pyi Taw



News Reporting Lecture in Yangon



News Reporting WG
Group Discussion



News Reporting (OJT)
Pre-coverage study



News Reporting (OJT)
Issue of drug use among young generation

Output 4 (News Reporting WG)



Training of Feature Story Preparation
for Young Journalists



News Reporting (OJT)
Editing



News Reporting (OJT)
Yangon General Hospital



News Reporting (OJT)
Water Supply Issue



Feature News Program (OJT)



Feature News Program (OJT)
Ranger Scout Interview

Output 4 (News Reporting WG)



Feature News Program (OJT)
Social News and Social Problem



Investigative Report (OJT)



Disaster Investigative Report (OJT)



Disaster Investigative Report (OJT)



Peace Investigative Report (OJT)



Peace Investigative Report (OJT)

Output 4 (News Reporting WG)



Two-year performance Evaluation Program
Ministry of Health and Sports



Two-year performance Evaluation Program
Ministry of Health and Sports



Two-year performance Evaluation Program
Meeting (Tatkone)



Two-year performance Evaluation Program
Meeting (Mandalay)



News Editor Meeting (Tatkone)



News Editor Meeting (Yangon)

Output 4 (News Reporting WG)



Live Weather Report Using Smartphone (OJT)
Studio



Live Weather Report Using Smartphone (OJT)
Sub-Control Room



Live Weather Report Using Smartphone (OJT)
Tatkone



Live Weather Report Using Smartphone (OJT)
Yangon



Joint Meeting on Disaster Information Provision
(DMH, HHM and MRTV)



Live Weather Program (OJT)
Meeting with DMH

Output 4 (News Reporting WG)



Live Weather Program (OJT)
Meeting with DMH



Live Weather Program (OJT)
Rehearsal with DMH



Election News (OJT)
Meeting (Yangon)



Election News (OJT)
Meeting (Tatkone and Mandalay)



Election News (OJT)
Interview with Farmer



News Reporting WG
Preparation for the Mpedia

Video Editing, Training in Japan



Video Editing Training



Video Editing Training



Video Editing Training



Training in Japan



Training in Japan



Training in Japan

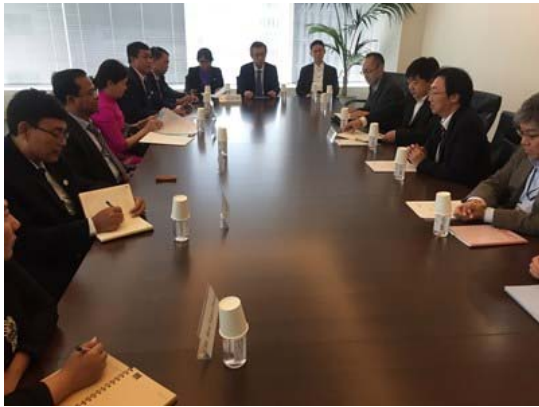
Training in Japan, Program Lineup WG



Training in Japan
MIC Briefing



Training in Japan
Shizuoka Daiichi Television



Training in Japan
JICA Headquarters



Program Lineup WG Meeting



Program Lineup WG Meeting



Program Lineup WG Meeting

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Abbreviation

ASEAN	Association of Southeast Asian Nations
BBC	British Broadcasting Corporation
BBS	Buruma Broadcasting Services
BDS	Broadcast Distribution Service
BPO	Broadcasting Ethics and Program Improvement Organization
C/P	Counterpart
DG	Director General
DSNG	Digital Satellite News Gathering
DTTB	Digital Terrestrial Television Broadcasting
DVB-T2	Digital Video Broadcasting – Terrestrial 2
DWA	Deutsche Welle Akademie
ENG	Electronic News Gathering
FCC	Federal Communications Commission
FG	Forever Group
HQ	Headquarters
HD	High Definition
ICT	Information and Communication Technology
JBA	Japan Commercial Broadcasters Association
JCC	Joint Coordinating Committee
JET	Japanese Expert Team
JICA	Japan International Cooperation Agency
JIB	Japan international broadcasting
JICT	Japan's ICT and Postal Services
MDC	Media Development Conference
MDP	Media Development Partners
MIC	Ministry of Internal Affairs and Communications
MNA	Myanmar News Agency
MNTV	Myanmar National TV
MOI	Ministry of Information
MRTV	Maynma Radio and Television
MSDP	Myanmar Sustainable Development Plan
MTBF	Mean Time Between Failure
MTTF	Mean Time To Failure
NBC	National Broadcasting Council

NBDA	National Broadcasting Development Authority
NHK	Japan Broadcasting Corporation
NRC	National Races Channel
NTV	Nippon Television Network Corporation
O&M	Operation & Maintenance
OB-VAN	Outside broadcasting - Van
OJT	On-the-Job Training
ONHCR	Office of the United Nations High Commissioner for Human Rights
PDM	Project Design Matrix
PO	Plan of Operation
PSB	public service broadcasting
R/D	Record of Discussion
SD	Standard Definition
SDT	Shizuoka Daiichi TV
SFN	Single-Frequency Network
SNS	Social Network Service
STLM	Shwe Than Lwin Media Co., Ltd
UNESCO	United Nations Educational, Scientific and Cultural Organization
WG	Working Group

Chapter 1
Basic Information and
Results of the Project

Chapter 1 Basic Information and Results of the Project

1.1 Myanmar

Myanmar is located in the west of the Indochina Peninsula. It has an area of approx. 677,000 km², which is 1.8 times the area of Japan. It is bordered by the Bay of Bengal to the southwest, the Andaman Sea to the south, Thailand to the southeast, Laos to the east, China to the north and northeast, India to the northwest and Bangladesh to the west.

Myanmar is an ethnically diverse country consisting of more than 130 ethnic groups. The Bamar account for 70 % of the population. In addition, the ethnic minorities living in the country include the Karen, the Kachin, the Kayah, the Rakhine, the Chin, the Mon, the Shan and the Chinese-speaking Kokang in the northeast. Many minorities have their own languages.

The most populous city is Yangon at the mouth of the Irrawaddy River. The second most populous city is Mandalay in the upper reaches of the Irrawaddy River, approx. 590 km north of Yangon. In 2006, the capital was moved to a newly developed city, Naypyidaw, between the two cities approx. 340 km north of Yangon.

Myanmar (Burma) gained independence from the UK and became an independent republic in 1948. In the military coup that occurred during political turmoil in 1962, a military-led socialist regime was established. The military government denied freedom of speech and censored publications. The movement for democracy that began in 1988 gained momentum. In 2011, the country changed its name to “The Republic of the Union of Myanmar” and the military regime handed over power to a civilian government.

1.2 Title of the Project

“The Project for Capacity Development of Myanmar Radio and Television” was adopted as the official title of the Project in the Record of Discussion (R/D) concluded on August 14, 2015. This Project was named “MRTV Next” in the first meeting of the Joint Coordinating Committee (JCC) held on June 22, 2016. The name represents MRTV’s desire to become an outstanding broadcaster through the Project.

1.3 Duration of the Project

The Project period was set at four years and two months from 15th May, 2016 to 31st July, 2020 in accordance with the R/D.

1.4 Background

News reporting by the mass media was controlled by the government under the military regime in the country that is now called the Republic of the Union of Myanmar (hereinafter referred to as “Myanmar”).

After the transfer of power to a civilian government in 2011, the new government changed the media policy completely. The censorship of publications was abolished in 2012. Publication of newspapers by private companies was resumed in 2013. The News Media Law stipulating the total abolition of censorship and the right to request the disclosure of information from the government was adopted in March 2014. As such, several initiatives are being undertaken by the new government in order to promote participation by the private sector in the media business. The Broadcasting Law was enacted in 2015 to make the broadcasting business in Myanmar conform to international standards. Based on the Law, a draft by-law of the Broadcasting Law was drawn up, which is now at the stage of being checked by the Attorney General's Office prior to enforcement. The by-law clearly specifies public service broadcasting (PSB) as a new classification of broadcasting.

Meanwhile, because of the censorship imposed for half a century in the past, there is a low quality of reporting by media organizations in Myanmar. Among them, the national broadcaster, "Myanma Radio and Television (MRTV)," continued to broadcast articles produced and delivered by the national news agency, "Myanmar News Agency (MNA)," without editing for 40 years after its establishment. Therefore, MRTV has not trained its reporters to be capable of making independent reports, and MRTV and its staff members lack the capacity required for broadcasting accurate, impartial and fair news. In terms of program production, most of the programs are unedited broadcasts of musical and dance events. MRTV has not developed innovative ideas to make its programs easy to watch, enjoyable or full of information. Entertainment programs produced by overseas media have attracted a large audience in Myanmar.

The Ministry of Information, which is responsible for the mass media, has implemented the policy for media deregulation mentioned above since 2012. However, media organizations have not developed to a satisfactory level because the media business was only recently opened to the private sector. Therefore, the sound development of the media is urgently required as a foundation for the development of democracy. MRTV has been making organization reforms under the leadership of its director general for "the production of people-based programs" since April 2013. This reform is part of the preparation for its transformation into a PSB.

MRTV is currently operated by the TV and Radio Divisions, and the TV Division consists of four channels, such as MRTV Main Channel, National Races Channel (hereinafter referred to as "NRC"), Farmer Channel and Hluttaw (Parliament) Channel. Since 1981, MRTV Main Channel has been broadcast as an analogue terrestrial service, and the current population coverage through the nationwide network of MRTV is 91 %. In contrast, the three other channels have been operated as digital terrestrial services since October 2013, and their population coverage is now 83%. Radio broadcasting services by the state-run broadcaster called "Burma Broadcasting Service (BBS)," which was the predecessor of MRTV, began in 1946 with shortwave and medium wave services, and these services covered the entire country. In 2004, FM services were launched after the start of TV services. Currently, MRTV operates one shortwave transmitting station, two medium wave transmitting stations and 79 FM transmitting

stations, and general content is available in shortwave, mediumwave and FM services.

The broadcasting time of the MRTV Main Channel is from 6:00 to 23:00, and the radio broadcasting time is from 5:30 to 23:30. There are currently 594 members of staff in the TV Division and 226 in the Radio Division (as of May 2019). Therefore, it already has the capacity to transmit information required by ethnically diverse people in diverse social environments. There is a huge information gap between rural and urban areas. The development of MRTV as an “accurate, impartial and fair” news organization will lead to the overall improvement of the quality of journalism in Myanmar, which can contribute to the promotion of democratization. Therefore, the improvement of the capacity of MRTV and its staff for its transformation into a PSB is extremely important.

1.5 Overall Goal and Project Purpose

1.5.1 Project Outline

The Project was implemented in accordance with a Project design matrix (PDM). The Japanese Expert Team (JET) held discussions on the work plan with senior counterparts for a month before the commencement of the Project. PDM Version 0 was used as a reference in the discussion. The Project was implemented in accordance with PDM Version 1 approved at the first JCC Meeting. The PDM was revised once during Project implementation. The final version of the PDM, PDM Version 2, was approved at the second JCC Meeting. In this revision, the overall goal or Project purpose was not changed. However, the objectively verifiable indicators for the goal and purpose were changed to practical ones taking into account the state of affairs in Myanmar and to enable objective evaluation of the levels of achievement. The means of verification were also changed in accordance with the changes in the indicators. The input of additional experts, including an expert in video editing, was provided because such experts were considered essential for the achievement of the Project purpose.

Table 1.5-1 shows the changes made in the revision.

Table 1.5-1 Changes in PDM

Item	Version 1 June 2016	Version 2 March 2017
Overall Goal	Accurate, impartial and fair information is delivered to the people of Myanmar.	Unchanged
Objectively Verifiable Indicators for Overall Goal	1. An increase in the number of audience of MRTV 2. A change in the audience recognition of the credibility of the reporting by MRTV	1. The level of reliability toward MRTV is enhanced in all regions. 2. The number of positive opinions which are sent from the audience to MRTV is increased
Means of Verification	<ul style="list-style-type: none"> • Investigation reports on the audience of MRTV • Contents of broadcasting by MRTV • Hearing investigation to the audience of MRTV 	1-1 Audience survey 2-1 Record of inquires of the audience for MRTV
Project Purpose	Human resources are developed in MRTV to deliver accurate, impartial and fair information to the people of Myanmar.	Unchanged
Objectively Verifiable Indicators for Project Purpose	1. The broadcasting contents by MRTV are improved compared to the broadcasting contents at the launch of the project.	1. The broadcasting contents by MRTV are improved compared to the broadcasting contents at the launch of the project.

Item	Version 1 June 2016	Version 2 March 2017
	<ol style="list-style-type: none"> 2. In MRTV, program production is conducted in accordance with the Program Production Guideline. 3. The employees of MRTV understand the contents of the Code of Conduct and Reporters' Handbook and report the news respecting the fundamental human rights of citizens. 4. In MRTV, broadcasting equipment is operated, maintained and managed in accordance with the manual. 	<ol style="list-style-type: none"> 1-1 One educational program linked to the curriculum of the Ministry of Education is produced by MRTV on monthly basis. 1-2 Three programs dealing with agricultural information are produced in MRTV every month. 1-3 One feature news is produced on weekly basis. 1-4 One program of investigative report is produced in every two months. 1-5 The ratio of the news reporting on the activities of government or military be reduced on News Monitoring Sheet in accordance with PSB standard. 2. In MRTV, program production is conducted in accordance with the Program Production Guideline. 3. The employees of MRTV understand the contents of the Code of Conduct and Reporters' Handbook and report the news respecting the fundamental human rights of citizens. 4. In MRTV, broadcasting equipment is operated, maintained and managed in accordance with the manual and necessary information are shared. <ol style="list-style-type: none"> 4-1 Record of broadcasting equipment for Transmitters/Satellite Link Systems is updated every time and the number of the items increases from 30 to 50. 4-2 Record of broadcasting equipment for Master/Network is updated every time and the number of the items increases from 30 to 50. 4-3 Record of broadcasting equipment for TV studio is updated every time and the number of the items increases from 40 to 70. 4-4 Record of broadcasting equipment for Radio studio is updated every time and the number of the items increases from 8 to 10. 4-5 Record of broadcasting equipment for OB van is updated every time and the number of the items increases from 3 to 6. 4-6 Record of broadcasting equipment for ENG/MA is updated every time and the number of the items increases from 2 to 4.
Means of Verification	<ul style="list-style-type: none"> • Record of operation and maintenance of broadcasting equipment • Record of program production by MRTV • Hearing investigation to the audience of MRTV • Record of broadcasting by MRTV 	<ol style="list-style-type: none"> 1-1 Record of program production by MRTV 1-2 News Monitoring Sheet 1-3 Audience survey 2-1 Program production guideline 2-2 Interviewing the staff of MRTV 3-1 Reporters' handbook 3-2 Code of Conduct for news reporters 3-3 Interviewing the staff of MRTV 3-4 Audience survey 4. Revised record of operation and maintenance of broadcasting equipment
Inputs	<ol style="list-style-type: none"> 1. JICA Experts <ul style="list-style-type: none"> ▪ Team Leader/Broadcasting Operation ▪ Deputy Team Leader/ Institution ▪ Broadcasting Equipment ▪ Program Production ▪ Journalism 1 ▪ Journalism 2 ▪ Coordinator/Training Plan/Finance 	<ol style="list-style-type: none"> 1. JICA Experts <ul style="list-style-type: none"> ▪ Team Leader/Broadcasting Operation ▪ Deputy Team Leader/Program Plan ▪ Institution ▪ Broadcasting Equipment ▪ Program Production ▪ Journalism 1 ▪ Journalism 2

Item	Version 1 June 2016	Version 2 March 2017
	<ul style="list-style-type: none"> • Programing Plan • Democratization 	<ul style="list-style-type: none"> • Journalism 3 • Coordinator/Training Plan/Finance • Democratization • Broadcasting Operation Assistant/ Donor coordination • Video Editing

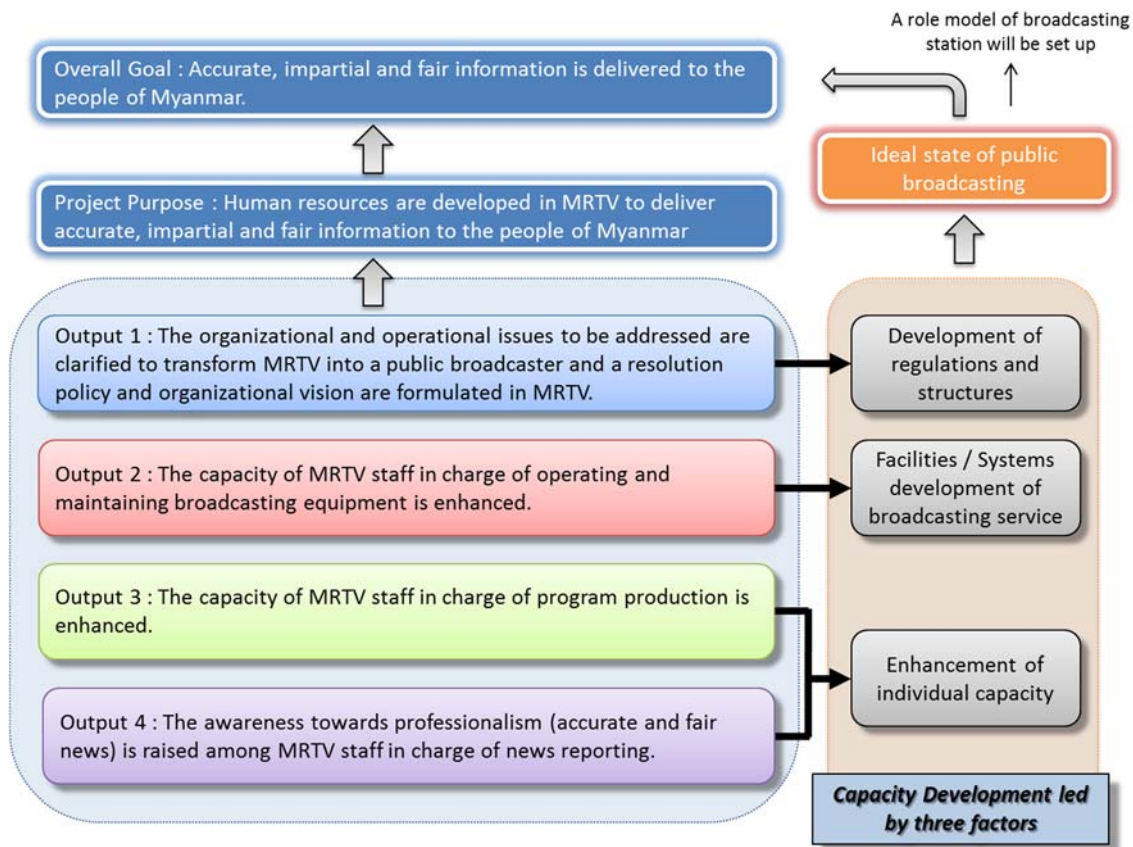
Source: JET

1.5.2 Project Purpose and Outputs

In order to realize the overall goals in the future through the achievement of the Project purposes, promoting only the enhancement of the abilities of individual MRTV staff is insufficient, and appropriate systems and structures are required in order to make use of individual abilities and to draw out those abilities. Also, stable use of the entire broadcasting system is essential in order to reliably deliver programs that have actually been produced to viewers. In other words, broadcasting channels function through a combination of systems, personal abilities, and broadcasting facilities, but if these gears become misaligned, there is a high risk that broadcasting programs cannot deliver the information that is required by the viewers.

In the production of programs and on-site news coverage, on site decision-making is essential so as not to miss important moments. To enable each staff member to make such decisions, her/his capacity and morals must be improved. However, because “to err is human,” it is necessary to establish in-house systems/structures to check the accuracy of produced programs and news coverage, to evaluate produced programs, to accumulate lessons learned and use them to improve work processes, and to make the systems/structures function for the alleviation and reduction of errors in the organization. It is also necessary to prepare a manual for the broadcasting of apologies for any errors made in the programs. Meanwhile, it is important to ensure that the operation of these systems/structures will not lead to excessive self-regulation or restrain the independence and creativity of program production. If broadcasting facilities are poorly maintained, high-quality programs produced by production teams and important information obtained by reporters cannot be conveyed to viewers comprehensibly through high quality video and sound. Such a situation must not be allowed to occur.

Based on the above-mentioned discussions, Outputs 1-4 of the Project were designed to improve broadcasting at MRTV with three essential elements. Output 1 was designed to develop appropriate systems and mechanisms for the improvement of the organizational capacity. Output 2 was designed to reliably operate broadcasting systems for the development of fundamental broadcasting services. Outputs 3 and 4 were designed for the capacity development of individual staff members. With the achievement of these Outputs, MRTV will become a good example of a PSB for the government, viewers and commercial broadcasters, and will become a broadcaster that provides accurate, impartial and fair information, as stipulated in the Project purpose. Fig. 1.5-1 shows the Overall Goal, Project Purpose and Outputs of the Project.



Source: JET

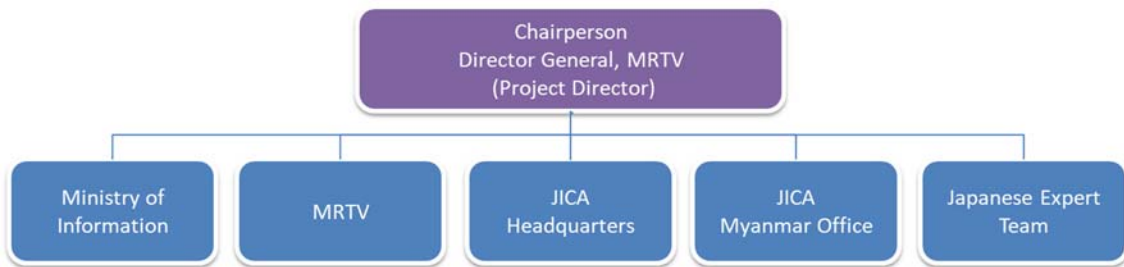
Fig. 1.5-1 Relationship between the Overall Goal, Project purpose and Outputs of the Project

1.5.3 Plan of Operation

The Project was implemented in accordance with the Plan of Operation (PO) approved by JCC, which consisted of the representatives of MRTV, JICA and JET. Fig. 1.5-2 shows the implementation schedule of the activities.

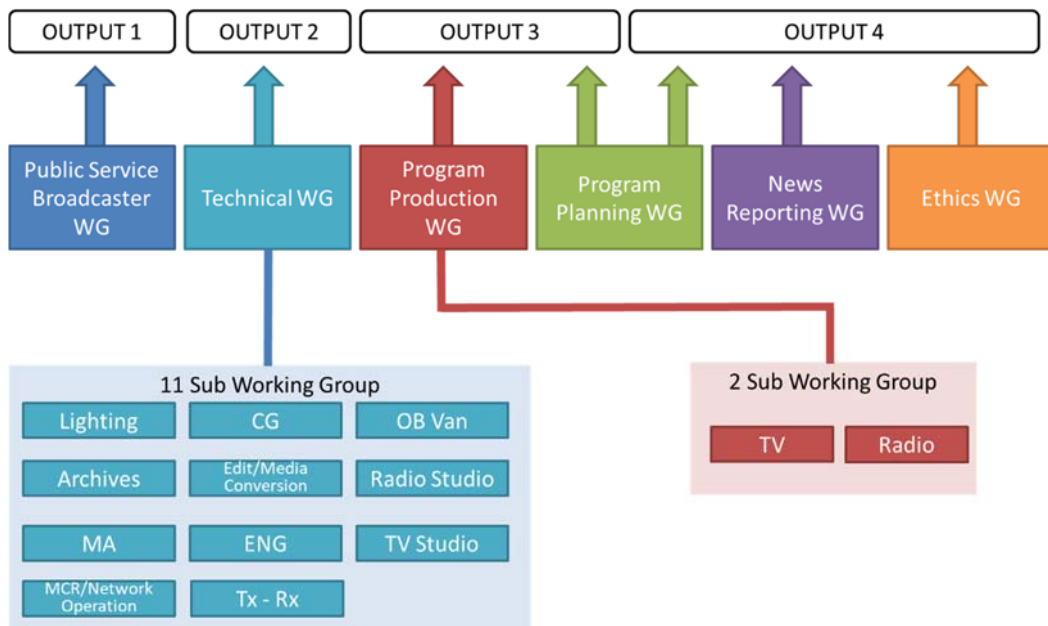
1.5.4 Structure for Project Implementation

The Director General of MRTV was the director of the Project. It was confirmed that the organizational structure of the Joint Coordinating Committee (JCC), the decision-making body of the Project, should be as shown in Fig. 1.5-3. Six Working Groups (WGs) and 13 sub WGs were established (Fig. 1.5-4) for the effective implementation of various Project activities, while Japanese experts assisted the activities of the WGs and provided them with necessary advice. Table 1.5-2 shows the members of JET.



Source: JET

Fig. 1.5-3 Organizational Structure of JCC



Source: JET

Fig. 1.5-4 Organizational Structure of WGs and sub WGs

Table 1.5-2 Members of JET

No.	Role	Name	Belonging to
1	Team Leader / Broadcasting Operation	NAMBU Naoaki	YEC
2	Deputy Team Leader / Program Schedule Plan	IKEDA Yoshitaka	YEC
3	Institution	CHOSO Yoshiyuki	YEC
4	Broadcasting Equipment	HAMANAKA Satoshi	YEC
5	Program Production	MATSUMOTO Chiaki/ YAMASHIRO Yoshinori	YEC (reinforcement)
6	Journalism 1	HAYASHI Jyusaburo	YEC (reinforcement)
7	Journalism 2	MATSUNAGA Nikki / OTSU Iwao	YEC (reinforcement)
8	Journalism 3	MATSUDA Kako	YEC (reinforcement)
9	Video Editing	SASAKI Shigeru / MIYABAYASHI Shigemitsu	YEC (reinforcement)
10	Coordinator / Training Plan / Finance	UCHIUMI Keiko	YEC
11	Democratization	HIRANO Kahori	YEC
12	Broadcasting Operation Assistant/Donor Coordination	KOTAKA Hitomi	YEC

Source: JET

Fig. 1.5-5 shows the structure of JET. The Project Management Group supervised the overall implementation of the Project. This structure was designed to promote cooperation among the Japanese experts by allowing them to be deeply involved in each activity while using their expertise in order to produce the required outputs based on the unified vision of a PSB.

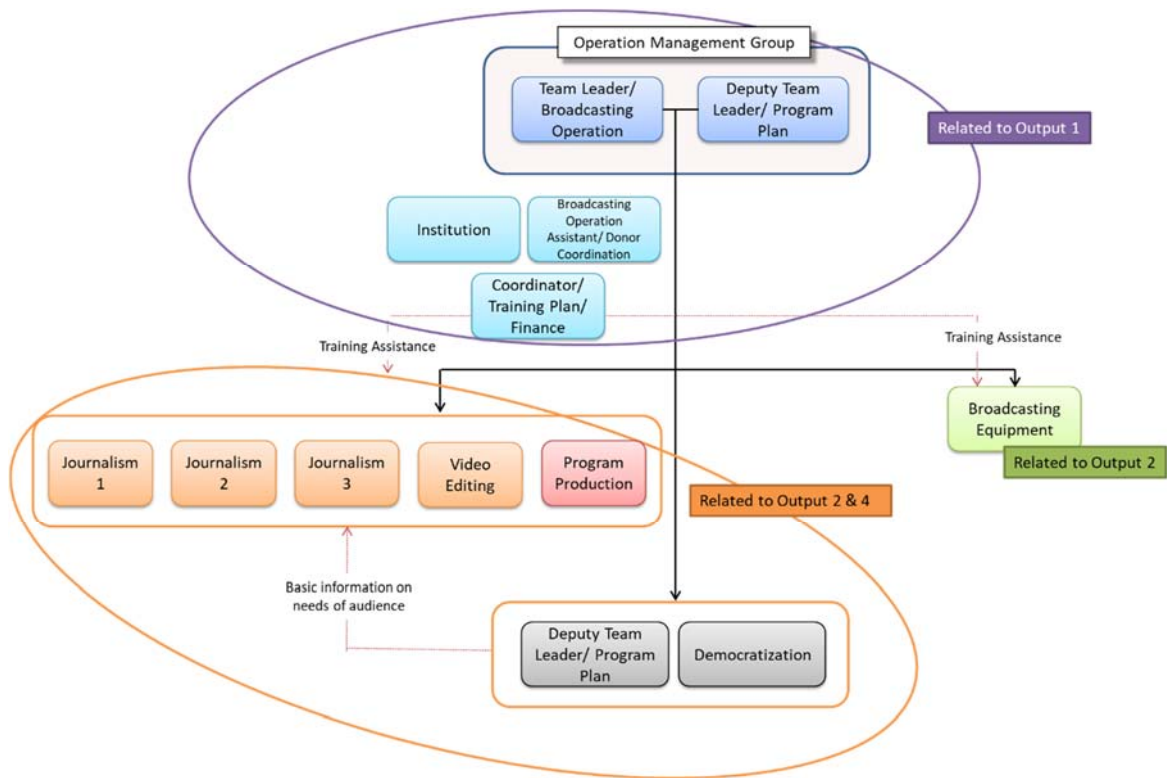


Fig. 1.5-5 Organizational Structure for Project Implementation

1.6 Implementing Agencies

The implementing agencies of the Project are the Ministry of Information of Myanmar and MRTV.

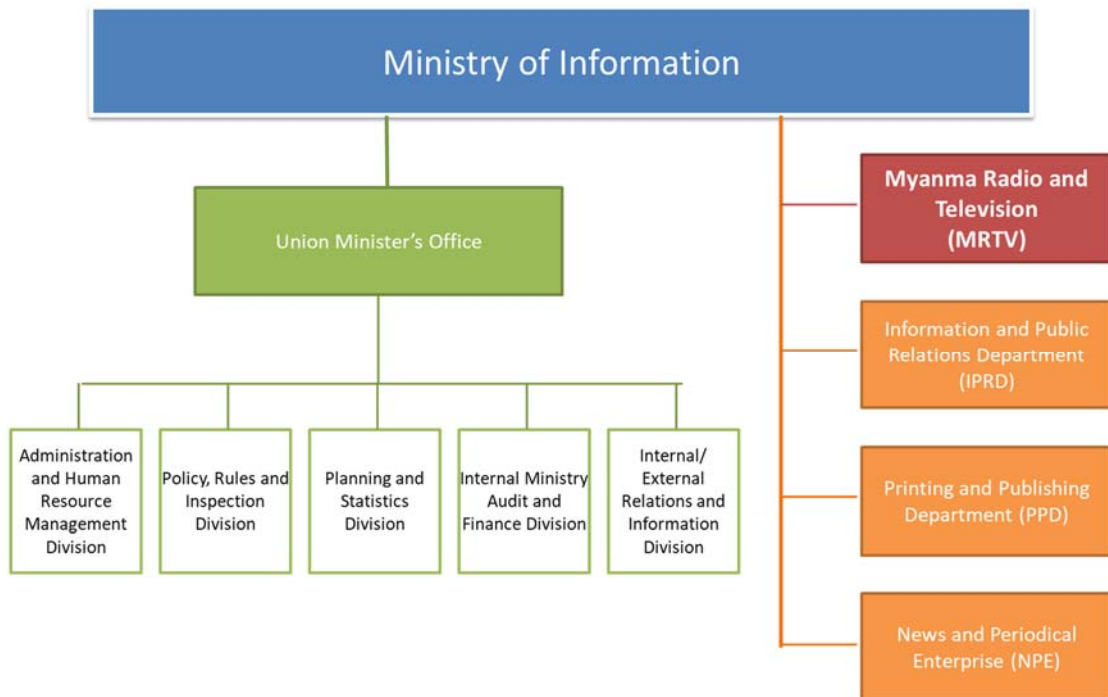


Fig. 1.6-1 Relationship Between MOI and MRTV

Chapter 2

Results of the Project

Chapter 2 Results of the Project

2.1 Results of the Project

2.1.1 Input by the Japanese Side (Planned and Actual)

2.1.1.1 Total Amount of Investment

The total amount of investment by the Japanese side is 408.3 million Japanese Yen. Table 2.1-1 shows the total expenditure for each Project year (as of March 2020).

Table 2.1-1 Total Amount of Investment

	Amount (JPY)
1 st Project Year	119,946,960
2 nd Project Year	101,081,520
3 rd Project Year	78,224,200
4 th Project Year	102,977,100
Region Focus Training (two times)	6,069,824
Total	408,299,604

2.1.1.2 JICA Experts

15 short-term Japanese experts were dispatched to Myanmar for Project implementation. The total man-months between May 2016 and April 2020 is 99.4. Table 2.1-2 shows the detailed schedule of the dispatch of the Japanese experts. Fig. 2.1-2 shows the comparison between the planned and actual dispatch schedules.

Table 2.1-2 Expert Dispatch Schedule (as of March, 2020)

No.	Name	Role	Year	Period
1	Naoaki Nambu	Team Leader / Broadcasting Operation	1 st Year	2016 5/15 - 6/8
				6/19 - 6/29
				9/13 - 11/9
				2017 1/3 - 1/15
				2/17 - 4/5
				2017 6/25 - 7/21
			2 nd Year	7/27 - 8/5
				9/2 - 9/29
				11/17 - 12/22
				2018 1/28 - 2/3
				2/11 - 4/12
				2018 6/24 - 7/24
			3 rd Year	7/31 - 8/3
9/2 - 9/7				
9/10 - 9/18				
9/24 - 9/29				
10/30 - 11/8				
11/13 - 11/16				
11/19 - 11/27				
12/4 - 12/7				

No.	Name	Role	Year	Period
				2019 1/9 - 1/11 1/15 - 1/17 1/22 - 1/26 1/30 - 2/1 3/5 - 3/7 3/9 - 3/12 3/14 - 3/19 3/25 - 3/26 3/28 - 3/29 4/1 - 4/11
			4 th Year	2019 6/13 - 7/24 10/2 - 10/10 11/28 - 12/25 2020 1/26 - 2/7
		Program Production	4 th Year	2019 9/22 - 10/1 11/18 - 11/27
2	Yoshitaka Ikeda	Deputy Team Leader / Program Schedule Plan	1 st Year	2016 5/15 - 6/29 9/19 - 10/30 2017 2/24 - 4/1
			2 nd Year	2017 8/16 - 8/26 10/8 - 10/28 12/12 - 12/22 2018 2/22 - 3/10 3/20 - 4/7
			3 rd Year	2018 7/10 - 8/4 10/15 - 10/19 10/29 - 11/8 2019 3/17 - 4/13
			4 th Year	2019 6/16 - 6/28 8/25 - 9/5 11/28 - 12/26 2020 1/13 - 1/24
3	Satoshi Hamanaka	Broadcasting Equipment	1 st Year	2016 9/13 - 10/12 12/18 - (1/26) 2017 (12/18) - 1/26 2/26 - 3/18
			2 nd Year	2017 8/6 - 8/26 12/3 - 12/16 2018 2/11 - 3/10
			3 rd Year	2018 8/26 - 9/8 10/7 - 10/19 2019 1/6 - 1/24
			4 th Year	2019 8/18 - 9/28
4	Jyusaburo Hayashi	Journalism 1	1 st Year	2016 6/5 - 7/19 9/25 - 10/30 2017 2/11 - 3/12
			2 nd Year	2017 6/28 - 7/25 10/8 - 11/4 2018 2/10 - 3/16
			3 rd Year	2018 7/1 - 7/14 10/28 - 11/17 2019 2/10 - 3/2
			4 th Year	2019 6/23 - 7/13 10/14 - 11/2 12/1 - 12/7
5	Nikki Matsunaga	Journalism 2	1 st Year	2017 2/12 - 2/16
6	Iwao Otsu		3 rd Year	2018 11/11 - 11/17
			4 th Year	2019 12/8 - 12/14

No.	Name	Role	Year	Period
7	Kako Matsuda	Journalism 3/ Program Production	1 st Year	2017 2/11 - 3/21
			2 nd Year	2017 6/10 - 6/28 9/19 - 10/18
				2018 1/22 - 2/18 3/18 - 3/31
				3 rd Year
			2019 1/13 - 2/2 3/9 - 3/29	
4 th Year	2019 6/12 - 6/29 9/16 - 10/14 11/25 - 12/26			
8	Shigeru Sasaki	Video Editing	2 nd Year	2017 7/12 - 7/25 10/22 - 11/4
9	Shigemitsu Miyabayashi		3 rd Year	2018 10/28 - 11/10 2019 2/17 - 3/2
			4 th Year	2019 6/30 - 7/13 10/27 - 11/9
10	Keiko Uchiumi	Coordinator / Training Plan / Finance	1 st Year	2016 5/15 - 6/25 9/15 - 10/29 11/8 - 11/20 12/7 - 12/27
				2017 2/23 - 4/4
			2 nd Year	2017 6/7 - 6/27 11/29 - 12/16
				2018 3/10 - 4/12
			3 rd Year	2018 7/8 - 7/21 9/18 - 9/29 2019 3/18 - 3/19 3/25 - 3/26 3/29 - 4/12
4 th Year	2019 7/1 - 7/19 11/25 - 12/14			
11	Yoshiyuki Choso	Institution	1 st Year	2017 1/4 - 1/18 2018 3/16 - 3/30
				2 nd Year
12	Chiaki Matsumoto	Program Production	1 st Year	2016 6/19 - 8/10 10/30 - 12/10
				2017 2/18 - 4/2
13	Yoshinori Yamashiro		2 nd Year	2017 7/16 - 8/26
			3 rd Year	2018 7/8 - 8/4 10/28 - 11/24
14	Kahori Hirano	Democratization	1 st Year	2016 5/23 - 6/10 9/21 - 10/21
15	Hitomi Kotaka	Broadcasting Operation Assistant/Donor Coordination	1 st Year	2016 10/11 - 11/9 2017 3/6 - 4/1
			2 nd Year	2017 7/2 - 7/15

Inputs	Year	1st year				2nd year				3rd year				4th year				
		2016			2017			2018			2019			2020				
		II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			
Expert																		
1. Team Leader / Broadcasting Operation (Naoaki Nambu)	Plan																	
	Actual																	
2. Deputy Team Leader / Institution (Katsuya Terabayashi)	Plan																	
	Actual																	
3. Institution (Yoshiyuki Choso)	Plan																	
	Actual																	
4. Broadcasting Equipment (Satoshi Hamanaka)	Plan																	
	Actual																	
5. Program Production (Chiaki Matsumoto)	Plan																	
	Actual																	
6. Program Production (Yoshinori Yamashiro)	Plan																	
	Actual																	
7. Program Production (Naoaki Nambu)	Plan																	
	Actual																	
8. Journalism 1 (Jyusaburo Hayashi)	Plan																	
	Actual																	
9. Journalism 2 (Nikki Matsunaga)	Plan																	
	Actual																	
10. Journalism 2 (Iwao Otsu)	Plan																	
	Actual																	
11. Journalism 3/ Program Production Assistant (Kako Matsuda)	Plan																	
	Actual																	
12. Video Editing (Shigeru Sasaki)	Plan																	
	Actual																	
13. Video Editing (Shigemitsu Miyabayashi)	Plan																	
	Actual																	
14. Coordinator / Training Plan / Finance (Keiko Uchiumi)	Plan																	
	Actual																	
15. Deputy Team Leader / Program Schedule Plan (Yoshitaka Ikeda)	Plan																	
	Actual																	
16. Democratization (Kahori Hirano)	Plan																	
	Actual																	
17. Broadcasting Operation Assistant/Donor Coordination (Hitomi Kotaka)	Plan																	
	Actual																	
	Plan																	
	Actual																	

Fig. 2.1-1 Comparison between the Planned and Actual Dispatch Schedules

2.1.1.3 Equipment

The total amount for the procured equipment is 1.4 million Japanese Yen. Table 2.1-3 shows the equipment procured by the Project.

Table 2.1-3 List of Procured Equipment

No.	Item	Quantity	Model	Recipient	Amount*		
					(USD)	(MMK)	(JPY)
1	Laptop computers	6	Acer Aspire E5	MRTV	3,768	—	—
2	Photocopier (color)	2	Konica Minolta Bizhub C224e	JICA Myanmar Office	8,600	—	—
3	Headset	1	LBT-HPS04MPBK	MRTV	—	—	2,250
4	Headset	1	MW 600	MRTV	—	—	18,800
5	FM radio transmitter	1	FM Radio Transmitter	MRTV	—	—	999
6	Cable	1	AV-35AD02BK	MRTV	—	—	660
7	Speakerphone	1	MM-MC35	MRTV	—	—	17,955
8	Web Camera	1	VB-CAM-001	MRTV	—	210,000	
9	Cable	1	USB Extension 5M	MRTV	—	4,000	
Sub Total					12,368	214,000	40,664
Total (JPY)					<u>1,411,441</u>		

*JPY/USD=109.485 (December, 2019), JPY/MMK=0.07788 (June, 2020)

2.1.1.4 Training and Study Tour in Japan

One training and one study tour in Japan was conducted during the Project Period with a total of 14 people participating. The training on news program production was implemented for two weeks in November and December 2016. Six MRTV staff members involved in program production participated in the training. The study tour on public service broadcast management was implemented for two weeks in May 2018. Eight people, including the Director General of MRTV, participated in the tour.

(1) Training on News Program Production

1) Purpose

Since the transfer of power to a civilian government in 2011, various reform measures have been implemented in the media sector. MRTV is making organizational reforms for “people-based program scheduling” without waiting for the completion of the enactment of the “Public Broadcasting Bill.” However, as the government controlled news reporting for a long time, MRTV does not have enough

knowledge or experience in independent and self-reliant news reporting. Therefore, the purpose of the training was for the participants to learn about the production of investigative report programs at production sites as part of capacity development for the independent and self-reliant production of news programs. For this purpose, the participants visited the production site of a news program at a Japanese TV station and received practical training from a producer that produces news programs.

2) Participants

The training was designed for producers of news programs from MRTV. The participants were required to have 7 to 10 years of experience as reporters, ten or more years of experience as news editors or 7 to 10 years of experience as news cameramen. The staff members of MRTV who satisfied the above-mentioned qualification participated in the training (Table 2.1-4).

Table 2.1-4 Participants of the Training for News Program Production

No.	Name	Position
1	May Thet Htun	Editor, Radio News Room, Radio Division
2	Soe Thuzar Nwe	Editor, News Gathering Session, Television Division
3	Aung Myo Myint	Journalists, Television Division
4	Sa Kyaw Myo Htet	Journalists, National Races, Radio Division
5	Myint Hlaing	Cameraman, Television Division
6	Min Han	Cameraman, Television Division

3) Contents

Because the participants had ample experience in their specialties in MRTV, entire days were not exclusively allocated to classroom-based training, and, rather, only practical training that was expected to contribute directly to the improvement of their daily job performance was provided. As they were lacking experience in the production of investigative report programs, the training was designed to include on-site training for the production of such programs to deepen their understanding of the knowledge required for production. Table 2.1-5 shows the aims and content of the training.

Table 2.1-5 Aims and Content of the Training for News Program Production

Aim	Content
To learn the concept of news programs and evaluate newsworthiness of programs	<ul style="list-style-type: none"> • Tour of press clubs (covering political, economic and social affairs) • Discussion at the Broadcasting Ethics and Program Improvement Organization (BPO)
To understand the roles of a newsroom and the flow of information in it	<ul style="list-style-type: none"> • Tour of a newsroom
To learn the basics of news gathering, reporting, filming and editing for investigative reporting	<ul style="list-style-type: none"> • Practical training on the planning and production of investigative report programs • Practical training on program editing

4) Schedule

Table 2.1-6 shows the schedule of the training.

Table 2.1-6 Schedule of the Training for News Program Production

Date	Time	Form of Study	Content	Venue
11/20 (Sun)			Arrival in Japan	
11/21 (Mon)	10:00 – 12:00		Briefing of the training	JICA TOKYO
	14:00 – 14:30	Lecture	Overview of NTV	NTV (Shiodome)
	14:30 – 16:00	Tour	Tour of the facilities of NTV	Ditto
11/22 (Tue)	09:00 – 11:30	Tour	Tour of the newsroom	
	13:00 – 15:30	Tour	Visit to the press clubs (in the Diet, Official Residence of the Prime Minister, etc.)	
	16:00 – 17:00		Courtesy call to JICA	
11/23 (Wed)			Off day	
11/24 (Thu)	10:00 – 12:00	Tour	Visit to the press clubs (economic news)	Tokyo Stock Exchange
	13:30 – 16:00	Tour	Visit to the press clubs (social news)	Metropolitan Police Department
11/25 (Fri)	10:00 – 19:00	Exercise	Planning (coverage) and production of an investigative report program	Secretariat of the Myanmar Festival, etc.
11/26 (Sat)	10:00 – 19:00	Exercise	Planning (coverage) and production of an investigative report program	Zojo-ji Temple, Shiba
11/27 (Sun)	10:00 – 19:00	Exercise	Planning (coverage) and production of an investigative report program	Shinjuku and Toshima Cities (visit to Burmese families) Kita City (visit to Burmese families and filming of scenery of Tokyo)
11/28 (Mon)	09:00 – 19:00	Exercise	Planning (coverage) and production of an investigative report program	Takadanobaba (visit to a Chinese noodle restaurant run by a Burmese person)
	09:00 – 19:00	Exercise	Planning (creating a script) and production of an investigative report program	JICA TOKYO
11/29 (Tue)	09:00 – 20:00	Exercise	Editing	JICA TOKYO
	13:00 – 16:00	Exercise	Planning (coverage) and production of an investigative report program	Takadanobaba
11/30 (Wed)	09:00 – 20:00	Exercise	Editing	JICA TOKYO
12/1 (Thu)	10:00 – 12:00	Presentation	Preview of the produced programs	JICA TOKYO
	14:00 – 17:00	Tour	Visit to and discussion at BPO	BPO
12/2 (Fri)	10:00 – 12:00		Evaluation meeting, closing ceremony	JICA Headquarters
12/3 (Sat)			Return to Myanmar	

5) Outputs

To learn the concept of news programs and evaluate newsworthiness of events

The participants visited the press clubs covering economic, social and political affairs. Through conversation with Japanese reporters of the press clubs, they learned the importance of conveying

accurate information to the viewers/listeners and also the skills and techniques for conducting interviews.

In the tour of BPO, staff of BPO presented cases that manifested the Japanese broadcaster's code of ethics and answered questions from the participants on such cases. What they learned in this tour was to be used as a reference in the preparation of the "Fundamental Code of Broadcasting Ethics & Code of Conduct" by MRTV.

To understand the roles of a newsroom and the flow of information in it

The participants visited an NTV newsroom. A detailed explanation regarding the workflow and behavior of the staff in the newsroom provided by JET enabled the participants to learn about the actions to be taken in the newsroom. In addition, by observing how hundreds of staff members gathered in the newsroom, including reporters of political, economic, social and international affairs and camera crew, and how they cooperated in program production, the participants learned the importance of communication among staff members, which is essential for news reporting.

To learn the basics of news gathering, reporting, filming and editing for news reporting

The participants were to produce investigative report programs on Burmese persons living in Tokyo. Because the participants included staff from the Radio Division, they produced a 10-minute TV program and a 5-minute radio program.

As it was necessary for the reporters of the investigative reports to find their subjects by themselves, the organizer of the training made no preparations for the production. They managed to find such people, acquire their permission to visit their homes and hold interviews with them. In the interviews at their homes, the participants received detailed instructions regarding the filming of cuts showing the interview site, confirmation of the permission to broadcast the interviews and a method of filming interviews, which could only be provided at interview sites.

An active Japanese video editor edited the video images in accordance with scripts in Burmese prepared by the participants with the assistance of an interpreter. In MRTV, a reporter usually edits the footage she/he has taken. However, the participants learned that editing by an editor who was not present at the news gathering enabled objective selection of images based on their content and led to the production of an audience-friendly news program. They renewed their understanding of the role of editing based on the explanation that editing should give meaning to each image.

(2) Study Tour of Public Service Broadcast Management

1) Purpose

The purpose of the tour was to improve the participants' understanding of the principles and basic rules of the systems and structures for public broadcasting and their importance. To achieve this purpose, the participants learned about public broadcasting in Japan at the Ministry of Internal Affairs and Communications of Japan (MIC) and Japan Broadcasting Corporation (NHK). They also learned about the finances of broadcasting and the improvement of programs in Japan from case studies at commercial

broadcasters and an advertising company, and these learnings are to be used as a reference in the planning of the finances and improvement of programs at MRTV after its transformation into a PSB. Furthermore, they learned about the broadcasters’ code of ethics, including incidents experienced in Japan by BPO, that is required for broadcasting “accurate, impartial and fair” news programs.

2) Participants

Seven MRTV staff members, including the Director General, and one staff member of the Ministry of Information participated in the tour.

Table 2.1-7 Participants of the Study Tour

No.	Name	Position
1	Myint Htway	Director General, MRTV
2	Kyi Htun	Television Department, Deputy Director (Yangon Chief), MRTV
3	Aung Htay Oo	Engineering Department, Deputy Chief Engineer, MRTV
4	Thainlar Soe	Radio Division, Assistant Director, MRTV
5	Yi Yi Lwin	TV department, Assistant Director, MRTV
6	Thu Zar Win	WEB portal department/ TV, Assistant Director, MRTV
7	Myat Kyaye Hmone	TV, Assistant director
8	Win Naing	Administration and Human resource management, Deputy Director, Ministry of Information

3) Content

The participants learned about the public broadcasting system in Japan, the code of ethics in program production, the roles of a PSB (typically including emergency broadcasting), the performance of the roles, the broadcasting of advertisements and methods of financing after the transformation into a PSB. Table 2.1-8 describes the content of this tour.

Table 2.1-8 Aims and Content of the Study Tour

Aim	Content
To understand the principles, basic rules and importance of the systems and structures in public broadcasting and public broadcasting in Japan	<ul style="list-style-type: none"> • MIC (on provisions of the Broadcasting Act of Japan and overview of NHK) • NHK (on the operation of a PSB) • Mr. NOGUCHI Satoru (on PSB in Japan)
To understand the relationship between broadcasting advertisements and the code of ethics in news reporting	<ul style="list-style-type: none"> • NTV
To understand the freedom of the press and infringements of human rights	<ul style="list-style-type: none"> • BPO (Broadcasting Ethics Overview)
To understand the preparation and implementation of emergency broadcasting at key and local stations	<ul style="list-style-type: none"> • NTV • Shizuoka Daiichi Television

4) Schedule

This tour for senior MRTV staff was implemented for five days from May 21 to 25. Because the absence of multiple senior staff members for a long period at the same time might affect the performance of ordinary duties at MRTV, a short five-day tour was designed. Table 2.1-9 below shows the detailed schedule of the tour.

Table 2.1-9 Schedule of Study Tour

Date	Time	Form of Study	Content	Venue
5/20 (Sun)			Arrival in Japan	
5/21 (Mon)	10:00 – 11:30		Briefing of the tour	JICA TOKYO
	11:30 – 12:00		Program Orientation	JICA TOKYO
	14:30 – 14:45	Lecture	Courtesy call to the Ministry of Internal Affairs and Communications (MIC)	MIC
	15:00 – 16:00	Lecture	Systems for and regulations of PSB in Japan	MIC
	16:15 – 17:15	Lecture	Commercial broadcasters and PSB	MIC
5/22 (Tue)	13:00 – 16:00	Tour	Travel Tokyo⇒Shizuoka Visit to a Regional TV Station (Shizuoka Daiichi TV)	Shizuoka Daiichi TV
5/23 (Wed)	10:00 – 10:10		Courtesy call to NTV	NTV
	10:10 – 11:00	Lecture	Overview of NTV	NTV
	11:00 – 11:30	Lecture	Presentation of dramas produced by NTV	NTV
	12:30 – 14:30	Lecture	Tour of the facilities of NTV	NTV
	14:30 – 15:30	Lecture	Business strategy of NTV	NTV
	15:30 – 16:00	Lecture	Format rights of NTV	NTV
	17:00 – 18:30	Lecture	Side income of PSB	DENTSU
5/24 (Thu)	09:30 – 10:30	Tour	News Meeting	NTV
	10:30 – 12:00	Lecture	Wrap-up	NTV
	14:00 – 16:00	Lecture	Overview of the broadcasters' code of ethics and cases of ethical problems in Japan	BPO
	17:00 – 18:00	Lecture	Japanese broadcaster CATV	JICA TOKYO
5/25 (Fri)	09:30 – 11:30	Lecture	PSB	JICA TOKYO
	13:30 – 14:30	Meeting	Informal Meeting with NHK	NHK
	14:30 – 15:00	Tour	Visit to Studio Park NHK	NHK
	15:30 – 15:50		Courtesy call with the Director of JICA	JICA Headquarters
	16:00 – 17:00		Evaluation meeting, closing ceremony	JICA Headquarters
5/26 (Sat)			Return to Myanmar	

5) Outputs

To understand the principles, basic rules and importance of the systems and structures of PSB and the PSB in Japan

The participants received lectures on the Broadcasting Act of Japan and the PSB in Japan at MIC. In a lecture by Mr. Noguchi, a former employee of NHK, the participants learned more about the history of

PSB in Japan, and, in a discussion with Executive Director Araki of NHK, they learned about the current problems and operations of NHK at present. The participants managed to identify the advantages of and problems with the Japanese PSB system by studying it from various perspectives. They clearly understood that the institutionalization of PSB required a system/structure to guarantee the freedom of program editing and independent management. They also learned that human and financial resources were essential for establishing independent management.

To understand the relationship between broadcasting advertisements and the code of ethics in news reporting

The participants received lectures on the structure of a commercial broadcaster, appropriate ways to broadcast advertisements, editing policies, and sales of advertising slots, etc. at NTV. They were also introduced to the purchase of programs and format rights, which occurred at NTV in order to increase the number of quality programs. In the sale of a format right, a broadcaster sells a format, a unique design and a scenario for a quiz program or a drama that is has created to another broadcaster. A foreign broadcaster who purchased an original format can use it to produce its own program adapted to the local environment. Thus, the purchase of format rights could contribute to the solution of the problem of the extremely low percentage of self-produced programs in the broadcasting service of MRTV.

To understand the freedom of press and infringement of human rights

The participants learned about the history and examples of broadcasters' code of ethics in Japan from the former chairperson of the Committee for the Investigation of Broadcasting Ethics of BPO. In the presentation of "PSB in Japan," Mr. Noguchi, a former employee of NHK, presented actual cases of political interference in program production as a problem that NHK faces at present. If financial dependency on the government increases, the risk of interference from politicians, the government and other organizations in the production will increase. Therefore, the participants agreed to continue studying ways to secure sources of revenue other than the government in order to reduce the risk of political interference in Myanmar.

In the tour, the participants learned about the clear differences between the broadcasters' code of ethics in Myanmar and Japan. They are expected to enhance the awareness of broadcasters' code of ethics in Myanmar with the understanding of these differences.

To understand the preparation and implementation of emergency broadcasting at local stations

The participants visited Shizuoka Daiichi TV (SDT), an affiliate of NTV in Shizuoka Prefecture. Because of the high risk of natural disasters, including earthquakes, the broadcasters in the prefecture have advanced emergency broadcasting systems. The participants were made aware of how the broadcaster prepares for emergencies by preparing cue cards to be used in emergencies and by storing safety helmets below the anchors' seats in the news studio. MRTV has a plan to broadcast regional programs. The regional broadcasting of SDT was a good example that MRTV could use in designing its regional broadcasting. Therefore, they closely observed the regional broadcasting of SDT. The emergency news reporting and the regional broadcasting performed by SDT conform to the

requirements at MRTV for becoming a PSB, so the participants obtained comprehensive information for the preparation of a model of a PSB in Myanmar.

2.1.1.5 Project Operating Cost

As for the operating cost of the Project, 56 million Japanese Yen (as of May 2020) was spent on the employment of local workers, vehicle rentals, communications, seminars, and the purchase of consumables, etc. Table 2.1-10 shows the breakdown of the local operating expenditure.

Table 2.1-10 Project Operating Cost (borne by Japanese side)

No.	Item	JPY (in thousand)	Notes
1	Employment of local workers	25,404	Up to five local workers
2	Vehicle-related costs	16,171	Vehicle rentals, gasoline, employment of drivers, etc.
3	Rental fees	419	Rental of a venue for the program production award ceremony and rental of materials and equipment
4	Purchase of consumables	553	Printer, office supplies, etc.
5	Travel and accommodation	5,822	Domestic flight tickets and accommodation fees for local employees
6	Communications	5,641	Mobile phone and Internet service charges, etc.
7	Preparation of documents	2,037	Printing, translation, etc. of documents
8	Miscellaneous	44	Commission for remittance, etc.
Total		56,151 (as of May. 2020)	

2.1.2 Input from the Myanmar Side (Planned and Actual)

2.1.2.1 Counterparts

In the first JCC meeting, a total of 61 staff members were selected as the leaders and members of the working groups (WGs). The number of staff members appointed to the Public Service Broadcasting, Technical, Program Production, Program Lineup, News Reporting and Ethics WGs was 11, 10, 10, 10, 11 and 10, respectively, including the leader of each WG (the leader of the News Reporting WG and Ethics WG is the same person). Table 2.1-11 shows the list of the final members (please see the Annex-3 for the initial members)

Table 2.1-11 List of WG Members (Final member)

No.	Name	Post	Remark
PSB WG			
1	U Saw Myint Zaw	Director (Administration)	Chairman
2	Daw Khin Sandar Myint	Deputy Director (Television)	
3	U Ye Lin Myint	Director (MoI)	
4	U Nyan Myo Lwin	Assistant Director(Television)	
5	U Nyan Tun	Assistant Director(Radio)	
6	U Aung Lin	Assistant Director(Music)	
7	Daw May Thet Htun	Officer(Radio)	
8	Daw Nan Htike Htike Aung	Officer(Radio)	
9	U Kyi Htun	Director (MI)	Secretary
Technical WG			
1	Daw Zin Wah Kyu	Chief Engineer (Technical)	Leader
2	U Kyaw Zin Oo	Deputy Chief Engineer (Technical)	
3	U Thet Win Thu	Senior Engineer (Technical)	
4	U Tin Maung Htay	Senior Engineer (Technical)	
5	U Nay Myo Win	Senior Engineer (Technical)	
6	Daw Mi Mi Soe	Assistant Director (Television)	
7	Daw Lay KhaingKhaing Aye	Officer (Television)	
8	U Tin Ohn	Officer (Archive, Radio)	
9	Daw Sandar Lwin	Officer (Radio)	
10	U Kyaw Myo Win	Officer (Television)	
11	U Aung Htay Oo	Deputy Chief Engineer (Technical)	Secretary
Program Production WG			
1	U Ze Yar	Deputy Director General (Radio)	Leader
2	Daw Thin Thin Swe	Deputy Director (Television)	
3	Daw Mi Yin Nwet	Assistant Director (Radio, NRC)	
4	Daw Ni Lar Than	Assistant Director (Radio)	
5	Daw Yin Yin Shwe	Assistant Director (Radio)	
6	U Than Htike	Officer (Television)	
7	Daw Thin Yu Kyaw	Officer (Television)	
8	Daw Mi Yupar Tun	Officer (NRC)	
9	U Win Htut Aung	Officer (Television)	
10	Daw Thainlar Soe	Deputy Director (Radio)	Secretary
Program Lineup WG			
1	U Toe Kyaw	Director (Music)	Leader

No.	Name	Post	Remark
2	U Aung Myo Min	Deputy Director	
3	Daw Thuzar Win	Assistant Director (Television)	
4	Daw H P Ywe Saing	Assistant Director (NRC)	
5	Daw May Myo Htun	Officer (Television)	
6	Daw Thin Thin Khaing	Officer (Television)	
7	Daw Thein Thein	Officer (NRC)	
8	Daw Moe Thu Zar	Officer (Myanmar, Radio)	
9	Daw Pansi Tar Moie	Officer (NRC, Radio)	
10	Daw Mi Mi Khaing	Officer (Myanmar, Radio)	
11	Daw Theingi Myint	Deputy Director (Radio)	Secretary
News Reporting WG			
1	Daw Moe Thu Zar Aung	Director (Television)	Leader
2	Daw Yi Yi Lwin	Assistant Director (Television)	Member
3	Daw Tin Tin Myat	Officer (News, Radio)	
4	Daw Cho Cho Mar	Officer (Television)	
5	Daw Khin Thandar Aung	Officer (Television)	
6	Daw Su Thet Hmue	Officer (Radio)	
7	Daw Myat Su Mon	Officer (Radio)	
8	Daw Nwet Nwet Khaing	Officer (Radio)	
9	Daw Naw Than Htay	Officer (Radio, National Races)	
10	Daw Myat Thu Thu Win	Officer (Television)	
11	Daw Khin Moe Ou	Deputy Director (Television)	Secretary
Ethics WG			
1	Daw Moe Thuzar Aung	Director (Television)	Leader
2	U Aung Win	Assistant Director (Television)	
3	U Nyunt Lwin	Assistant Director (Television)	
4	U Yan Naing Htun	Assistant Director (Radio)	
5	Daw Kay Thwe Win	Officer (Radio)	
6	Daw Su Swe Zin Chun	Officer (Television)	
7	Daw May Than Khaing	Officer (Radio)	
8	Daw Thin Thin Khaing	Officer (Radio)	
9	U Maung Maung Su	Officer (Radio)	
10	Daw Myat Kyaye Hmone	Assistant Director (Television)	Secretary

2.1.2.2 Project Offices

Shortly after the commencement of the Project, MRTV provided office spaces to the Project in the

Tatkone HQ and Yangon Branch Office. MRTV also provided the Project with work desks and chairs, sofa sets for visitors, refrigerators, microwave ovens, water dispensers, and more.

2.1.2.3 Project Operating Cost

As for the Project operating costs, the Myanmar side spent approx. 18.5 million MMK on live broadcasting of weather forecasts using Skype, meals at JCC meetings and workshops, etc. Table 2.1-12 shows the breakdown of the local operating expenditure.

Table 2.1-12 Project Operating Cost (borne by the Myanmar side)

No.	Description	Price in MMK	Remark
1	Mobile handset	3,670,000	Skype weather
2	Internet data bill + Phone bill	320,000	Skype weather
3	Bluetooth device	120,000	Skype weather
4	Phone bill+ Travel allowance	495,000	Radio live program
5	Meal allowance + fuel	1,776,000	Featured news shooting
6	Meal allowance + accommodation + fuel	1,344,000	Investigative news shooting
7	Meal allowance + accommodation + fuel	1,800,000	Agriculture shooting
8	Performers	4,800,000	Education program shooting
9	Performers' travel and accommodation	200,000	PSB program
10	Meal and snack	3,850,000	JCC
11	Workshop	100,000	Workshop (two times)
Total		18,475,000	

2.1.3 Project Activities

2.1.3.1 Results of Activities for Output 1

Output 1 was defined as: “The organizational and operational issues to be addressed are clarified to transform MRTV into a public broadcaster and a resolution policy and organizational vision are formulated in MRTV,” and a total of six activities were carried out. In the following sections from 2.1.3.1.1 to 2.1.3.1.6, each of these activities is described in detail.

2.1.3.1.1 Baseline data are collected and analyzed to grasp the current situation of media and its viewers/audience in Myanmar including those of MRTV

An audience and reliability survey (“the baseline survey”) was conducted in order to elucidate the current state of the media, the audience of the news and other programs of MRTV and the audience’s trust in the efficiency, impartiality and accuracy of such news and programs. In the survey, a total of 1,000 samples were collected in 27 municipalities. The survey report was prepared in English and Burmese under the leadership of the Public Service Broadcasting (PSB) WG. The report was approved

by JCC at its second meeting and copies were delivered to MRTV. At the same time, JICA experts studied the content of the services of MRTV, the operating status and the capacity for news gathering and program production of branch offices.

In addition, JET held meetings in groups or individually with donors assisting the media sector in Myanmar for an exchange of views, and obtained information on the state of the sector, MRTV and the circumstances of MRTV from their perspectives.

2.1.3.1.2 Information on public broadcasting institutions in other countries is provided

PSB WG collected and analyzed the information on the PSB systems of other countries. The WG also conducted a study to improve their understanding of the systems owned by the PSBs in other countries and the laws governing them and discussed the purpose of establishment, roles and a business model of a PSB in Myanmar. A Tour on PSB management (See 2.1.3.2 (2)) was implemented in Japan. Seven MRTV staff members, including the Director General, and one official of the Ministry of Information participated in the training. In the training, the participants obtained information required for facilitating the revision of the Broadcasting Law.

The basic structure of the PSB in Myanmar is similar to that of the British and Japanese PSBs (the British Broadcasting Corporation (BBC) and NHK, respectively) with regard to the fact that all of them produce various programs, have a service area covering the entire country and provide a variety of services using multiple broadcasting channels and Internet media. However, a detailed comparison between the laws governing broadcasting in the UK and Japan and the revised Broadcasting Law of Myanmar reveals the differences between them.

The PSB systems of Japan, the USA, the UK, France, Germany, South Korea and Myanmar were compared to reveal the differences in the regulations for broadcasting programs among them (Table 2.1-13). The laws and regulations governing broadcasting in these countries (availability and types of laws regulating broadcasting) regulate the broadcasting content and use of radio waves either separately or jointly. The USA has the Communications Act of 1934, and the Federal Communications Commission (FCC) was established based on the Act. The FCC is supposed to supervise broadcasting services through its advisory committees established in accordance with the Federal Advisory Committee Act of 1972.

The compulsory administrative measures for the regulation of program contents used in the comparison were the establishment of program standards and the issuance of an order for the correction of broadcasts, the imposition of monetary penalties, suspension or cancellation of broadcasting licenses and the imposition of criminal penalties against broadcasting erroneous content. The regulations on broadcasting content in these countries were compared on the point as to whether they had a provision requesting broadcasters to take voluntary regulatory measures.

Compulsory administrative measures in Japan are more lenient than those of other countries. Japan is the only country where broadcasters are requested to take voluntary regulatory measures. For such voluntary measures, each broadcaster in Japan has its own program standards and self-regulates its

programs according to the standards. As another measure, Japanese broadcasters have established an independent organization, BPO (Broadcasting Ethics and Program Improvement Organization), which investigates programs based on the complaints and ethical problems raised against them by audiences. BPO has 206 member broadcasters. The participants of the above-mentioned Training on PSB Management held discussions with the Chairperson of the Committee for the Investigation of the Broadcasting Ethics of BPO. In the other countries, program standards are stipulated legally and each station is not required to establish its own standards.

For example, Article 2-6 of Chapter 1 of the Deutsche Welle Act of Germany provides seven program standards “on unacceptable contents and for the protection of minorities.” The standards are used to decide whether content should be broadcast, regardless of whether the broadcaster has created it or not. The German Government regulates programs of Deutsche Welle by indicating to the broadcaster any unacceptable content in programs.

Japan has no law stipulating the issuance of an order to broadcast a correction or the imposition of monetary or criminal penalties against broadcasting erroneous content. A comparison of program regulatory systems revealed that the system in Japan was quite different from those of the other countries. The comparison also revealed that the system in Myanmar was quite similar to that of the UK. The British program regulatory system does not include criminal penalties, unlike other European countries. The existence of the BBC is based on a Charter and not on an act for establishment. The Government of Myanmar has not decided whether to put the Public Broadcasting Act into effect or whether to issue a charter to transform MRTV into a PSB. Discussions about the method of regulation of the BBC have been held intermittently. For example, the BBC was once regulated by an independent organization specifically established for that purpose. The revised Broadcasting Law of Myanmar does not include a provision for “regulations with voluntary measures taken by broadcasters” as provided in Japanese laws. Instead, a provision is made for a regulatory organization that shall prepare a code of ethics (Code of Conduct) and that broadcasters shall observe this code.

Table 2.1-13 International Comparison of Regulations on Broadcasting Content

Country	Laws and regulations governing broadcasting	Compulsory administrative measures				Criminal penalty	A rule requesting broadcasters to take voluntary regulatory measures (establishment of internal program standards and an organization to investigate program content)
		Administrative measures					
		Establishment of program standards	Order to broadcast correction/ monetary penalty	Suspension/ cancellation of license			
Japan	<ul style="list-style-type: none"> • Broadcasting Act • Radio Act 	-	-	○	-	○	
USA	<ul style="list-style-type: none"> • Criminal codes • Communications Act of 1934 • Telecommunications Act of 1996 	○	○	○	○	-	

Country	Laws and regulations governing broadcasting	Compulsory administrative measures				Criminal penalty	A rule requesting broadcasters to take voluntary regulatory measures (establishment of internal program standards and an organization to investigate program content)
		Administrative measures					
		Establishment of program standards	Order to broadcast correction/ monetary penalty	Suspension/ cancellation of license			
	• FCC regulations, etc.						
UK	• Broadcasting Act 1990 • Broadcasting Act 1996 • Communications Act 2003 • Ofcom Broadcasting Code	○	○	○	-	-	
France	• Act on Freedom of Communication • CSA Agreement	○	○	○	○	-	
Germany	• Interstate Broadcasting Treaty • Interstate Treaty on the Protection of Minors • State Broadcasting Acts • Deutsche Welle Act	○	○	○	○	-	
South Korea	• Broadcasting Act • Regulations of Broadcasting Council	○	○	○	○	-	
Myanmar	• Broadcasting Law	○	○	○	-	-	

Source: Produced by JET based on the Final Report of the “Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal”

Public broadcasters can be classified into two groups with respect to each source of finance: One group depends on income from reception fees collected from owners of TV sets, and the other group does not. Table 2.1-14 “Classification of PSB by Source of Finance” shows the different sources of financing from PSBs in various countries.

In France, two thirds of the expenses of the PSB are paid from government tax revenue for TV tax and the rest by advertising income. The UK has a license fee system to finance its PSB, whereby a person who purchases a TV set pays a fee to obtain a license to receive public TV broadcasting from the broadcaster. With this system, the BBC secures the revenue to continue its services. Article 57 of “Broadcasting” in the Royal Charter defines license fee payers as not only people who own (or are licensed to own) TV sets but all the people living in the UK who receive (watch and listen to) services of BBC in various other forms.

A contract-based compulsory payment system is used for the collection of reception fees in Japan. In this system, families are obliged to pay the fees if they own TV sets. However, there is no penalty against

non-payment.

As the reception fee system obliges all TV set owners to pay the fees as a source of finance for a PSB regardless of whether they watch TV or not, the system may displease the people who have TV sets but do not watch TV programs. Therefore, some countries have changed from the reception fee system to the TV tax system to establish a source of finance for PSBs that is not dependent on the possession of TV sets.

No discussion has been held in Myanmar on the collection of reception fees or the introduction of a license fee system for the possession of TV sets. This is a point where PSB in Myanmar differs from that of the UK, despite the similarity in the regulations for program content.

Table 2.1-14 Classification of PSB by Source of Finance

I. Source of finance dependent on possession of TV receiver (reception fee system in a broad sense)	II. Source of finance not dependent on possession of TV receiver
(1) Special TV tax France	(1) Countries without reception fee system 1 Countries in North America and Europe USA Belgium Spain 2 Countries in Asia Thailand Myanmar
(2) License fee system UK Denmark Sweden	(2) Countries that have abolished the reception fee system and provide PSB using a subsidy from general government funding (tax revenue) Canada (1953) New Zealand (2000) Netherlands (2000) Hungary (2002)
(3) Reception fee system (in a narrow sense) 1 Compulsory payment system Italy Austria Greece Czech Republic Norway Poland South Korea 2 Contract-based payment system Japan	(3) Countries that replaced a reception fee system with a TV tax system Portugal (2003) Slovakia (2008) Germany (2013) Finland (2013) Island (2015) Switzerland (2017)

Source: Produced by JET based on the Final Report of the “Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal”

Characteristics of PSBs specific to each country were observed with respect to the independence and supervision systems of the broadcasters, particularly in connection to the source of finance and the management organization. In Table 2.1-15, the independence and supervision system of PSBs in Japan, the UK, France, Germany, the USA, Thailand, Vietnam, Singapore and Myanmar were compared. The table shows the names of broadcasters, and information about editorial independence, sources of finance, penalties against non-payment of reception fees, management organizations and regulatory and supervisory organizations of the PSBs in the above-mentioned countries.

Criminal and monetary penalties are imposed against the non-payment of license fees and TV tax in the UK and France, respectively. Because the Government of Myanmar has not made a decision in favor of or against establishing a reception fee system, there is no mention of the penalties in the table.

The Government of Myanmar is to establish two regulatory and supervisory organs, the National Broadcasting Council (NBC) and the National Broadcasting Development Authority (NBDA). However, broadcasting regulations have not been established, and, currently, regulations are not being enforced in line with the revised Broadcasting Law including the establishment of the NBC. As the government budget is the source of finance for the operation of these organizations, there remains a concern that in practice broadcasting may be controlled in the same way as usual.

PSBs are operated by PSB corporations, except in the USA and Singapore. Those in Japan and Germany are operated from reception fee revenue and Thailand has a system of automatically allocating a certain percentage (with an upper limit) of the tax revenue to the public broadcaster. The revised Broadcasting Law of Myanmar defines the PSB as a form of broadcasting service but it does not provide any regulations or specify revenue sources for public broadcasting. The Ministry of Information studied the feasibility of using part of the revenue from electricity charges, automobile taxes or sales of SIM cards of mobile phones as the financial source of the PSB and concluded that none of the three options was feasible. The ministry is studying the use of a government subsidy, which will be concluded along with the study of the legal system. The source of finance is an important factor in ensuring the financial and editorial independence of a PSB. A study of a legal system that fully ensures the independence of the PSB must be conducted for the development of relevant laws in future.

The mechanisms that ensure the independence and supervision systems of the PSB in Myanmar are considered to be similar to those of the UK.

Table 2.1-15 Independence and Supervision Systems of PSB

Country	Name of broadcaster	Editorial independence	Source of finance	Penalties (against non-payment of fees and tax)	Management organization	Regulatory and supervisory organization
Japan	NHK (Japan Broadcasting Corporation)	○	Reception fees (96 %)	N/A	PSB corporation (special public corporation)	Consent of the Diet, in principle
UK	BBC (British Broadcasting Corporation)	○	License fee (77 %), revenue from commercial activities, etc.	Fine of up to GBP 1,000, imprisonment	BBC Trust	Transferred from the BBC Trust to Ofcom
France	France Television	○	TV tax (public	Fine of up to	State-owned	Superior

Country	Name of broadcaster	Editorial independence	Source of finance	Penalties (against non-payment of fees and tax)	Management organization	Regulatory and supervisory organization
			broadcasting contribution tax) Government subsidy, advertisement	EUR 150	company (financed wholly by the government)	Council of the Audiovisual, etc.
Germany	Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland (ARD), Zweites Deutsches Fernsehen (ZDF), Deutsche Welle	○	Reception fee (approx. 80 %) Deutsche Welle receives government subsidy.	-	PSB corporations	Broadcasting Council, etc.
USA	PBS	○	Personal contributions, subsidy from the federal government, etc.	No reception fee system	Approx. 350 non-profit (independent) broadcasters	FCC
Thailand	Thai PBS	○	1.5 % of the alcohol and tobacco tax income or less than THB two billion from the government, contributions, revenue from intellectual property rights	-	PSB corporation	National Broadcasting and Telecommunications Commission (NBTC)
Indonesia	TVRI, RRI	○	Government subsidy (95 % of the salary of the workers who are public servants), advertisements	-	Limited company (owned by the government)	Consent of the Parliament, in principle (Indonesian Broadcasting Commission)
Vietnam	Nil (National Broadcaster)	-	-	-	-	-
Singapore	An incorporated company operates multiple channels	×	-	-	Incorporated company (invested by the government)	Media Development Authority
Myanmar	MRTV	○	No specific description (however, public funding, contributions, etc. are mentioned)	-	PSB corporation	National Broadcasting council (NBC), National Broadcasting Development Agency (NBDA)

* ○ indicates that the editorial independence of the broadcaster is guaranteed.

Source: Produced by JET based on the Final Report of the "Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal"

2.1.3.1.3 Clarification of issues to be addressed for MRTV to transform into a PSB (including budgetary measures taken by MRTV for sustainable management)

(1) Vision and Mission of PSB

In principle, a PSB differs from broadcasting by a state-owned broadcaster on the point that the former has editorial independence and autonomy. Without a tangible model for the PSB, it is difficult to identify concrete challenges for the transformation of a broadcaster into a PSB. In this Project, the purpose of the establishment and roles (services) of a PSB were considered to be the most important issues in the preparation of a model of PSB.

PSB WG decided to draw up a list of roles to be played by a PSB, discuss the advantages and disadvantages of MRTV in performing such roles and confirm whether MRTV could perform the expected roles and how to solve the disadvantages (problems) in playing the roles.

PSB WG identified the following eight roles that MRTV was to perform after its transformation into a PSB based on the concepts that MRTV should continue to provide the existing services, should be free of interference from the government or any third party and should perform the roles that are considered necessary of a PSB as deduced from the lessons learned in the Training on News Program Production in the Project “MRTV Next.”

Table 2.1-16 shows the advantages and disadvantages of MRTV for fulfilling the eight roles that were examined by PSB WG.

- 1) To provide universal (comprehensive and diverse) services
- 2) To establish and maintain editorial independence (freedom from interference from the government and third parties)
- 3) To contribute to the formation of public opinion
- 4) To provide excellent programs
- 5) To extend and improve the services to ethnic minorities
- 6) To make efforts to realize regional broadcasting and the production of regional programs
- 7) To bring benefits to all people with an integrated program schedule (a wide audience that specialty channels cannot have)
- 8) To broadcast priority contents (emergency reporting, educational and agricultural programs)

Table 2.1-16 Advantages and Disadvantages of MRTV in the Performance of the Roles Required of a PSB

No.	Roles to be played	Advantages	Disadvantages
1	Provide universal (comprehensive and diverse) services	- MRTV has a variety of media, including TV, radio, SNS and streaming	- Much time is required to develop the capacity of staff to a satisfactory level - MRTV does not have enough human resources
2	Establish and maintain editorial independence and autonomy	- MRTV is accurately reporting events that have occurred	- MRTV does not have a system to protect its journalists from

No.	Roles to be played	Advantages	Disadvantages
	(freedom from interference from the government and third parties)	<ul style="list-style-type: none"> - It can make decisions on program contents - A handbook for program editing is available - It has no outside pressure (from government authorities or politicians) 	<ul style="list-style-type: none"> - persecution - Many of its staff members do not know about the availability of the editing handbook
3	Contribute to the formation of public opinion	<ul style="list-style-type: none"> - MRTV broadcasts the views of the people in a weekly program called "People's Talk" - It pays attention to feedback from the audience - Audience trust in MRTV news programs is high - It operates national coverage TV and radio broadcast 	<ul style="list-style-type: none"> - MRTV does not conduct regular audience surveys - Young people like to watch programs of commercial broadcasters
4	Provide excellent programs	<ul style="list-style-type: none"> - A large audience love MRTV programs - MRTV has new program formats - It has ample broadcasting equipment and facilities 	<ul style="list-style-type: none"> - MRTV does not have enough skilled staff or a sufficient budget for program production - Many of its staff members are newly employed untrained workers
5	Extend and improve the services to ethnic minorities	<ul style="list-style-type: none"> - Branch offices of MRTV monitor the situations of ethnic minorities - It has channels for ethnic minorities (National Races Channel: NRC) 	<ul style="list-style-type: none"> - Despite having a NRC, news coverages for ethnic minorities is minimal - MRTV does not have equipment for live broadcasting or emergency reporting - It does not provide sufficient technical assistance to branch offices
6	Make efforts to realize regional broadcasting and the production of regional programs	<ul style="list-style-type: none"> - MRTV has channels for ethnic minorities (National Races Channel: NRC) - It has the capacity to produce regional programs 	<ul style="list-style-type: none"> - The time for broadcasting in various local language is short - MRTV does not have enough human resources - Branch offices have neither a TV studio nor a radio studio
7	Bring benefits to all people with an integrated program schedule (a wide audience that specialty channels cannot have)	<ul style="list-style-type: none"> - MRTV produces a variety of programs - It is aware of the various needs of target audiences 	<ul style="list-style-type: none"> - MRTV has not produced drama programs or movies - It does not use special program schedules frequently - It does not have enough human resources

No.	Roles to be played	Advantages	Disadvantages
8	Broadcast priority contents (emergency reporting, educational and agricultural programs)	<ul style="list-style-type: none"> - MRTV has local information collection bases - It broadcasts live weather forecasts - It runs an agriculture channel 	<ul style="list-style-type: none"> - MRTV has few staff members who can create new programs - It only has experience in producing formal educational programs - It does not have enough human resources

(2) Budgetary Measures

● Problems and Target Setting

The current expenditure of MRTV was analyzed and a study on MRTV's budget after the transformation into a PSB was conducted.

The labor cost, which accounted for a large proportion of the operating cost, was analyzed first. The proportion of the labor cost in the total operating cost increased from 32 % to 38 % in the last four years. While there was no great change to the proportion from Fiscal 2015-2016 to Fiscal 2017-2018, it increased by 5 % in fiscal 2018-2019. The reason for this sharp rise was the pay rise for government workers to compensate for the recent price increase implemented in 2018. Because many MRTV staff members are young and MRTV uses a salary scale based mainly on seniority, the proportion of the labor cost is expected to rise as the average age of staff members increases.

A study to confirm whether a sufficient budget was allocated to program production was conducted in this activity in order to identify feasible budgetary measures for overcoming obstacles in the transformation of MRTV into a PSB.

As shown in Table 2.1-17, approx. 80 % of the TV program production expenses of MRTV were used for program procurement. The corresponding figure for radio broadcasting was 16 %. As the former expenses were 15 times larger than the latter, more than 75 % of the total program production expenses were used for program procurement. Meanwhile, the procured programs account for 40 % of programs on TV and 6 % of the programs on radio. This observation indicated that the procurement of programs is not an effective means of budget expenditure.

Therefore, a decision was made to improve the efficiency of budget expenditure by increasing the proportion of self-produced programs and using the savings created by efficient budget expenditure to produce programs that met audience needs and programs that only a PSB could broadcast. Due to the shortage of human resources, equipment and budget, MRTV has so far failed to cover news that should be reported. The purpose of the budgetary measures was to make a drastic improvement to this situation.

Table 2.1-17 Program Procurement Expenses (in Fiscal 2018-2019, actual)

No.	Item	TV		Radio	
		All programs	Procured programs	All programs	Procured programs
1	Note 1) Total expenditure for program production (in MMK)	926 M	736 M	63 M	10 M
2	Percentage of program procurement expenses	80%		16%	
3	Number of broadcast programs	1,881	740	11,374	730
4	Percentage of the number of procured programs	40%		6%	
5	Note 2) Percentage of self-produced programs	48%		76%	

Note 1) Total expenditure for program production includes the program procurement expenses.

Note 2) Percentage in broadcasting time

Source: JET

● Preparation of a Frequency Allocation Plan for Digital Terrestrial Television Broadcasting

Ten years have not yet passed since the broadcasting sector in Myanmar was opened to the private sector, so commercial broadcasters have not had time to develop human resources for the operation and maintenance of transmitters. Commercial broadcasters can install and operate their transmitters at MRTV transmitting stations, which they do in order to save on the large costs required for constructing their own stations. If the transmitters of commercial broadcasters and MRTV are located in the same place, the government can strictly control the use of radio waves. For these reasons, MRTV has operated the transmitters of commercial broadcasters as a contractor and provided them with a broadcast distribution service (BDS) using digital terrestrial television broadcasting (DTTB). Commercial broadcasters pay a commission to the government for the operation of transmitters and BDS.

Commission income is included in government revenue and MRTV does not earn anything from the above-mentioned services. As it is highly likely that MRTV will provide these services after being transformed into a PSB, it was thought to be appropriate to plan budgetary measures for converting commission income into the revenue of the PSB.

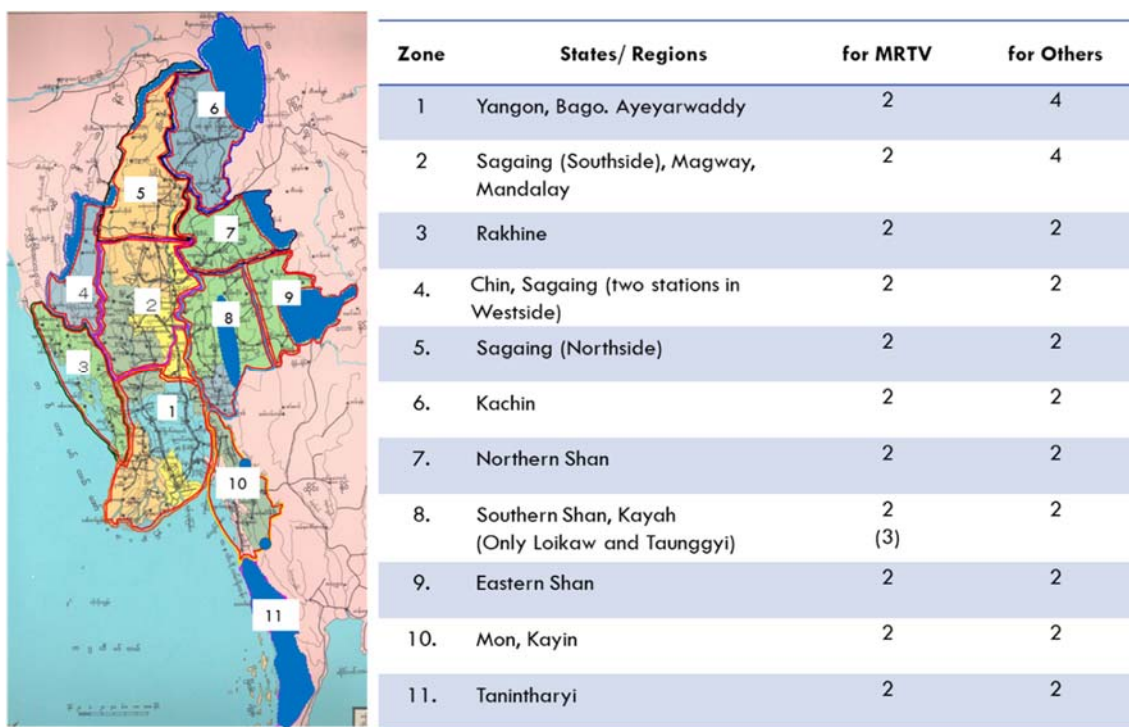
The scale of contract-based transmitter operation is unlikely to increase much from the current scale because of the limited number of available broadcasting channels and limited space for installing transmitters in the existing transmitting stations. The multiplex operation of DTTB is on the increase. The existing DTTB service is to be upgraded to a HD service in the future. A plan to allocate a frequency to DTTB has not been prepared. For these reasons, it was necessary to forecast the future revenue of MRTV.

A frequency allocation plan has a large influence on future revenue forecasts. As the plan had not been prepared, the counterparts prepared a frequency allocation plan at the start of the future revenue forecast with assistance from JICA experts.

The analysis of radio propagation and radio frequency interference was conducted taking into

consideration the scale of the advertising market, which was considered to be a major revenue source of broadcasting media, population distribution, languages to be used in programs and the provision of regional services in the future. The result of the analysis was used for the zoning of DTTB frequency allocations and for determining the number of channels that could be allocated to each zone (See Fig. 2.1-2). See the Annex-4 at the end of this document for detailed channel allocations.

In MRTV regional services in channels for ethnic minorities, one-hour programs consisting mainly of news are broadcast continuously in different local languages. However, it is difficult to sufficiently broadcast educational, information and entertainment programs in the regional services. The provision of regional services by MRTV is very effective in alleviating the information gap between the people who speak languages used on the General Service Channel and those who do not understand the languages. Therefore, a plan to enable the broadcast of the same content as those of the General Service Channel in major local languages in each zone was prepared. The plan does not necessarily assume the commencement of regional services in the near future. Instead, MRTV may commence a regional service at any time when the capacity of the relevant branch office in the information gathering and operation of broadcasting equipment has been developed to a required level.



Source: JET

Fig. 2.1-2 Zoning for DTTB Frequency Allocation and the Number of Channels that can be Allocated to Each Zone

● **Forecast of Future Revenue from BDS**

Based on the above-mentioned frequency allocation plan, the revenue from BDS was forecast. MRTV has provided standardized BDS content to commercial broadcasters all over the country. As the introduction of regional services is expected to facilitate the participation of local media in regional

services, it was necessary to calculate user fees that are affordable to clients and adequate for covering the operating costs of the DTTB network, a platform to be used in BDS.

It was revealed that it was possible to cover the operating costs of the DTTB network with an appropriate user fee schedule. In this schedule, different user fees are to be charged to broadcasters providing national services and those providing regional services, and regional broadcasters in different zones (See Fig. 2.1-2) are charged differently depending on the population size of a zone, or the size of the audience in the service area of a regional broadcaster.

Table 2.1-18 shows the result of the future revenue forecast based on the above-mentioned fee schedule.

In this revenue forecast, the following assumption was made: In the process up to the commencement of the regional service, priority will be given to completing the construction of the planned transmitting stations in the DTTB network that are required for establishing the national coverage of DTTB. Therefore, the current fee schedule shall be used until fiscal 2022- 2023. The revenue up to then is assumed to increase at an annual rate of 2 %, which is the expected annual rate of price escalation. In the later fiscal years, MRTV shall earn revenue from regional broadcasting fees that are set individually for each of the four categories of the DTTB zones and from the national broadcasting fee. The network will be upgraded to enable HD broadcasting in fiscal 2028-2029. However, for regional broadcasters that cannot afford the HD service, the provision of an SD service shall be continued.

The reported revenue from BDS in fiscal 2018-2019 was MMK 2,730 million. The revenue is expected to double by fiscal 2028-2029 (including an annual increase in price of 2 %). This revenue corresponds to approx. 20 % of the expected expenditure in the same fiscal year.

Table 2.1-18 Forecast of Future Revenue from BDS

Service division	2019-2020 - 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Category	Target area	
Available service	Standardized broadcasting to the entire country with the existing SD service	Regional SD service after the realization of national coverage of DTTB						Introduction of HD service, and continuation of SD service		
Projected revenue	Note) 2,785 ~2,955	4,280	4,365	4,453	4,498	4,587	5,401			
National		3,061	3,122	3,185	3,248	3,313	4,056	N/A		

Service division	2019-2020 - 2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Category	Target area
1		200	204	208	213	217	221	S	Yangon, Bago, Ayeyarwady
2		178	182	185	189	193	197	A	Mandalay, Magway, South Sagaing
3		106	108	110	112	114	117	B	Rakhine
4		83	85	87	89	90	92	C	Chin, Sagaing
5		83	85	87	89	90	92	C	North Sagaing
6		106	108	110	112	114	117	B	Kachin
7		83	85	87	89	90	92	C	Northern Shan
8		83	85	87	44	45	92	C	Southern Shan, Kayah
9		83	85	87	89	90	92	C	Eastern Shan
10		106	108	110	112	114	117	B	Mon, Kayin
11		106	108	110	112	114	117	B	Tanintharyi

Note) The revenue is expected to increase from the actual revenue of MMK 2,730 million in fiscal 2018-2019 at an annual rate of 2 %.

Source: JET

● Reduction in Labor Costs and Increase in the Proportion of Self-produced Programs

It seems impossible to achieve both an increase in the proportion of self-produced programs and a reduction in labor cost at the same time. However, a study revealed that it was possible to secure the labor costs required for increasing the proportion of self-produced programs by implementing measures to control the increase in the labor costs to a certain level using measures taken by Japanese broadcasters, which the participants of the PSB training learned about in the training.

The analysis conducted by PSB WG and JET on the budget for labor costs in all departments of MRTV revealed that an appropriate number of programs had been produced according to the labor cost incurred. Increasing the self-produced programs leads to a reduction in program procurement. It was revealed that it was possible to increase the proportion of self-produced programs without increasing labor costs by transferring the money that had been spent on the procurement of programs to production, as procuring a program cost approx. 10 times more than producing a program.

However, if MRTV needs to increase the number of staff members to produce more programs, the cost including salary, housing and pension for such members will be added to the basic expenditure and the increase in labor costs is expected to reduce other expenses. A situation like this has often been observed among broadcasters in other countries. An issue for the management of broadcasters is to find the best balance between the number of employees and the volume of work, which has peak-seasons and off-seasons.

MRTV has been using outsourcing. However, a government rule prohibits MRTV from producing a program using people outside MRTV. MRTV has managed to run its business by employing daily wage workers for a long period and by employing the hard-working ones from among them as permanent workers. The participants of PSB Training learned about a measure taken by a Japanese broadcaster to reduce labor costs. The broadcaster has managed to control labor costs by establishing

a subsidiary and outsourcing a certain volume of its work to the subsidiary.

The expected benefit to MRTV of establishing a subsidiary in line with the example of the Japanese broadcaster is that MRTV will be able to reduce housing and pension expenses even if the salary scale of the subsidiary is the same as that of MRTV. By establishing a subsidiary in Yangon and shifting the base of production from Tatfone to Yangon, where there are vastly more places and topics to cover than in Tatfone, opportunities for program production are expected to increase. In addition, many staff members live separately from their families because they were transferred from Yangon to Tatfone. Some of them say that they would rather be transferred to the subsidiary and return to Yangon. Instead of reducing staff members rapidly, MRTV shall gradually shift the balance between the number of employees of MRTV and that of the subsidiary in Yangon by transferring program production to the subsidiary.

In the study of budgetary measures, the expenditure in the 10-year period and the expected revenue in 10 years' time were estimated. The result of the estimation is described in the mid/long-term roadmap for transformation to a PSB.

2.1.3.1.4 Strategies for overcoming issues in the planned transformation of MRTV into a PSB

PSB WG discussed the strategies for MRTV to perform the eight roles that a PSB should perform, mentioned in 2.1.3.1.3. The outcome of the discussion is summarized in Table 2.1-19.

These strategies were used to prepare an organizational vision and a middle/long-term roadmap for the transformation of MRTV into a PSB, as mentioned below.

PSB WG and JCC acknowledged that the greatest problem was how to secure editorial independence and autonomy. The government interferes with broadcasts on the MRTV General Service Channel. In the current political environment, efforts to secure the editorial independence and autonomy of the channel may intensify discussions on whether to transform MRTV into a PSB, and may conversely make the transformation more difficult. Because the necessity to transform MRTV into a PSB has not been fully or widely recognized, a strategy for conducting a case study to facilitate transformation was prepared. In the case study, a new PSB channel is established as a channel free of interference from the government or any other institution or organization, and is used for broadcasting programs that a PSB should broadcast. If a large audience recognizes the importance of the programs, the transformation of MRTV will be facilitated.

It was revealed that the accounting system of MRTV must be transferred from the current government accounting to corporate accounting after the transformation. The same transfer was conducted in other sectors in Myanmar. The transfer of the accounting system shall be implemented smoothly using this experience. PSB WG confirmed that it was desirable to hire an accounting consultant for the evaluation of assets and preparation of financial statements, including a balance sheet.

Table 2.1-19 Strategies for the Transformation of MRTV into a PSB

No.	Roles to be played	Policies
1	Provide universal (comprehensive and diverse) services	<ul style="list-style-type: none"> - Production of variety of contents relevant to all audience groups - Promotion of utilization of online media - Development of adequate investment strategy for broadcasting facilities
2	Establish and maintain editorial independence and autonomy (freedom from interference from the government and third parties)	<ul style="list-style-type: none"> - Reduction of the ratio of news reporting on government or military activities that can be converted into political news by changing the news angle - Governance by own code of ethics and code of conduct as well as broadcasting guidelines which are under preparation - Development of concept for program planning/schedule including news editorial concepts based on the concept - Improvement of the understanding of the necessity to transform MRTV into a PSB with the establishment of a PSB channel
3	Contribute to the formation of public opinion	<ul style="list-style-type: none"> - Construction of the system to gather opinions from audiences - Establishment of a function which is able to incorporate various opinions from audiences - Promotion of local content through the enhancement of the capacities of each bureau
4	Provide excellent programs	<ul style="list-style-type: none"> - Enhancement of relevant areas of programming, such as education, agriculture and disaster - Further capacity development in news reporting through reporters' handbook which is being drafted - Promotion of fresh news coverage - Extension of live coverage to NRC bureaus - Increment of self-production opportunity - Execution of adequate materials for news gathering - Broadcast of regular live radio shows throughout the country
5	Extend and improve the services to ethnic minorities	<ul style="list-style-type: none"> - Realization of local broadcasts - Development of local contents - Promotion of a channel plan of DTTB - Securement of more broadcasting hours for each ethnic language
6	Make efforts to realize regional broadcasting and the production of regional programs	<ul style="list-style-type: none"> - Strengthen news reporting in local areas - Development of relationship between ethnic media through news exchange agreements, for example - Securement of supporters (colloaborators) in areas where rapid coverage by MRTV staff is difficult due to remote locations - Provision of daily market price report on agricultural products from different regions

No.	Roles to be played	Policies
7	Bring benefits to all people with an integrated program schedule (a wide audience that specialty channels cannot have)	<ul style="list-style-type: none"> - Establishment of program planning division in the new MRTV organizational chart which analyzes the needs of audiences and viewers - Development of program concept for program planning/scheduling including news editorial concepts
8	Broadcast priority content (emergency reporting, educational and agricultural programs)	<ul style="list-style-type: none"> - Organizational reform based on the specialties of staff members - Establishment of program planning division in the new MRTV organizational chart which analyzes the needs of audiences and viewers - Development of program concept for program planning/scheduling including news editorial concepts

2.1.3.1.5 Organizational vision is formulated to transform MRTV into a public broadcaster

PSB WG or, when the situation required, the WG and the Board of Directors conducted studies on the survey and analyses of the current organizational structure and the preparation of an ideal organizational vision for the solution of the problems in the transformation of MRTV into a PSB. The WG designed an organizational structure that would make it possible to achieve the organizational vision that focused on the following issues concerning the transformation.

DWA (Deutsche Welle Akademie), which supported MRTV in finding ways to involve audiences in the operation of the PSB with the establishment of the Audience Council, participated in the preparation of this draft structure.

- i. To be effective in human resource development and capacity development and to enhance professional capacity.
- ii. To be able to respond to the shortage of human resources when self-production is increased.
- iii. To enable flexible personnel assignment to program production and news coverage.
- iv. To enhance the capacity for news coverage and program production in Yangon.
- v. To improve the local news transmitted from branch offices (both qualitatively and quantitatively).
- vi. To be able to plan program planning strategically to meet the needs of audiences and to broadcast information that a PSB is required to broadcast.
- vii. To have an internal mechanism to appropriately evaluate programs for compliance with the broadcasters' code of ethics and guidelines.
- viii. To have a mechanism to collect the thoughts of and assessment of programs by audiences and their needs for programs.
- ix. To have a function to integrate the views and opinions of audiences on PSB into the products and services of broadcasts.

Fig. 2.1-3 shows the new organizational structure designed by PSB WG.

Reporters, producers and directors of programs identify the information required by audiences and the approaches to be used in the production of programs based on their professional knowledge on news

coverage and program contents and their intuition generated from the accumulation of such knowledge. Reporters and program directors had vaguely defined areas of responsibility in MRTV, but they did not investigate specific events in detail. In order to improve the organizational structure, the structure consisting of the TV and Radio Program Divisions was replaced by one consisting of the News and Program Production Divisions, and departments specializing in specific areas were established in each division. This restructuring is expected to facilitate the exchange of information and sharing of information sources and to create a sustainable relationship with the sources, which used to be ad hoc. In addition, the newly established Human Resource Division is to plan and implement capacity development and improvement programs for staff members and create an ideal human resource image to be used in recruitment.

In the past, MRTV was not always able to assign production staff quickly. Inter-divisional requests and communication were required for production as producers and cameramen belonged to the TV Program Division whereas sound, lighting and video engineers belonged to the Technical Division. The Production Engineering Division was placed under the Editor in Chief to enable quick assignment of production staff in accordance with a program production schedule.

There is more material to cover in Yangon than in Tatkone. Recording a program in Tatkone may be inconvenient for the guests, require higher appearance fees and make scheduling difficult. Therefore, a new organizational structure was formed. The new structure strengthens the production system at Yangon Branch Office, which enables the office to cover many events and produce quality programs.

News programs produced by local stations have not necessarily been used effectively on the General Service Channel. Therefore, full-time regional coordinators are assigned to branch offices to actively coordinate news articles produced by branch offices and to use them to improve MRTV news reporting. There has been no concept of strategic program planning at MRTV, and only the broadcasting schedule is coordinated. MRTV is to establish a new division that analyzes the broadcasting content that a PSB must carry, the needs of the audience and environmental factors in the media sector in Myanmar and perform program planning based on the analytical results. To establish editorial independence and autonomy, a prerequisite of a PSB, MRTV is to create an internal mechanism to evaluate program contents and to use the evaluation results for the improvement of the contents and the prevention of violation of the broadcasters' code of ethics. The Office of Program Inspection and the Broadcasting Ethics Committee shall lead the creation of the mechanism. MRTV is to establish the Audience Council to create a mechanism to enable experts, specialists in specific fields and audiences to be actively involved in the PSB and to monitor whether MRTV is being operated appropriately.

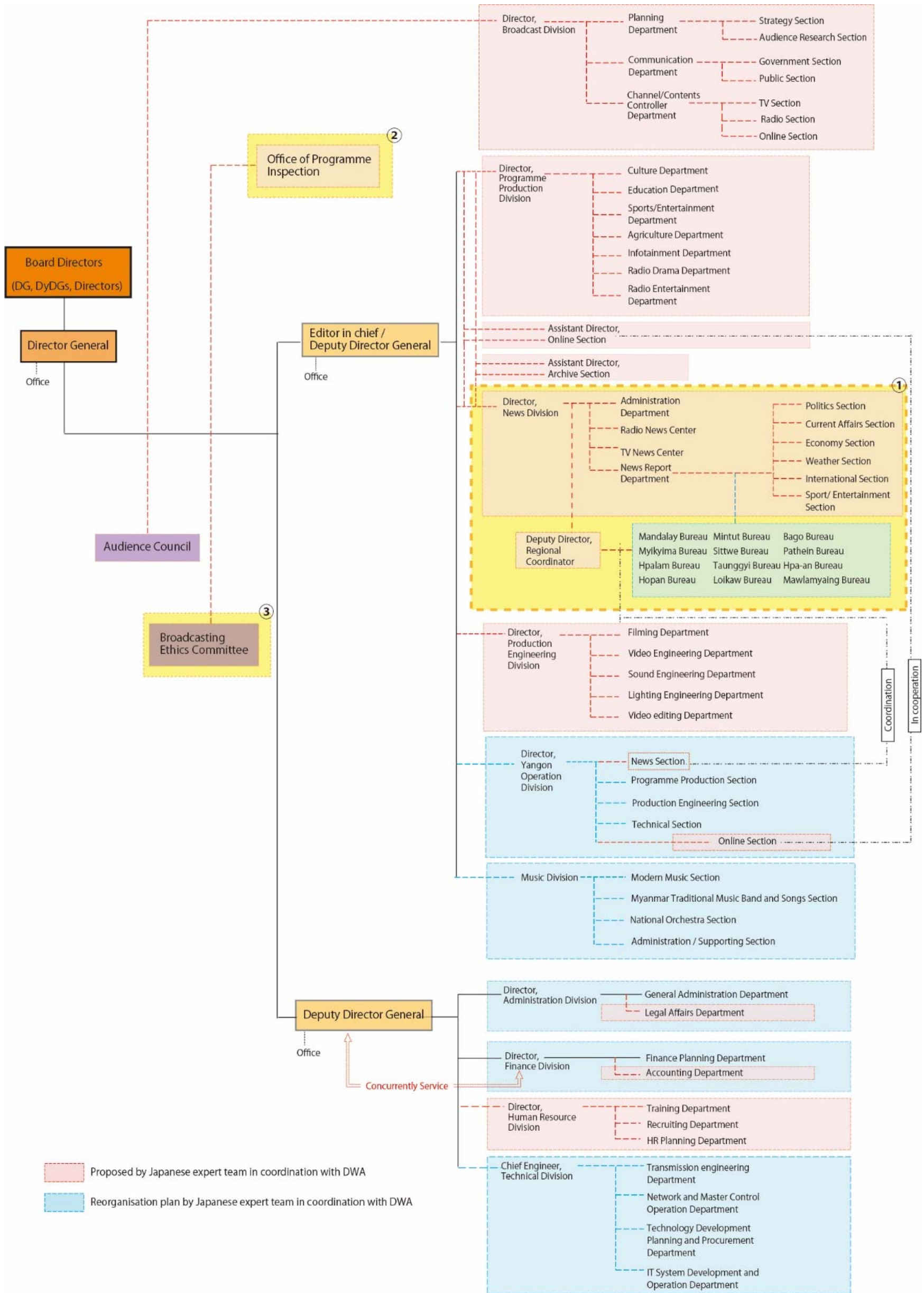


Fig. 2.1-3 Proposed New Organizational Structure of MRTV

2.1.3.1.6 Formulation of middle/long-term roadmap for MRTV to become a public broadcaster based on the draft Broadcasting Law

Regarding the middle/long-term roadmap (“Roadmap”) to becoming a PSB, first of all, in addition to considering the purpose of establishment and the roles of the assumed PSB, the Roadmap was produced by extracting the necessary work items for the transition to a PSB, producing a work schedule for these items, and studying the main factors for the accomplishment of these items.

(1) Discussion on the Purpose of Establishment of a PSB and its Roles

At the time when the development of a roadmap started, a legal framework for a PSB was not in place, and, during the road mapping process, a number of questions arose within PSB WG concerning how to develop the roadmap under such unclear circumstances. It was first decided, therefore, to clearly define an image of a PSB that MRTV intends to become and then to set out the purposes and roles of the PSB based on the image, and, finally, to develop a roadmap that will enable MRTV as a PSB to meet the purpose and play the roles as defined earlier.

The opening part of the roadmap describing the purpose of establishment of a PSB and its expected roles are shown below. Approval has been received from both the Ministry of Information and MRTV so that the legal framework that is to be developed in the future will be carried out based on the purpose and roles described herein.

<p><Purpose of PSB></p> <p>A Public Service Broadcaster (PSB) provides services for universality, diversity and independence; hence, MRTV also secures current platforms with nationwide coverage, such as radio, TV and the internet. Furthermore, MRTV provides a variety of content with consideration for numerous target audience groups and with priority given to specific fields in order to serve the public welfare. Based on the above, the expected operations of the PSB are as stated below.</p> <ul style="list-style-type: none">i. Providing services through diverse mediums such as TV, radio and the internet to secure universalityii. Ensuring freedom of expression in broadcasting by guaranteeing impartiality, truth, and autonomyiii. Providing sufficient information for opinion formingiv. Producing remarkable quality of programsv. Serving various ethnic groupsvi. Conducting not only national but also local broadcasting servicesvii. Executing services with general program planningviii. Prioritizing the following three broadcasting areas:<ul style="list-style-type: none">(a) Disaster broadcasting(b) Educational broadcasting(c) Agricultural broadcasting
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(2) Work Items and Work Schedule Necessary for the Transformation into a PSB

When selecting the necessary work items, first, the work was classified into several sub-categories to clearly indicate the purpose of each work item, and then a list of work items for each category was created. In this way, a work schedule was produced in which the work classification is the primary category of work items, the purpose of the work is the sub-category, and individual activities are the minor categories.

The primary categories composed of (1) organizational reform, (2) cost optimization and (3) broadcast delivery service reform were constructed for consistency with the critical factors for successful implementation of the roadmap as described below. By so doing, it became possible to easily identify and understand the purposes of work items.

A total of 91 work items were selected for minor categories. Although the initial plan was to establish a work period covering a period up until the point when the transformation into a PSB was completed, some work items were considered to continue even after the transformation. Therefore, the work schedule that was developed includes a period up until the completion of reforms that had been categorized in the primary categories. In particular, because it is not possible to complete cost optimization and broadcast delivery service reforms in a short period of only two or three years, the planned completion of these long-term items is 10 years from now.

In the following paragraphs, the noteworthy major points of the primary categories are described. For details, refer to the roadmap attached at the end of this report.

- **Organizational Reform**

A good balance between the prompt transformation into a PSB and a substantial reform of organizational structure was expected. For this reason, a decision was made to create a channel focused on the PSB (hereinafter, the “PSB Channel”) so that the transformation into a PSB could be carried forward by providing the public with an understanding of the PSB.

Taking into account that the PSB Channel should broadcast news of more varied content rather than operating by the current form and system, it was also decided that a news station and an ethics committee should first be established in order to operate the PSB Channel. The plan is complete the overall organizational reform in about two and a half years.

- **Cost Optimization**

The cost optimization process also includes a process to change from government accounting to corporate accounting. Broadcasters are required to correctly perform asset management and to prepare financial statements, etc., which is likely to take a long time. It will take about three years to make a successful transition to a new accounting system.

On the other hand, to promote cost optimization, it is essential to reduce the cost of procuring programs from third parties. However, the financial situation may be strained, as labor costs will increase when more programs are to be self-produced and, therefore, it was decided that program procurement costs should be reduced constantly every year, with the savings being diverted to self-

produced programs. Since a certain number of entertainment programs such as internationally produced dramas are needed, there is a plan to study the reactions of viewers every year and, based on the study results, the most effective program procurement will be carried out. The gradual process for reducing program procurement costs is shown in the work schedule.

- **Broadcast Delivery Service Reform**

The broadcast delivery service is expected to be a major source of income, and so investigations were once again carried out regarding the content of the broadcast delivery service and discussions were held on the future vision for the service in order to effectively provide opportunities to numerous broadcasters in the future.

Through the discussions of the vision, a service was designed so as to mitigate the current concentration of media ownership and to offer more opportunities to as many business operators as possible based on democratic principles. By introducing a regional broadcasting scheme, in particular, it will be possible to meet regional needs and eliminate information gaps between regions. As this scheme can be carried out in each of the regions where different languages are used, the service is a highly effective design for Myanmar. It is necessary, however, to develop the necessary facilities in order to realize regional broadcasting. Therefore, even after the transformation of MRTV into a PSB is completed, a work plan is to be constructed to implement the service with a scale of budget that is equivalent to the current budget. For that reason, the final materialization of regional broadcasting through HD broadcasting is expected to take place in eight or nine years.

(3) Critical Factors for Successful Implementation of Roadmap

As noted above, the critical factors for successful implementation of the roadmap have been organized and subdivided into a total of four group items. When developing the roadmap, the initial plan was to complete the development by the end of the second year of this Project and then to start the implementation of the roadmap. However, due to the delay of the amendment of the law on television and broadcasting, it has now been decided that the planned date of completion of the roadmap preparation should be delayed so that it can be completed while observing the progress of the legislation of the amended law.

For organizational reforms, clearly defined target values have been established. For example, the number of programs to be produced by the current Yangon Branch Office should be increased by one-third. In addition, rules have been established to equip MRTV as a higher quality PSB, including the Code of Conduct and the Broadcasting Guideline that were developed as deliverables under the technical cooperation of this Project. It is highly important to promote the application of such rules when developing human resources for the future. As the legal framework for PSBs is as yet undeveloped, some parts may need to be revised in the future in connection to finance, including cost optimization, for example. However, it is thought that there will not be any change to the “critical factors for successful implementation of roadmap” as the right direction to pursue.

2.1.3.2 Results of Activities for Output 2

Output 2 was defined as: “The capacity of MRTV staff in charge of operating and maintaining broadcasting equipment is enhanced,” and a total of three activities were carried out. In the following sections from 2.1.3.2.1 to 2.1.3.2.3, each of these activities is described in detail.

2.1.3.2.1 Issues related to operation and maintenance of broadcasting equipment are analyzed by a section in charge of broadcasting equipment at MRTV

(1) Outline of Operation of Television and Radio

As a national broadcaster, MRTV offers broadcasting services through television, satellite and radio. There are two methods of television broadcasting at MRTV: Conventional analog broadcasting and DVB-T2 digital broadcasting, which is a digital terrestrial broadcasting developed in Europe. Programs available through analog television broadcasting are mainly news programs produced by MRTV and other programs such as sports, international information, information for ethnic groups, entertainment, agricultural information, education, others, and programs produced by overseas broadcasters. Programs available through digital terrestrial broadcasting include those commissioned by two commercial broadcasters, Shwe Than Lwn and Forever Group, as well as programs that are also broadcast through analog television broadcasting.

In Myanmar, radio broadcasting is one of the major means of information delivery, as radio sets are less expensive and can be easily obtained. In addition, people in rural areas often prefer radio to television because radio sets can be operated with batteries and people in rural areas frequently experience power failure because of power supply shortages in those areas. MRTV delivers AM programs through both short- and medium-wave bands and FM programs through the ultrashort wave band. Radio programs mainly have content such as news, dramas, information, documentaries, entertainment, agricultural information, education and news for ethnic groups.

Table 2.1-20 below shows an outline of program content delivered by broadcasting type. Table 2.1-21 shows the number of transmitting stations by broadcasting method along with the rates of population coverage. As seen in these tables, MRTV is the most important broadcaster in Myanmar as it has a nation-wide broadcasting service area providing a range of services.

Table 2.1-20 Details of Radio Program Content

No.	Name	Target	Broadcasting time	Characteristics
1	Myanmar Radio	Nation-wide Myanmar	5:30 ~ 23:30	English-language content three times per day (total of 3 hours and 30 minutes). Burmese language broadcast in other time slots than above.
2	For ethnic groups 1	Ethnic groups in the northern part of Myanmar	5:30 ~23:30	Broadcasting in nine different languages used in the northern part of Myanmar. One-hour program twice per day for each language. (In some cases, two-hour programs are broadcast.)

No.	Name	Target	Broadcasting time	Characteristics
3	For ethnic groups 2	Ethnic groups in the southern part of Myanmar	5:30 ~ 22:30	Broadcasting in eight different languages used in the southern part of Myanmar. A one-hour program twice per day for each language. (In some cases, two-hour programs are broadcast.) In addition, a one-hour educational program is also broadcast.

Source: JET

Table 2.1-21 The Number of MRTV Transmitting Stations and Rate of Population Coverage (as of June 2020)

No.	Broadcasting system		Number of transmitting stations	Rate of population coverage (%)
1	Digital terrestrial broadcasting	Analog	256	91.0
2		Digital	151	88.7
3	Radio broadcasting	FM	78	83.00
4		Medium wave	3	
5		Short wave	4	

Source: JET

(2) Outline of Maintenance for Television and Radio

1) Outline of Equipment

The central facilities of MRTV broadcasting service are concentrated in Tatkone, and the operation of nationwide services of MRTV are affected by the operation of these facilities. The state of broadcasting equipment maintenance in Tatkone is in Annex-6.

2) Outline of Repair Process

Repair of equipment is carried out initially by MRTV technical staff. When repairs cannot be carried out only by MRTV, they are commissioned to the relevant system integrator or manufacturer.

3) Relations with contractors

MRTV has not formally exchanged contracts with broadcasting equipment manufacturers in relation to equipment maintenance and support services. The reasons for this include the decreasing ratio of failure of equipment that is undergoing digitalization, the ability of MRTV technical experts to provide primary support for failures, and that, if any major failure occurs which cannot be repaired immediately, the equipment can be replaced with other equipment or the use of equipment can be suspended.

Whenever a major failure occurs that cannot be handled by MRTV alone, MRTV requests the relevant manufacturer to fix the problem. At this moment MRTV is satisfied with the response of most manufacturers, although it is not satisfied with certain manufacturers who supply equipment at extremely low prices.

(3) Issues concerning Maintenance for Television and Radio

Discussions were held mainly in Equipment WG concerning issues related to the operation and maintenance of broadcasting equipment and, as a result, four issues were identified as follows.

Table 2.1-22 Issues related to Equipment Maintenance

No.	Issues
1	No operation policy is in place.
2	Service life of equipment has not been defined.
3	There are no useful operation manuals.
4	There is no database to store failure information.

1) Development of an Operation Policy

Regarding parts significantly related to the stability and continuity of the PSB, such as major transmitting equipment and master control systems, there is redundancy in system design and the major spare components for such redundant systems are being purchased. As a result, the annual rate of operation reaches almost 100%. For parts other than the above, not only is there no redundancy in systems but, in many cases, spare parts are not stored. However, since the majority of studio equipment is shared among studios, equipment can be borrowed from other studios if any serious failure occurs. While equipment is lent to another studio, the operation of the lending studio will be limited or suspended. At present, such common use of equipment does not cause any major problems because only a small number of programs are filmed or recorded at one time, but it may result in a disturbance to studio operation in the future as MRTV is to expand its roles as a PSB. It will be important, therefore, to review the details and frequencies of periodic inspections, and to consider an appropriate plan for the proper procurement of spare parts. In order to carry out such a consideration and review, firstly, it is essential to develop an operation policy that defines an acceptable time for operation to be suspended when any equipment failure occurs.

2) Development of Definition of Service Life

Usually, service life of equipment is determined taking into account the equipment lifespan recommended by the manufacturer, the support program of the manufacturer and service life years based on depreciation of equipment as well as the equipment operation policy, but MRTV has not specifically defined the service life of its equipment. As a result, the basic data required for developing plans to update equipment or procure spare parts is lacking. In addition, after the transformation into a PSB is completed, the management of assets may need to have the same accounting methods as those of ordinary companies. As the management of fixed assets can have a significant impact on the financial condition of MRTV, it is important to define the service life of equipment.

3) Development of Operation Manuals to be used in OJT

At MRTV, concerning the operation and maintenance of equipment, senior technical experts provide training to new staff members using manuals supplied by manufacturers, documents used in the manufacturers’ training programs at the time the equipment was installed, operation records and experience gained by senior technical experts. There is no provision of training materials that effectively describe key points for OJT, although no problems have occurred until now. The content of OJT can be improved if documents that describe key points are made available, such as a summary of the equipment for which the OJT is given, the operation procedures, the inspection procedures aligned with the operation procedures and serious failure events that occurred in the past. The impact of the development of such documents is listed in Table 2.1-23, “Benefits of Development of Manuals.” The necessity of developing manuals for each Technical Sub-WG under this Project is shown Table 2.1-24.

Table 2.1-23 Benefits of Development of Manuals

No.	Item to be compared	Outcome of manual development	Remarks
1	Efficiency of OJT	Improvement	-
2	Content of OJT	Promotes standardization and continuous quality improvement	Inconsistency in the content of training between trainers can be reduced.
3	Knowledge and experience	Promotion of sharing	Knowledge and experience that have not been shared even among senior technical experts can be shared.
4	Business continuity plan	Contribution to plan development	Preparation for cases in which staff members in charge cannot carry out their duty because of a contingency.
5	New staff members’ motivation to learn	Risk for lowered motivation	While key points can be learned easily, motivation to learn could be lowered after OJT.

Source: JET

Table 2.1-24 Necessity of Manual Development

No.	Sub-Working Group	Reason why manual development is necessary
1	Master control/channel system	In order to improve maintenance works because it is the most important facility for the operation of MRTV.
2	Editing system	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.
3	Media conversion	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.
4	Computer graphics	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.
5	TV studio	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.
6	Radio studio	Since FY 2017, the system has been renewed and the current equipment no longer exists. Manuals will be newly developed in accordance with the progress of the installment of new equipment.
7	Sound mixing	As there are only several persons in charge, the development of manuals will be useful in terms of business continuity.
8	Archives	In current operation, stored magnetic tapes and magneto optical disks are

No.	Sub-Working Group	Reason why manual development is necessary
		managed and no specific manual is required. However archive system was provided by the Japanese Grant Aid in 2019. To enhance the utilization of the system, manual development will be necessary.
9	Transmission and reception of signals	When a failure occurs in the maintenance of a transmitter, it can lead to a broadcast incident. Therefore, the content of OJT and manuals are to be improved.
10	Relay broadcasting van/relay broadcasting equipment	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.
11	Set of filming equipment for news coverage	In order to improve operational efficiency by developing more simplified manuals, although there are manuals supplied by the manufacturers.

Source: JET

4) Database Compilation of Failure Events

MRTV has been recording serious failure events, but the records of minor failure events and periodic inspection results are insufficient. Sometimes, periodic inspection results can indicate a sign of future serious failures. For example, even when a measurement does not indicate any sign of failure, there are cases in which the measurement repeatedly indicates a value close to the threshold of a failure. In terms of equipment maintenance, a decline in the dependability of equipment can be detected through analysis of failure event-related information. In terms of personnel management, if the time required for maintenance is recorded, labor costs can be calculated, which can lead to more efficient budget management.

2.1.3.2.2 OJT related to operation and maintenance of broadcasting equipment is conducted with MRTV staff who are in charge of equipment based on advice from JICA experts

In order to solve the four issues shown in Table 2.1-22 and to develop a maintenance manual, OJT was given to MRTV staff members. The topics of this OJT were how to manage equipment, policies and rules for maintenance, and techniques to be used in management, etc. At MRTV, in particular, there was a lack of knowledge on equipment indicators that are indispensable for equipment maintenance. Therefore, during OJT, a detailed explanation was given concerning indicators such as MTBF, MTTF and MTTR.

In addition, in order to improve the basic skills of technical staff working at regional stations so as to achieve stable operation at those stations, OJT on how to use measurement instruments has also been provided. Furthermore, ITU standards were introduced during the OJT process. The content of OJT carried out has been put to use in the development of a maintenance manual.

OJT carried out under this Project is shown in Table 2.1-25.

Table 2.1-25 List of OJT Carried Out

No.	Title of OJT	Main content
1	Basics of equipment management	<p>The necessity of preparing an operation policy, defining the service life, and compiling a database of equipment failure events was explained, and OJT on the following items deemed necessary for actual implementation was carried out.</p> <ul style="list-style-type: none"> • Items requiring definition in the operation policy <p>Operation hours of MRTV as a whole, such as 24 hours/365 days or 16 hours/365 days</p> <p>Acceptable system downtime</p> <p>Target availability: 100% or 95%?</p> <p>Definition of service life: Until the equipment becomes impossible to repair or until the book value becomes zero?</p> • Basic knowledge on book values and depreciation <p>Technical staff at MRTV have never learned about depreciation. In some cases, MRTV continues to repair equipment at a very high cost even if it would be presumed as having a book value of ¥1 if in Japan. Therefore, basic knowledge was given on how to decide whether the equipment should be repaired or replaced using the concept of depreciation.</p> • Statutory service life <p>As depreciation periods are clearly defined in the Commercial Code and in tax laws in Japan, an explanation of the facts was given to trainees.</p> • Definition of failure rates and their calculation methods <p>Knowledge is provided on what is required in order to analyze failure events, including MEAN TIME Between Failure (hereinafter, MTBF), Mean Time To Failure (hereinafter, MTTF), Mean Time To Repair and methods to calculate failure rates. as well as how to predict the number of failure events and necessary costs from those failure-related figures.</p> <p>In addition, regarding the method of determining when equipment should be replaced and when preventive maintenance should be carried out, instruction was given using bathtub curves and management charts drawn on the basis of failure rates.</p> <p>This OJT was provided in the second year of this Project and again in the third year with updated content.</p>
2	Eye pattern	<p>When maintaining equipment at MRTV, where digitalization has been progressing, it is highly important to understand eye patterns that can schematize the quality of digital signal streams.</p> <p>Instruction was given concerning the definition of an eye pattern, a basic evaluation method and the causes of deterioration in eye patterns.</p> <p>This OJT was provided in the second year of this Project and again in the third year with updated content.</p>
3	Utilization of ICT	<p>MRTV wants to use ICT in program production, improving broadcasting services and organizational operation. Technologies were introduced, including technologies used or verified to improve broadcasting services in Japan, AI, the content of participatory-</p>

No.	Title of OJT	Main content
		approach programs, the content of information linked to programs and hybrid cast (a system to provide information in collaboration with the Internet during broadcasts).
4	About SFN	MRTV was aware that DVB-T2 had a function, SFN, which repeatedly uses the same frequency, whereas MRTV did not have a basic knowledge on the principles of SFN or how to use it due to a lack of opportunities to learn. Knowledge was provided on the basics and examples of how to use the SFN function using a Japanese system, ISDB-T, which has many similarities to DVB-T2.

Source: JET

The materials used in these OJTs have been already provided to MRTV in digital format and it is expected that they will be used in training programs for new staff members and in other diverse OJT activities, thereby contributing to an improvement in the basic skills of MRTV staff members.

The equipment operation policy has not been prepared in this Project, but the need for preparation is explained through OJT, so MRTV is expected to prepare it in the future.

2.1.3.2.3 A manual on operation and maintenance of broadcasting equipment is developed by MRTV staff who are in charge of equipment based on the contents of OJT

With support from JET, the manual on operation and maintenance of broadcasting equipment was developed by the Technical WG. The manual is composed of 13 different fields and specific features, which are shown in the Table below.

Table 2.1-26 Content of the Manual on Operation and Maintenance

No.	Title	Major features
1	MCR / Network Operator	<ul style="list-style-type: none"> • Outline of MRTV's broadcasting network • Outline and basics of operation • Periodic inspection • Periodic inspection and recording of failure events
2	Editing	Fields such as editing, media conversion and CG have been rapidly digitalized during this Project and, therefore, these three fields are integrated into one field called "maintenance of IT equipment and software management."
3	Media Conversion	
4	CG	
5	TV Studio	<ul style="list-style-type: none"> • Outline and basics of operation • Periodic inspection (including studio equipment used for other purposes than program production) • Periodic inspection and recording of failure events
6	Lighting	As lighting equipment is part of studio equipment, it is included in the field of TV-Studio. The following items were established as items in

No.	Title	Major features
		an inspection method for individual lighting equipment. <ul style="list-style-type: none"> • Periodic inspection (illumination photometry) • Periodic replacement based on records of use
7	Radio Studio	<ul style="list-style-type: none"> • Outline and basics of operation • Periodic inspection (including studio equipment used for other purposes than program production) • Periodic inspection and recording of failure events
8	Mixing Audio Studio	<ul style="list-style-type: none"> • Outline and basics of operation • Periodic inspection (including studio equipment used for other purposes than program production) • Periodic inspection and recording of failure events
9	Archives	<ul style="list-style-type: none"> • Basics of archiving activities • Ordinary periodic inspection method for archiving equipment composed of IT device • Periodic inspection and recording of failure events
10	TV and Radio Transmitter	<ul style="list-style-type: none"> • Outline and basics of operation • Periodic inspection (including studio equipment used for other purposes than program production) • Periodic inspection and recording of failure events
11	OB-VAN	<ul style="list-style-type: none"> • Outline and basics of operation • Basics of operation and periodic inspection of vehicles • Periodic inspection • Periodic inspection and recording of failure events
12	EGN(DSNG-VAN))	<ul style="list-style-type: none"> • Outline and basics of operation • Basics of operation and periodic inspection of vehicles • Periodic inspection • Periodic inspection and recording of failure events
13	IT System	<ul style="list-style-type: none"> • Basic maintenance of IT equipment • Inspection method at a general user level when any network failure occurs

2.1.3.3 Results of Activities for Output 3

Output 3 was defined as “The capacity of MRTV staff in charge of program production is enhanced,” and a total of five activities were carried out. In the following sections from 2.1.3.3.1 to 2.1.3.3.5, each of these activities is described in detail.

2.1.3.3.1 Issues relating to good quality program production are analyzed by MRTV staff who are in charge of program production

In recent years, TV programs being broadcast by MRTV are composed of news-related programs including scheduled news broadcasts (60%) and other general programs (40%). The production of general programs is mostly carried out by Yangon Branch Office, while radio programs are all produced at the Tatkone HQ. Although many higher-quality programs were produced in the 1980s, producers

active in those years have already retired. In recent years, partly because news programs account for 60%, the opportunities to produce general programs have been decreasing and, at the same time, the quality of such programs has also been deteriorating. It is necessary to put more effort into the production of general programs. The Ministry of Information and the Director General (hereinafter, DG) of MRTV also pointed out the need to increase the framework of general programming, and it was decided to reduce news-related programs to 45% while increasing general programs to 55% starting February 15, 2017.

The majority of programs produced at MRTV are those broadcast once per week and they are not broadcast live but in the form of recorded programs. There are almost no specially-planned programs that have carefully selected content into which time and effort have been placed. Even scenarios and scripts are not created, and shooting is carried out without any direction for camera operations, such as camera blocking.

Listed below are the typical programs that are produced regularly.

Table 2.1-27 Programs Regularly Produced by MRTV

Category	Title	Content	Length of one episode
Culture	Myanmar Movie	Commentary, analysis and review of movies produced in Myanmar	25–30 min.
Culture	The Record of Long Ago Movie	Commentary and analysis of old movies	20–25 min.
Music	Music Contest	Competition in which contestants show their singing skills	45 min.
Music	Traditional music	Concerts (old visuals)	5 min.
Music	Traditional music	Talks about traditional music and songs sung by guest singers	15–25 min.
Culture	Kids Game Contest	Children compete in games	25 min.
Education	Gardening (irregular)	Information and advice for mothers rearing children	10–15 min.
Information	Sunday Talk	Talk show in which discussions are made on a wide range of topics	25–30 min.
Information	Current Affair	The latest information	25 min.
Information	People Talk	Talk show that takes up a wide range of topics	10–15 min.
Sports	Weekly Sports	Information on sports of the week	20–25 min.
Economics	Vision of Social Business	Talk show that focuses on topics such as the current economy and jobs in Myanmar	20–25 min.
Diverse programs	NHK	Diverse programs produced by Japan's NHK and translated into Burmese	10–20 min.
News/Information	Catch Asia	News and information on other Asian countries	10–20 min.
News/Information	ASEAN	News and information on ASEAN	15 min.

Source: JET

Except for programs recorded in the studio, when producing programs, almost all necessary tasks

excluding shooting are performed by one producer carries, while video editing is also carried out concurrently by the producer. In order to analyze the current workflow and system of program production, a review of the number of staff members by work type was carried out along with the number of years of experience. Their experience in program production can be seen in the following Table. Reporters are mainly working in the field of news reporting but they are included in the Table below as they sometimes get involved in other elements of program production.

Table 2.1-28 Number of Staff Members Working at MRTV and their Experience

Channel	In charge of	Years of experience	No. of staff members
MRTV	Producer	10 to 35	14
	Video editor	1 to 5	2
	Video editor	5 to 10	6
	Video editor	10 to 35	13
	Reporter	0.5 to 22	51
NRC	Producer	3 to 15	28
	Video editor	0.5 to 6	41
	Reporter	0.7 to 4	22
Agricultural	Producer	5 to 10	2
	Video editor	5 to 10	3
	Reporter	1 to 10	4

Source: Produced by JET based on the data as of March 2017

Cameramen often want to work on shooting news or studio programs, which makes it difficult to create well-planned programs shot outside of the studio. Furthermore, producers are not aware of the importance of preparing a written proposal and, as a result, plans are only orally explained to directors. As a result, the intent of the planned program cannot be clearly communicated and hence it is obtaining approval for the plan is difficult and time-consuming. This is one of the reasons why there are not many specially-planned programs. In addition, there still remains a negative impact from the military regime and, at the same time, MRTV staff members lack the flexibility to plan programs using their free-minded imaginations and to create new ideas. This is another reason why few documentary-style programs are created that require time and effort.

The current status of program production at MRTV is shown below, item by item.

Table 2.1-29 Current Status of Program Production at MRTV

Item	Current status
Institution	<ul style="list-style-type: none"> The Program Production Department of the TV Program Division has only two teams: One for shooting indoor in the studio, for example, and another one to shoot outdoor at planned locations. These teams are not composed by program genre and, therefore, staff members need to take part in the production of programs with diverse styles and themes. Furthermore, they cannot acquire the expertise they need and this kind of structure hinders an improvement in their program production skills. There is a large generation gap between higher-rank staff and younger staff members who grew up with digitalization and who are used to computer-aided editing. They do not join forces for good quality program production.

Item	Current status
Program Planning	<ul style="list-style-type: none"> • There is no section exclusively in charge of program planning and only higher-level managers are able to review and make programming. • Producers directly propose plans to directors or the senior management of the TV Program Division and final decisions are made by DG. As a result, program planning cannot be evaluated in advance from broad-ranging viewpoints. (Programs could be produced based on narrow personal perspectives.)
Level of staff members' program production skills	<ul style="list-style-type: none"> • Staff members do not clearly understand the processes and basics of program production and programs are produced just by observing the example of others. • They cannot prepare written proposals and cannot clearly explain the purpose and aim of the program. As a result, they cannot easily receive planning approval. • Cameramen and producers do not understand the basics of shooting and camerawork including angles of view and composition. • It is necessary to provide basic seminars to technical staff in order to improve their expertise in, for example, camerawork and editing. • The basics of editing have not been established among staff members, including techniques of cutting and transitioning. • Narration is seldom used except for the opening and ending of programs. Scenarios are not created and, therefore, narrators just talk while watching the recorded videos. Stories are developed only in the form of interviews. Because of these factors, programs cannot attract viewers' attention through the appeal of story-telling.
Work processes	<ul style="list-style-type: none"> • The preparation process composed of planning, examination and research before actual shooting is not regarded as important and production is just carried out with an emphasis on on-the-spot activities. • Plans are not made for necessary shots and shooting is often carried out without any plan, which sometimes requires retaking.
Content and quality of programs	<ul style="list-style-type: none"> • Information is collected poorly and, therefore, the content becomes shallow. • Not only does program content mostly lack creativity but also the program cannot communicate its messages or intent as it only introduces things or shows things to viewers. • Staff members do not give sufficient consideration to the content or stories that viewers want to see but focus only on what they want to show. As a result, programs provide too much information but are too vague about communicating the intended message. • Not only can they not construct a solid program frame in the preproduction phase but also editing in the postproduction phase emphasizes only interviews. The produced program ends up being an introduction to something shot by the camera and becomes superficial. • As most shots are made from fixed points without any movement, even good editing cannot create a flow of interesting shots. • As the basics of editing have not been established among editors, programs lack smoothness and result in a flow of uncomfortable shots where the same patterns are repeatedly shown to create a dull composition with a monotonous tempo. • Staff members understand that people are enjoying programs produced by commercial broadcasters but they have not analyzed the reasons for that, or the content and production methods of the program. They do not examine the way to create programs that can satisfy the taste of present-day viewers. • Popular programs currently broadcast by MRTV include Korean dramas and other programs purchased from foreign broadcasters at a high cost. MRTV's self-produced programs are still made with a conventional style without any effort to improve the content, to rectify program production form, or to have innovative ideas for program composition.
Personnel allocation	<ul style="list-style-type: none"> • (Normally, experts in production, direction, script writing and editing take charge of their own specialty from planning to the completion of program.) Even though MRTV has 86 staff as members of the Program Production Department, the NRC has 91 and the Agricultural Channel has 9, only one person carries out the entire work of production excluding filming.

Item	Current status
	<ul style="list-style-type: none"> An overwhelming majority of cameramen desire to work for news programs, followed by those who want to work for shooting in the studio. As a result, just a small number of programs are produced outside the studio, such as documentaries that require shooting away from the studio.
Status relating to equipment and technology	<ul style="list-style-type: none"> The Tatkone HQ has enough equipment for shooting and editing, while there is a lack of equipment at the Yangon Branch Office, where program production is mostly carried out, and there is a shortage of editing equipment, in particular.

Source: JET

The actions taken against the current status and issues listed above are shown below.

Table 2.1-30 Actions Taken Against the Current Status of MRTV's Program Production

Item	Issues
Institution	<ul style="list-style-type: none"> The current Program Production Department of TV Program Division will be reorganized into several departments, each specializing in its own program genre. The current Program Production Department of the Radio Program Division will have several teams within the department, each specializing in its own program genre. Improve the large generation gap among staff members
Program Planning	<ul style="list-style-type: none"> Develop a program planning policy Establish a program planning department (to be an organization independent from the TV and Radio Program Divisions)
Level of staff members' program production skills	<ul style="list-style-type: none"> Increase staff members' opportunities to produce programs Improve staff members' skills to produce programs Learn about the basic knowledge of camerawork, angles of view and composition Basic seminar on camerawork, editing techniques, etc. for technical staff Improve editing techniques Establish a habit of preparing written proposals
Work processes	<ul style="list-style-type: none"> Establish a workflows in which works are shared by expert personnel Strengthen production planning and scheduling
Content and quality of programs	<ul style="list-style-type: none"> Thorough implementation of information gathering Improve camerawork and shooting methods Establish basics of editing Reduce the number of purchased programs and increase the number of MRTV's self-produced programs
Personnel allocation	<ul style="list-style-type: none"> Increase the number of staff members engaged in program production in Yangon Develop cameramen to be engaged in program production outside the studio, for example, for coverage of documentaries
Status relating to equipment and technology	<ul style="list-style-type: none"> Improve the situation of the lack of resources such as equipment at branch offices, especially equipment for editing

Source: JET

2.1.3.3.2 Basic seminars and OJT related to program production are conducted with MRTV staff who are in charge of program production based on advice given by JICA experts

(1) Basic Seminars and OJT on Program Production

Based on the current status of program production shown in Table 2.1-29 and the response to issues

described in Table 2.1-30, the target was to establish a foundation for program production by providing training at each level (preproduction, production and postproduction) concerning the basics of program production to all staff members (including senior-ranking staff who already have experience, mid-career staff and new employed staff) so that they can clearly understand the content and information that viewers want, produce high-quality programs in a contemporary style and increase the number of programs produced at MRTV. To this end, in the basic seminar on program production, it is necessary for trainees to become familiar with every level from preproduction to postproduction by acquiring basic knowledge and learning about actual production process tasks at each level. They need to understand the content of tasks to be completed at each work level as well as the quality desired. Therefore, a decision was made to promote the improvement of their expertise by allowing them to actually produce a program in OJT while getting advice from JICA experts.

Prior to the implementation of the basic seminars, the following elements were confirmed in Program Production WG.

- Program Production WG will draft training plans and obtain support from JET.
- Depending on the content of training, members of Program Production WG will instruct other staff members directly and share their own experiences in program production with them.
- Training will be provided to those who need it most.
- The same training will be provided to different trainees later so that as many staff members as possible can receive training.

Prior to each training program, a meeting of Program Production WG was held to discuss the content and participants of the training.

1) Training at the Tatkone HQ

In consideration of the fact that staff members at the Tatkone HQ were busy with their daily work and could not take time to participate in long-time training programs, they were provided with half-day basic seminars for three consecutive days. In the first round of training, mid-career staff members participated in the training. When holding the second round, in response to a strong request from the Directors of the TV and Radio Program Divisions, a total of 42 new staff members who joined the HQ in July 2016 were also given training. The participants of the second round training were grouped into three (1. TV; 2. Radio; and 3. NRC) and each group received the training for three consecutive days. The training mainly focused on the knowledge and technology related to program production and participants learned the basic knowledge in classrooms. In each of these group trainings, members of Program Production WG also attended as instructors to share know-how related to program production that they had acquired through experience.

The following Table shows the schedule of the training programs provided at the Tatkone HQ, the number of participating staff members and main content.

Table 2.1-31 Outline of Training Provided at the Tatkone HQ

Schedule	Participants	Main Content
1 st July 27 to 29, 2016	<Trainee: mid-career staff > MRTV Channel: 3 staff members NRC: 3 staff members Radio Program Production: 8 staff members (A total of 14 staff members) <Trainer> Members of Program Production WG: 3 staff members	<ul style="list-style-type: none"> ● Explanation of the purpose of the JICA Project and program production basics and work processes ● Drafting and preparation of written proposals ● Meeting to evaluate programs produced by MRTV ● Explanation of PSB and its roles
2 nd (1) Nov. 15 to 17, 2016 (a.m.)	<Trainee: New staff members> New staff members at TV Program Division: 10 staff members <Trainer> Members of Program Production WG: 1 staff member	<ul style="list-style-type: none"> ● Explanation of the purpose of the JICA Project and program production basics and work processes ● Drafting and preparation of written proposals ● Explanation of PSB and its roles
2 nd (2) Nov. 15 to 17, 2016 (p.m.)	<Trainee: New staff members> New staff members at Radio Program Division: 12 staff members <Trainer> Members of Program Production WG: 2 staff members	<ul style="list-style-type: none"> ● Explanation of the purpose of the JICA Project and program production basics and work processes ● Drafting and preparation of written proposals ● Explanation of PSB and its roles
2 nd (3) Nov. 21 to 23, 2016	<Trainee: New staff members> New staff members at NRC from TV Program Division: 20 staff members <Trainer> Members of Program Production WG: 1 staff member	<ul style="list-style-type: none"> ● Explanation of the purpose of the JICA Project and program production basics and work processes ● Drafting and preparation of written proposals ● Explanation of PSB and its roles

Source: JET

Prior to the start of the training, the purpose of this Project was explained to participants in order to clearly communicate the purpose of the training.

In the basic seminar on program production, it was explained that the process flow from preproduction to postproduction should be divided into work phases and works should be completed individually for each phase. Training was given mainly on how to propose program production plans (proposal) and how to select the themes for the program, which is the most important work to be done in the phase of preproduction before everything else.

A detailed explanation was given on how to write proposals by handing out some examples and letting each trainee make a plan for a program he or she actually wants to produce. Although trainees were instructed to present ideas for programs using open-minded imagination, quite naturally, new staff members were not used to making their own plans and did not use open-minded imagination but rather they tended to propose programs by taking ideas out from currently broadcast MRTV programs or by taking up quite ordinary themes. It is necessary to repeatedly provide training on planning until they become able to come up with interesting plans and to develop ideas flexibly in the future. For reference, an example of the program production process is shown below. While there can be various processes for program production, this flow is used as a basic process in the training under this Project as shown

in Fig. 2.1-4.

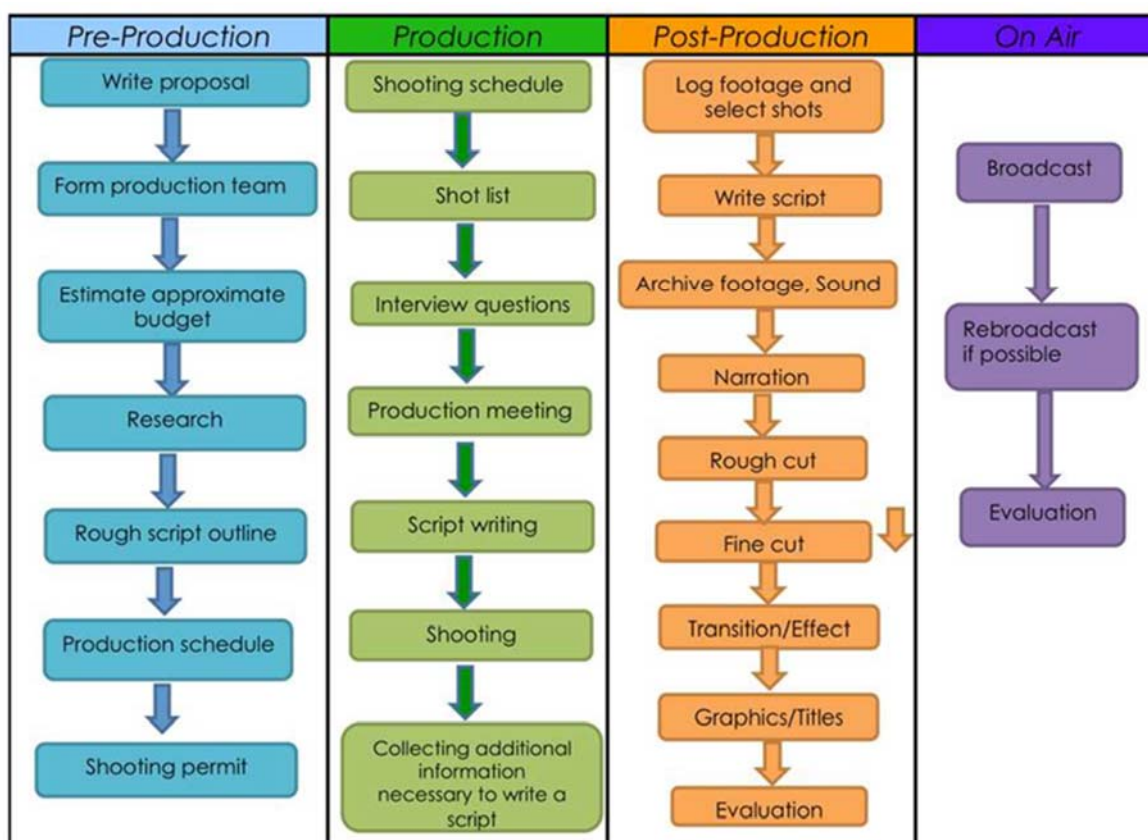


Fig. 2.1-4 Program Production Process (Example)

2) Training at Yangon Branch Office

At Yangon Branch Office, as at the Tatkone HQ, the purpose of this Project was explained prior to the start of training, in order to clearly communicate the objective of training. Staff members at Yangon who have been producing most of MRTV’s programs have accumulated experience. By considering the fact that almost the same participants were to attend each of those training programs, trainees, after having received basic seminar in two sessions, engaged in OJT to produce programs in the third training session and then an evaluation of produced programs was conducted in the fourth training session. The schedule, participants and main content of the training provided at Yangon Branch Office are as follows.

Table 2.1-32 Schedule, Participants and Main Content of Training at Yangon Branch Office

Schedule	Participants	Main Content
1 st June 29 to July 1, 2016	<Trainee> TV Program Division: 12 staff members (Studio recording, outdoor filming) <Trainer> Members of Program Production WG: 1 staff member	<ul style="list-style-type: none"> ● Explanation of the purpose of the JICA Project and program production basics and work processes ● Drafting and preparation of written proposals ● Meeting to evaluate programs produced by MRTV ● Explanation of PSB and its roles

Schedule	Participants	Main Content
2 nd August 4, 5, 8, 9, 2016	<Trainee> TV Program Division: 14 staff members (Studio recording, outdoor filming) <Trainer> Members of Program Production WG: 14 staff members	<ul style="list-style-type: none"> ● Basics and work processes of program production ● How to prepare written proposals, writing of proposals and discussion on the content of written proposals
3 rd Nov. 30, 2016, Dec. 4 to 9, 2016	<Trainee> TV Program Division: 10 staff members (Studio recording, outdoor filming) Technical Division: 5 staff members	<ul style="list-style-type: none"> ● OJT on program production (program planning, preproduction such as location hunting, production including shooting and editing)
4 th February 20 to 22, 2017	<Trainee> TV Program Division: 12 staff members (Studio recording, outdoor filming)	<ul style="list-style-type: none"> ● Evaluation of programs produced in the previous OJT session and review meeting ● Showing of programs produced by NHK and discussions ● Discussions on plans for new education programs and exchange of opinions

Source: JET

- The first session

In the basic seminar on program production, by dividing production process into different phases from preproduction to postproduction, a clear explanation was given on the flow of works that need to be completed in each phase. In relation to actual production works, the most important element of the first phase, preproduction, was explained in detail, including a proposal of program ideas, how to select themes and how to write proposals, and this explanation was provided by means of handouts showing examples. Following this, trainees practiced writing proposals for programs they want to produce in the future.

- The second session

Training focusing on writing program proposals was conducted. At the beginning of the training, JET was requested to give emphasis to the importance of written proposals, because program proposals have been made verbally in the past and many staff members in charge of production did not understand the importance of written proposals. In response to the request, an explanation was given on the importance of written proposals prior to the start of the introduction to the items to be described in the proposal and an explanation on how to write such proposals. A written proposal should be prepared for the approving supervisor that clarifies the ideas of the proposer and the program category, objective, content, shooting location, production period, budget, etc. The training first aimed to help trainees get used to the method of writing proposals and so trainees were instructed to write a proposal using open-minded imagination regardless of whether the proposed program was currently feasible at MRTV or not.

The program themes proposed by trainees are as follows. The genre of programs is also shown in the parentheses.

- Voice of the present-day youth (social issues)
- Correct Burmese (education)
- Rich diversity of animals and plants in Myanmar (education/science)
- Traditions and culture of Myanmar (culture)
- Travelogue introducing the appeal of Myanmar (entertainment)
- Art and artists of Myanmar (culture)
- Cooking programs: How to cook Myanmar's various local dishes (education)
- Education program for mothers raising child (education)
- Human trafficking (social problem)
- Drug problem (social problem)

After writing proposals, each trainee was asked to present his or her proposal in front of other trainees, and the trainees were invited to exchange opinions and hold discussions on how to select topics and themes and how to produce programs with content that is more enjoyable for viewers. JICA experts provided advice concerning the trainees' proposals by showing examples of program composition that could make their proposals more enjoyable. The experts also proposed that trainees should not simply leave the ideas and themes that they had proposed in the form of written proposals but should rather brush up the proposals to enable them to be realized in the future. In addition, they encouraged trainees to get prepared for the transformation into a PSB by producing programs that cover the current changing situation in Myanmar and social issues that have been left largely uncovered, such as ethnic groups, languages, society and agriculture, and by attracting as many viewers as possible.

● The third session

A total of 15 staff members participated in the training. The majority of the participants were those who had previously received the basic seminar on program production. The participants in the third session included cameramen and producers/cameramen, as the actual production of programs was carried out in the form of OJT. For cameramen who had not received the basic seminar, a review lesson concerning the importance of written proposals and program production processes was given prior to the start of the OJT. Usually, at MRTV, a producer carries out all production work from planning to editing all alone by him/herself. In this session, however, with the aim of learning from each other, the participants were subdivided into two groups, who worked together in cooperation with each other.

The following major works were carried out from preproduction to postproduction by the participants.

Table 2.1-33 Major Works Carried out by Participants from Preproduction to Postproduction

Production phase	Works carried out
Preproduction	<ol style="list-style-type: none"> 1. To present his or her own idea and to hold discussions in each group 2. To select one idea following the discussion and to write a proposal 3. To conduct research so as to obtain necessary information, to collect information and to hold negotiations with information sources 4. To conduct location hunting (on-site inspection of places to carry out shooting) 5. To develop program composition

Production phase	Works carried out
	6. To prepare a shot list 7. To prepare a shooting schedule 8. To prepare equipment and vehicles 9. To have a production meeting
Production	1. News coverage and shooting
Postproduction	1. To check materials that were shot 2. To choose from among the interviews and shots conducted 3. To create scripts 4. To make rough cuts (non-linear editing) 5. To create narration scripts and to carry out recording 6. To create graphics for credit titles, etc. and informational subtitles 7. To select and insert music, sound effects, natural sounds, etc. 8. To insert visual special effects

Source: JET

The content of programs created during the training is shown in Table 2.1-34.

Table 2.1-34 Content of Programs Produced during OJT and the Airdates

Group	Content or program (length)	Airdate
1	A young fashion designer aged 21 Made a huge breakthrough with fashion designs with a new design sensibility that mixes traditional and modern styles (10' 00")	December 31, 2016 January 7, 2017 (rerun)
2	Traditional sport of Myanmar "Chinlone" A former champion who passes down traditions to later generations (6' 19")	January 7, 2017 January 11, 2017 (rerun)

Source: JET

● The fourth session

Meetings to evaluate programs are not conducted at MRTV. An evaluation meeting was held in which participants exchanged opinions and analyzed the content, production techniques and more in connection to the programs produced during the third session, which had the aim of improving the techniques and quality of future program production and those already aired. At the same time, they made a review of future issues and identified points to improve in the future.

- To create a program composition that indicates the program's main point and theme clearly
- To create a program title that has a design that makes viewers want to watch
- To use narration effectively not just by piecing interviews together into a story
- To shoot scenes by considering interesting camerawork, shots and camera positions that can match the content and scenes of the program, including whether the camera should be placed on a tripod or should be handheld
- To improve basics of editing (length of shots, transition, composition of scenes, etc.)

After the end of each training session, a meeting was held attended by the Program Production WG members, the Director and the Deputy Director of the TV Production Division, and the content and procedures of future training courses were discussed in order to make training most appropriate to

MRTV staff.

(2) Implementation of Program Award

The program award is a prize or certificate that an MRTV TV or radio program is given for producing good quality programs. This system developed with support from JET with the aim of increasing the number of MRTV's self-produced programs and motivating the staff to create good quality programs. Responsible persons from MRTV, JICA and JET evaluate candidates (programs) and select one program from among them to receive grand prix.

In the program award process, the Program Production WG is not involved, but the Deputy Director General of MRTV and the Directors of the TV and Radio Program Production Divisions along with JICA experts, discussed the methods of implementation, nomination, and evaluation. The following discussions were held between MRTV and JET.

1. October 18, 2016: Decision whether or not to implement the program award. Exchange of opinions on award categories (between the Deputy Director General and JET)
2. October 26, 2016: Detailed examination of award categories (Directors of MRTV and JET)

The award categories proposed initially by MRTV cover more than 20 program categories for nomination and more than 10 TV and radio programs for awards. However, the number of programs for nomination was too large and the number of awards was also too large in comparison to the total number of programs produced and, therefore, the categories for nomination were limited to (1) dramas, (2) news, (3) featured news, investigative reports, interviews and documentaries, (4) culture and education and (5) entertainment and informational entertainment (including music programs and radio magazines). It was decided that a category award would be given to each of these categories and that the winner of the grand prix would be selected from category award winning programs.

MRTV requested that all staff members involved in program production should be the subject of consideration in the evaluation process. It was confirmed that all those involved in program production would be the subject of consideration and an evaluation would be made of the following items.

<Elements to be evaluated>

- I. Power of story-telling:
 - (a) Theme
 - (b) Story perspective
 - (c) Program composition
 - (d) Composition of sound, such as sound effects
 - (e) Casting
 - (f) Fairness of information
 - (g) Accuracy of information
- II. Shooting and recording techniques and quality
 - (a) Remarkable techniques, creativity and new methods
 - (b) Recording techniques

- (c) Shooting techniques
- (d) Lighting techniques
- (e) Video/audio editing techniques

The best award winner and the best category award winners for each fiscal year are shown below.

Table 2.1-35 Awarded Programs (TV)

	1 st Year	2 nd Year	3 rd Year	4 th Year
Drama	No recommendation	No recommendation	Diary of the Colorful Flowers	A mother "Wa" sho is making salt
News	Weekly Program (30-12-2016)	Will it affect commodity price if small notes issue cannot be solved immediately?	Current Affair	How the trashes get into the river?
Featured news, investigative reports and documentaries	Hopes for the future brightness	Life of a fisherman from Byine Phyu Village	Future of a flower	A Hero from the Dark
Culture and education	Myanmar Arts Sat Htone Sone Yat	Handicrafts made by heart	Pounding Culture of Shan Ni (Red) Ethnic, The Beauty of Naga Land	Khame Ethnic from Rakhine
Entertainment and informational entertainment	Education, the incomparable Guiding Light	Tarshoon Traditional Mountaineering Dance	Hilly region where Kayin Phyu(White) Live	Panpat Village of Kayang Ethnic
Grand Prix	Myanmar Arts Sat Htone Sone Yat	Life of a fisherman from Byine Phyu Village	Hilly region where Kayin Phyu Ethnic Live	A mother "Wa" sho is making salt

Source: JET

Table 2.1-36 Awarded Programs (Radio)

	1 st Year	2 nd Year	3 rd Year	4 th Year
Drama	The Lamp of life	An Oasis in the Desert	Blood Speech	A Longyi
News	Social Network	Weekly Sport Views	Tb tuberculosis Is not to be afraid of	Right to Educaiton
Featured news, investigative reports and documentaries	People Hope - peace	The Lives Behind the Lies	Brighter Future	ASEAN Journey (Kuching City of Sarawak)
Culture and education	Kachin Traditional Bamboo Flute	Htee Pu, an open defecation free village	Lifeline	Mulaei Mountain, Myawaddy Township
Entertainment and informational entertainment	Music From The Heart	A Doctor's Experiences in Rakhine	Village story (Super Women)	Theory of Success (Youth Garden)
Grand Prix	Social Network	A Doctor's Experiences in Rakhine	Brighter Future	A Longyi

Source: JET

2.1.3.3.3 A guideline for program production is developed by MRTV staff who are in charge of program production based on the contents of OJT

In developing the program production guidelines, two writers were selected from the members of the Program Production WG (initially three writers had been allocated but it was reduced to two) and they drafted every word and every sentence together with JICA experts in charge of creating the broadcasting guidelines of MRTV. The guidelines were written by holding meetings where the text was produced, with the meetings being held 25 times.

The reason why the guidelines were called the broadcasting guidelines rather than the program production guidelines is that the wide range of content covers not only program production but also reporting, so it was decided at the WG that “broadcasting guidelines” is appropriate.

In drafting the broadcasting guidelines, in order to determine necessary items, an analysis was conducted in advance of the content of the broadcasting guidelines of NHK, the broadcasters’ code of ethics owned by the Japan Commercial Broadcasters Association (JBA), the editorial guidelines of the BBC, the editorial guidelines for MRTV that had already been developed with the support of DWA and a broadcasting guideline produced by the JICA experts for technical cooperation Projects in other countries. As a result, it was decided that the broadcasting guidelines for MRTV would be composed of the following four items.

- i. Purpose of the guidelines
- ii. Principles of news reporting and program production
- iii. Basic stance on news reporting and program production
- iv. Other items to be prepared

Chapter 1 of the guidelines describes the roles to be played by MRTV and states that MRTV will conduct the broadcasting service in accordance with the principle of freedom of the media and in compliance with laws. Chapter 2 clearly states MRTV’s attitude toward news reporting and program production, which acts as the rules and principles of journalism, and describes the responsibilities of each staff member and MRTV as a broadcaster to the extent possible. Chapter 3 states the kind of basic stance MRTV should have on news gathering and the content of programs in the processes of news reporting and program production. The description was made taking into account the diverse situations found in Myanmar from the viewpoints of both individual staff members and MRTV as a whole. Chapter 4 describes the basic stance on other elements listed below in relation to two processes of news gathering and program production, even if there is no direct involvement in these two processes. These other elements that have relevance to news gathering and program production were mentioned so that everyone engaged in broadcasting at MRTV can perform his or her duty from their respective standpoints.

As MRTV offers services, including those available online, and is expected to make a contribution as a PSB to the multiethnic and multilingual country while also being allowed to broadcast advertisements, the model of NHK or the BBC is not directly applicable. Therefore, the MRTV broadcasting guideline has been developed as a highly-original guideline. In particular, elements like the handling of religious

beliefs, news coverage in conflict areas and subjects to be handled carefully during coverage have not been experienced in most other countries and, therefore, the writers of the guideline made special efforts to write about these elements.

The broadcasting guideline was written in English and it was translated into Burmese. Now staff members of MRTV can confirm the content of the guideline in Burmese whenever necessary.

The MRTV staff who are in charge of program production are taught how to make programs to raise awareness about social issues based on examples of Japanese programs.

2.1.3.3.4 MRTV staff who are in charge of program production are taught how to make programs to raise awareness about social issues based on examples of Japanese programs

(1) Education Program

The production of education programs is clearly defined as one of the roles of a PSB. The need of people of Myanmar for education programs was clearly understood when, in the first year of this Project, a study was conducted concerning the kind of PSB that was desired by listeners and viewers. Initially, the plan was to have a method of producing programs linked to the school educational curriculum in cooperation with the Ministry of Education, just as NHK of Japan produced such school educational programs. Although discussions with the Ministry of Education were repeatedly held for that purpose, the initial plan was abolished and it was decided that MRTV would independently produce education programs, since the editorial rights could become an issue if the initial plan was adopted.

For broadcasting education programs, first, the targets were narrowed down to make it easier for MRTV to accumulate know-how. By so doing, it was considered to be preferable not to limit the interests of viewers and, next, a decision was made to start by producing an English Education Program. The concept of the program was to allow viewers to have fun while learning and to offer a program that can be enjoyed by all members of the family, although English language-learning beginners were targeted in terms of the language skill.

It was planned that the program would have two sections (skits and studio recordings) following the example of language education programs produced by NHK. The reason for this was, on the one hand, MRTV needed to improve its skills for outdoor shooting and on the other hand, when shooting in studios, various performers could be used to act as students learning English, teachers and native speakers of English who speak with correct pronunciation, and the program could be completed in a shorter time. If shooting can be completed in a shorter time, it can lead to a saving of performance fees. Accordingly, MRTV can now record up to four episodes per day.

In the system for producing the program, three producers at the Yangon Branch Office worked as leaders, and staff engaged in filming and recording were assigned when producing new episodes. The broadcast of a total of 12 episodes per year was confirmed, and English words and phrases to be learned by viewers were listed for each episode. Then, dialogues were constructed using those words and phrases and scripts for the skits were developed. In developing the script, the most time consuming element was how to complete each skit with a twist ending. Although it took more time than expected to create

enjoyable endings that can cause viewers to laugh, just as happens in daily life, an appropriate ending was elaborated based on various ideas for the scenes. This was an important aspect when providing viewers with a program that is enjoyable and educational at the same time.

Meanwhile, the element of studio recording was composed of an explanation of the content of the skits, scenes in which the performer acts as a student, and an explanation of useful additional information related to the words and phrases to be learned in the episode. The script was developed smoothly.

In video editing work, skits and studio recorded videos were put together. Usually, MRTV does not actively use character superimposition, so it took time for them to be able to use it with the recognition that character information is useful in promoting the understanding of viewers.

By calculating the year-round schedule backwards and concentrating on (1) the development of scripts for the skits, (2) the production of skits (normally shooting two episodes in one day), (3) the production of scripts for studio recordings, (4) studio recordings and (5) video editing, the time needed for production could be reduced. In education programs, the goal of each episode can be defined in advance and production can be carried out intensively. The experience gained by MRTV staff members by producing many programs in a style that they have never used before can help them when producing various programs in the future.

The first series composed of 12 episodes was highly appreciated and MRTV is now working to produce the second series, for which the number of episodes has been doubled to 24.

(2) Agriculture Program

Personnel working at the Tatkone HQ and the Yangon Branch Office were given OJT on the production of agriculture programs. In this training, which targeted producing programs that appeal to farmers who account for the majority of Myanmar's population, a program was produced to introduce viewers to new challenges for farmers in the form of a documentary series.

For production, a total of three teams were assigned from the General Channel, the Agriculture Channel and NRC. The same producers at the General Channel and the Agriculture Channel were assigned almost every time, while a different producer at NRC was in charge every time because NRC works in rotation between Rural Bureaus and the Tatkone HQ, and the members of the production team from NRC have not been established.

In OJT, the program production staff learned how to compose a program based on research and the ideas of establishing a theme (a farmer playing the main character) prior to on-site shooting. After this preparation, they went on to shoot. At the start of shooting, they found there were many aspects that were different from what they researched or expected in advance, and they learned how to respond to such differences effectively and the importance of rebuilding program composition after shooting.

At MRTV, there was a well-established habit of vertical role sharing and producers and cameramen did not have the habit of holding detailed discussions concerning the composition or necessary cuts prior to or during shooting. Therefore, the target was also to help trainees understand the importance of such discussions through the OJT program production, as sharing the same recognition within a team is indispensable.

In addition, when producing a series of programs, it is necessary to establish a style of program that is adhered to throughout several series, and it is necessary to produce programs that not only conform to individual themes but also have a comprehensive style that is persistent throughout the series. In postproduction, visual cuts must be edited carefully so that they can be put together with a common composition for the entire series. It is expected that the same editor will continue to work on this job in order to gain experience and to improve the quality of the program so that the direction of the program can be determined in a flexible way. Furthermore, it is desirable that other staff members have opportunities in the future to be engaged in program production under the leadership of highly-experienced producers.

Table 2.1-37 Content of Agriculture Programs Produced and the Airdates (as of June. 2020)

No.	Program title	General Channel	Agriculture Channel	NRC
1	Japanese Rice	March 4, 2019	February 24, 2019	—
2	Organic Farm	March 25, 2019	March 10, 2019	—
3	Myanmar Coffee	April 22, 2019	March 24, 2019	—
4	Green Tea	May 5, 2019	March 31, 2019	—
5	Macadamia	June 24, 2019	June 29, 2019	—
6	Lily flower	Aug. 5, 2019	Aug. 18, 2019	Aug. 5, 2019
7	Myanmar Chocolate	Nov. 4, 2019	Nov. 3, 2019	Nov. 7, 2019
8	Yacon	Dec. 16, 2019	Dec. 16, 2019	Dec. 18, 2019
9	Beekeeping	TBD	TBD	TBD

Note: The order of the programs listed above is the order of time when the production started

Source: JET

Agriculture program production OJT has been held 19 times with a total of 50 people attending.

(3) OJT (Peace Music Festival)

Between July and December 2017, by means of partnerships with the MOI and commercial broadcasters, among others, MRTV held a viewer participation-type singing contest, called the “Peace Music Festival.” This contest was held over a long period, with the preliminaries being broadcast live from various regions through to the final competition, which was held in Yangon. There was a huge response to this program from all over Myanmar.

MRTV’s ability for multi-camera relay broadcasting is at a much higher level than other fields including documentary programs. Producers who had received training in Japan were in charge of the 3-4 hour live broadcasts, and it was surprising that all of the broadcasts were held without issue.

On the other hand, in multi-camera productions, pre-designed production techniques are important in addition to ad-libbing, and so the experts continued to gradually provide on-site advice regarding applicable camerawork and lighting techniques while watching over the MRTV staff, who are weak at making prior arrangements.

In the program that made use of 8-9 cameras, the MRTV cameramen with the most experience and skill were allocated, but, because the techniques used in the lyrical part of the music, for example, were performed more by feeling than by logic, they were advised before the camera rehearsal on techniques that could be used to combine scenes and songs. Also, a revision of the camerawork was made along with the staff during the run-through for the show.

Advice was also given against just changing colors for no reason, as it often did not match the phrases of the songs. Also, in some cases, the key light was not correctly focused on the person singing, so advice was given to make checks and revisions during prior lighting preparations.

In this training, the experts visited the site and provided advice on a total of seven occasions.

2.1.3.3.5 Programs to raise awareness about social issues are produced by MRTV staff who are in charge of program production

Since October 2019, in cooperation with JICA experts, MRTV has been offering listeners a live radio broadcast to share information on various social issues. In this program, the host of the program visits both urban districts and rural areas to interview local people. It does not have an overly formal style that is adopted by other existing talk shows but rather it has a style that offers ordinary people a chance to understand and consider the various social issues through interviews and dialogs with the host who conducts the interviews. Although MRTV staff members needed the support of JICA experts at the start of production, as mentioned above, they can now continue to broadcast the program bi-weekly on a regular basis. The staff at MRTV try to take up timely topics for the program.

In addition, MRTV can continuously get feedback from its radio fan club, which enables them to pick up topics based on comments made by listeners. The program also actively visits rural areas. In particular, as it is difficult for the host working at the Tatkone HQ to visit rural areas every time and as the Burmese language cannot be understood by some people in rural areas, a reporter working at a branch office in the area substitutes the host to hold interviews during live broadcasts.

The main host of the program working at MRTV provides three-week training and OJT at the Tatkone HQ for 20 reporters from the branch offices, and those selected from among the reporters will substitute the original host in live broadcasts when the quality of the program can be secured. As of March 2020, a total of three branch offices have participated in the live broadcast. The expanded use of substitute reporters from other branch offices is planned for the future.

This kind of live broadcasts made by branch offices will help such offices to acquire skills necessary for emergency broadcasts during disasters, etc.

2.1.3.4 Results of Activities for Output 4

Output 4 was defined as “The awareness towards professionalism (accurate and fair news) is raised among MRTV staff in charge of news reporting,” and a total of six activities were carried out. In the following sections from 2.1.3.4.1 to 2.1.3.4.4, each of these activities is described in detail.

2.1.3.4.1 Current situation and issues related to news reporting are analyzed by a section in charge of news reporting at MRTV

The current status and issues of MRTV’s news reporting were compiled mainly by the News Reporting WG, and the final report was approved as “The Analysis Report of the Issues of News Reporting” at the fourth JCC in the second year of this Project. The report has also been translated into Burmese and has been shared with MRTV.

This section describes the current status and issues of MRTV by discussing the following four questions, item by item: (1) personnel allocation, (2) broadcasters’ code of ethics and governance, (3) skills/abilities required for news reporters and criteria thereof, and (4) news reporting and news programs.

(1) Personnel Allocation

1) Issues of Personnel Allocation and Education

Broadcasting stations have a system in place for personnel in different roles to provide timely coverage of a large amount of news. There are reporters, news desks and on-air desks (called ‘editors’ by MRTV, which are herein described as ‘desks’ following the terminology in Japan), and program directors. The producers also play the role of a program director at MRTV. Reporters report on each piece of news and put together a report within a standard news length. The news desks should always understand what kind of news is required, order reporters to collect information, and check and correct the draft report that the reporter has covered and prepared. In addition, news desks need to be prepared so that the personnel necessary for the news coverage can always be allocated. Meanwhile, the on-air desks select news items to be taken, determine a news order, and construct the entire news program. The main role of the program director is to direct the progress of the news program during the broadcasting and recording time.

MRTV news reporters are not classified by specialties such as politics, society, culture, economy, etc. Almost all of them are either generalist reporters or program-exclusive reporters. A generalist reporter is a reporter who is dispatched when news occurs in any genre. It is common that broadcasting stations allocate a certain number of such reporters in addition to the reporters with specialized fields so that they can respond quickly to the occurrence of unexpected events.

MRTV broadcasts news in various fields every day, albeit with a slight bias in genre. Table 2.1-38 shows the breakdown of news broadcasts in January 2017 by major genres.

Table 2.1-38 Number of News Items by Genre (January 2017)

News Genre	TV News		Radio News	
	No. of cases	Percentage (%)	No. of cases	Percentage (%)
Government Events	149	13.3	188	12.9
Politics	146	13.0	136	9.4
Society	513	45.8	520	35.8
Economics	40	3.6	85	5.9
Agriculture	6	0.5	2	0.1
Culture/Education	113	10.1	78	5.4

News Genre	TV News		Radio News	
	No. of cases	Percentage (%)	No. of cases	Percentage (%)
Entertainment/Sports	44	3.9	172	11.8
Weather	38	3.4	131	9.0
International	72	6.4	122	8.4
Natural Disasters	0	0	19	1.3
Total	1,121	100	1,453	100

Source: Produced by JET based on the news order of MRTV

As shown above, there are various genres of news. MRTV, however, does not assign reporters by genre. There are 51 TV reporters and 144 radio reporters in total at MRTV (excluding reporters in charge of ethnic minorities (National Races Channel) and agricultural channels (Farmer Channel)). Basically, everyone is a generalist reporter and each reporter covers all genres. The present Project aims to improve the skills of MRTV reporters to be able to scrutinize and disseminate the necessary information to the audience both accurately and fairly, and to conduct investigative reporting. In order to achieve this, it will be necessary for them not only to fully understand the content of the specialties but also to keep track of the movements and changes of events at the same theme. In the future, there will be cases where MRTV has to convey information contributing to the protection of the lives of the people as a PSB. Therefore, fostering specialized reporters is an urgent and important issue for MRTV. There are 12 reporters belonging to the news section of the Yangon Bureau, and each reporter is assigned to four or five fields (education, construction, health, etc.). This system is not sufficient for training professional reporters.

Table 2.1-39 below summarizes the current status of reporters, issues in training and solutions.

Table 2.1-39 Issues Related to Personnel Allocation and Human Resource Development within News Department of MRTV

	Current Status	Issues	Solutions
1	Reporters of both TV and radio stations are now generalist reporters, covering all areas.	<ul style="list-style-type: none"> ● Reporters cannot develop own expertise. ● It is difficult to encourage them to conduct voluntary reporting. 	<ul style="list-style-type: none"> ● Train specialist reporters of politics, economy and social issues, and assign them to respective tasks.
2	As for reporting disasters, reporters are called only after a disaster occurs. No preparation for reporting is made in advance; MRTV fails to catch the signs of a disaster.	<ul style="list-style-type: none"> ● There is a shortage of news coverage to protect the people's lives and property 	<ul style="list-style-type: none"> ● Train professional weather reporters.
3	Reporters themselves are shooting and editing video.	<ul style="list-style-type: none"> ● It is difficult to develop human resources as it takes time to develop multifaceted skills. ● There is a risk of subjective reporting, with no production process from a third-party perspective. 	<ul style="list-style-type: none"> ● Increase the number of cameramen and train video editing specialists. ● Increase communication across the workplace (among reporters, cameramen, and video editing specialists)

Source: JET

2) Training Specialist Reporters

Although multifaceted skills can be developed, it takes time to become a full-fledged generalist reporter under the current generalist reporter system. The generalist reporters are not able to report the news in depth as they constantly have to deal with inexperienced news. Meanwhile, under the specialist reporter system, reporters would be always watching and researching their specialties and should be able to make unique coverage without missing points. In the new organizational chart stated in the roadmap to becoming a PSB, there is an awareness of the specialist fields of politics, economy, society, weather and international sports/entertainment. It would be realistic for a qualitative organizational transition to be made while the reporters dispatched to each specialist field make a preparatory response and gradually increase their specialist coverage while also giving consideration so as not to cause a delay to regular work duties.

During disaster events, based upon the current Standard Operational Procedure, reporters are called over only after a disaster occurs. The reporters specializing in weather and disaster would make a big difference in such cases. It would be difficult for generalist reporters to analyze the data as soon as it is released by the Department of Meteorology and Hydrology. For example, only those reporters who regularly study disasters and share information with disaster experts in the country should immediately be able to write the evacuation methods necessary to protect the people from storm surges, tsunamis, and earthquakes. Moreover, they would also be able to understand the signs of disaster to some extent, and to prepare for disaster broadcasting in advance.

It goes without saying that generalist reporters are also needed. Those who can deal with all topics are especially useful when support staff are required. Once this new allocation system is on track, reporters should be able to switch specialties in rotation. Through this process, MRTV would know which one is more suited to the specialty and should be able to consider the best staffing accordingly.

3) Training Cameraman

In this project, although no cameraman were invited from Japan, in the first training in Japan in 2016, a veteran Japanese cameraman gave close individual instruction to two cameramen from MRTV. They were taught about the meaning of zooming in and zooming out, and the differences in meaning between shooting on a tripod and handheld shots taken while moving along with the subject.

Also, at every opportunity, the specialist taught the cameramen about the importance of prior meetings to understand the aims of the reporter, about the practice of the reporter providing support while standing beside the cameraman during filming, and about improving the awareness of recording important vocal audio. This was described in detail in the reporter's handbook (Mpedia), which is a deliverable for the technical cooperation project.

As for the changes to the reporting cameramen as described below, video editing specialists give high regard to the filming techniques. The approach of some years ago has been almost completely eliminated whereby it was acceptable for the reports to match the script to the images taken at will by the cameramen. Ideally, mutual cooperation is achieved between veteran reporters and editors to train cameramen, and veteran cameramen to mentor young reporters and editors.

4) Training Video Editing

Currently, interviews and video editing at MRTV are carried out by the same reporter. However, this practice may have the danger of producing a subjective report whereby the reporter is held back by the “preferences” and “thoughts” that came to the reporter when visiting the site. An interview taken after waiting for as long as five hours, for example, may be important material for the reporter and the cameraman, but such a background is totally irrelevant to viewers. Video editors who do not go to the site can decide from an objective point of view as to whether the video is worth using or whether the audio should be heard by the viewers. When a video editor who has a closer sensibility to that of the viewer edits the video while the report is in attendance, the report will be much easier for viewers to understand than otherwise.

Video editors can also act as instructors for reporters. This is because video and on-site audio on TV are “main” and narration is “subsidiary.” The general work procedure is to edit the video and audio first, and then consider the narration to match it. Since the news is on TV, scarce images would make the news less real and less persuasive. It is fundamental to use video to give reality to the news. Therefore, narration is often adapted to the video and audio, the sentences are shortened, and the order of the phrases is often changed.

Newly recruited reporters can learn about the structure and manuscripts of news reports from the senior reporters; they should also learn from video editors to widen their skills. Thus, video editing specialists are indispensable in the newsroom. One of the cameramen who participated in the training in Japan last year also said that they understood the necessity of having professional video editors.

In this Project, specialist video editors provided training for reporters and reporting cameramen, and they promoted an understanding of the necessary video footage from an objective standpoint.

(2) Broadcasters’ Code of Ethics and Governance

Probably the most difficult part of MRTV's transformation from being state-run into a PSB is the pressure from authorities that they might feel in exercising the freedom of the press. This is also a matter of concern for reporters, interviewers, on-air desk level personnel and MRTV executives.

The following table summarizes the current status and issues from the viewpoint of code of ethics and governance of broadcasters.

Table 2.1-40 Current Status and Issues Related to the Code of Ethics and Governance of Broadcasters

	Current Status	Issues	Solutions
1	MRTV might feel pressure and might self-censor news reports. As a result, there are cases of news that is reported by other media but not by MRTV.	<ul style="list-style-type: none"> ● Citizens will know the events from social media. ● MRTV does not report murder cases. There is a large difference between the news content and the amount of information provided by commercial 	<ul style="list-style-type: none"> ● Implement management training to change executive awareness. Enhance broadcasters’ code of ethics through Reporters’ Handbook and Code of Conduct

	Current Status	Issues	Solutions
		broadcasters and by MRTV.	
2	Judgment on interviews and broadcasting is slow as the contents of the news are confirmed in advance with central authorities, such as the Ministry of Information.	<ul style="list-style-type: none"> ● This is practically censorship and is susceptible to government involvement. ● It is a standard practice to ask for a superior's judgment in almost everything. 	<ul style="list-style-type: none"> ● A reporters' handbook and program production guidelines should be compiled and followed. ● Delegate authority to desks and producers.

Source: JET

1) Tendency for Self-Censorship

Prior censorship was abolished in Myanmar in 2012 during the previous administration of Thein Sein. Then, in May 2016, the current democratic government was formed. But the media still receives invisible pressure from the authorities in the country. For example, in January 2017, a government legal counsel lost his life after being shot outside the airport terminal building of Yangon Airport. MRTV dispatched cameramen and reporters from the Yangon Bureau to report on the incident but they did not go into as much depth as publication media such as weekly magazines. There was a press conference in February by the police, but MRTV did nothing more than hold a live broadcast of that conference. This incident could have shaken democracy in the country. The Myanmar people learned about the incident in more detail through SNS such as weekly magazines and Facebook. It is not clear whether the information in weekly magazines and SNS is accurate. It is necessary to convey further information to the viewers through MRTV's own investigative reporting.

In order to make independent editing rights a standard practice, even though it takes time, all MRTV field staff and executives must change their mindsets and foster ethics, i.e., “to respond to the people's right to know and to report to them what should be reported.”

2) Importance of Empowerment

MRTV often checks news content with the Ministry of Information and other related ministries prior to broadcasting. This delays the broadcast and even creates an environment susceptible to government involvement. This can be seen as censorship in practice. To break through this situation, it will be important to compile program production guidelines and the reporters' handbook aiming for democratic press and broadcasting (both of which are technical cooperation deliverables of this Project) and to gain public support by complying with them in broadcasting.

In so doing, it will also be necessary to transfer much of the authority that executives now hold to the news desks, on-air desks and producers. As a result, a free and open atmosphere may be created where junior staff can play a more active part. The broadcasting industry in the digital age needs the sense of those people. It is necessary to reform the awareness of governance by empowering younger staff while superiors themselves take responsibility.

According to MRTV, while the transfer of authority has taken place based on the rules of MRTV, it is

normal for requests to be made to superiors in order to avoid risk from taking responsibility. The results of the analysis in this Section show a substantial transfer of authority rather than a mere formal transfer of authority.

(3) Skills/Abilities required for News Reporters

Properly reporting the information needed by viewers also depends on the personal capabilities of reporters, news desks, on-air desks and producers. The skills required of them in considering the current state of MRTV are described separately for reporters, news desks, on-air desks, and producers.

When this Project started, MRTV reporters were at levels 1 and 2 in Table 2.1-41 which was originally prepared by JET. The reason is not because they have no skills but because they have not had enough experience. The way can be opened up by first asking questions and with a little courage to fulfill one’s mission. Through the many kinds of OJT conducted in this Project, some reporters have reached level 3.

Table 2.1-41 Criteria for Reporters' Skills/Abilities

Grade	Rough Standards for Reporters' Abilities	Prescription
4	Able to understand the points, confront interviewees and raise issues while upholding ethics	Should be able to conduct investigative reporting at the next stage
3	Able to understand the points and verify the information with authorities by himself or herself.	It is far better for them to have the courage to raise issues.
2	Able to express events that have occurred through interviews and videos.	Should always be doubtful and be able to take action to explore the background to stories.
1	Not able to understand the news.	Should always read newspapers, watch TV news and listen to the Radio news.

Source: JET

Next, the skills/abilities required for the news desks are analyzed below. A news desk is the person who directs reporters to conduct news reporting. This criteria was prepared originally by JET.

The job of the news desk is not simply a matter of dispatching reporters and cameramen to the site. They should have professional skills to find ways to show the news to viewers in a manner that they can easily understand. It is necessary for them to improve the skills to express macro phenomena from a micro perspective and approach.

Table 2.1-42 Criteria for News Desks' Skills/Abilities

Grade	Rough Standards for Editors' Abilities	Approach for Improvement
4	Able to judge the news value, understand the news that is needed and properly direct reporters and cameramen to conduct the news reporting.	Should further foster the minds required of a journalist.
3	Able to forecast what will likely happen and judge where to allocate cameramen and reporters in order to visualize the events that occurred.	Should enhance the “eyesight” from both the bird's eye (macro view) and the insect's eye (micro view).
2	Able to send cameramen and reporters to the site after news occurs.	Should constantly consider what sort of videos are competitive with other

Grade	Rough Standards for Editors' Abilities	Approach for Improvement
		companies.
1	Only able to correct the typographical errors in the manuscripts written by reporters	Should be ambitious.

Source: JET

Next, the skills/abilities required for on-air desks and directors are analyzed below. This criteria was also prepared originally by JET.

It can be said that the quality of a news program relies on the skill of “on-air desks for determining news items.” It is essential for them to endure solitary work and to face up with strong beliefs based on many experiences. These posts must be allocated only to those with the strongest minds.

Table 2.1-43 Criteria for On-air Desks' and Producers' Skills/Abilities

Grade	Rough Standards for Abilities	Approach for Improvement
4	In addition to Grade 3, he or she is capable to possess a program concept, decide the content based on his/her own value judgment and sense and to direct the staff. Should possess a sense of mission and ethics. In addition, he or she is capable of explaining the intention of the program to superiors and external parties.	It is a lonely job, but he or she should be a role model for the junior staff. Should instruct other staff members to enhance their level to be on-air desks and producers.
3	Capable of judging the news value and constructing news items. Appropriate requests can be made to the news desk, and the results can be reflected in the program.	It is enough just to strengthen the journalist's mind.
2	News items can be constructed only with the given video and manuscript.	Learn to foster own sense and interact with reporters on a daily basis.
1	Lacking the confidence to choose from a lot of news, he or she consults with superiors in composing news items.	Should read newspapers, magazines, and books while being aware of his/her own job. Should also watch movies and meet people.

Source: JET

What can be learned from the above three criteria is that they all need to strengthen their minds. Skills can be improved through experience and the results are visible. Strengthening one's mind is sometimes difficult because it is not visible. It is a struggle to inspire one's will.

(4) News Reporting and News Programs

MRTV, which has already started trying to shift to a PSB, has been gradually reforming itself. First, the status and issues which were analyzed in the first Project year regarding the direction and production environment for news programs are shown in Table below.

Table 2.1-44 Issues Related to Direction and Production Environment of News Program in 2017

	Status	Issues	Future Considerations
1	It is sometimes difficult to distinguish live broadcast video from recorded video as there is no live video from outside (e.g. live news broadcasting in the morning). Morning news should use live weather shot from outside. If not, when scripts are read by anchors in the studio, the news may be misunderstood as being recorded in advance	<ul style="list-style-type: none"> ● The program concept of morning news is not clear, and the advantages of live broadcasting cannot be fully exploited ● Information required in the morning, such as events that occurred during the night, today’s weather and present time, cannot be reported. 	<ul style="list-style-type: none"> ● Enhance production skills and foster a sense of commitment to the programs. ● Consider how to create scenes and video from the viewpoint of the viewers.
2	It is difficult to access the archive footage and it takes time to edit the video.	<ul style="list-style-type: none"> ● The archive storage of the footage is not properly managed. ● There is little awareness that video preservation is an important task in preserving the history of Myanmar. ● It is inconvenient for Yangon Bureau, where there is a great demand for video material, because such materials are stored and managed at the head office in Tatfone. 	<ul style="list-style-type: none"> ● Development of archives for video and audio material management as well as organization of data transmission channels
3	News check and feedback by the desk is not performed as a routine work.	<ul style="list-style-type: none"> ● An emergency news team structure cannot be established quickly. 	<ul style="list-style-type: none"> ● Rotation system of desk is needed ● 24-hour broadcast system is needed as PSB

Source: JET

1) Initiatives for Live News Broadcasting and Making Improvements

MRTV news has no display of the time, weather, or traffic information, etc. on the screen. Not covering the screen with text or symbols may be a style of broadcasting that makes the image more visible. However, in view of the mission of morning news programs to convey as much information as possible to viewers first thing in the morning, there is certainly a lack of screen information. In the current style of MRTV news, where video material is scarce, viewers only listen to the announcer's voice. Few viewers are glued to TV screens in every country. MRTV lacks the perception that people watch TV while doing something else during busy mornings. In view of people's viewing habits, appropriately displaying characters and symbols can provide viewers enough information both instantly and effectively.

The motivation of MRTV for launching the 30-minute live news program, “Breakfast News” at 7:00 am, is commendable. It has been broadcast live every day since January 1, 2017. Everyone wants to nurture this program. Nevertheless, so far, the content that viewers want is not fully included in the program.

Table 2.1-45 shows the current status and improvements to be made to Breakfast News.

Table 2.1-45 Status of Breakfast News and Points to Improve in 2017

	Current Status	Efforts /Improvements
1	It is a simple news program in which two anchors just sit and talk in the studio.	<ul style="list-style-type: none"> ● Put the date and time on the screen. ● Show news items from today’s Breakfast News behind the anchors.
2	There are no morning images even though it is the first morning show of the day.	<ul style="list-style-type: none"> ● Broadcast live from outside the building by showing the weather forecast. ● Insert the traffic movie set at main road in Yangon
3	There is a lot of reused news from the previous day's news programs.	<ul style="list-style-type: none"> ● Create a series of news in which feature stories covered by MRTV reporters are shown daily.
4	The video is collected and processed only by the Breakfast News Team.	<ul style="list-style-type: none"> ● Should reuse more videos and reports of other news programs of MRTV. ● Try to make MRTV- brand news. More news reports made by Breakfast News team would be appreciated.

Source: JET

Some of the efforts and improvements shown in the table above have already been implemented with the advice of JICA experts. For example, Breakfast News has broken down the barriers between departments and has started to reuse the reports obtained from other news programs of MRTV.

“News in News,” another live news show from MRTV, is a 10AM news program that the Yangon Bureau started in 2016. In a 20-minute program, three female anchors read articles from the morning newspapers and magazines featuring current issues. Unlike many large cities, in remote areas of Myanmar, it is often difficult to receive daily newspapers on the same day. Therefore, this program that is broadcast from the Yangon studio selects some news from newspapers targeting these viewers.

The problem with the program is that the studio set is static and only photos of inserted newspaper articles are inserted. If they use edited reporting videos and live commentary by MRTV reporters in the studio in addition to the newspaper articles, the program should become livelier. However, it may be difficult to realize such an idea under the current limited budget.

2) Utilization of Footage

It is difficult to access the video archive located at Tatkone HQ from branch offices including Yangon Branch Office. Reporters are struggling to access the footage when writing reports at the Yangon Branch Office. This is due to the insufficient bandwidth for accessing the video archive between the headquarters and the Yangon Branch Office. For this reason, reporters reluctantly use videos that can be downloaded from the Internet. There may be a risk of copyright infringement because copyright confirmation has not yet been established among MRTV staff members. Therefore, it is necessary to raise awareness of intellectual property rights among MRTV staff in order not to infringe on copyrights. The issue of archiving is a long-term theme. It is an indispensable task in daily program making. MRTV is also responsible for permanently storing the footage taken by itself as it is the property of the people

that should be preserved for posterity. In 2019, the archive system was introduced in a Japanese grant aid Project and it is now in operation.

2.1.3.4.2 OJT related to news reporting is conducted to MRTV staff who are in charge of news reporting based on advice given by JICA experts

Training for MRTV reporters began in June 2016. By the end of the Project, a total of approximately 102 individual and group lessons were conducted at Tatkone HQ and the Yangon Bureau, with over 590 MRTV staff participating.

Table 2.1-46 below shows the training implemented by the news reporting experts.

Table 2.1-46 Training Implemented by News Reporting Experts

Implementation Periods	Training Items	Target Participants
June 2016	Basic seminar: Mainly lectures (16 days, 50 hours) (Tatkone HQ, Yangon Branch Office)	MRTV main channel reporters, NRC reporters, farmer channel reporters, etc. (a total of about 50 staff members)
September 2016	Group discussion, production of a feature report (20 days, 80 hours)	MRTV main channel reporters, NRC reporters, farmer channel reporters, etc. (a total of about 50 staff members)
November 2016	Training in Japan (2 weeks) Production of feature news for "Myanmar Festival" and "Burmese in Tokyo" (program length: 13 minutes)	2 radio reporters, 2 TV reporters, and 2 cameramen
February 2017	Basic seminar: How to make a news script Production of the "Breakfast News" program (2 days each; 6 hours in total)	Newly employed radio and TV reporters: about 20 staff members Breakfast News Production Team: about 10 staff members
February to March 2017	OJT for feature reports (3 JICA experts for 25 days; a total attendance of 100 hours)	6 reporters from Tatkone HQ, 4 reporters from Yangon Bureau
June to July 2017	(1) A lecture on the basics of news coverage, ethical precautions, effective order of news items and the method of interviews was given to the socio-economic news team of the Yangon Bureau. (2) As a new attempt, reporters were subdivided into three groups (politicians, citizens and MRTV reporters) to discuss their own positions and to criticize one another. They have never experienced this kind of training before as they are not taught to express their own opinions in schools in Myanmar. However, the participants were very active in making remarks, leading eventually to mutual understanding. (3) Two Japanese experts gave instruction on how to make feature news in OJT that could also be used in straight news.	(1) A total of seven socio-economic news team participated in groups and as individuals. (2) A total of 10 staff members including radio/TV reporters and desks from Tatkone HQ participated in the training. (3) A total of 10 reporters from Tatkone HQ and the Yangon Bureau participated in the training.
September to November 2017	(1) The second theme of the 3-way group discussion was narrowed down to elections, and the three groups (candidates, voters, and MRTV	(1) A total of 40 reporters from Tatkone HQ and Yangon Bureau also participated in the training.

Implementation Periods	Training Items	Target Participants
	<p>reporters) exchanged their opinions and criticized each other, highlighting the issues.</p> <p>(2) An exchange meeting was held in Tatkone HQ and Yangon Bureau to produce a PR program for the PSB.</p> <p>(3) The first lecture was given to the assignment desk who determines the order of news items. The desk showed a sincere attitude to news reporting reforms.</p> <p>(4) Two experts gave instructions on seven feature news in OJT.</p>	<p>(2) A total of 8 reporters from Tatkone HQ and Yangon Bureau participated in the training.</p> <p>(3) 3 highly-experienced desks from Tatkone HQ participated in the training.</p> <p>(4) 2 reporters from Tatkone HQ and 5 from Yangon Bureau participated in the training.</p>
February to March 2018	<p>(1) Training for desks (6 days)</p> <p>(2) The second lecture given to the socio-economic team (2 days)</p> <p>(3) Training for reporters willing to participate as individuals (8 days)</p>	<p>(1) 13 desks from Yangon Branch Office and 24 from Tatkone HQ (well-experienced reporters) participated in the training.</p> <p>(2) 5 staff members from Yangon Branch Office participated in the training.</p> <p>(3) The training was given to 24 NRC reporters (including the radio staff) from Tatkone HQ.</p>
July to August 2018	<p>(1) Training for reporters (6 days)</p> <p>(2) OJT for the reporters</p>	<p>(1) A total of 14 staff members from Yangon Bureau participated in the training. 38 staff members from Tatkone HQ (including radio reporters) participated in the training.</p> <p>(2) 8 staff members from Yangon Bureau including the staff for socio-economic team participated in the training.</p>
January to March 2019	<p>(1) Two-day training for the socio-economic team</p>	<p>(1) 5 staff members from Yangon Branch Office participated in the training.</p>
October 2019	<p>(1) A Q&A style training, using the Reporter's Handbook (draft), was started. Discussions on various issues in preparation for the transformation into a PSB.</p> <p>(2) Questions and suggestions for the Reporter's Handbook, lectures, the methods of telephone interviews, etc. This training was held three times in total.</p>	<p>(1) 10 NRC reporters participated in the training.</p> <p>(2) The first training was attended by nine members of the News WG, the second by 15 field TV reporters at Tatkone HQ, and the third by 13 members including anchors</p>

Source: JET

The video editing training began in the second year. An original textbook on video editing produced by JICA experts was distributed to each participant. The training was carried out based on the textbook.

At first, an expert who had worked as a news reporter gave training on how to interview and report based only on a verbal description. However, as it was found that the shortcomings of MRTV were apparent in video and audio, a video editing expert was newly added to the expert team. As expected, reporters understood by watching the screen that the news points (news value) they created were ambiguous and started to think about “what the news is” and “the order and length at which the video should be connected.” As a result, the capacity of expression increased, and it contributed to an improvement in covering news. Most MRTV reporters, directors, and even some supervisors attended the video editing training (held six times in three years; a total of over 300 hours).

Table 2.1-47 below shows the training implemented by video editing experts.

Table 2.1-47 Training Implemented by Video Editing Experts

Implementation Periods	Training Items	Target Participants
(1) June to July 2017	(1) The first video editing training by Japanese video editing experts for 10 days at Tatkone HQ and 1 day at Yangon Bureau	(1) A total of 25 staff members from Tatkone HQ and 20 from Yangon Bureau participated in the training.
(2) October to November 2017	(2) The second video editing training for 10 days to confirm the imaginary line of the video (a total of 20 times (10 times each in the morning and in the afternoon))	(2) The training was given to the individual reporters who work mostly at the Yangon Bureau
(3) October to November 2018	(3) The third video editing training for 10 days The first week was dedicated to training at the Yangon Bureau and the second week to training at Tatkone HQ. After a group lecture on the basics of editing, instruction was given to each reporter to improve his or her actual work. The expert pointed out that there was no natural sound in the news reports.	(3) A total of 18 reporters from Tatkone HQ and 23 from Yangon Bureau participated in the training.
(4) February to March 2019	(4) The fourth video editing training for 10 days Training was held only at Tatkone HQ. One reporter voluntarily started to explain and share what they have learned so far with fellow members. There was enough time spent on each participant and the training ended up being very substantial. The expert mentioned that he felt strange seeing interviewees and scenes that were edited in the order of their official carrier ranks (higher ranker first). News value was learned through the training.	(4) 28 reporters from Tatkone HQ participated in the training.
(5) June to July 2019	(5) The fifth video editing training for 10 days The first week was dedicated to training at the Tatkone HQ and the second week to training at Yangon Bureau. Video editing of “Conference News” (usually attended by high ranking government official) has	(5) A total of 24 staff members from Tatkone HQ and 22 from Yangon Bureau participated in the training.

Implementation Periods	Training Items	Target Participants
(6) October to November 2019	<p>been improved. The interview soundbites have also become shorter due to coordination with experts for reporter training. It was meaningful that the investigative report video edition was reviewed and completed with an expert before being broadcasting. Many staff members of the conservative Yangon Bureau began to visit JICA experts' room and request advice about their work.</p> <p>(6) First week training at Yangon Bureau, second week training at Tatkone HQ The experts waited in the editing room and gave instruction to the reporters whenever they came for advice. Some reporters have become familiar to the experts. Especially at Tatkone HQ, the editing desks became cooperative. At the Tatkone HQ, a discussion was held with attendants after seeing the rough edited work and reviewing all the news scenes shot by the cameraman. They asked many questions to the experts. They had seemingly not experienced such a process before, which improved the quality of editing.</p>	(6) 22 reporters from Tatkone HQ and 12 from Yangon Bureau participated in the training.

Source: JET

2.1.3.4.3 A Code of Conduct for news reporters is developed by MRTV based on the contents of OJT

In preparing the MRTV Ethics rule text, the News Reporting WG first gathered the basic broadcasting ethical guidelines of both NHK and the Japan Commercial Broadcasters Association (JBA) and the codes of ethics of BBC, which they then compared and analyzed. In the process, the members of the Working Group learned the basics of broadcasters' code of ethics.

MRTV does have a "Code of Ethics" that it created by itself in June 2016, which is an existing ethical text for MRTV. However, since it was short, not sufficiently detailed and made only by relevant people of MRTV with no involvement from external ethics experts, the Working Group decided that a new code of ethics was needed.

Although the work of broadcasters is operated in accordance with the new Broadcasting Law, which is still under discussion in the Cabinet, it has become a common understanding that MRTV must take responsibility for problems arising in broadcasting, so long as it exercises the freedom of the press as a PSB. For this reason, it was concluded that, at first, MRTV should have a new "Fundamental Code of Broadcasting Ethics," which is pursuant to the "Code of Conduct," to provide guidance in detail so as to avoid possible ethical troubles.

The draft Code of Conduct was unveiled at a workshop with the Ministry of Information on July 5, 2019, and was approved at a workshop attended by the Minister of Information in December of the same year.

The Code of Conduct is written in both English and Burmese.

2.1.3.4.4 MRTV staff in charge of news reporting are taught how to conduct independent reporting including election reporting based on advice from JICA experts

(1) News Reporting OJT

By March 2019, OJT was held 55 times to provide learning experiences for skills and mindsets, and a total of more than 161 MRTV staff participated. The staff who participated in the OJT made full use of the knowledge and skills learned at the OJT, and produced nine feature news programs in the first year, fifteen in the second year, eighteen in the third year and twelve in the fourth year, which were actually broadcast. Table 2.1-48 shows the list of those created feature news. Also, in the fourth year, there were 24 broadcasts that were planned and produced independently by MRTV reporters without relying on the help of the experts.

Table 2.1-48 shows the list of planned feature news (excluding original plans and productions).

Table 2.1-48 List of Created Feature News

Year	No.	Title	Air Date
1	1	Myanmar Festivals in Tokyo	Jan. 2017
	2	Burmese in Tokyo	Jan. 2017
	3	Circular Train in Yangon	March 2017
	4	Foreigners interested in Yangon circular trains	March 2017
	5	First Myanmar Chocolate Production	March 2017
	6	Onion prices increasing	Feb. 2017
	7	Young generation becomes less interested in Myanmar traditional sword making	Feb. 2017
	8	Number of young drug-users increasing	Feb. 2017
	9	New tax charge on gold transaction	March 2017
2	1	Yangon water supply system to be developed Part-1	Nov. 2017
	2	Yangon water supply system to be developed Part-2	Nov. 2017
	3	Agricultural specialist long interview	Nov. 2017
	4	Thilawa Special Economic Zone has started operating	Nov. 2017
	5	Factories disposing water, making water and air pollution	June 2017
	6	Number of TB patients becoming high	June 2017
	7	Number of cancer patients becoming high in Myanmar	June 2017
	8	Maternal mortality rate getting high	June 2017
	9	Train system to be upgraded	July 2017
	10	Migrants workers returning from Thailand	July 2017
	11	Insufficient facilities for disabled sportspersons	Oct. 2017
	12	Traditional paper lamps getting high demand for Thindingyut Festivals	Oct. 2017
	13	Yangon-Dala bridge construction Project starts	Oct. 2017
	14	Pagodas in Bagan destroyed by earthquake already repaired	Feb. 2018
	15	Child labours	Feb. 2018
3	1	Yangon stock exchange market	Feb. 2018
	2	Yangon stock exchange market interview section	Feb. 2018
	3	Raw materials for paper production getting out of stock	Aug. 2018
	4	Betel chewers to be disciplined by YCDC new law	Aug. 2018
	5	Solar system launched in Dala	Aug. 2018

Year	No.	Title	Air Date	
	6	Commodity price rises	Aug. 2018	
	7	New delivery room launched in Tatkone	Aug. 2018	
	8	Precursor Control in Myanmar	Nov. 2018	
	9	Crop insurance launched for rice farmers	Nov. 2018	
	10	Earthquake drills in a basic education school	Nov. 2018	
	11	Rose farmers getting a higher income	Nov. 2018	
	12	Mobile sellers getting popular in the countryside	Nov. 2018	
	13	Traditional salad for Tazaungdine	Nov. 2018	
	14	Ferris wheel worker	Nov. 2018	
	15	Futsal fields getting popular	Dec. 2018	
	16	World Toilet Day	Dec. 2018	
	17	Employment rate to be reduced	Dec. 2018	
	18	Increasing number of women suffering from cancer	Dec. 2018	
	4	1	New child labour law to be enacted	July 2019
		2	Bridge to be built for circular train users	July 2019
		3	Young ladies making paper lanterns	Sep. 2019
		4	Candles are in high demand	Oct. 2019
		5	Number of pot makers decreasing	Nov. 2019
6		Ferry service between Yangon and Dala during holidays	Nov. 2019	
7		Onion prices rocket	Dec. 2019	
8		Train system and Bus system joint	Dec. 2019	
9		New water system for people in Dala	Dec. 2019	
10		Weather live report training for NRC bureaus	Nov. 2019	
11		Gathering Yangon citizen's comments for election news	Dec. 2019	
12		Gathering Takkon people's comments for election news	Feb. 2020	

Source: JET

(2) Election Reports

In the fall of 2019, MRTV set up a team dedicated to election news, as the national elections (scheduled for the fall of 2020) and election reports were to serve as a touchstone for democratizing Myanmar. The team was organized by producers, editors, reporters, cameramen and graphic designers, totaling 16 members from Tatkone HQ, Yangon Bureau and Mandalay Bureau of MRTV.

The kick-off meeting was held on October 14th 2019 and the second meeting on November 23rd. In Tatkone, a JICA expert lectured the Tatkone HQ and Mandalay team about the basis of election reporting being accuracy and rapidity using modernized TV screen design. On November 29th, the same meeting was held in Yangon Bureau. Since the reporters have never experienced full-fledged election reporting before, they started by producing feature news to gather opinions from the public as a pre-election reporting. There are MRTV radio programs that introduce comments from the people, but this was the first time it was attempted on television.

In December 2019, under the guidance of a Japanese expert, reporters of Yangon Bureau interviewed housewives and taxi drivers and edited the video in one week. In February 2020, similar guidance was provided to reporters of Tatkone HQ.

Table 2.1-49 Formation of Election News Team

TV		Radio		Bureau
Name	Position	Name	Position	
Ms. Thiri Thanda Aung	Producer	Mr. Zaw Min Tun	Reporter	Naypyidaw
Mr. Win Min Soe	Editor	Mr. Chan Myae Win	Reporter	
Ms. Chit Su Ye	Reporter	Mr. Aung Kyi Linn	Reporter	
Ms. Shwe San	Reporter	Mr. Maung Noe (NR Radio)	Reporter	
Ms. Aye Thinzar Hlaing	Editor	Mr. Lu Yel (NR Radio)	Reporter	
Ms. Ei Mon	Graphic Designer			Yangon
Mr. Kyi Soe Nyunt	Cameraman			
Ms. San San Htwe	Producer			
Ms. Theigi Aye	Editor			
Ms. Mya Thin Khine	Reporter			
Ms. May Thaw La Wun	Graphic Designer			
Mr. Kyaw Lwin	Cameraman			
Mr. Kaung Myat Thar	Cameraman			
Ms. Khine Zin Htet	Producer			
Ms. Su Wahso Win	Editor			
Mr. Nay Myo Aung	Cameraman			Mandalay

(3) Live Relay Broadcasting of Weather Forecasts

In order to enrich the Breakfast News, a live program in the morning, the JICA experts proposed a plan to create a new 2-minute live weather forecast from outside in the morning show, which was put into practice. This idea does not require additional personnel or costs for satellite vehicles, for example, and it just utilizes the Skype application on a smartphone. The smartphone and a small microphone can transmit live video and audio from wherever a wifi server is available. It is a technique for making live broadcasting simpler at low cost. With this broadcasting technique, one person shoots while another person reports.

Also, by mastering this method for weather forecasting, it will be possible for them to use the technique in many other situations, such as live reports from the sites of natural disasters.

After the live broadcast from Naypyidaw had been realized, the same smartphone live training was conducted at the Yangon and Mandalay Bureau. The new and historical style of weather reporting is now broadcast three days a week. Later, the live broadcasting training was also conducted for Myitkyina, Patheingyi, Falam, Mindat, and Hpa-an Branch Offices. All the members of those branches are eager to join the morning show because they can introduce the morning sky and topics of their hometowns to viewers in all of Myanmar. From the viewpoint of a multi-ethnicity nation, it can contribute to deepen the understanding and to uniting the people with each other.

Furthermore, using the same method, the Yangon Branch Office set up a corner called "Market Price" to broadcast live reporting from a Yangon food market once a week in "News in News" (10AM to 10:20AM everyday). A market reporter introduces the prices of the day's fresh vegetables and other food. One of the cameramen also became proficient and came to apply his own ideas to attach a stick-shaped "handle" to the smartphone for shooting. This is an idea of using small equipment to take on

unprecedented big challenges, which MRTV can be proud of.

2.1.3.4.5 The MRTV staff in charge of news reporting conduct independent reporting based on the contents of OJT

(1) Investigative Reports

This section describes the investigative reports that are positioned as the broadcasting station's flagship programs in "news produced from a journalistic perspective."

The essence of news lies in the pursuit of the truth. As the truth is often hidden, investigative reports should respond in earnest to the people's right and desire to know. The length of reports is typically 30 minutes to 1 hour. A team of reporters, not an individual reporter, spends a long time in repeating the processes of finding problems, investigating, analyzing, and confirming the facts, before finally broadcasting a report. For any news organizations, this task is tackled with honor by the broadcaster and is usually carried out by a team with experienced staff as core members.

However, since MRTV does not have this experience, the JICA experts advised them to first become proficient at producing shorter feature stories of about 3 minutes. Over the course of a year and a half, four investigative report teams, three teams for television and one team for radio, were selected from among reporters with a high awareness of social issues and expressive cameramen.

The television team has started producing investigative news programs on "social issues," "natural disasters," "peace-building," and the radio team on "environmental issues." In addition, a Japanese video editing experts provided advice several times so that the high quality of video and audio editing would have more impact on the report.

As a topic for the future, it may become necessary to set up a legal department within MRTV in case an external complaint is made regarding the content of programs including investigative reports. It is not wise for reporters and desks to deal with such claims, and it is safer to leave them to legal specialists. So far, the following three investigative reports have been broadcast and one is in the process of editing.

- Social issues (TV)

Title: "Tatkone with high postpartum mortality" OA: May 28, 2019

Based on official statistics from Myanmar authorities, over a period of about one year, a reporter investigated the reasons for the high mortality rate, improvement measures and actual implementation of such improvement measures, which was later broadcast. For the first time, a long form news report was completed; it featured the story of a pregnant woman living in a village near MRTV Tatkone HQ, including daily life, regular checkups, and the urgent delivery of a baby, as well as the medical information, education and physician's advice.

Investigative reporting will become a scholarly report if only general objective facts are introduced. So, experts explained that it was essential to use an "insect-eye" perspective to follow the trends and issues in detail. As a result, viewers could understand the contents and take an interest in the report.

- Natural Disaster (TV)

Title: Situation after one year of Swar Dam outbreak OA: August 9, 2019

Flood incidents in Bilin “co-existence with nature” OA: August 10, 2019

Swar Dam in the Bago region is an irrigation water dam that is important to the supply of rice in Myanmar. The dam’s spillways were breached, causing huge damage to the nearby villages, settlements and crops. This was an investigation of why the breach occurred, and how the farmers and villagers are recovering from the flood damage. Although pressure was applied by the authorities managing the dam for the details of the interviews to be checked in advance, there is a high regard for the fact that this program was ultimately produced not from the point of view of the authorities but from the perspective of the reporting agency. There was a period when the responsible reporter was unsettled by the pressure from the authorities but, with close real-time consultation with the experts, the reporter was able to take a clear stand. The experts told the reporter to focus on explaining his position rather than resisting pressure, listening carefully to the views of the other party, and integrating his own suggestions as a reporter into a redacted version, and, by so doing, the other party could be persuaded. At present, MRTV, as the state-run broadcaster, is not in a position to boldly stand up to the pressure from authorities, but there was a sense that it would be possible to realize the kind of reporting as it should be with strong motivation and a flexible attitude like that of the reporter in charge of this investigative report.

On the other hand, the massive effects of the Mon State Bilin flood, which covered a huge area, caused damage to the entire country, with overland roads from Bangkok being closed and the distribution of agricultural produce being suspended, which resulted in a sudden price hike for some products. The reporting team, including reporters, immediately went to the area where they covered the flood outbreak status in central Bilin, the damage status and initiatives toward recovery in the remote villages of minority peoples, the damage and recovery forecasts for salt factories (Mon state is Myanmar’s largest salt-producing area alongside Ayeyarwady), the government response and recovery status, and the meteorological factors for the outbreak of the flood in Bilin and the geography/topography that leads to flooding, and the program will help the residents from now on to be prepared for disasters and to live alongside such damage.

- Environments (Radio)

Title: “Palm trees and environmental problems” (series of 3 reports)

OA November 19, 26 and December 3, 2019

This is an investigative report by a Tatkone radio reporter who visited Pagan district. The deplorable fact that palm trees had been cut down and the decline in craftsmen who climbed palm trees to collect coconuts were reported. It has already been broadcast as a trilogy.

- Peace Building (TV)

Title: “Ties among minorities”

This is a report by a producer of the program. The producer traveled to Myitkyina and Kachin district to infiltrate a domestic refugee camp and to speak to a girl there with the hope of leading to ethnic

reconciliation. The coverage has been completed but editing has not been finished yet.

(2) Concept of Program Planning

Up to now, MRTV has no written or specific policy on program planning, and programs have been organized and broadcast on each channel at the discretion of the person in charge with reference to past program planning. On the other hand, MRTV has difficulty in declining sudden requests from the government for news coverage. Video materials and manuscripts are provided for each coverage topic by the government while interviewees are arranged by the government. Therefore, a program planning policy was created with the aim of implementing more attractive program planning against government intervention.

The policy has two parts: a policy common to all channels and a policy for each channel. A policy was provided respectively to four TV channels (PSB channel, MRTV general channel (MRTV main channel), Farmer Channel (agricultural channel) and National Races Channel (ethnic minority channel)) and two radio channels (MRTV radio and NR Radio (ethnic minority channel)). In addition, a policy was also provided for MRTV Portal, which is MRTV's official website. For PSB channel and MRTV general channel, in addition to the program planning policy, an editing policy was also provided.

The concept of program planning was introduced at a workshop for the Ministry of Information held in December of the fourth year, and was later approved by MRTV.

2.1.3.4.6 A Reporter's Handbook is developed by the MRTV staff who are in charge of news reporting based on the contents of OJT

The executives within MRTV and members of the News Reporting and Ethics Working Groups regularly exchanged views to develop a Reporters' Handbook (Mpedia) to meet the current situation in Myanmar. The draft Mpedia was outlined at the workshop for the Ministry of Information on July 5, 2019, and comments and opinions obtained during the workshop were later integrated into the handbook. Mpedia was explained to the minister of the Ministry of Information at the workshop for the Ministry of Information held in December 2019. It was written in both English and Burmese and was bound, and copies were eventually distributed to all the staff members of MRTV.

(1) Background of Handbook Development

Even in foreign countries that have enjoyed the freedom of the press for many years, few journalists can immediately answer the question, "What is the broadcasters' code of ethics?" This kind of journalist mindset and news skill is something that is handed down from senior reporters to junior reporters. However, MRTV lacks such experience as it has only just gained independent editing rights.

Even though it is called a handbook, most of the contents are filled with failure experiences, as experience is the most persuasive lesson in order not to repeat the same mistakes. Reporters of MRTV also recognized the importance of discussing their own experiences with one another. The handbook was named "Mpedia" as its style allows for adding new rules and skills. M is from MRTV and "pedia"

is from Wikipedia. It is a unique handbook; the only one in the world.

(2) Expected Effects

The expected effects of using the handbook are as follows. (1) An improvement to the mindset and skills for persuading an interviewee of the necessity of the interview. (2) Reporters and desks can refer to the materials in the handbook during interviews to be able to judge whether a certain matter is appropriate or not. (3) Repeating the same mistakes can be prevented when MRTV adds the failures and successes to the handbook. (4) The mindset and ideas of journalists are naturally formed by reading it on a daily basis.

2.1.3.5 Activities related to the Project as a whole

2.1.3.5.1 Joint Coordinating Committee

In this Project, a Joint Coordinating Committee (JCC) was held at the beginning and at the end of each fiscal year. A total of eight meetings were held. The outline of the discussion at each JCC is described below.

(1) First JCC meeting

The first JCC meeting was held on 22nd June, 2016, 10:00 – 12:00 in MRTV Conference Room, Tatkhone. The main discussion in the meeting was to approve the work plan that was discussed prior to the meeting. The list of the participants is shown in the Table.

The main points discussed and agreed are as follows.

- Mr. Ze Yar delivered a comprehensive presentation about MRTV. It included their mission, organization, radio/television broadcasting and analog to digital transforming plan. The explanation of the broadcasting industry was also introduced in view of broadcasting law and editorial independence.
- A Work Plan was agreed in which the importance of the leadership and ownership of MRTV, the key elements of the basic implementation policy, activities for all the outputs and the implementation schedule were explained and approved.
- Members of each WG, Public Service Broadcasting, Technical, Program Production, Program Lineup, News Reporting, Ethics and Technical sub-WG were introduced and approved.
- “MRTV Next Project” was approved as a short name of the Project. The logo approved is in red, green and yellow colors to represent the color of the national flag of Myanmar and the word “next” is from the short name of the Project.
- Project Director and Project Managers were assigned as follows.
 - Project Director: U Myint Htway, Director General, MRTV

- Project Manager for Output 3&4: U Myo Myint Aung, Deputy Director, MRTV
- Project Manager for Output 1&2: U Zeyar, Director, MRTV

(2) Second JCC meeting

The second JCC meeting was held on 29th March 2017, 10:00-13:00 in MRTV Conference Room, Tatkone. The main discussion in the meeting was to present a progress report for the activities in the 1st Project Year. The list of participants is shown in Table.

The main points discussed and agreed are as follows.

- Each working group explained the activities and progress of the 1st Project Year.
 - PSB WG - The presentation includes the activities of working groups, the progress of the discussions and the results of the meetings held, including the general roles of PSB and the specific needs for MRTV.
 - Technical WG - The presentation includes the results of the meetings with sub-WGs held in the first PY and the activities with the WG, an overview of operation and maintenance, and issues of maintenance and management.
 - Program Production WG - The presentation includes the purpose and the goal of the WG activities, a list of the WG members, the number of meetings held since June 2016, the method of program production trainings, dates, numbers of participants, and the contents of the training executed in the Tatkone HQ and the Yangon bureau, as well as the schedule, number of staff, the broadcast dates, and the contents of the two programs produced in Yangon during the OJT.
 - Program Lineup WG - The presentation includes the mission of the WG to “Make MRTV program better with Voice of Audience,” activities from the 1st PY and the details of the system designed to work automatically using data collection, analysis and reporting, and that is now under development within the WG.
 - News Reporting WG - The presentation includes the purpose and the goal of the WG activities, problems that MRTV faces in regard to news reporting and possible solutions, numbers of trainings held since June 2016, types of training given to MRTV staff, and the contents of the trainings executed in Tatkone and Yangon.
 - Ethics WG - The presentation includes the importance of journalist ethics, the possible content of Program Production Guidelines, Code of Conduct and Reporter’s Handbook (Mpedia).
- An analysis report of the current status and issues of the media sector in Myanmar was clarified with outlines such as the focus of the report, content of the report, studies, issues/challenges, recommendations from JET and a conclusion.
- The framework and details of the program award were explained, showing that there are two program selection committees that evaluate the programs in five categories for radio and four categories for TV.

- MRTV DG approved the contents of the three reports (Analysis report, Progress report and Audience survey).

(3) Third JCC meeting

The third JCC meeting was held on 29th June, 2017, 10:30-12:00 in MRTV Conference Room, Tatkone. The main discussion in the meeting was to approve the work plan for the 2nd Project Year.

The main points discussed and agreed are as follows.

- Work plan for the 2nd PY was agreed and the activities for four outputs were explained.
 - Output 1 - Preparation of a road map based on the extraction of issues in transformation to PSB.
 - Output 2 - OJT and manual development to be conducted by the Japanese experts.
 - Output 3 - MRTV plans to produce educational programs and agricultural programs in collaboration with concerned ministries.
 - Output 4 - Quick news reporting strengthening and enhancement for investigative journalism. Code of Conduct and Reporters' Handbook are going to be prepared.
- The tentative schedule for a study tour in Japan was made.

(4) Forth JCC meeting

The fourth JCC meeting was held on 2nd April, 2018, 10:00-12:00 in MRTV Conference Room, Tatkone. The main discussion in the meeting was the progress and achievement report for the activities in the 2nd Project year.

The main points discussed and agreed are as follows.

- The replacement of some WG members was approved.
- Each WG explained the progress and achievement report for the activities in the 2nd Project year.
 - PSB WG - Strategies toward becoming a PSB, the issues and the achievement of PSB working groups were explained. A new MRTV organization chart was drafted after analyzing the overall situation of MRTV including manpower analysis.
 - Technical WG - Issues of maintenance and management, progress of writing on operation and maintenance manuals, plan for maintenance of broadcasting and achievement of the WG were explained.
 - Program Production WG - Progress, issues and achievement of the 2nd Project year were explained. Progress includes production of three kinds of program: agriculture, educational and PSB. Issues are budget, staff shortage, and equipment shortage of program production and also cultural differences between TV and radio. A draft version of the Analysis Report of Issues in Program Production was prepared.

- Program Lineup WG – The issues and progress of the 2nd PY and plan for the 3rd PY were explained. Necessity for a policy of program planning/schedule for MRTV was stated. It was pointed out that when preparing the policy, comments from audiences and MRTV missions should be taken into consideration.
- News Reporting WG - Issues, training in the 2nd PY, achievements and progress of the 2nd PY were explained. As achievements, analysis report on the issues of news reporting and the new plan of organizational structure and roles of the staff in charge of news reporting were explained.
- Ethic WG - Issues, progress and achievements of the 2nd PY were explained. Code of Ethics, Code of Conduct and the Reporters’ Handbook are to be drafted at the end of 2018.
- Analysis reports on the issues of news reporting and program production were clarified. Issues for program production based on the study of the current situation in MRTV were stated, such as manpower, the rate of MRTV self-production, ENG camerawork, sound recording, program planning, institution, and budget. Then, recommendations categorized into eight parts were introduced. Similarly, issues for news reporting and recommendations categorized into four parts as in human resource development, organizational structure, utilization external manpower and personal gadgets, and preserving a code of ethics and code of conducts were described.
- Results of monitoring in the mid-term period were explained in three parts. The first part was the status of achievement toward Output 1 to 4 and the Project Purpose, which were defined in PDM. The second part was about the risks, which were realized by the monitoring team organized by MRTV and JET. The last part was the discussion of the activities of the 3rd Project year.

(5) Fifth JCC meeting

The fifth JCC meeting was held on 12th July, 2018, 10:00-12:00 in MRTV Conference Room, Tatkone. The main discussion was to approve the work plan for the 3rd Project year and to present JICA HQs’ view on the progress of the Project.

The main points discussed and agreed are as follows.

- HQ’s view on the progress of the Project was described with five remarkable achievements, as follows:
 - 1. Broadcasting law has been amended, and broadcasting bylaw is being drafted
 - 2. Operation and maintenance manual for equipment is under development
 - 3. Shooting style has been drastically improved
 - 4. Presentation style of news has been drastically improved
 - 5. Live broadcasting from outside has been introduced
- Seven points for Changes of Risks and Actions for Mitigation stated in the Monitoring Sheet were discussed:

- 1. Legal framework
 - 2. Accounting system
 - 3. Editorial independence
 - 4. Empowerment and decision-making
 - 5. Quality of local contents
 - 6. Outdoor filming techniques
 - 7. Endorsement by Ministry of Information on the Code of Ethics and Conduct
- A work plan was agreed consisting of an implementation policy and methods for implementation related to the activities of each output and other related common activities for the 3rd Project Year.

(6) Sixth JCC meeting

The sixth JCC meeting was held on 4th April, 2018, 10:00-12:00 in MRTV Conference Room, Tatkone. The main discussion in the meeting was to present the progress and achievements of the activities in the 3rd Project year and to approve the 4th year work plan. The list of participants is shown in the Table.

The main points discussed and agreed are as follows.

- Progress and achievements of each WG in the 3rd Project year were explained. Firstly, the representatives of each WG reported their activities, progress and achievements from the 3rd PY. Then, the progress of Technical Cooperation Deliverables was described.
- Report on Monitoring Review was reported with the achievements for outputs and purpose of the Project.
- Activities from the 4th Project Year were discussed, as follows.
 - Cost management method
 - Proposed activity for 4th year (Channel Assignment Plan)
 - 7th JCC and workshop with MOI
 - Election coverage team
 - Radio lively program expansion
 - Staffing plan
 - Checklist for video editing and pre-production
 - Endline survey
 - Sharing documents (manuals, broadcasting guidelines, code of conduct and concept of program planning) with MRTV staff

(7) Seventh JCC meeting

The seventh JCC meeting was held on 27th June 2019, 10:00-12:00 in MRTV Conference Room, Tatkone. The main discussion in the meeting was to present the progress and work plan for the activities in the 4th PY and to approve the 4th Year Work Plan. The list of participants is shown in Table.

The main points discussed and agreed are as follows.

- Progress and achievements in the beginning of the 4th Project Year were explained by the representatives of each WG.
- Discussions on each WG, as follows.
 - PSB WG - The proposed zoning and pre-channel assignment for the Channel Assignment Plan were accepted by participants of JCC. Computer simulations for calculation of interference will be executed subsequently.
 - Technical WG – The timeline of manuals for operation and maintenance was provided and it was stated that the language will be in English due to the huge number of pages.
 - Program Production WG - As per the PDM, program production is to produce three agriculture programs per month, but MRTV has not met the goal yet.
 - Program Lineup WG - DG suggested presenting the implementation of PSB to the minister/deputy minister and to get relevant advice.
 - News Reporting WG - For general elections in 2020, a special team will be organized country-wide during the election period.
 - MRTV is planning to revise the existing Editorial Handbook. Reporters' Handbook should be in line with the existing MRTV handbook.
 - PS encouraged to expend investigative report programs for natural disaster coverage in both TV and Radio.
 - Approval for extending live weather broadcast reports in morning breakfast news in Bureaus was given. Training for live weather broadcast reports for bureaus staff will be carried out.
 - Ethics WG - Seminar for launching Code of Conduct and Mpedia will be held in March 2020.
- Work plan was agreed.

(8) Eighth JCC meeting

The eighth JCC meeting was held on 27th June 2019, 11:45-13:00. It was conducted by videoconference due to COVID-19. In consequence of the meeting, all technical cooperation deliverables and Project Completion Report were approved by MRTV, JICA and JET. Some of the properties which procured by the Project were successfully handed over to MRTV. A short video of the 4th MRTV Program Award were shown.

2.1.3.5.2 Audience Survey (Baseline Survey)

An audience survey (baseline survey) was conducted for the general audience regarding the current state of the media in Myanmar, the viewing situation of MRTV news and programs, trust in MRTV's accuracy, impartiality and fairness, comparison with other broadcasting stations and problems, etc. In conducting the audience survey, bidding was made to select a local contractor. The criteria for selection included a track record in social situation surveys, especially in the media sector in Myanmar, reliability of financial

situation and management base, and capacity to allocate professionals to complete the survey within the specified period.

Interviews with viewers in the audience survey were conducted all over the country for about one month from August 2016, visiting a total of 4,556 households and obtaining a total of 1,000 data samples. For details of this survey, please refer to the media status analysis report (“Audience Survey for the Project for Capacity Development of Myanmar Radio and Television”).

(1) Purpose of the Survey

The purposes of the survey is summarized below.

- 1) Understanding the awareness, satisfaction, needs, and preferences of viewers/listeners of MRTV
- 2) Comparison between MRTV and commercial broadcasting stations in audience/listener satisfaction and expectations
- 3) Current situation of broadcasters in Myanmar

(2) Sampling Method

A total of 1,000 people were interviewed in a total of 27 townships (administrative divisions of Myanmar) in 12 states and regions. The following table shows the target townships and the number of samples.

The number of samples in each state/region and township is determined according to population distribution.

Table 2.1-50 Target Townships and Number of Samples

State/Region	No. of samples	Target Township	No. of samples
Ayeyarwady	120	Pathein	44
		Thapaung	24
		Hinthada	52
Kachin	100	Bago	55
		Taunggoo	30
		Paunde	15
Kachin	35	Myitkyina	35
Karen	35	Hpaan	35
Magway	80	Magway	44
		Salin	36
Mandalay	120	Aungmyetharzan	40
		Madaya	40
		Kyaukse	40
Mon	40	Kyaikemaraw	40
Naypyidaw	30	Lewe	30
Rakhine	65	Sittway	31
		Kyaukphyu	34
Sagaing	110	Sagaing	40
		Shwebo	30

State/Region	No. of samples	Target Township	No. of samples
		Kambalu	40
Shan	120	Taunggyi	52
		Nyaungshwe	25
		Lashio	43
Yangon Region	145	North Okkalapa	34
		Hlinethaya	70
		Dala	20
		Mayangon	21

Source: JET

The age group and gender ratio were considered when obtaining samples. Out of a total of 1,000 samples, 500 samples were taken from men and 500 samples from women. Age groups were divided into five (18-29 years, 30-39 years, 40-49 years, 50-59 years, and 60 years or older), and sampling was performed so that there is no bias in particular age groups.

(3) Survey Results

Answers to questions from a variety of perspectives, including friendliness, satisfaction with broadcasting and accuracy and fairness of the news, indicate that many people have favorable opinions of MRTV. In addition, it has been revealed that the reliability of MRTV is relatively high in comparison with other broadcasting stations. The main points obtained from the survey are shown below.

- The percentage of households that own televisions is 84% in urban areas and 77% in rural areas, and over 90% in both urban and rural areas if radios are also included. Also, 27% of households use paid satellite TV broadcasting in urban areas and 14% in rural areas.
- Among ‘TV and radio,’ ‘newspapers and magazines,’ and ‘Internet and social media,’ access to ‘TV and radio’ was very high compared to other media. TV access is particularly high, with 75% of respondents watching daily. On the other hand, few people use ‘newspapers and magazines’ compared to other media; only about 10% use ‘newspapers and magazines’ every day.
- More than 70% of respondents chose MRTV programs as their favorite programs on TV and more than 50% on radio. MRTV ranked first in both TV and radio among all broadcasters. MRTV-4 (54%) was second and Channel 7 (52%) was third among TV programs while Shwe FM (35%) was second and Padaamya FM (30%) was third among radio programs.
- Approximately 20% of respondents cited dramas as their favorite genre of program, a very high result compared to other genres. In particular, many women favor dramas. Dramas are the top program genre that respondents want to watch in the future (24%), followed by health and medical programs (19%), and current events (16%).
- In response to the following questions, MRTV has a higher percentage of positive responses than other broadcasting stations.
 - Reliable information is provided: MRTV (88%), commercial broadcasters (81%)
 - Reporting is impartial: MRTV (79%), commercial broadcasters (63%)

- Useful information is provided: MRTV (94%), commercial broadcasters (87%)
- Original programs are broadcast: MRTV (78%), commercial broadcasters (70%)

2.1.3.5.3 Audience Survey (Endline Survey)

(1) Purpose of the Survey

An audience survey (baseline survey) was conducted at the beginning of the Project to understand the situation of the media, the viewing status of MRTV's broadcasts and programs, and the trust in MRTV's efficiency, impartiality and accuracy. As a means of evaluating the level of achievement compared to the beginning of the Project, a survey of the general audience was conducted in the final fiscal year of the Project regarding the items surveyed in the baseline survey.

(2) Sampling Method

A total of 1,000 people were interviewed in 27 townships in 12 states and regions (administrative divisions of Myanmar). The same number of samples in each state/region and township was set as in the baseline survey.

(3) Survey Results

The endline survey has been conducted since July 2019, approximately three years after the baseline survey. In the meantime, as part of the democratization policy in Myanmar, a total of five private companies have participated in the broadcasting industry, diversifying the broadcasting channels and increasing the choice of viewers. In addition, some commercial broadcasters are focusing on online broadcasting, and it can be said that the environment surrounding the broadcasting industry has changed significantly compared to the time of the baseline survey. The change is also reflected in endline surveys, which show that those who prefer MRTV are significantly fewer than baseline surveys. However, although it has declined, it is still at a high level. The items that have particularly changed since the baseline survey are shown below.

- The favorability of MRTV (television) has decreased.

The favorability of MRTV has decreased from 70% (ranked top in the baseline survey) to 42% (ranked third in the endline survey after MRTV-4 and Channel-7). This decrease may be due to the participation of new broadcasters such as Channel K, Mahar, YTV, Mizzima and Fortune TV. Despite this impact, the favorability has increased for MRTV-4, DVB, Channel 9 and 5Plas, while it has remained unchanged for Channel-7 and decreased for MRTV, Myawadd, Skynet and MNTV. This fact suggests that the channels whose favorability has increased are broadcasting higher-quality and more diverse programs than other channels including MRTV.

- The favorability of MRTV (radio) has decreased.

The favorability of MRTV radio has decreased from 53% (baseline survey) to 47% (endline survey). However, it still holds the top favorability among all radio stations.

- Information sources

The main medium from which people obtain information remains the television, followed by radio. However, since the baseline survey, television has decreased (from 45% to 37%) while radio has increased slightly (from 27% to 29%) and the Internet has increased (from 17% to 26%).

- Audience of MRTV Breaking News/Live News

Many people still watch the news on MRTV; however, as for Breaking News/Live News, the audience decreased from 77% (baseline) to 68% (endline). This decrease in the audience of MRTV's Breaking News/Live News may be due to the fact that breaking news can be checked online such as on Facebook, while MRTV is not capable of broadcasting timely news (people do not expect this role from MRTV very much).

- The trust in information broadcast by MRTV has increased slightly.

Some 90% of the audience responded that they trusted the information broadcast by MRTV. The percentage of those who responded they "trust very much" or they "trust" increased slightly from 88% (baseline) to 91% (endline). Although the percentage of those who "trust immensely" has decreased, the percentage of those who "trust very much" or "trust" has increased.

- The satisfaction toward MRTV's broadcasting programs has increased slightly.

Over 90% of the total audience responded that they were satisfied with MRTV's broadcasting programs, increasing slightly from 93% (baseline) to 96%.

- The percentage of people who consider MRTV's broadcasts to be impartial has largely increased.

The percentage of those who responded "very impartial" has increased from 45% (baseline) to 53% (endline) and "rather impartial" from 27% (baseline) to 38% (endline).

- The percentage of people who consider MRTV's broadcasting to be factual has largely increased.

The percentage of those who responded "very factual" has increased from 49% (baseline) to 58% (endline) and "rather factual" from 30% (baseline) to 38% (endline).

2.2 Project Achievement

2.2.1 Outputs and Indicators

2.2.1.1 Achievement of Activities relating to Output 1

Two indicators were set for Output 1: "The organizational and operational issues to be addressed are clarified to transform MRTV into a public service broadcaster, and a tackling policy and organizational vision are formulated in MRTV." The level of achievement of these indicators is shown in

Table 2.2-1 below. The table shows that Output 1 was achieved.

Table 2.2-1 Achievement of Indicators for Output 1

Objectively Verifiable Indicators	Means of Verification	Achievement
The issues to be addressed to transform MRTV into a public broadcaster, the resolution policy and the organizational vision are shared within MRTV and the Ministry of Information and Broadcasting.	Records and documents issued by MOI and MRTV for the plan to transform MRTV into a public broadcaster	<ul style="list-style-type: none"> ▪ During the Project, the PSB WG meeting was held more than 30 times to discuss the Middle/long-term Roadmap. A total of 90 staff participated in the meetings. All meeting records and participant lists were kept in MRTV. ▪ PSB WG prepared a concept note of the Middle/Long-term Roadmap and submitted it to MOI. The Minister confirmed and approved the concept note. ▪ Workshops for the Ministry of Information were conducted in July and December in 2019. The issues to be addressed to transform MRTV into a PSB, as well as the organizational vision, were shared.
A Middle/Long-Term Roadmap for MRTV to become a public broadcaster which includes a budget plan is formulated.	The Middle/Long-Term Roadmap including a budget plan	<ul style="list-style-type: none"> ▪ The draft of the Middle/Long-Term Roadmap, including a budget plan, was formulated in 2020 and was submitted to the Board Members of MRTV. ▪ After getting the confirmation at the Board of Director meeting of MRTV, the draft Roadmap is to be sent to MOI to receive approval.

2.2.1.2 Achievement of Activities relating to Output 2

Seven indicators were set for Output 2: "The capacity of MRTV staff in charge of operating and maintaining broadcasting equipment is enhanced." The level of achievement of these indicators is shown in Table 2.2-2 below. The table shows that Output 2 was achieved.

Table 2.2-2 Achievement of Indicators for Output 2

Objectively Verifiable Indicators	Means of Verification	Achievement
1. The current organizational structure and the roles of the staff in charge of operation and maintenance of	/	<ul style="list-style-type: none"> ▪ The structure and roles of the staff in charge of operation and maintenance of broadcasting equipment were discussed and clarified through the OJT conducted from the first year to the third year. The contents of the

Objectively Verifiable Indicators	Means of Verification	Achievement
broadcasting equipment is clarified.	/	OJT were explained to the Deputy Chief Engineer and approved by him. This discussion and clarification was used as basic information to create not only a new organizational structure but also the Operation and Maintenance Manual of Broadcasting Equipment.
2. The new plan for the organizational structure and the roles of the staff in charge of operation and maintenance of broadcasting equipment are drawn.	New organizational structure and roles of the staff in charge of operation and maintenance of broadcasting	<ul style="list-style-type: none"> ▪ New organizational structure and roles of the technical staff were described in the Middle/Long-Term Roadmap. The Roadmap will be approved in the 8th JCC and the organizational reform will proceed according to the schedule written in the Roadmap.
3. Organizational reforms are conducted based on the new plan.	/	<ul style="list-style-type: none"> ▪ The schedule of transfer to a new organizational structure was defined in the Middle/Long-Term Roadmap. ▪ The transformation will take place in 2020 after the completion of the establishment of the news division and PSB channel.
4. "Checklist for the outcome of OJT" is recorded regularly and the contents are updated if necessary.	Record of OJT Checklist for the outcome of OJT	<ul style="list-style-type: none"> ▪ Based on the OJT for equipment management conducted from the first year to the third year, checklists were prepared and incorporated in the Operation and Maintenance Manual of Broadcasting Equipment. The manual was finalized in the fourth Project year and approved by the Deputy Chief Engineer. MRTV has used the manual since then.
5. The plan for maintenance of broadcasting equipment is drawn and put in effect.	Plan for maintenance of broadcasting equipment	<ul style="list-style-type: none"> ▪ The equipment WG discussed maintenance plans for broadcasting equipment based on the OJT in the third year. In the maintenance plan, inspection items to be implemented are classified into daily, weekly, monthly, quarterly and yearly, and each inspection is planned and implemented so as not to interfere with broadcasting. The maintenance plan was incorporated in the Operation and Maintenance Manual of Broadcasting Equipment. After the

Objectively Verifiable Indicators	Means of Verification	Achievement
		approval of the Deputy Chief Engineer, MRTV started using them.
6. The record of maintenance of broadcasting equipment is kept and updated regularly.	Record of maintenance of broadcasting equipment	<ul style="list-style-type: none"> Based on the record book originally used by MRTV, drafts of record books were prepared and started to be trialed in the third year. The contents were explained based on the OJT for equipment management in the first year to the third year. The drafts were finalized based on the improvements to the problems that became apparent during the trial period in the fourth year. The drafts (new format records) were explained to the Deputy Chief Engineer and approved in the fourth Project year. The records are to be updated by the staff as necessary.
7. The manual on operation and maintenance of broadcasting equipment is developed."	Manual on operation and maintenance of broadcasting equipment	Drafts of Manuals on operation and maintenance of broadcasting equipment were developed in a total of 13 fields in the third year and they started trial use. The drafts were finalized based on the improvements to the problems that became apparent during the trial period in the fourth year. The manual was explained to the Deputy Chief Engineer and approved by him.

2.2.1.3 Achievement of Activities relating to Output 3

Five indicators were set for Output 3, "The capacity of MRTV staff in charge of program production is enhanced." The level of achievement of these indicators is shown in Table 2.2-3 below. The table shows that Output 3 was achieved.

Table 2.2-3 Achievement of Indicators for Output 3

Objectively Verifiable Indicators	Means of Verification	Achievement
1. The current organizational structure and the roles of the staff in charge of program production are clarified.		<ul style="list-style-type: none"> The Analysis Report of Issues in Program Production, in which the current organizational structure and roles of the staff in charge of program production are clarified, was created in 2018. The report was explained and approved in the 4th JCC. A workshop which explains the contents of the report was also held

Objectively Verifiable Indicators	Means of Verification	Achievement
		the day after the JCC for MRTV staff.
2. The new plan of the organizational structure and roles of the staff in charge of program production are drawn.	New organizational structure and roles of the staff in charge of program production	<ul style="list-style-type: none"> A new organizational structure and staff plan in charge of program production have been discussed mainly in PSB WG. The new plan was written in the Middle/Long-Term Roadmap which was approved in 8th JCC
3. The organizational reforms are conducted based on the new plan.		<ul style="list-style-type: none"> The schedule of transfer to a new organizational structure as a PSB was defined in the Middle/Long-Term Roadmap. The Roadmap was approved in the 8th JCC. The reforms will be conducted according to the schedule written in the Roadmap.
4. "Checklist for the Outcome of OJT" is recorded regularly and the contents are updated if necessary.	Record of OJT Checklist for the Outcome of OJT	<ul style="list-style-type: none"> Records of OJT were created and are kept by MRTV. The checklists are used as necessary in MRTV.
5. Program Production Guideline is developed and followed by MRTV staff.	Record of program production	<ul style="list-style-type: none"> The Program Production Guidelines were developed. Mpedia was written in both English and Burmese. Mpedia was bound and copies were eventually distributed to all staff members of MRTV. After the creation of the guidelines, all programs are produced in accordance with the guidelines.

2.2.1.4 Achievement of Activities relating to Output 4

Six indicators were set for Output 4, "The awareness towards professionalism (accurate and fair news) is raised among MRTV staff in charge of news reporting." The level of achievement of these indicators is shown in Table 2.2-4 below. The table shows that Output 4 was achieved.

Table 2.2-4 Achievement of Indicators for Output 4

Objectively Verifiable Indicators	Means of Verification	Achievement
1. The current organizational structure and the roles of		<ul style="list-style-type: none"> The Analysis Report of Issues in Program Production, in which the

Objectively Verifiable Indicators	Means of Verification	Achievement
the staff in charge of news reporting are clarified.	/	current organizational structure and roles of the journalists, editors, and producers in charge of news reporting are clarified, was created in 2018. The report was explained and approved in the 4 th JCC. A workshop which explains the contents of the report was also held the day after the JCC for MRTV staff.
2. The new plan of organizational structure and roles of the staff in charge of news reporting is drawn.	New organizational structure and roles of the staff in charge of news reporting	<ul style="list-style-type: none"> ▪ A new organizational structure and staff plan in charge of news reporting as a PSB has been discussed mainly in PSB WG. The new plan was written in the Middle/Long-Term roadmap which was approved in the 8th JCC.
3. The organizational reforms are conducted based on the new plan.	/	<ul style="list-style-type: none"> ▪ The schedule of transfer to a new organizational structure as a PSB was defined in the Middle/Long-Term Roadmap. ▪ The Roadmap was approved in the 8th JCC. ▪ News division is to be established for launching a PSB channel as the first step of organizational reforms.
4. A Code of Conduct for news reporters is developed.	Code of Conduct for news reporters	<ul style="list-style-type: none"> ▪ MRTV has a “Code of Ethics” created by themselves in 2016, which is an existing ethical text for MRTV. However, since it was short, not sufficiently detailed and made only by relevant people of MRTV with no involvement from external ethics experts, the ethics WG prepared a new code of conduct called the “Fundamental Code of Broadcasting Ethics & Code of Conduct.” ▪ The draft Fundamental Code of Broadcasting Ethics & Code of Conduct was unveiled at a workshop targeting the Ministry of Information on July, 2019 and was approved at the workshop attended by the MOI in December of the same year. The document is written in both English and Burmese.
5. Reporters' Handbook is developed.	Reporters' Handbook	<ul style="list-style-type: none"> ▪ The draft Reporters’ Handbook (Mpedia) was outlined at the workshop for the MOI in July 2019. After revising the contents, the handbook was explained to the minister of MOI at the workshop for the MOI held in December 2019.

Objectively Verifiable Indicators	Means of Verification	Achievement
		<ul style="list-style-type: none"> Mpedia was written in both English and Burmese. Mpedia was bound and copies were eventually distributed to all MRTV staff members.
6. The awareness on independent reporting is enhanced.	Record of OJT investigation of the awareness on independent reporting among the staff of MRTV	<ul style="list-style-type: none"> Records of OJT for independent reporting were created and are kept by MRTV. Four investigative report teams, three teams for television and one team for radio, were selected from reporters with a high awareness of social issues and expressive cameramen in 2018. The television team produced investigative news program series on “social issues” and “natural disasters,” and the radio team on “environmental issues.” Those programs have been aired since 2019.

2.2.2 Project Purpose and Indicators

The Project purpose was "Human resources are developed in MRTV to deliver accurate, impartial and fair information to the people of Myanmar." By considering the four indicators set for the Project purpose and their level of the achievement, the Project purpose has been almost achieved.

Table 2.2-5 Level of Achievement of the Project Purpose

Indicators	Level of Achievement
1. The broadcasting contents by MRTV are improved compared to the broadcasting contents at the launch of the project.	The level of achievement for indicator 1 is judged to be <u>high</u> .
1-1 One educational program linked to the curriculum of the Ministry of Education is produced by MRTV on monthly basis.	By regularly producing programs that are described in 1-1 to 1-4 below, the number of original programs produced has been increasing. When planning a new program, a variety of research is required and it is necessary to consider various issues from a variety of points of view. It was effective in developing human resources who deliver accurate, impartial and fair information. 1-1 Season one of the educational program (12 episodes) was produced and broadcast from June 2019. 24 episodes were planned for season two, of which 12 episodes were produced and broadcast within the Project period. Initially, an education program that met the MoE’s learning guidelines was planned to be

Indicators	Level of Achievement
<p>1-2 Three programs dealing with agricultural information are produced in MRTV every month.</p> <p>1-3 One feature news is produced on weekly basis.</p> <p>1-4 One program of investigative report is produced in every two months.</p> <p>1-5 The ratio of the news reporting on the activities of government or military be reduced on News Monitoring Sheet in accordance with PSB standard (15% to 10%).</p>	<p>produced. However, cooperation with MoE was postponed as MoE insisted on having editing rights for the program. Through this experience, MRTV again recognized the importance of editorial independence and autonomy, and MRTV's dedication was highly appreciated in the Project.</p> <p>1-2 Eight episodes of an agricultural program series have been produced and broadcast on three channels: General Channel, Agriculture Channel and NRC. This program is a documentary created through prior in-depth research and introduces the efforts, hardships, and ingenuities of farmers with a new program style which MRTV has never dealt with. This program greatly contributed to human resource development for program production.</p> <p>1-3 Recent records show 18 feature news were broadcast during 6 months in 2020. Total number of feature news since the Project started is 140, including during OJT and after OJT (without JET). They were broadcasted on the 7am, 8am, 4pm, and 6pm news.</p> <p>1-4 Four investigative reports were produced in six months from 2019 to 2020. Four more programs are currently in production.</p> <p>1-5 The proportion of the news that is essentially a report about the activities of the government or military reduced by 3% in TV and radio during October 2010 to March 2020. The proportion on TV is transitioning at about 5% higher than that of radio. It is considered to be an indication that TV is more influential to audiences than radio. Therefore, there was a strong tendency for the proportion to increase when there were major social problems or important events of government officials.</p>
<p>2. In MRTV, program production is conducted in accordance with the Program Production Guideline.</p>	<p>The level of achievement for indicator 2 is judged to be <u>high</u>.</p> <ul style="list-style-type: none"> • The Program Production Guidelines were developed in 2020. In creating the guidelines, the basic stance of program production based on a consideration of human rights and privacy was clarified, and points to be considered for each field of the program were clarified. • The Guidelines were explained repeatedly to MRTV staff in the program production OJT. In reports about the new coronavirus, the infectious disease part of this guideline was largely used by the reporters, and decisions about using real name reports were also made with reference to the guidelines.

Indicators	Level of Achievement
<p>3. The employees of MRTV understand the contents of the Code of Conduct and Reporters' Handbook and report the news respecting the fundamental human rights of citizens.</p>	<p>The level of achievement for indicator 3 is judged to be <u>high</u>.</p> <ul style="list-style-type: none"> • The Fundamental Code of Broadcasting Ethics & Code of Conduct was created in 2020, after one year of discussions among WG members and reporters. • The Reporters' Handbook (Mpedia) was created and finalized in 2020. • Both documents were bound and copies were distributed to all MRTV staff members. • The bound journalistic booklet is historical in Myanmar because it includes the independent editing rights and the contents are written based on these rights.
<p>4. In MRTV, broadcasting equipment is operated, maintained and managed in accordance with the manual and necessary information are shared.</p> <p>4-1 Record of broadcasting equipment for Transmitters/Satellite Link Systems is updated every time and the number of the items increases from 30 to 50.</p> <p>4-2 Record of broadcasting equipment for Master/Network is updated every time and the number of the items increases from 30 to 50.</p> <p>4-3 Record of broadcasting equipment for TV studio is updated every time and the number of the items increases from 40 to 70.</p> <p>4-4 Record of broadcasting equipment for Radio studio is updated every time and the number of the items increases from 8 to 10.</p> <p>4-5 Record of broadcasting equipment for OB van is updated every time and the number of the items increases from 3 to 6.</p> <p>4-6 Record of broadcasting equipment for ENG/MA</p>	<p>The level of achievement for indicator 4 is judged to be <u>high</u>.</p> <p>Manuals on operation and maintenance of broadcasting equipment were developed in a total of 13 fields. The number of inspection items in some of the manuals is lower than the target number. However, they have enough record items for operation and maintenance. The manuals have already been used in MRTV. The recorded information is shared daily with the technical department and stored.</p> <p>4-1 The number of inspection items became 32. After the study of the same type of repeated inspection items, some of the items were aggregated for the purpose of efficient operation. It reduced the number of items to be inspected but sufficient and necessary inspection items are included.</p> <p>4-2 The number of inspection items became 12. Although it is below the target number, it is enough for proper operation and maintenance because, due to the introduction of a new IT system during the Project period, the inspection work and recording work was more efficient and simplified.</p> <p>4-3 The number of inspection items became 24. After the study of the same type of repeated inspection items, some of the items were aggregated for the purpose of efficient operation. It reduced the number of items to be inspected but sufficient and necessary inspection items are included. Although it is below the target number, it is enough for proper operation and maintenance.</p> <p>4-4 The number of inspection items became 9.</p> <p>4-5 The number of inspection items became 97.</p> <p>4-6 The number of inspection items became 12.</p>

Indicators	Level of Achievement
is updated every time and the number of the items increases from 2 to 4.	

2.3 History of PDM Modification

As stated in 1.5.1, PDM Ver. 1, which was confirmed at the time of the discussion of the inception report in the first year and approved at the first JCC, was reviewed at the second JCC and updated into the PDM Ver. 2, the final version. The overall goal and each Project goal remains unchanged; the indicators were revised into more specific, objectively verifiable indicators based on the local situation. According to the revised indicators, the means of verification of the indicators were also revised. Moreover, experts who are considered important for achieving the Project goals, such as video editing experts, were additionally engaged.

Chapter 3

Results of Joint Review

Chapter 3 Results of Joint Review

3.1 Results of Review based on DAC Evaluation Criteria

3.1.1 Relevance

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

(1) Consistency with the Policy

This Project is consistent with the Development Policy and, from this aspect, the Relevance is judged to be high. The Development Policy and initiatives in the field of the media in the Republic of the Union of Myanmar (referred to hereafter as “Myanmar”) are as follows.

Reporting by the media under the military regime was controlled by the government at that time. However, the policy was completely revised after democratization in 2011, and the system of censorship on publications was abolished in 2012, while newspaper publication by private companies was reestablished in 2013. Initiatives for the freedom of the media have been proactively promoted, including the complete abolishment of censorship in March 2014, and the adoption of the New Media Law that provides for the right of access to information from government agencies.

In terms of broadcasting sector reforms, according to the Broadcasting Law revised in 2015 (not enforced; revised in 2018), for broadcasters other than state-owned broadcasters, (1) commercial broadcasting licensing and (2) the concept of MRTV becoming a PSB are permitted, and the aim of the development of a sound and competitive media society in this field was specified.

Ahead of this movement, as for commercial broadcasting licensing, the private company Forever Group (FG) started broadcasting in 2004 under a Joint Venture with the Myanmar Ministry of Information. Thereafter, FG opened multiple channels for what was previously paid-for broadcasting, digital broadcasting, FM radio and more. Later, in 2008, Shwe Than Lwin Media Co., Ltd. (STLM) started commercial satellite broadcasting for the first time in Myanmar as fee-paid broadcasting, and it also started FM radio broadcasting. In 2018, through joint investment between subsidiaries of NHK in Japan, namely, Japan International Broadcasting (JIB), the Fund Corporation for the Overseas Development of Japan's ICT and Postal Services (JICT) and Cool Japan Fund Inc., Dream Vision was established to produce programs for Myanmar National TV (MNTV) and to exert an influence over the field of broadcasting. Since 2016, MRTV has been offering multi-purpose slots in terrestrial digital broadcasting for small-scale broadcasters other than FG and STLM, and small-scale companies are broadcasting programs as Content Providers. Also, with support from ethnic minorities in regions where such ethnic minorities reside, local media called “Ethnic Media” has arisen. However, FG and STLM have a major influence in terms of assets, broadcasting service areas and the number of broadcasting channels, so, essentially, they monopolize the commercial broadcasting market.

On the other hand, the numbers of mobile phone users increased approximately 7 times to 56 million in 5 years between 2013/2014-2017/2018, and the number of internet service subscribers using

smartphones has increased 17 times approximately 48 million¹. This statistic data shows that smartphones have spread rapidly. At the same time, the coverage of the mobile phone network expanded, and the users of social media such as Facebook are now 29 million² in total, which has quickly expanded, and even rural areas are not an exception. These small-scale media are also using social media as an outlet, and they frequently post new content and make live transmissions, etc. Furthermore, social media is being used proactively as a place for the transmission of opinions by people in executive positions in the government and public organizations, and by influential monks, scholars and celebrities, etc. Citizens are also following suit and making numerous posts, but, according to the report of the detailed findings of the Independent International Fact-Finding Mission on Myanmar issued by ONHCR (Office of the United Nations High Commissioner for Human Rights), their posts include items that are presented as fact despite only being speculation, intentional misinformation, and slander, etc., and in Myanmar, where media literacy is not at a high level, there are often cases in which unreliable information has caused confusion among people. As reported in Myanmar's media from an audience perspective in 2018 by EMS/Fojo,³ media literacy could be heightened if people can access information for which they can confirm the facts by themselves. The issue is they are not able to do so. Since only a few years have passed since the mitigation of restrictions on the media by the government, many journalists in Myanmar lack experience, and reports are often made without proof and without conducting the inspections needed to verify the facts. A contribution can be made to peace-building and the development of democracy in Myanmar by making MRTV a PSB as a reliable media outlet that has no interference from the government. As seen in the dual-system in the field of broadcasting in Japan, and in the same way as the division of the media into either PSB or commercial broadcasting, which has progressed due to mutual stimulation and reliable reporting, when a PSB is recognized as a reliable media outlet, the details of reports by the PSB becomes a benchmark for other media. This is expected to lead to raising the level of the entire broadcasting field.

After the current ruling party was formed in the 2015 general elections, the Broadcasting Law instituted in 2015 has been revised (enacted 2018), and the revised Broadcasting Law also specifies the formation of a PSB in the field of broadcasting. Also, it includes the principle of the general decentralization of the media and it states that centralized media ownership is to be relaxed. The direction of reforms in the broadcasting sector has not changed since the start of the Project, but the establishment of a PSB has not yet achieved what was supposed to be achieved during the Project period. However, the goal of the Project design is not to establish PSB during the Project period but rather it is to improve the abilities required of a PSB. In addition, the Government policy on transformation to a PSB has not changed, and the relevance of Project formation is still in effect.

¹ Myanmar Statistical Book, Central Statistical Organization, 2018

² <https://www.mmtimes.com/news/facebook-refuses-reveal-number-users-myanmar.html>

³ <https://www.dw.com/en/digital-development-on-steroids-myanmars-rapid-entry-into-the-internet-era-brings-challenges-as-digital-literacy-lags/a-48669893>
https://www.mediasupport.org/wp-content/uploads/2018/07/Myanmar-audience-study-2018_online.pdf

(2) Consistency with Development Needs

This Project is consistent with the Development Needs, and the relevance of this Project is high for the following reasons.

The Myanmar Sustainable Development Plan 2018-2030 (MSDP), which is the national development plan for Myanmar that was enacted by the current ruling party in August 2018, has five development goals. Out of these goals, the first, “Peace, National Reconciliation, Security & Good Governance,” and the fourth, “Human Resources & Social Development For A 21st Century Society,” are connected to the Project. Peace and National Reconciliation is positioned as the most important challenge for Myanmar, where conflicts with armed groups in certain regions are ongoing. Information from state-managed broadcasters that is subject to information controlled by the government may carry the risk of fostering conflicts due to transmissions based on a unilateral standpoint, for example. The aim of becoming a PSB is promoting peace and National Reconciliation, and MRTV branch staff from ethnic minorities can help the entire general public reach a mutual understanding by carefully making reports in each region regarding the circumstances in their respective positions, as well as the culture, traditions and thoughts, for example. Accurate, impartial and fair reporting is the premise of this.

Despite the change from the previous ruling party, which produced the policy for becoming a PSB, to the current ruling party, the Ministry of Information, which presides over MRTV, declared that there is no change to the policy of forming a PSB in the Workshop and JCC (Joint Coordinating Committee) held by the Project. The 12-item Economic Policy (issued July 2016) of the new ruling party in Myanmar also declares reforms to state-managed companies and privatization, and the formation of a PSB from state-managed broadcasting is consistent with this policy.

For the training of human resources and social development suited to the 21st century, the key is whether there is access to the required information. Baseless information that is prevalent in certain social media that lack reliability should be used properly with an understanding of the method of use, but in Myanmar, where there is no method of confirming whether the information is correct or not, the PSB will become the benchmark for the reliability of information. Additionally, the documentary-style program “Proud to be Farmer” (broadcast once a month) began production in the Project as a regular series. This series of programs introduces the efforts made by farmers and the various methods used by individual farmers, as well as agricultural support policies that are taken up by the government and public bodies with the aim of leading to the development of human resources working in the agricultural sector. Furthermore, an education program series named “Mingalabar English” has been established and this regular program series (once a month) aims to raise people’s motivation to learn English. This Project will also contribute to the fourth development goal.

The Government of Japan (JICA) has an economic cooperation policy with Myanmar. The priority policy is the following three points. The Project corresponds to the second item, namely, capacity building of personnel and system development support to sustain the economy and society in order to promote democratization, and it supports media pluralism and the establishment of a PSB that will be the benchmark for the media in Myanmar where there is an environment in which media ownership is concentrated. The establishment of a PSB will also serve the people’s right to know in a democracy, so

the Project is consistent with the direction of this new priority.

- i. Improving people's livelihoods (including assistance for ethnic minorities and poverty groups as well as agricultural and rural development)
- ii. Capacity building and developing systems to sustain the economy and society (including assistance to promote democratization)
- iii. Development of infrastructure and related systems necessary for sustainable economic development

Due to the above, the consistency of the Project can be evaluated as high.

(3) Appropriateness of Work Plan and Approaches Taken, Etc.

The Appropriateness of the Work Plan, approaches taken and so on in this Project are adequate and are evaluated as Medium for the following reasons.

In order to realize the overall goals in the future through the achievement of the Project purposes, promoting only the ability enhancement of individual MRTV staff is insufficient, and appropriate systems and structures are required in order to make use of individual abilities and to draw out those abilities. Also, in order to reliably provide viewers with the programs that have actually been produced, it is essential to be able to make stable use of the entire broadcasting system. In other words, a broadcasting channel functions through the combination of systems, personal abilities, and broadcasting facilities, but if these gears become misaligned, there is a high risk that broadcasting programs cannot deliver the information that is required by the viewers.

Output 1 supports the system and structure formation by considering the ideal situation as a PSB through the development of a mid-long term roadmap for transformation and by setting the vision/policy and milestones. However, it cannot be denied that it took time to set the target level of the roadmap because of obscurity, which was further influenced by the political situation. Therefore, the target of the roadmap was set to raise the rate of the in-house program production ratio at MRTV, which relies on programs procured from other countries. So far, many reports were seen via the internet or social media without confirming the facts. Also, there were few chances to watch programs that went deeply into matters. However, raising the in-house program ratio of MRTV helps to cultivate human resources who make reports based on facts and to cover the information accurately, objectively and fairly.

Output 2 is to become the only broadcasting channel that covers all of Myanmar, and to support the stable use of broadcasting systems that can provide broadcasts in multiple languages. Hence, the capacity for the operation and maintenance of broadcasting facilities was improved, including the equipment donated through Grand Aid Projects by the Japanese Government which are implemented simultaneously. Not only improving the content of programs but also the stable operation of measures that deliver broadcasting to people are significant. Nonetheless, it was impossible to advise the method

of maintaining various kinds of broadcasting equipment and facilities due to the limited numbers of experts in limited periods, both from the expertise point of view and time perspective. The broadcasting facility is large in scale and expertise is needed for each classification, such as the transmitter, transmitting system, operation system, camera, audio, lighting, editing, and OB (outside broadcasting) van. In addition, maintenance/inspection and operation are also separate areas of expertise. Regarding Output 2, it is conceivable that a more concrete goal of achievement should be set due to the varying personnel subjects of the technical transfers.

Outputs 3 and 4 are initiatives to increase individual abilities in order to improve program production and reporting content, all of which is required after MRTV transfers to a PSB.

In Output 3, the cumulative total of the number of OJT participants was 270 for basic training on program production, program production OJT was implemented 66 times (1 time counted even though OJT lasts for a few days if it is on the same program) and 266 participants joined OJT in total, while 35 programs were produced through OJT (as of the end of January). In spite of the fact that training had not been described clearly initially, through the revision of PDM 5, program categories were chosen as the focus, and the depth of OJT was increased. Additionally, Program Production Guidelines were developed as technical cooperation deliverables with the aim of clarifying the program production stance. The planning of program content in line with the Project purpose by means of both capacity improvement through training and awareness raising through the guidelines was highly appropriate from the aspects of the scope and approach of the cooperation. In particular, MRTV has its own training system to offer employees enough training opportunities, so it can be said that the approach of qualitative improvement through OJT was appropriate rather than expanding from the bottom-up by the Project. Consequently, there remains the possibility that other personnel could have occasion to access the know-how/knowledge through their own training. As a result, 28 programs were produced by MRTV utilizing the knowledge gained by OJT (as of end of January 2020).

Regarding Output 4, the approach was planned in the same way as Output 3 such as starting with basic training, and then OJT, which leads to spontaneous program production. The number of participants who joined basic training for news was 756 in total. OJT on News was implemented 137 times (counted each time and lasting a few days) and the numbers of participants was 345 in total. 94 news reports/programs were produced through OJT, and 136 news reports/program were produced utilizing OJT (as of end of January 2020). As with Output 3, initially, there was no clarification of the personnel to be trained. Therefore, there were cases where it was difficult to keep the sustainability of the training. Nevertheless narrowing down the theme enabled the outcome to be achieved. Furthermore, by developing Mpedia as technical cooperation deliverables that heightened the awareness of ethics under an identical philosophy, it could be evaluated as a result of the appropriateness of the Work Plan.

Also, by means of Outputs 1 to 4, personnel will be trained to deliver accurate, impartial and fair information to the general public, which will demonstrate the ideal state for a PSB that should deliver accurate, impartial and fair information to the general public.

When carrying out these activities for each output, quite some time will be required to acquire the

necessary organization/individual abilities for a PSB. The passage of time increases the possibility of facing changes in the surrounding environment such as political or financial changes, and it could take on the risk that the policy for becoming a PSB is reviewed. Strengthening the abilities that are currently thought to be needed by a PSB prior to actually becoming a PSB, as in the Work Plan of this Project, could enhance the feasibility of transforming into a PSB. Therefore, the scope of the Work Plan is thought to be appropriate.

On the other hand, the items to be undertaken by MRTV in this Project can be largely subdivided into three categories, namely, counterpart (C/P) deployment, the provision of facilities, equipment and materials required for training, etc., and Local Costs (business trip expenses and travel expenses, etc.). A total of 61 people will be assigned as C/P in six Working Groups (10 people in each; excluding the WG for PSB), and the Director General will be the Project Director, while the two Deputy Director Generals will be assigned as Project Managers. For training and OJT, so far there has been no lack of filming/editing equipment, and studio equipment and more have been put in place with consideration for the travel period of the experts. Furthermore, although many local reports are being made in the Project, the per diems for C/P and travel expenses, etc. were provided to the journalists from MRTV as appropriate, and there were no cases in which local reports were cancelled or postponed due to a shortage of these expenses. In addition, although communication costs for program productions have increased from before due to the implementation of relays using Skype and live broadcast programs, these communication expenses are being covered with ease, and so the tasks undertaken by MRTV are within an appropriate scope, even in view of the fact that programs will continue to be broadcast even after OJT.

For the above reasons, the appropriateness of the Work Plan and approach etc. was evaluated as being at a fair level.

(4) Related Projects and Supports from Other Donors

The appropriateness of this Project on the relevance to other Projects and the support from other donors is evaluated as high for the following reasons.

Support for the media field in Myanmar is being undertaken with cooperation from many other countries. JICA joins the framework of Media Development Partners (MDP) which aims to expand and increase the media field. This framework is operated mainly by Myanmar Ministry of Information (MOI) and Donors, comprising MOI and United Nations Educational, Scientific and Cultural Organization (UNESCO). There is proactive cooperative support utilizing these frameworks, such as deliberations regarding comprehensive issues in the media field at the regular Media Development Conference (MDC). This framework enables active exchanges of opinions and information among donors, obtaining useful information and sharing the outcomes of this Project with other donors, and, at the same time, it helps to avoid duplicate activities.

In particular, Deutsche Welle Akademie (DWA) has invested 100-200 million yen per year since the start of the Project for support for MRTV and the media field. Based on the content of the Editorial

Guidelines for MRTV produced by DWA, the Project has produced even more strict ethical guidelines, as well as a work schedule for the Roadmap toward becoming a PSB while obtaining a consensus from DWA, and an organization reform plan (draft) has also been completed. As a result, it allowed both parties (DWA and the Project) to provide effective support to MRTV and achieve their own respective support goals.

Also, despite not being added to the MDP framework, South Korea has assigned experts for certain periods with the aim of supporting the production of High Definition (HD) content, while China has provided Chinese animation programs and support for dubbing those programs into Burmese. These supports are not fields supported by the Project, but the activities and support range of this Project are evaluated appropriate.

For the above, the relevance of duplicates is not recognized.

(5) Japan's Technological Superiority

This Project is determined to be appropriate for the utilization of Japanese technological superiority for the following reasons.

The PSB that MRTV aims to become resembles NHK in Japan and the BBC in the U.K., which is clearly different from the form of PSBs in the U.S. that specialize in educational broadcasting and the PSBs in Germany that are established in every State, for example. The PSB that MRTV aims to be covers the entire country, provides various programs through integrated program planning, operates multiple channels and meets the diverse needs of viewers such as multi-lingual broadcasting. The production of disaster reports and education and agricultural programs, which MRTV is working hard on with support from the Project, is based on the basic technology owned by numerous Japanese broadcasting channels including NHK. In particular, natural disasters in Myanmar are often of the same variety as those of Japan, so it is possible for Japanese broadcasting companies to provide MRTV with much expertise, including disaster reports and regular broadcast content involving disaster preparedness. Live broadcasting of weather forecasts makes reference to this regular broadcast content involving disaster preparedness, which is one of the major outputs of the Project activities. Already, live broadcasting of weather forecasts is becoming more regular and the technology for this has become established.

Furthermore, in cooperation with other JICA Projects, initiatives are underway to enhance the content of weather forecasts. In this cooperation, digital satellite news gathering (DSNG) vans provided through a Japan Grant Aid Project are being utilized, and activities are being carried out that make use of Japan's superiority in terms of equipment.

For the above reasons, the Work Plan was evaluated as appropriate for the utilization of Japanese Technological Superiority.

3.1.2 Effectiveness

The effectiveness of the Project is judged to be high in consideration of the following reasons.

(1) Clarity of the Project Purpose

The level of achievement can be shown with measurable indicators. Therefore, the clarity of the Project purpose can be considered as appropriate, as follows.

The Project purpose is “to develop human resources in MRTV that are necessary in order to deliver accurate, impartial and fair information to the people of Myanmar.” The Project plans to achieve the purpose through the Outputs, which are “clarifying the organizational and operational issues to transform MRTV into a public service broadcaster, and formulating a tackling policy and organizational vision in MRTV,” “enhancing capacity of MRTV staff in charge of operating and maintaining broadcasting equipment,” “enhancing the capacity of MRTV staff in charge of program production,” and “raising awareness towards professionalism (accurate and fair news) among MRTV staff in charge of news reporting.”

The indicators for the Project purpose will either generally be numeric or specified Deliverables will be produced, and the means of verification will be records in daily MRTV journals, etc., interview surveys with staff, MRTV records from the Japanese Experts Team, or data obtained through local subcontracting (there is no data that is difficult to obtain). Any changes in awareness or situation will be found through a comparison with the start of the Project, and the details of indicators are appropriate, as they will be confirmed from the extent to which the Outputs are being manifested or adopted.

In Output 1, the road forward for the PSB has been clarified, which resulted in the definition of accurate, impartial and fair information. By so doing, the Project purpose has been clearly defined. In Output 2, in addition to the equipment that is newly supplied and the equipment provided in Japanese grant aid projects, operations and maintenance techniques have been reformed and improved, and matters have been clarified for the stabilization of the use of equipment in order to deliver accurate, impartial and fair information. The personnel expenses required for operations and maintenance have been made clear. In Output 3, the aim was to achieve the number of program broadcasts shown as the indicator in the Project purpose by introducing a checklist for the distribution of necessary production staff and for productions. By so doing, some staff have acquired the know-how, experience, competencies and skills required for program production. From now on, through these staff members, it is expected that the level will be raised for MRTV as a whole. Also, by producing broadcasting guidelines, the components required in order to deliver accurate, impartial and fair information have been clarified, and the direction for the achievement of the Project purpose has been fixed in place.

As with Output 3, in Output 4, the staffing plan was comprehensively revised so that reporters and cameramen can be dispatched for the required coverage with improved items for coverage. In addition to that, the production of the Code of Conduct and Reporters’ Handbook (Mpedia) enabled MRTV to foster the professionalism of reporters and cameramen. Furthermore, a basic concept of program planning was formed, by which an answer was furnished regarding the kind of media organization that can deliver accurate, impartial and fair information, and the specified steps were taken toward achieving

the Project purpose.

For the above reasons, the Project purpose could be evaluated as having clarity.

(2) Achievement of the Project Purpose

As described below in each of the four indicators, the achievement of the Project purpose is evaluated as High.

1) Improvement of Broadcasting Content by MRTV Staff

As described below in i-v, the improvement of the broadcasting content is evaluated as High.

In MRTV, which had few in-house production programs based on original concepts, it was difficult to cultivate the ability for painstaking research, composition and perspective-taking and the refinement of themes. However, producing programs in the categories listed below enabled MRTV to foster human resources who can produce accurate, impartial and fair program, which is part of the Project purpose. Monitoring the classification of MRTV report items (called “news monitoring”) was considered to be a deterrent to the ratio of news about government and army facts and PR, so the effectiveness of these activities is considered to be high.

i. Education Program in conjunction with the curriculum of Ministry of Education

At first, an attempt was made to find the same format as NHK school broadcasts through cooperation with the Ministry of Education, and this was set as an indicator, but, as the Ministry of Education was clinging to the editing rights for program content, MRTV made its own productions. In order to aim to be a media that provides accurate, impartial, and fair information, the autonomy of editing rights is essential, and in this respect, it was effective for awareness reform within MRTV in achieving the Project purpose.

Produce an English language learning program series with 12 programs per year was effective in cultivating the ability of research and program planning that is lacking at MRTV. Using skits to explain English to viewers in an easy-to-understand manner is an effective means that can be utilized in the future in order to deliver accurate information to viewers.

Also, as for the number of productions, one broadcast has been made per month since the start of broadcasting in June 2019, which satisfies the indicator. In addition, there is a high evaluation of the program within MRTV, and there has been a positive reaction from viewers, so the fact that the number of broadcasts will exceed the planned figure due to repeat broadcasts, etc. is also seen as something positive. Furthermore, from June 2020 onwards, the aim is to make two broadcasts per month, and script production work is moving ahead for this, so there is a strong expectation that the broadcast will continue to exceed the indicator levels.

ii. Agricultural Program

This is a series of character-centric documentary programs that have never been seen before in MRTV, and that are produced with a solid plan made in advance based on thorough research. It was effective

in developing human resources to provide unbiased information while presenting facts based on evidence. The first series was first broadcast in February on the Farmer Channel, and it is also broadcast about once a month on the Main Channel and the National Races Channel (NRC). 50 personnel in cumulative total joined OJT conducted by the Japanese expert. It is considered that the regular production of agricultural programs was effective in cultivating the human resources required for a PSB.

iii. Feature News

OJT for the production of feature news has been actively conducted, which is effective as an opportunity to acquire the basic know-how and skills to eventually conduct investigative reports. As a result, the number has reached 50 productions. In addition, the feature news produced using expertise gained by MRTV in training reached a total of 24 productions. It is considered that this activity has been effective since a system for reliably broadcasting on a regular basis has been created so that the techniques and know-how required for feature news are acquired without fail.

iv. Investigative Reporting

The know-how and experience that is most lacking in MRTV with regard to program production is proper program planning based on accurate prior investigations. Investigative reporting is knowledge from the accumulation of regular reporting, and one of the most important tasks is working out an approach to programming that appropriately conveys facts and information to viewers in an easy to understand way.

Until now, MRTV has been reporting announcements, but did not conduct investigative reports. It is said that investigative reports are accompanied by the discovery of new facts based on original coverage, and that they have a great influence on the formation of public opinion by targeting political and social powers and authorities. In order to aim for an accurate, impartial and fair media, it is very important to improve the ability to conduct investigative reports. During the Project period, MRTV began producing investigative news programs as an initiative for the first time, produced and broadcasted 6 TV and radio programs in total, and 14 personnel in cumulative total received OJT from the planning stage.

The themes that dealt with were 1) regional medical care and maternal and child health, 2) heavy rain floods, and 3) dam collapse floods. On the radio, three investigative news programs were aired on the subject of the environment. Regarding the investigative news program on dam collapse, in particular, the fact that it was broadcast as appropriate content without bias despite pressure from the competent authorities is highly evaluated as a Project activity.

These efforts were effective because they contributed to the development of human resources capable of accurate, impartial and fair reporting.

v. News Monitoring

The Japanese Expert Team classified the items of news based on the categories set by MRTV for the following news programs broadcast by MRTV from October 2016 in the first year of the Project, and,

as items that are easily connected directly to government propaganda, the ratio of the number of news items that take up the theme of government and military activities has been monitored, and the results shared with MRTV every month.

Six news programs have been monitored on TV, namely, the 7 a.m. Breakfast News, and the news at 8 a.m., noon, 4 p.m., 6 p.m., and 7 p.m., and on five news programs on the radio, namely, at 8 a.m., 11 a.m., 1 p.m., half-past 4 p.m., and 6 p.m. There are also news programs on TV and radio at 8 p.m. but the news items on these programs are determined by the Ministry of Information and are excluded from the totals, as the content is checked before being broadcast.

As shown in the graph below, the ratio of news related to government and military activities is shown with an approximation curve, and there is a decrease for both TV and radio. TV has generally decreased by more than 1% and radio by about 2%. Of course, there is news related to government and military activities that should be reported, so it is not the case that a lower figure is better. Rather, the ratio changes according to the situation at the time, since MRTV often receives demands from other Ministries requesting the promotion of government news items and reports, so this totalization began so that MRTV would be able to determine the news items for itself. The ratio of news related to government and military activities increased remarkably when the issue of Rakhine ethnic minorities began, whereas the selection of appropriate news items that did not unnecessarily increase government- and military-related news is probably due to the effect of suppression.

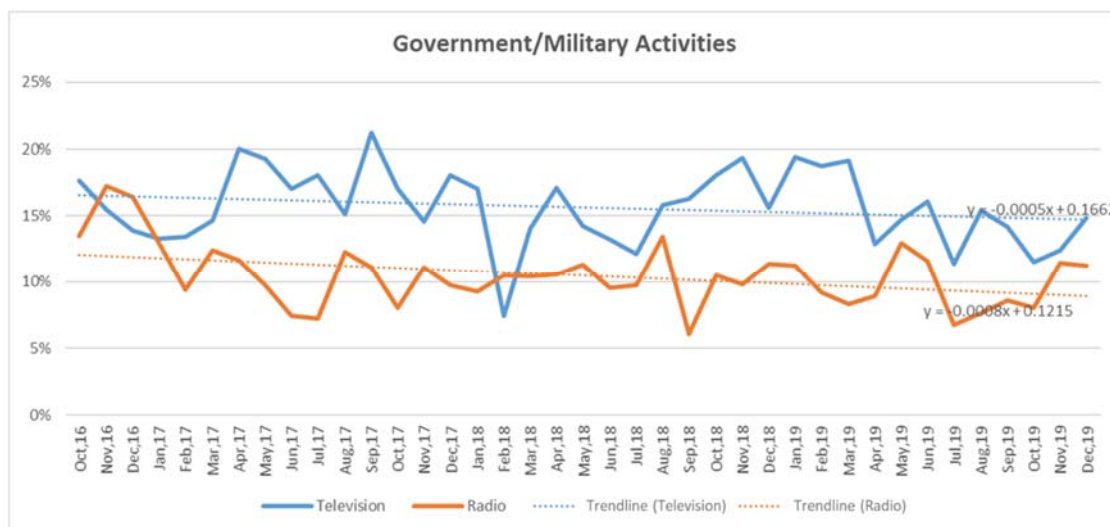


Fig. 3.1-1 Ratio of News Related to Government and Military Activities (News Monitoring)

2) Development of and Compliance with Program Production Guidelines

The production of program production guidelines (referred to in MRTV as the “Broadcasting Guidelines,” and, therefore, “broadcasting guidelines” is used below) was drafted by core members of the Program Production WG. The guidelines were produced with consideration for the unique perspectives, culture, customs and the local situation with reference to the Japanese NHK Broadcasting Guidelines, the English BBC Editorial Guidelines and the Editorial Guidelines for MRTV that were produced with support from the DWA. There is no point of contradiction with the content of the various

guidelines referenced above, and the guidelines are highly regarded for maintaining the basic stance of journalism. Also, they are favorably seen for fully reflecting the originality of MRTV.

On the other hand, the broadcasting guidelines were completed in the last three months of the Project and it was not possible to confirm whether or not the content of the guidelines was being adhered to in program production, reportage situations and other situations corresponding to the guidelines. However, points of advice from the experts in OJT, etc. were often recorded in the broadcasting guidelines, so, if that advice is being diligently followed, it should not be difficult to comply with the broadcasting guidelines from now on. In the fourth year, in view of the fact that much of the advice from the experts was taken on when the news content was replaced so suddenly, it seems that the adoption of the content of the guidelines will continue even after the conclusion of the Project. The problem is ultimately how to deal with pressure from the government on matters of principle.

In connection to the Project activities, the content of the broadcasting guidelines has been explained to MRTV staff at each opportunity from the draft stage, so the understanding of staff has gradually increased. In particular, the production of a translation into Burmese by core members of the writing team who completely understand the content is considered to be of huge benefit toward compliance with the content in the future.

Meanwhile, the Japanese Expert Team conducted interviews with MRTV staff members to measure the degree of achievement of the Project purpose described in the PDM (method of obtaining index data for the Project purpose) from December 2019 to January 2020. The implementation method involved answering 21 questions with three levels of criteria, and answering the difference in their own perceptions before the start of the Project and at the current stage as subjective evaluations of the staff members who are the respondents. Questions included the understanding of independent editing rights, status of confirmation of information facts in news and program production, accumulation of professional skills, consideration of basic human rights, presentation of various opinions, improvement of interview skills, feature news production, understanding the importance of reporting, and understanding of news value in the fields of disasters, incidents, and infectious diseases. (Refer to the Appendix for the aggregation results). The answers are aggregated from 243 staff members (desks, reporters, producers, photographers, announcers, video editors, TV and radio news and program production personnel). In this survey, there was a significant improvement (around 30%) in the content and recognition in the part concerning the broadcasting guidelines and ethical standards, such as discrimination, basic information and the collection of evidence. This can be considered to be a result of the fact that there is now compliance with the contents of the guidelines. For the above reasons, there is increasing awareness of program production staff and related personnel for providing accurate, impartial, and fair information set in the Project objectives, and coverage activities for practical use are underway. Therefore, the effectiveness of this item is considered to be high.

3) Content of the Code of Conduct and the Reporter's Handbook, and Fair Reporting

As with the above-mentioned broadcasting guidelines, the Code of Conduct and the Reporters' handbook (Mpedia) were produced by the core members of the Ethics WG and News Reporting WG.

In particular, they set about drafting the code of conduct first of all, which was finalized through close consultation in the WG. Also, Mpedia has many sections that record the successes and failures of the staff, and it records the answers to questions that local MRTV staff may have and the method of finding those answers.

Regarding the opportunities to explain the content of the code of conduct and Mpedia, workshops for internal MRTV and briefing session were held as well as almost 10 workshops and seminars where the content was read carefully by editors, reporters and producers.

In the interviews with MRTV staff conducted in January 2020, as mentioned above, more than 30% of interviewees said there was a significant improvement from the changes in the news and program content regarding fairness, impartiality, and accuracy. Similar to the broadcasting guidelines described in the previous section, during the writing process of the handbook, WGs and core members explained the handbook to other staff members in internal workshops, and it is considered that the understanding of the content has advanced considerably.

At the beginning of the Project, MRTV staff knew that the coverage should be accurate, impartial and fair, but they did not understand what information was accurate, impartial and fair. Therefore, in order to confirm that information is accurate, MRTV staff understood that it is important to collect evidence or to understand the means of collecting evidence to ensure the impartiality and fairness of the news, as well as the importance of objective wording, logical construction by accumulating facts, and collecting various opinions for a multifaceted view, and practicing reporting that does not depend on announcements by the government, etc. Through the creation of the Code of Ethics and Mpedia. MRTV staff obtained examples of how to practice the above. For these reasons, the knowledge, know-how and means for providing accurate, impartial and fair information as set in the Project purpose have been acquired, and the effectiveness of these items is considered to be “high.”

4) Implementation and Information Sharing based on the Manuals for the O&M of Broadcasting Equipment

Manuals were produced for equipment in various fields, the use of the equipment, and operations and maintenance. Although there was a major delay to the production schedule along the way, including the addition of manuals for newly supplied equipment, due to the efforts of MRTV staff who are in charge, all the necessary equipment and facilities are covered in this manual.

The O&M checklist, which is one of the key factors of the manual, is already in regular use, and information is being fully shared. Stable operation of broadcasting facilities maintains the foundation for providing accurate, impartial, and fair information throughout Myanmar, and for rural areas where the number of terrestrial broadcasts is limited, this means that people are able to access a platform for getting accurate, impartial, and fair information rather than relying solely on information sources through SNS such as Facebook which proved unconfirmed or intentional misinformation. Therefore, it can be said that the effectiveness of this activity is high.

(3) Influence of Important Assumptions

Based on the important assumptions of this Project described in PDM, the influence of each of the assumptions is described below.

- Important assumptions for achieving the Project purpose and overall goal:

Most of the MRTV staff who have been trained during the course of the Project remain in MRTV. There was no effect from external conditions such as the turnover of MRTV staff.

The total number of staff that have participated in consultations and activities in training and working groups until now has reached 2,661. (Training has been conducted 608 times.) Most of the staff in this number continue to be employed by MRTV. The rate of departure from MRTV is low.

On the other hand, during the Project period, there was a change of President, and the Vice President died and was replaced. It was very disappointing since they worked hard to implement the activities smoothly after the Project was launched. Through careful and sufficient adjustments by the leaders of each working group, the activities can be implemented steadily in accordance with their intentions and policies, and it was possible to avoid any serious impact from interrupting the activities.

However, a number of staff who received training moved over to commercial broadcasting. The reason for the transition has not been defined but, if the conditions such as salary at commercial broadcasters continue to improve, it is possible that departures will continue to occur. Some are of the opinion that departures were low because working for government agencies carried a certain status, as well as sufficient housing assistance (housing provision) and a pension compared to commercial broadcasters. After becoming a PSB, there must be no sudden decline in conditions, and appropriate conditions must be considered. In order to maintain the same level of employee turnover in the future, it is important to harmonize the conditions of staff that join the channel from government organizations and staff that join after it becomes a PSB.

- Important assumptions for achieving Output 1-4

The policy to transform MRTV into a Public Broadcaster is sustained.

As described below, some of the Project activities were affected by the important assumptions, but they could be dealt with by delaying the implementation period, and there was no effect on the achievement of the Project results.

As stated in Section 3.1.1 (1) above, the policy to transform MRTV into a public broadcaster is currently maintained, and the Minister of Information and Deputy Minister clearly stated that the public broadcasting policy shall continue at workshops etc. However, due to the consideration of private broadcasters, no government policy was issued regarding the form of public broadcasting for the creation of a medium- to long-term roadmap for public broadcasting. Therefore, it was necessary to postpone the work process from the completion of the second year to the completion of the fourth year, which is the final year.

In the near future, when the New Broadcasting Law comes into effect, the Government of Myanmar needs to clarify the eligibility criteria in the classification of broadcaster licenses and prevent new discussions between public broadcasting and commercial broadcasting.

(4) Contributing and Obstructing Factors to Effectiveness

1) Contributions to Effectiveness (success factors)

The following five points are activities that are effective in achieving the Project purpose and are considered to have been successful factors in the Project.

i. Changes to the Broadcasting contents

At the start of the Project, the information that was shared with the Japanese experts was limited. This is thought to be due to the fact that it is basically necessary for a supervisor to confirm whether the information can be provided to a Japanese expert. By guessing the answer of the supervisor and holding the attitude or making the attitude ambiguous, it was taken in order to avoid getting involved in the trouble of becoming an information provider.

Therefore, time was required in order to organize a mutual approach among the C/P and the experts. Also, prior to the start of the Project, other donors had already conducted a considerable amount of OJT, etc., and there was some small difference in temperament from other donors with regard to the respect for the scale of burden and independence for the implementation of OJT, etc. For that reason, first of all, visible changes seen in broadcasts since the start of the Project should unify the sense of purpose between MRTV staff and the Japanese Expert Team and smooth out the understanding of Project activities. The Japanese Expert team recognized that it is necessary to promote training on the theme of handling information required by people on a daily basis rather than on the subjects that should be handled carefully, such as politics, ethnic problems, religion, etc. As a result of discussions with the person in charge from MRTV, weather forecasts in breakfast news and market reports about agricultural produce were made as live broadcasts.

Of course, the intention of these initiatives also connects to urgent reports during disasters in the future, but live broadcasts using PCs and mobile phones that are implemented without the need for personnel or expense blew fresh air into established news programs in which casters just read manuscripts, and it caused a change in awareness not only among the staff in charge of program planning but also among nearby staff who saw the broadcasts. Also, these weather forecasts were posted on Facebook immediately after being broadcast, where they were viewed many times, and the direct reactions of viewers also had the effect of increasing awareness among staff. The fact that broadcasting continues to be autonomous, such as the active choice of locations by staff in charge of live broadcasting, shows that the activity is effective in achieving the Project purpose. In order to deliver accurate, impartial, and fair information, it is essential to examine various things on their own. This was an effort to produce an effect that was distinct from the traditional production style, which was based on processing information sent from the Government.

MRTV staff are able to continue honestly and with a sense of responsibility in connection to things that once seemed to be fixed in place. This is another major success factor. If this can be recognized as an initiative that people highly regard, it will be possible to maximize the seriousness of the staff, which is one of the strong points of MRTV. In fact, after conducting OJT, MRTV has continued to

carry out live broadcasting spontaneously for more than two years, and it has also been expanded to branch offices by implementing appropriate internal training.

ii. Utilization of News Editorial Meeting

The participation of experts in the news editorial meetings is a major factor in terms of making it easier to communicate with a variety of staff. The staff who participate in OJT try to understand and implement the advice of experts during training. However, the production policy, coverage items, and target of the news program of the day are decided and instructed at the news editing conference held four times a day. In particular, government requests for coverage were difficult to refuse even if there were other important coverage items, and as a result, there was a tendency for news related to government activities to increase. Therefore, experts gave advice to decide on the coverage items based on the needs of the people and items that tend to be related to government activity news from another viewpoint (News Angle) that would lead to appropriate political news.

The experts participate in these meetings, either in the morning or in the afternoon, and they give advice about coverage items, etc. In this situation, with regard to the advice of experts, there is a frank exchange of the difficulties and problems from the past experiences of MRTV, and many staff ask the experts what should be done, and the experts are able to conduct OJT based on that information.

iii. Learn by imitating role models

In order to increase creativity at MRTV in program production, the Japanese Expert team emphasized independence, but, after becoming aware that concepts cannot be formed if there are no base structures or ideas, the experts began by providing good examples. By doing so, ideas sprang forth from among the training participants and, thereafter, it was confirmed that they were able to work independently. For example, in an educational program for learning English, as described above, the skits always contained a punchline, so that viewers could have fun while learning. Initially, the Japanese Expert Team tried to have MRTV staff write the script of the skit and think about the punch line that makes Myanmar people laugh. However, it was difficult, and the experts offered three skit scripts. The remaining 9 scripts out of the 12 in the series were written directly by MRTV staff by imitating the three scripts made by experts by rearranging them each time. Also, for shooting, in order to incorporate innovative camera work that was not previously present at MRTV, experts took a sample video on the spot with a smartphone or shooting camera and showed it to the staff. At first, the staff did the camera work according to the sample video, but gradually, producers and cameramen began to consult with experts on their ideas for the next scene, and independence started grow. As a result, MRTV staff are able to develop their own specific camerawork, and in the second series of shooting (currently in production as of March 2020), shooting has been completed as planned even without an expert.

iv. Consensus from Board of Directors

With regard to the overall future approach of the Project, pending issues, and items that require decisions from executives, one of the major factors was the request from the experts to convene the

Board of Directors with sufficient time taken to hold discussions. The policy was clearly confirmed by the Board of Directors, and consensus was quickly formed. In addition, MRTV created an environment in which the leaders or the coordinators of each WG, namely, the Director, Deputy Director or Assistant Director, were able to communicate closely and consult the experts, which contributed to the Project. As a result, various activities are being carried out with appropriate timing, such as sending shooting crew to the field immediately after flood caused by the collapse of a dam, and conducting additional data on the situation of heavy rain flooding from the response of branch offices.

v. Collaboration with other donors

Proactive information sharing between the Project and other donors, including DWA and BBC Media Action that supported MRTV, and the efforts of both sides to harmonize the content of their activities also contributed. In particular, some of the activities that had already been implemented by DWA were either absorbed into or passed onto the Project, so collaboration with DWA and BBC Media Action is thought to have provided a sense of understanding and security for MRTV (no useless duplication or inconsistency among donor activities).

2) Obstructing Factors

Although no significant obstructing factors have been confirmed, the following two points had an impact on the timing of Project activities.

i. Delay of Enactment of the new Broadcasting Law

With the enactment of the new Broadcasting Law, new classifications of broadcasting were established, namely, PSB and community broadcasting. Due to the deregulation of the field of broadcasting, there are many parties that are waiting to participate. This includes community broadcasting, but some are of the opinion that there should also be a PSB classification if the objective is not to make money. As there has been announcement of PSB authorization standards or how to establish a PSB, discussions are currently being held. First of all, it is preferable to establish a PSB law or another legal framework such as permission for establishment. However, during the Project period, the legal framework had not been completed, which had no little influence on the production period for the Roadmap to becoming a PSB and the code of conduct and broadcasting guidelines. Even if the government policy alone were clarified, there would be more opportunities to make more effective use at production sites of the code of conduct and broadcasting guidelines based on the original design, and the understanding of staff would increase. Also, the production of the Roadmap would be completed at the end of the second year as planned, and it would be possible for the experts to give advice on preparing for transition.

ii. Delay of Grand Aid Project

With regard to the management, operations and maintenance of broadcasting equipment, although the writing of the relevant manual progressed favorably at first, it was later influenced by delays to a

grant aid project that was being conducted simultaneously. Specifically, there was a serious effect due to the fact that the writing of the Manual was delayed until the arrival of the equipment, as the Manual was to be included in OJT for utilization of equipment provided by the grant aid project and for measures of operation/maintenance for the equipment. For that reason, there were serious insufficiencies in the implementation of training using the operation/maintenance manual.

Additionally the main equipment provided by the grant aid project is a virtual TV studio, computer graphics (CG), Digital Satellite News Gathering OB Van (DSNG OB Van), and archiving system (a video and audio material preservation management system), and the impacts of each were as follows.

- Virtual TV Studio and Computer Graphics

There was a plan to provide training on the operational aspects of the equipment through OJT in this Project. However, the delivery of the equipment was almost at the same time as the end of the Project activity. This prevented MRTV staff from becoming skilled at operating the equipment above a certain level because there were other activities to be carried out near the end of the Project, and so the program production OJT utilizing this Studio was not implemented. However, in order to make use of a virtual studio in election report programs for the general elections planned for November 2020, JICA held discussions with MRTV about the details of training for the use of virtual studios to be implemented by businesses in Yangon.

- DSNG OB Van

For the DSNG OB Van, MRTV has been using similar equipment up until now, so it was possible to build its proficiency for training within the station. Therefore, live weather forecasts using DSNG were scheduled for launch as an extension of live weather forecasts using Skype. After reviewing the program structure, confirming the functions of DSNG and examining the camera work, the first rehearsal was carried out in early February 2020 with the experts. This was done in a situation similar to production, with the TV studio actually connecting the satellite lines. Since then, MRTV has conducted rehearsals twice on its own, and it is expected that it will be possible to shift to actual broadcasting sooner or later. Originally, the aim of training was emergency news coverage at the time of disasters such as floods in rural areas, but as mentioned above, alternative measures were taken.

- Archiving System

No training for the maintenance of this system was carried out. Therefore, an archive item was separately added in the “Manual for Operation and Maintenance of Broadcast Equipment,” which is the technical cooperation deliverable of this Project, and the system information provided by the Grant Aid Project was incorporated.

3.1.3 Efficiency

The efficiency of the Project is judged to be average for the following reasons.

(1) Outline of Planned and Actual Project Cost and Period

Table 3.1-1 shows a comparison of the original plan (at the time of the 1st Project year) and the actual results for Project costs, etc. on the Japan side for this Project. The number of experts dispatched and training acceptance increased for the reasons described in the next section and thereafter, which increased the Project costs (for Japan) beyond the initial plan. However, from the time of making the contract after selecting the expert team through to the end of the fourth year, it increased by 7 million yen. This is because, while there was an increase of 49 million yen in connection to personnel costs, travel costs and training costs in Japan, there was also a reduction in general business costs, etc. of 42 million yen.

On the other hand, regarding the provision of equipment, although the initial plan was to supply broadcasting equipment for use in training, etc., in order to avoid duplicating the content to be provided in another grant aid project being conducted simultaneously, the provision of equipment was limited to printed materials for use in training/workshops, and PCs used for program research and information analysis, as well as Bluetooth devices used to send and receive messages from the studio during live broadcasts of weather forecasts.

Table 3.1-1 Comparison Table of Planned Project Costs and Actual Results

Item	Plan	Actual result
Project period	May 2015 to April 2019 (48 months in total)	May 2016 to August 2020 (51 months in total) (Due to COVID-19, the Project period was extended.)
Project cost	300 million yen (Japanese side)	424 million yen (Japanese side)
Number of experts dispatched	5 sectors	10 sectors, 94.49 M/M (4.49M/M increased)
Number of trainees accepted	N/A	6 pers. x 1 times, 8 pers. x 1 time
Equipment provided	Broadcasting related equipment required for effective Project implementation and technical transfer (video cameras, PCs and editing equipment, etc.)	Multi-purpose machines (x2), PCs (x6), Bluetooth device
Cost for reinforcing overseas Project		
Deliverables	<ul style="list-style-type: none"> - Work plan - Baseline survey report - Progress report (years 1-3) - Endline survey report - Project completion report - Technical cooperation deliverables (x9) 	<ul style="list-style-type: none"> - Work plan - Baseline survey report - Progress report (only first year) - Final activity report (years 2-3) - Endline survey report - Project completion report - Technical cooperation deliverables (x9)

(2) Reason for Additional Dispatch of Experts

- Base of Activities

At the time of the plan, it was assumed that training regarding program production and reporting and broadcasting equipment O&M would primarily take place in Yangon. When establishing the detailed plan, the Farmer Channel and NRC channels had only just been opened, so the main location for program production was thought to be the Yangon office. On the other hand, between 2014 and 2016, there were changes in the surrounding situation, such as the large-scale increase in NRC staff, and the gradual shift toward Naypyidaw of government-related executive functions following the transfer of the capital to Naypyidaw. For that reason, at the start of the Project, the weighting for program production largely shifted to Tatkone, including the new establishment of Tatkone HQ for the production of news programs. Furthermore, due to the implementation of grant aid projects, one of the Yangon TV studios was decommissioned, and it was no longer possible to perform program production at the TV studio in Yangon as up until that point.

In view of this situation, MRTV was hoping for much of the training and OJT to take place at Tatkone, and, as many of the staff had three years or less of experience, MRTV made a strong request for as many as possible of the staff to be covered. After analyzing the situation in MRTV in detail in the first year, the expert team decided that, rather than narrowing down the targets for training, the manifestation of the Outputs could be expected by raising the standard of MRTV as a whole, and so the same training and OJT was implemented at both the Tatkone HQ and at the Yangon Branch Office. As a result, the number of staff that were involved in training, OJT and other WG consultations as described above reached a total of 2661, and, in view of the fact that the total number of staff at MRTV is now 2664, a truly large number of staff has been approached. The common sense and understanding of the staff are important to the aim of improving the broadcast content by means of accurate, impartial and fair program planning. As described later, in order to cope with the matters described in this section, there was only a limited rather than major addition to the M/M of the dispatch of experts. The change from the initial plan can be highly regarded for leading to deeper penetration of more efficient activities.

- Addition of Fields of Expertise

One expert was added from the first year for coordination, training plans and finance, and two experts were added from the second year on video editing and on broadcasting operation assistance/donor coordination. The expert regarding the training plan and finance was added from the beginning based on proposals from the Japanese expert team because of the importance of personnel training and financial improvement, which were assumed to be major challenges in preparing a Roadmap to transforming MRTV into a PSB. However, although there was no addition of M/M for this reason. . Also, with regard to video editing, for general news, feature news and program production, video editing is required for most program productions. However, video editing in MRTV was at a much lower level at first than private broadcasting companies. The reason for this is that, aside from the fact that many staff lack experience, there was no acceptance of free expression due to the instructions

and requests from bosses and Ministers, etc., which resulted in standardized editing that lacked creativity. Although it is not the case that the programs of private broadcasting companies have elaborate composition using highly interesting methods, they do produce programs that are more attractive than those of MRTV in terms of video editing. Video editing experts were dispatched in order to teach strong video editing theory and to alleviate the instructions and requests from bosses and Ministers.

On the other hand, donors who stay in Yangon regularly hold period meetings and the burdens of donor coordination and related tasks were greater than initially expected, so there was a limit to the allocation of duties to Tatkone and Yangon from the responsible experts. For that reason, this field of expertise was added with the purpose of providing relevant support. The expert provided support such as gathering the basic materials required for the preparation of a Roadmap to transforming MRTV into a PSB, information sharing regarding the status of preparing the Roadmap with other donors, gathering opinions thereof, and attending media development conferences. However, this field was limited to minimal input in the second year only, which was the period of transition for donor coordination, and so a major increase in costs for this purpose was avoided.

- Training on PSB Management

In the aim to become the first public broadcasting in Myanmar, the public broadcasting model is vague in some parts, and it has been found that the creation of a public broadcasting system is not progressing. This has caused delays in the creation of the PSB roadmap. Therefore, in this training, MRTV confirmed the dual system of public and commercial broadcasting in Japan and the mechanism of voluntary compliance with broadcasting ethics, and discussed the direction in which MRTV should proceed as public broadcasting. As a result, the role of public broadcasting has been clarified, and the PSB roadmap can be rewritten.

- Additional Activities

From the 3rd year, there were the addition of journalism training targeting managerial staff and the production of a concept of program planning, and from the 4th year support was added for the production of the planned assignment of terrestrial digital broadcasting frequencies.

- Concept of Program Planning

The Output 4 of this Project was defined as “The awareness towards professionalism (accurate and fair news) is raised among MRTV staff in charge of news reporting.” However, through the activities up to the second year, what came to the fore was the difficulty of MRTV going against the sudden requests for coverage from the government and the situation in which the government provided individual coverage items such as video materials and manuscripts as well as arranging interviews. For that reason, the production of a concept for program planning was added to the activities toward achieving that Output. The production of a concept for program planning has the intention of opposing unilateral intervention in program planning from the government, which is expected to result in an increase in the awareness of professionalism among staff members in

charge of news reporting.

The concept includes the overall policies and those for each channel. In the production process, there has been a significant advancement in the progress of the understanding of the Program lineup WG members regarding the direction to be taken by MRTV broadcast programs, broadcasters' independence and autonomy, and what should be prioritized in the planning and production of broadcast programs. MRTV has high commitment to the plan and it is thought that the establishment of a concept will alleviate excessive demands from the government over program planning in the future.

- Journalism Training for Executives

Staff participating in training and OJT are producing programs and news based on the advice from experts but, looking closely at the broadcast programs, apart from the productions made through OJT, programs are still being made in the same way as before. Delving into the reason for this, it was found that unique productions are often made based on the advice of experts but they are often remade after being dismissed by superiors. All news is checked by the Editor. At that stage, it is revised. For this reason, journalism training for executives including Editors was implemented in order to eliminate inappropriate revisions and to promote an understanding of the training and OJT conducted among general staff.

At first, when implementing the relevant training, the training content did not have any impact, and there was only a limited number of participants, so the methods that were used in MRTV until that point continued to be used in order to respect the opinions of the majority, but as the participants increased, a variety of discussions were held in abundance during training, so that the creative ideas of reporters and producers started to be approved and were utilized in broadcast programs. There is a high regard for the fact that investment has produced efficient outcomes.

- Support for the Production of a Frequency Allocation Plan for Digital Terrestrial Broadcasting

After the start of the Project, MRTV multiplied the use of programs on terrestrial digital broadcasting and became capable of broadcasting the content of many commercial broadcasting companies. When confirming the actual results of the previous year in the third year, there was a major increase in income from such repeat use, and maintaining such appropriate use in the future will provide a source of funding for the PSB. However, a frequency assignment plan for terrestrial digital broadcasting, which had not been produced, was added as an additional task in order to consider income models based on such repeat use, as it is difficult for MRTV alone to consider making an appropriate assignment plan.

In general, a considerable amount of time is required to study a frequency assignment plan (sometimes as much as one year depending on the number of channels), but operation of high output transmission stations has already started, so, for the purpose of cost reduction, the JICA experts have implemented radio wave transmission simulation as their domestic work in Japan, and the option was taken to independently study frequency assignment in MRTV based on those

results. It was possible to provide MRTV staff members with explanations of the simulation results, etc. by the experts who had already been dispatched and have been working in Myanmar.

The necessary simulations including interference calculations between transmission stations have all been carried out and a frequency assignment plan has been completed that enables implementation in regional broadcasting in the future based on 11 zone divisions. By so doing, income that is somewhat higher than the current amount is forecast, and there is a high regard for the fact that this is being considered as a pillar of the Roadmap for the future vision of MRTV.

- Additional M/M for Experts

As shown above, there were additions of a total of 0.29 M/M (work in Myanmar) due to additions caused by expanding the scale of training and OJT as well as additions to video editing and broadcasting operation assistant/donor coordination, 1.2 M/M (work in Myanmar) for journalism training for executives facilitating the production of a policy for editing planning, and 1.0 M/M (work in Japan) in support of the production of a plan for terrestrial digital broadcasting frequency assignment.

(3) Examination of Alternative Additional Activities and Efficiency of Expertise and M / M

- Alternative Additional Activities

- Concept of Program Planning

It is essential for MRTV staff to produce accurate, impartial, and fair programs for achieving the Project Purpose. In news and program production, improvement of the content of each program and setting the subject are really important in order to make accurate, impartial and fair programs. Generally, broadcasters produce programs based on guidelines or concepts. However, MRTV didn't have a clear concept of program planning and only set the ratio of the broadcasting genre given by MOI. There was an idea to incorporate the concept into the Broadcasting Guidelines, but it was confirmed as being unsuitable. This is because the concept of program planning is updated more often than the Broadcasting Guidelines, and it makes the maintenance of the guidelines complicated. As a result, it was judged that it was efficient to newly create a concept of program planning.

- Journalism Training for Executives

Initially, managers and MRTV staff were encouraged to participate in training/OJT. However, by considering that the presence of managers in the discussions or interviews/recordings may hinder staff from freely making comments, and the difficulty of managers to take the same amount of time as normal staff, it was judged to be efficient to hold training only for managers.

- Support for the Production of a Frequency Allocation Plan for Digital Terrestrial Broadcasting

A program distribution service in digital terrestrial TV broadcasting (programs are sent by

multiplex from other broadcasters into one channel, then MRTV broadcast programs on their behalf) is expected to be a major source of future revenue for MRTV.

In order to implement the service, it is essential to create a frequency allocation plan for digital terrestrial broadcasting. Initially, MRTV was thinking of implementing the plan only by themselves, but there was little progress because MRTV had no radio wave propagation simulation tool for creating the plan.

The preparation of MRTV's financial plan after transforming into a PSB was included in the activities of the Project. It was indispensable to prepare the allocation plan when carrying out the examination of the financial plan. It was decided at first that DWA would send a delegation of experts. However, at that time, it was found that it was not possible to dispatch experts for the relevant period, and the production of the assignment plan was delayed. Meanwhile, it was determined that this support work would be implemented more efficiently by JICA experts due to the fact that this plan would have an impact on the production of the PSB Roadmap, and that the simulation could be conducted by one of the JICA experts who already had some amount of information on hand, including information about MRTV transmission stations. Based on these circumstances, the conclusion was that there was no alternative.

- Efficiency of Additional Expertise and M / M

- Concept of Program Planning and Journalism Training for Executives

For the creation of the concept of program planning and the training for managers, 1.2 M / M was added, without the addition of a new Japanese expert. Management training was conducted 5 times and took 0.5 M / M (3 days x 5 times = 15 days). The remaining 0.7 M / M was assigned to creating the program planning. It consists of 6 channels for TV and radio. Since each concept is calculated at 0.1M / M (= 3 days), it can be judged that the activities were carried out efficiently.

- Video Editing

When conducting the OJT, it was found that one of the challenges was how to enhance the capacity of creating videos that facilitate the understanding of audiences and that have good composition. Even if appropriate shooting is taken, it can make hinder the understanding of the audiences with regard to the manuscript read by the announcers if each shot in the video conveys an unclear message. Also, if a video does not assemble shots in the proper order, even if each shot is good, the audience may not be able to get the point of the video. In order to respond to this issue, a Japanese expert in video editing was added to the Project. Initially, the idea was to add a cameraman. However, the requirement was not for specialized training for shooting but for the kinds of video that should be taken, so dispatching an expert in video editing was judged to be more efficient than a cameraman.

- Broadcasting Operation Assistant/Donor Coordination

This expert was added to alleviate the burden of the other Japanese experts and to attend the donor's meetings. As the expert was dispatched only in 2nd Project year and there was no additional M / M

for the expert, the dispatch was judged to be efficient for the Project.

(4) Outputs from Cooperation with Other Donors

Coordination and consultation with DWA was conducted and DWA conducted the establishment and expansion of the online service portal site, the provision of training for journalists in local offices (including MRTV local bureau staff), and the establishment of an Audience Council for the retention of independent regulatory functions within MRTV, while training and OJT for MRTV Tatkone HQ and Yangon Branch Office staff was conducted in the Project, which ensured mutual efficiency. However, the establishment of the Audience Council will proceed after the approval of the Middle/Long-term Roadmap, since it has been incorporated into the major organizational change written in the Roadmap. DWA's ongoing supports for Myanmar's media sector, including MRTV, will be completed in December 2020, and it is necessary to reconfirm the contents of the supports for 2021.

With regard to the production of programs by BBC Media Action, dramas and programs to propose familiar problems in local areas were produced for radio, while regular broadcasts of “Current Affairs” (Yangon Bureau production) were produced for TV. The Project supported education/agricultural programs and disaster reports so that support for program production was conducted efficiently with no duplication.

Also, work was promoted with regard to the Code of Conduct, Reporters’ Handbook (Mpedia), broadcasting guidelines, and the policy for program scheduling and the Roadmap to becoming a PSB in addition to participation in workshops for the Ministry of Information while obtaining a consensus by sharing information with donors. By so doing, there was harmony among the training content of each donor and the direction of the Deliverables.

(5) Analysis of Factors Obstructing and Promoting Efficiency

- Implementation Process

In the implementation process, the factor obstructing efficiency was the revision of the broadcasting law. The new broadcasting law enacted in 2015 was postponed. After the revision work was started, it was approved by the Myanmar Parliament in 2018. As no policy had been decided on the form of public broadcasting, it affected the tasks for creating the Middle/Long-term Roadmap to some extent. However, as there was no additional input due to the delay in the work, it is considered that there was no major hindrance in terms of efficiency. In addition to that, the revision of the new broadcasting law has had some effect on OJT regarding program production. As part of OJT, a series of programs was created to explain the challenges of the media sector in Myanmar and the need for public broadcasting. However, when 10 programs were created, MOI and MRTV discussed the series and decided not to broadcast them. As a result, the cost of program production was wasted and it became inefficient.

On the other hand, the factor that promoted efficiency was cooperation with donors. At the start of the first year, it was possible to efficiently acquire all sorts of information from donors. Also, in order

to fix the policy for the Roadmap, it was possible to advise MRTV and the Ministry of Information through a consistent policy with DWA based on repeated consultation with DWA.

- **Obstruction of Achieved Outputs**

The factors that would obstruct the achieved outputs are approval and implementation by the Ministry of Information. In particular, the indicators for the Project purpose and Project outputs will be evaluated based on the Deliverables produced in the Project activities. The details of the Deliverables were approved by the Ministry of Information during the Project but they may become involved in implementation in some cases. Approval of the Union Minister was obtained officially for the Editorial Guidelines for MRTV produced by DWA but, as there was no instruction for them to be enforced, there is still no movement towards their use in MRTV.

Also, the Broadcasting Commission that is the regulatory agency in the field of broadcasting for the revised Broadcasting Law has not yet been established. Although the relevant parties have said that it will be established once the enforcement regulations for the revised Broadcasting Law are completed, the fact that no member of personnel has been selected as the Commissioner is the cause for the delay in enforcement. According to MRTV, after the establishment of Broadcasting Commission, the Fundamental Code of Broadcasting Ethics & Code of Conduct produced in the Project legally have to be approved by the Commission. For this reason, caution is required so that inappropriate changes are not made to the content.

If the Deliverables are affected by the enforcement of the revised new broadcasting law, it will be an obstacle to achievement. It is necessary to arrange the positioning of the Deliverables and the enforcement of the revised new broadcasting law between the MOI and MRTV.

On the other hand, the factor that would promote the Outputs is the early establishment of a PSB channel. In the process of producing a Roadmap for becoming a PSB, while there were various dissenting opinions about the establishment of a PSB, the merits can be confirmed by the general public from the establishment of PSB channels as a tool for promoting the understanding of the PSB. The launch of the channel will lead to a continuation of the effects of the achievements of the Project.

3.1.4 Impacts

The impact of the Project is judged to be average for the following reasons.

(1) Expected Achievement of the Overall Goal

The indicators for the Overall Goal are “The level of reliability toward MRTV is enhanced in all regions,” and “The number of positive opinions sent from the audience to MRTV is increased.”

According to the baseline survey and endline survey, due to the participation of new companies and the increased quality of programs at MRTV4 and Channel9, etc., there was a decrease in pop virtualularity but a slight increase in trust regarding MRTV. On the other hand, there were many positive opinions toward lively radio programs dealing with familiar social issues. Furthermore, positive opinions have been received from audiences toward the programs introduced by OJT, such as educational programs

that were designed to be easily understood and enjoyable by drastically changing the program production method and news programs without government intervention.

New companies, in particular, either broadcast news, etc. using Facebook or repeat the broadcast of terrestrial digital broadcasts. In particular, the information posted on Facebook, which is used by many people in Myanmar as an information platform, is incredibly quick and current. MRTV does not broadcast incidents that have not been verified through official announcements, so it is at a disadvantage in comparison to other media. However it leads to a higher accuracy of information than other broadcasters and causes a slight increase of trust in MRTV.

The broadcasting guidelines and the concept of program planning state that incidents that have a major effect on the general public should be reported promptly, and that follow-up reports should be broadcast once verification is made. Many MRTV staff understand this in theory, and if there is official permission for the use of the Deliverables, the popularity or trust for MRTV will be improved.

Furthermore, MRTV has reporting locations in 13 Branch Offices including the Yangon and Mandalay Branch Offices. By making disaster reports and continuously reporting on region-specific topics, trust can be increased. Bureau staff are also gradually increasing their experience and they are being reassessed due to live weather broadcasts using Skype and broadcasts from the bureaus of live radio programs. In order for such initiatives to be materialized, the establishment of a news division, which is described in PSB roadmap, is important and the prompt establishment of such a division is a key to achieving the Overall Goal.

(2) Ripple Effects

- **Effects and Impacts of Deliverables**

With regard to the protection and consideration of privacy and basic human rights, most of the staff have not understand the meaning of the words essentially, and have linked them to their actions. In other words, it could be said that there was a risk of unknowingly violating human rights and privacy. However, by producing the Code of Conduct, Mpedia and the Broadcasting Guidelines, which emphasize respect for basic human rights at the outset, and by linking them to concrete actions at the time of interviews, the staff's awareness of respect for human rights increased.

- **Effects and Impacts of Programs Produced by OJT**

While producing the investigative reports and agriculture programs conducted in OJT, staff visited areas that MRTV had never visited before for interviews and shootings. By directly interviewing the ethnic minorities, the staff were able to know their lifestyles and issues, and the understanding of the need for ethnic reconciliation increased.

In addition, in live weather forecasts using Skype in Breakfast News and live radio broadcast programs, bureau staff who live in ethnic minority areas are in charge of relays, and it is possible to show viewers a sense of unity in each ethnic group.

- **Effect / Impact of Creating a Frequency Allocation Plan for Digital Terrestrial Broadcasting**

In the Project, a frequency allocation plan for terrestrial digital broadcasting was prepared, and revenues and costs for program distribution services to private broadcasters after MRTV transforms PSB were estimated. The plan will lead to the alleviation of the concentration of media ownership, which has been a major issue in the broadcasting sector in Myanmar. As a result of this plan, programs from many private broadcasters can be viewed even in rural areas. It also urges MRTV and private broadcasters to work hard and encourage each other and leads to the development of a broadcasting sector.

(3) Analysis of Factors Causing Positive Impact

If the reports from Bureaus are limited, and MRTV continues to broadcast many news related to government and military activities, it will obstruct the increase in reliability from various regions, which is related to the Overall Goal. As stated in the broadcasting guidelines and the Concept of Program Planning, it is desirable for local news to be proactively broadcast on MRTV main channel.

It is important for MRTV inform the public not only of the government's activities and socio-economic activities in large cities but also the current state of the local area. This will allow audiences to perceive that MRTV is conducting impartial reporting. There is a strong connection between the capacity for local transmission and the Overall Goal.

Each bureau was established in 2013 when NRC was opened and started broadcasting in the languages of ethnic minorities. It cannot be denied that the staff of the bureaus lack experience. However, if there is an increase in the capacity for each bureau to make coverage, there will be a positive impact on the audience. In order to do that, it is important that the situation of bureaus should be improved, including capacity development of bureau staff and securing the means of transport required by the bureaus to gather information.

3.1.5 Sustainability

(1) Evaluation of Sustainability of Effects

The sustainability of the Project is judged to be average for the following reasons.

- Policy and System toward PSB

Based on various statements made by the attendees at the workshop for the Ministry of Information, it is thought that the government policy that MRTV will shift to PSB will not be changed under the present administration. In order to institutionalize the system of public broadcasting, MRTV considers that either a law or a charter permitting establishment by the national monarch is required. With regard to public broadcasting, some private broadcasters and ethnic media have informally expressed their desire to be approved as public broadcasting, and there may be controversy regarding the eligibility conditions for public broadcasting. It can be understood that this is because the definition of a PSB is unclear. It is hoped that, with the swift improvement of the legal system, appropriate mechanisms and systems will be established.

- Organizational Structure

MRTV has more than 2200 staff members (as of May 2019), and the number of staff members to continue the current service has been sufficiently secured. However, in order to maximize the staff's capabilities and realize efficient allocation of human resources, organizational reform is essential for MRTV. In the Project, a radical review of the current organizational structure was made in preparation of the PSB Roadmap.

The TV division has a huge structure, and the director may be too busy to make prompt judgments. However, it can be alleviated to some extent by changing the organization as described in the PSB Roadmap. If the delegation of authority progresses further, it will be possible to operate the organization at the level of deputy director, assistant director and staff officers who are in charge of news desks. Even under the current circumstances, MRTV has managed the operation while the director was overseas on business, and there is a potential to delegate authority for daily operation.

The capacity development of individual staff can be expected to improve in the future by conducting internal training, but since many staff have few years of experience, the process of passing on skills and abilities internally has not been established. In addition, since there is no trainer to provide accurate, impartial, and fair reporting, it seems that human resource development will take some time. However, MRTV's ownership of the Project and commitment to plans and activities are high. This can be seen from the fact that the technology and know-how gained through OJTs are continuously being incorporated into its own methods for broadcasting programs. By implementing the PSB Roadmap, it is expected that the effects of the Project will be sustained by establishing a system for human resource development and efficient human resource allocation.

- Capacity and Technology

JET has recommended that MRTV develops a series of programs based on a unified concept, and C / P has realized and produced those programs. The series of programs (TV) are educational programs, agricultural programs, morning live weather forecast using Skype (including expansion to branch offices), market reports of agricultural products, live weather forecasts on weekends in cooperation with the Department of Meteorology and Hydrology (DMH), and monthly feature news produced by Yangon Bureau. On the radio, live broadcasts (including broadcasts from Bureaus) on familiar topics are broadcast on weekends. All programs have continued to be produced or broadcast without any reminders from JET. It is worth mentioning that the budget for those programs was properly secured. While MRTV already has the technology to continuously carry out the programs created by the Project activities, it is necessary to improve the capabilities continuously for investigative reports and how to select adequate program themes. In particular, it is an urgent task to improve the skills of Bureau office staff with little experience.

Regarding the Project deliverables, not only WG members but also the senior management, were closely checking the contents. Therefore, the sense of responsibility for the contents of the deliverables is very high. The checklists for program production, news coverage and the operation and maintenance checklists have already been used in daily operation and are well preserved.

Proper handling of these deliverables in the future is expected to improve the technical capabilities

independently, but it will be necessary to pay close attention to whether MRTV will be handled correctly in the future.

- Financial Affairs

Currently, as a state-owned broadcaster, MRTV is allocated a budget from the government, but the government is calling for significant budget cuts. MRTV has a large amount of fixed costs such as personnel expenses and equipment maintenance costs. In these circumstances, the program production cost is easily affected by the budget cut.

In the process of making the PSB Roadmap, a study was conducted on the stability of financial resources as a PSB. It was made based on the premise that MRTV can secure a budget that is equivalent to the current one. In the Roadmap, it is proposed that the financial situation is stabilized by reducing the program purchase costs and securing the budget for MRTV original program production, and continuing the broadcasting services currently provided for private broadcasters such as broadcasting distribution service in order to get income. If funding can be legally provided with the same budget as present and MRTV executes the Roadmap, it will enable MRTV to secure a financial base that will sustain the effects of the Project.

It should be noted that many private broadcasters are currently using the services such as the broadcast distribution service and the transmitting station management service. If MRTV stops or suspends the services, it means people will be unable to watch their programs, especially in rural areas. Therefore, it is necessary to consider a budget allocation for MRTV from the viewpoint of the importance of continuing the services.

(2) Factors that Obstruct and Manifest Sustainable Effects

Depending on whether or not the legislation required for transformation into a PSB can be secured along with an appropriate amount of funding, there will either be factors that obstruct or that manifest the sustainable effects.

That is, the implementation of program production and news coverage at a certain standard requires a suitable budget. The strong points of MRTV, and its role as a PSB, are the provision of a nationwide service through comprehensible program planning, and making programs and reports on various topics. For that purpose, it is necessary to continue to make use of the current broadcasting network and for the MRTV broadcasting network to manage the most important domestic broadcasting platform by providing program distribution services to other private broadcasters.

As stated in the roadmap to becoming a PSB, while a policy of cost compression is shown clearly, it is thought that the large-scale temporary reduction of the budget would bring major losses to the entire broadcasting sector. The sustainable effects will continue to be manifested if gradual cost compression and healthy personnel allocation and management can be secured.

3.2 Items Affecting Project Implementation and Planning

Table 3.2-1, below, shows the countermeasures and risk management results in connection to the risks

and challenges that were found in the detailed design phase of the Project at the start of the Project and during the Project.

Table 3.2-1 Project Risks, Challenges, Countermeasures and Risk Management Results

	Risks/Challenges	Countermeasures	Risk Management Results
1	Development of Legal System	<p>It was confirmed that a barrier to program production and news reporting utilizing the expertise/experience gained from C/P OJT, etc., may come from the lack of provision of the legal frameworks required for the revision of the Broadcasting Law and PSB establishment in order to ensure independent and autonomous editing rights as a PSB and to provide accurate, impartial and fair information to the audience.</p> <p>As a countermeasure, workshops were implemented for the Ministry of Information, to produce a PSB channel for the purpose of enhancing the understanding of the PSB.</p>	<p>Ministry of Information workshops were held twice, including explanations of the items to be recorded in the legal framework for the PSB. Also, the relevant items were considered from early on in the WG during the first year, and materials were provided to facilitate the promotion of legislation. Revisions were made to the broadcasting law in 2018.</p> <p>As for the opening of a PSB channel, due to concerns that legislation would be delayed without promoting an understanding of PSB among the general public, the media and the government, the establishment was specified in the roadmap to becoming a PSB and approval for this was obtained.</p> <p>Ten programs were produced in OJT to promote a better understanding of the PSB, and approval was sought from the President, but broadcasting was suspended due to concerns that it would needlessly stimulate the relevant parties.</p>
2	Approval of the Code of Conduct by the Ministry of Information and its Application within MRTV	<p>Despite the approval from the Ministry of Information for the Deliverables of other donors, there were cases in which they were not applied within MRTV, so workshops and Deliverables seminars were held for the Ministry of Information.</p>	<p>Approval was obtained from the Ministry of Information through workshops. DG declared the use of the document in the 8th JCC meeting. The Code of Conduct will be published on the MRTV official website and shared with many relevant parties, including the media in Myanmar.</p>
3	Independence and Autonomy of Editing Rights	<p>In training and OJT, programs were produced with the aim of independent and autonomous editing rights, but in non-OJT broadcast programs, the government is regularly providing instructions to revise the content. As a countermeasure, workshops and management trainings were held for the Ministry of Information. Also, by means of investigative reporting programs, the understanding of impartial and fair program production was promoted.</p>	<p>Through workshops and management trainings, the experts gave advice to executives that no changes should be made to program content to unilaterally include requests from the government, that alternative policies to changes should be demonstrated, and that the purpose of the program should be fully explained in advance to the people covered in the report and to relevant parties to gain their understanding. Consideration to thoroughly accept this should be made by recording it not only in the Code of Conduct and Reporters' Handbook (Mpedia) but also in the checklists for program production and</p>

	Risks/Challenges	Countermeasures	Risk Management Results
			<p>news coverage.</p> <p>In an investigative report about dam collapse, there was strong pressure from the Ministry of Agriculture, Livestock and Irrigation to change the content but, while proposing alternatives, changes based on unilateral requests from the Ministry were avoided, and the content had no issues even in light of the Code of Conduct.</p> <p>Also, an investigative report was planned on the theme of peace-building. Taking this report as an example, JET wished to demonstrate MRTV's impartial and fair coverage, but coverage is currently still ongoing.</p>
4	Power Transfer	<p>Institutionally, despite some level of power transfer, superiors are often consulted, and power transfer has essentially not taken place. For that reason, it is difficult to reflect a variety of perspectives and opinions in news reports and program productions. As a countermeasure, efforts were made to make organizational reform plans to embed the clarification of the system, and to be able to select news items more freely as the benchmark for Breakfast News.</p>	<p>The organizational reform plan including the desk system was approved along with the Roadmap to becoming a PSB. Also, in order to confirm that the Editor in charge on that day can personally make thorough decisions, and to support the Editor, experts participated in news editorial meetings. They gave advice about considering the wider situation at the time in the news items, etc., which demonstrated an improvement in the news items. In particular, the current situation is that the benchmark Breakfast News has almost no news related to the government and military activities.</p>
5	Improvement to Outdoor Filming Technology	<p>As confirmed prior to the start of the Project, the reason why events such as music and dancing were broadcast unedited and there was a lack of creative production was that, in comparison to event relay technology, outdoor filming technology was lagging behind. This was because basically staff with an abundance of experience were assigned to relay, while those in charge of outdoor filming often had three years of experience or less.</p> <p>As a countermeasure, in addition to increasing the ratio of self-made program productions, holding program awards, and raising the ambition of staff with regard to program production in the long-term, in the short-term, cameramen along with producers were asked to preview the rushes after filming, and to become aware of the necessary shots for video editing.</p>	<p>Various plans and implementation policies are proposed and approved in the Roadmap to becoming a PSB with the main purpose of raising the ratio of self-made program productions.</p> <p>Also, program awards were implemented once a year in the four-year period, and the number of applications increased. Also, one of the awards was the documentary section, which is often produced by means of outdoor filming.</p> <p>One of the independent initiatives was that cameramen were given more opportunities to view the rushes, even if they are not assigned especially for rush viewing.</p>

	Risks/Challenges	Countermeasures	Risk Management Results
6	Enhanced Local News Reporting	There are 11 NRC Branch Offices across the country excluding MRTV Yangon and Mandalay Branch Offices. NRC reporters were employed immediately after the establishment of the NRC Branch Offices so most of the staff have very little experience. Also, there are many themes that are provided by the government and reporters are unable to find news for themselves, so there is a lack of local reporting and there are concerns about the achievement of the Overall Goal. For that reason, the following rules were established: many NRC staff shall participate in the basic seminar, the staff of Branch Offices shall participate in filming performed locally through OJT, the staff of Branch Offices shall appropriately cover the intermittent investigative reports filmed locally instead of reporters from the HQ based on their preferred content, Branch Offices shall begin to provide live weather forecasts using Skype, and Branch Offices shall also begin live radio broadcasts.	In feature news, agricultural programs and investigative reporting, support has been completed so that NRCs always dispatch staff from Branch Offices for filming. Patheingyi Branch Office first implemented the use of Skype, and Bagan BO has already implemented training for relay. From now on, ahead of the rainy season, live weather forecasts from these branch offices will have an impact on the audience. Also, Patheingyi, Bagan and Loikaw have already implemented live broadcasts of radio programs. At MRTV, one of every two broadcasts per month is broadcast from the Branch Office.
7	Implementation of Training for Branch Offices	In the Project, the target beneficiaries for technical transfer are basically MRTV staff members in charge of broadcasting station management, equipment management and program production as well as news reporting, and it covers most of the staff. For that reason, strong requests have been made from MRTV for training and OJT for Branch Office staff. Also, as this is related to the achievement of the Overall Goal, consideration was given to the need for training at Branch Offices but as the improvement in news reporting and program content in MRTV as a whole was urgent, first of all, the same measures as per item 6 above were performed as Tatkone HQ and the Yangon Branch Office.	At Mandalay Branch Office, along with the start of live broadcasting using Skype, OJT was performed. At that time, training was provided regarding reporters' code of ethics and filming techniques, etc., and evaluations and advice were provided focusing on programs produced by Branch Office staff. In relation to other branch offices, it was as stated above.
8	Transition in Accounting Systems	When transitioning from state-managed broadcasting to a PSB, it is necessary to transition from the current government accounting system to the corporate accounting system in Myanmar. In Myanmar, as there is the precedent of Myanmar Posts Telecommunications (MPT), it was decided to include the work	As it is necessary to change ownership of facilities and equipment to MRTV, a proposal is made for an immediate evaluation of assets, but time is required to authorize the promotion in line with the Roadmap. The content of the Roadmap has already been approved.

	Risks/Challenges	Countermeasures	Risk Management Results
		schedule for the transition process of the accounting system in the Roadmap to becoming a PSB.	
9	Delay of Grant Aid Projects	<p>TV studios, archives and OB vans were provided by the Grant Aid Project, and OJT using the provided equipment was included in the initial plan. However, due to significant delays with grant aid projects, after the equipment handover, a complete training schedule using the relevant equipment was not concluded.</p> <p>For that reason, prior to handover, consideration was given to delaying the timing of the dispatch of some experts, confirming the usage methods of equipment during initial operation training, and receiving equipment information and manuals, etc., in advance from the consultant in charge of the grant aid project.</p>	<p>The dispatch period of experts was coordinated in response to the delays that were initially expected, but as other delays occurred, it was not possible to dispatch experts at the optimal time. Through communication with the consultant in charge of the grant aid project in advance, information about the equipment was obtained, which was reflected in the content of the operation and maintenance manual for broadcasting equipment. Also, explanations were received separately from the consultant and contractors of the grant aid Project during initial operation training.</p> <p>Furthermore, the use of the checklist included in the operation and maintenance manual was moved ahead of schedule to ensure smooth operation of equipment provided by the Grant Aid Project.</p> <p>Although it was not scheduled at the start of the 4th year, additional trainings were provided for live broadcast programs using the provided OB vans, and regular broadcasts began after OJT.</p>

3.3 Evaluation on the Results of the Project Risk Management

The achievement of the Project is not to be evaluated in terms of whether or not legislation for the establishment of the PSB is in progress. Therefore, there are no major risks to the manifestation of the Project Outputs, as described below. However, the development of such legal systems may delay the timing of the manifestation of the Outputs, and there is the possibility of a hindrance to the sustainability of the Project Outputs from a long-term perspective, so measures are required from MRTV even after the completion of the Project.

(1) Actions Taken by JICA

Through the Monitoring Mission, MDP meetings with the JICA Myanmar office and consultation with the Union Minister of Information, JICA has been appealing each time for the need for immediate legislation. Also, the study tour in Japan was added to the work of the JICA Expert Team in the second year in view of transformation of MRTV into a PSB, and MRTV executives have observed the current situation in Japan and learned about the systems required for transformation into a PSB. The knowledge gained from this training served as information that is highly effective in considering financial planning

after becoming a PSB.

When holding the workshops and seminars, in addition to calling for the participation of the Union Minister of Information and the Deputy Union Minister of Information, the participation of other donors who are MDP members was arranged and implemented. Furthermore, JICA decided to add the study tour on PSB management in Japan, so that MRTV was able to deepen the understanding of independence and autonomy of editing rights. Additionally, the Outputs were made known through other media by arranging media tours, etc. on the theme of the Project activities.

Regarding the freedom of local reporting and training in the Branch Offices, contracts were made with the expert teams and local safety information was provided to the expert teams appropriately so that they could travel to various regions as required without being limited to the Project activity areas of Naypyidaw, Tatkone and Yangon. The fact that Branch Offices would not be targeted in the training was explained to MRTV, which gave its understanding.

Furthermore, in order to facilitate information sharing with grant aid project consultants, a two-way communication point was confirmed, and the acquired information was promptly provided to the experts.

(2) Actions Taken by the Government of Myanmar

Regarding the revision of the Broadcasting Law, it was first thought this would take place in 2016, but it was revised in 2018 as a result of delays to gathering public comments, etc. Later, drafts of the revised Broadcasting Law enforcement regulations and PSB Law were made. The legal managers in MRTV asked for information to be provided from the expert team. Also, agreement was made regarding the details of the purpose of establishment and work details in the Roadmap to becoming a PSB, which the expert team also studied. At MRTV, this was useful in drafting the PSB Law. However, in the stage of producing the draft, the study content was not shared and the expert team was not able to give advice in a timely manner. On the other hand, at the board of directors meeting and the JCC, as the problems and challenges during legal operations were shared every time, JET could provide advice to MRTV when needed. Regarding the Code of Conduct and independence and autonomy of editing rights, workshops and seminars were held without fail for the Ministry of Information, and MRTV arranged for the participation of the required Myanmar government officials. Also, all of the documents introduced in the workshops and seminars were carefully checked in advance, and the content of the workshops and seminars was set about with a sense of responsibility. However, there was a certain slowness about influencing other Ministries in order to mitigate the interference in program content by the government. In particular, there was a deficiency in terms of making other Ministries understand the difference between the proactive provisions of information and interfering in program content.

On the other hand, regarding the enhancement of local reporting and training at the Branch Office, the staff of local branch office were coordinated so that they could receive training while working for several months at the Tatkone HQ in rotation. Also, consideration was given to making nearby Branch Offices that would later participate in OJT provide accompaniment on filming. Furthermore, regarding

the increase in communication costs due to increased live broadcasts via Skype and radio, the budget has been secured for continuous implementation.

Regarding the transition of the accounting system, although no specific tasks are as yet underway, the Roadmap has been approved and the transition work can start immediately once a budget is in place.

The delay to the grant aid project was a delay to A/P. As a large amount of A/P cost is required, time was needed to secure an additional budget, but firm negotiations were held with the government and the budget was secured.

3.4 Lessons Learned

- Utilization of Experience of Similar Projects for Promoting C/P's Understanding of the Project Activities

In the “Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal” (Technical Cooperation Project, November 2010 to October 2013), which is stated in the Ex-Ante Evaluation Sheet as a similar case to the Project, there were experiences where the C/P sometimes had doubts about the Deliverables and the meaning of the training, and where it was not possible to promote the training and discussions as planned due to factors outside the Project, such as the political situation in the partner country.

Based on such experiences of similar Projects, a detailed explanation of how to evaluate the Project based on the PDM was given to the Myanmar side, and an understanding was reached regarding the fact that legislation is a key factor external to the Project. However, even as a factor external to the Project, by sharing the necessary information with the C/P (dealt with in the scope of the first year technical cooperation Deliverable, “Report Compiling the Current Status of the Media in Myanmar and Analysis of Issues”), consideration was given so that activities do not become mere routine. In training and OJT, by clearly distinguishing what a PSB should be and what a journalist should be, JET gave consideration so that the participants would not believe the training content to be useless if the transformation into a PSB did not proceed. Furthermore, with regard to the questions from C/P during training and OJT, examples were used in order to facilitate the understanding of C/P. As a result, training participants became better able to concentrate on training and gradually stopped saying that it is impossible without becoming a PSB.

- Introduction of Regional Broadcasting and Approach to Overall Goal

In the similar Project mentioned above, despite the fact that the country is multiracial and multilingual, due to the lack of equipment and absence of branch offices, the concept of regional broadcasting was not introduced. However, regional broadcasting was brought up as a path to be taken by the PSB in the Project. The deciding factors to introducing the concept of regional broadcasting were that NRC launched broadcasting only few years ago and that MRTV has a branch office in each region. By introducing the concept, MRTV is showing that the broadcasting sector is healthy and that is not just monopolized by the mass media. Rather than being influenced by external factors, the MRTV Project influenced external factors. By so doing, local reporting was promoted and it affected the achievement

of the Overall Goal.

- Obtaining Information from MRTV

Regarding the trends of the government and the Myanmar Parliament before political events such as elections, JET tried to directly obtain sufficient information from MRTV. Grasping the news contents of MRTV on a daily basis through participation in news editing conferences, etc., is positioned as an activity, and MRTV smoothly provides information, which can be utilized for activities as appropriate. In particular, by flexibly incorporating news and other sudden incidents/accidents and timely topics into OJT, we were able to carry out more practical and effective training that responded to viewer needs.

- Exchange of Information with Other Donors in Collaboration with JICA Myanmar Office

In the Project, arrangements were made to carefully exchange information with other donors and to receive information from donors in support of legislation even when it was difficult to grasp the situation of legalization within MRTV. As a result, revisions were made to Project activities with an awareness of delays to legislation.

Initially, JET served as the contact point for meetings with other donors. However, since the donors were basically working at Yangon and JET was not always in Myanmar at the time of meetings, JICA Myanmar office supported the contacts and meetings. As a result, it enabled JET to reduce the burden and get the necessary information in a timely manner.

Chapter 4
For the Achievement of Overall Goal after
the Project Completion

Chapter 4 For the Achievement of Overall Goal after the Project Completion

4.1 Prospects to achieve Overall Goal

The Overall Goal of the Project is “Accurate, impartial and fair information is delivered to the people of Myanmar.” The objectively verifiable indicators are “The level of reliability toward MRTV is enhanced in all regions” and “The number of positive opinions which are sent from the audience to MRTV is increased.” In light of the current results of the indicators and the status of achievements of the Project, it is judged that the Overall Goal is likely to be achieved at present.

- Accurate Information and Reliability

At the current stage, with regard to the point about the accuracy of information, MRTV is the media with the highest standards in the country. However, there have been problems regarding waiting for announcements from the government and confirming the content with government agencies prior to broadcasting. This is essentially close to censorship. Impartiality and fairness are being lost. That is, the necessary information cannot be delivered to the audience if the broadcast information is missing either accuracy, impartiality or fairness. This situation leads to a loss of trust from citizens.

According to MRTV, prior confirmations are being requested from government agencies because of concerns about broadcasting misinformation. If reporters have some doubts about the content, it is necessary to speak to relevant parties as many times as necessary to sweep away the doubt, and to obtain backing for the content. There are three challenges to doing this. First, reporters do not have sufficient knowledge to confirm content and obtain backing. Second, the broadcasting time is rushed, and there is no time for confirmation. Third, there is a reliance on the provided stories.

In order to resolve these problems, the following suggestions and plans were made in the Project.

Reporters and producers are to specialize in the fields for which they are in charge. Currently, they are covering news in any field to which they are assigned, but this is weaker than enhancing coverage in specialist fields where knowledge and contacts can be accumulated. Also, regarding the problem of rushed broadcasting times, there is a focus on trying to broadcast news in its final state, whereas, in order to be able to provide sufficient information to the audience, it is necessary to first of all report only the facts promptly and reliably, and then to always perform follow-up reports. Also, there is no money or time to conduct research to look for stories, so this must be ensured.

The issues of specialisms and research time can be solved by giving consideration to organizational reforms, the required number of staff and research time in the Roadmap to becoming a PSB (some programs had already been produced with secured research time). Also, regarding immediate reports and follow-up reports, there are specifications in the Code of Conduct, Reporters’ Handbook (Mpedia), the Broadcasting Guidelines and the Concept of Program Planning, and the target will obviously be achieved if there is compliance with the internal decisions and guidelines of MRTV.

As stated above in Chapter 3.1.4, MRTV is highly committed to the rules and the official plans, etc. Therefore, it is expected that MRTV will continue to utilize the experience and know-how gained in this Project and also the contents of the technical cooperation deliverables such as the Code of Ethics, standards, Reporters’ Handbook (Mpedia) and Broadcasting Guideline. As a result, it is highly likely

that the Overall Goal will be achieved.

- Perception of Audience of MRTV

According to interviews with MRTV staff (please see the Annex-8 for details), news and program content regarding fairness, impartiality, and accuracy have improved significantly. While none of the respondents thought that impartiality before the Project began was "good," the editors' responses, in particular, were significantly improved (33% for television and 60% for radio). The improvement of editors who are highly likely to take direction about news items and contents directly from the upper management of MRTV, MOI and other government agencies, can be regarded as a sign that a major change is taking place inside MRTV.

On the other hand, according to the audience surveys conducted as baseline and endline surveys, MRTV favorability fell from 1st (70%) of all broadcasters at the baseline to 3rd (42%) at the endline. The decrease is thought to be the entry of new broadcasters and the inability to broadcast high-quality entertainment programs compared to other major private broadcasters. However, the degree of trust in MRTV, the fairness of reports and programs, and the fact-based reporting are increasing. In particular, fairness and factuality have increased by almost 20% compared to the baseline survey. As a result, despite the drop in favorability, there has been a slight increase in satisfaction with MRTV broadcast programs at a very high level (from 93% to 96%).

Currently, the Objectively Verifiable Indicator for the Overall Goal, "The level of reliability toward MRTV is enhanced in all regions," has had a slight increase of 3% as a national average. As for the question "Which broadcasting station would you like to watch/listen to?" in the audience surveys, the most common answer was MRTV. It can be judged that there is a certain degree of reliability. In the future, it is hoped that the staff's recognition of fairness, impartiality, and accuracy will improve the content of the broadcast, and, as a result, the viewer's reliability in MRTV will increase. To that end, it is necessary to aim to achieve the Overall Goal by strengthening the coverage of incidents and areas that have not been covered in MRTV coverage so far.

MRTV collects opinions about the program from audiences through the radio fan club and Facebook. Until now, MRTV did not compile and summarize the trends of opinions and comments, but it is necessary for MRTV to utilize the aggregated and summarized feedback from the audiences for program production or news reporting. This can make MRTV grasp continuously the degree of achievement of the overall goal.

4.2 Plan of Operation and Implementation Structure of the Myanmar Side to Achieve the Overall Goal

As stated in the previous paragraph, for the achievement of the Overall Goal, it is necessary to implement the individual work items stated in the Roadmap to becoming a PSB, and to start the use of the Code of Conduct and other guidelines (internal declaration of application by MRTV) produced as Technical Cooperation Deliverables. The individual work items in the Roadmap are to be promoted by MRTV while securing a budget for each year.

Furthermore, the declaration of the application of Technical Cooperation Deliverables was made in March 2020 but, in order to start, it is necessary either for each individual to comply with the content of the regulations and the guidelines or for them to be understood. As until now, MRTV plans to disseminate the content of the Code of Conduct and guidelines primarily at the desk level. Also, the content of regulations and guidelines will be included in staff training implemented in MRTV, so that all staff can understand them. The regulations and guidelines have been printed as a booklet, and a sufficient number of booklets has been acquired so that they are passed on to all staff. Furthermore, publication on the website is also being planned so that the content can be confirmed by the wider general public in addition to staff.

4.3 Recommendations for the Myanmar side toward Achievement of the Overall Goal

In the PSB Roadmap, it is recommended that MRTV integrates the TV and radio news division as a part of organizational reforms. The purpose of the new news division is to clarify the specialized fields in order to improve the skills of staff, share information among all desks (Editors) and reporters, and enable news reporting through various media of MRTV such as radio and TV and online. The news division aims to improve the difficulty of reflecting local coverage on MRTV Main Channel by adjusting the selection of uniform news items. Since there are many reporters in charge of radio who have more years of experience than TV, it is also one of the aims of the news division to create an environment that allows all reporters to utilize and share the experience they have cultivated. This is a major factor in developing MRTV as a public broadcaster.

An examination office is to be established based on organizational reforms detailed in the Roadmap. The office will be responsible for independent internal monitoring as to whether the program content is appropriate in compliance with the Code of Conduct and Broadcasting Guidelines. It is important to promptly establish an examination office for the dissemination of the Code of Conduct and guidelines among staff. The examination office acts as an internal third-party to judge whether there are any violations of ethics or the guidelines objectively without relying on desks or on-site level staff.

Each case of ethical violations, etc. will be compiled and stored internally to be shared among staff. In some cases, it is best to consider making an external announcement. Cases such as ethical violations are extremely wide and varied, and can be difficult to judge in a variety of cases. By sharing many of the judgment examples, the ethical values of the staff can be raised, and the understanding of the content will be increased. Also, proactively announcing any ethical violations is an added process to becoming a trusted media outlet.

The opening of a PSB channel, which is one of the work items on the Roadmap, should preferably be implemented promptly. MRTV has announced an opening date that will be in the very near future, but, due to delays, there is a risk of major delays to the achievement period of the Overall Goal. After declaring the date, it is preferable that the channel is opened urgently.

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

It will be necessary to monitor and follow up on the following details of implementation after Project completion toward the achievement of the Overall Goal, the ripple effects from the Output of the Project and the sustainable manifestation of the Output.

(1) Official Announcement of PSB Law or Licensing for Establishment

Currently, the enactment of the PSB Law is the legal framework that is thought to be required for the establishment of the PSB. First, the Ministry of Information produces a law, which is referred to the Cabinet Meeting, after which public comments are taken and revisions are made based on those public comments, and the final check of the law is made before it is handed over for deliberation at the Myanmar Parliament. The Roadmap to becoming a PSB forecasts two years for the law to be enacted, but there is no clear forecast of how deliberations at the Myanmar parliament will proceed. It is possible that a long time will be needed for enactment, and that it will be exhausted just through deliberation, or that there will be unexpected events in the broadcasting sector.

Along with other donors supporting the broadcasting sector, the follow-up to the adoption of the Law is incredibly important and dealing with revisions such as collecting public comment is a necessary input provided by donors that leads to smooth construction of the legal system.

(2) Budgetary Measures for Implementation of the Roadmap to becoming a PSB

The Roadmap to becoming a PSB is not only for the purpose of transitioning to a PSB but also it establishes the work items to ensure the health of the organization after transition. Most of the work items are set to take place within three years, but, depending on the item, some take about 10 years until completion of the relevant plan. In particular, as changes in personnel and the gradual reduction of costs are envisioned, the period will become longer.

PSB Law has not been enacted and the funding is not clear, but the budgeting for the expenses forecast in the Roadmap is one of the requirements for execution of the Roadmap. In the case of large-scale reductions, it will be necessary to reconsider the completion period of the Roadmap.

In particular, the costs detailed in the Roadmap include costs for the use of the transmission stations of various commercial broadcasters and operational costs for retransmission of programs of commercial broadcasters. As stated above in Chapter 3.1.5, major budget cuts are highly likely to influence the entire Myanmar broadcasting sector so it is expected that budget allocation will be carried out carefully.

(3) Transition in the Corporate Financial Reporting System in Myanmar

The transition in the accounting system used by private corporations in Myanmar must be completed by the time of the transformation into a PSB. With the government accounting system, in the case that the PSB organization has the same budget as at present and the government organization is the same even after the transformation into a PSB, there may be a huge negative impact on the autonomy and independence of editing rights. The transition in the accounting system must clarify the prior assets

such as facilities and equipment. As work at fixed periods must be guaranteed, regardless of whether the preparedness for the enactment of PSB Law has been put in place, it is required to confirm that there is monitoring and the necessary support for any difficulties in the transition of the accounting system and for any delay in the PSB transition.

It can be judged whether MRTV is steadily preparing for PSB by employing local consultants who calculate the asset value of facilities and equipment for preparing financial statements, and by confirming that the necessary budget is secured.

Annexes

Annex-1
PDM Version 1

**Project Title: The Project for Capacity Development of Myanmar Radio and Television
Implementing Agencies: The Ministry of Information (MOI), Myanma Radio and Television (MRTV), JICA Expert Team
Project Period: 4 years**

Target Areas: Nay Pyi Taw, Tatkone, Yangon etc.

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumptions
<p>Overall Goal: Accurate, impartial and fair information is delivered to the people of Myanmar.</p>	<p>•An increase in the number of audience of MRTV •A change in the audience recognition of the credibility of the reporting by MRTV</p>	<p>•Investigation reports on the audience of MRTV •Contents of broadcasting by MRTV •Hearing investigation to the audience of MRTV</p>	<p>•Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>Project Purpose: Human resources are developed in MRTV to deliver accurate, impartial and fair information to the people of Myanmar.</p>	<p>1) The broadcasting contents by MRTV are improved compared to the broadcasting contents at the launch of the project. 2) In MRTV, program production is conducted in accordance with the Program Production Guideline. 3) The employees of MRTV understand the contents of the Code of Conduct and Reporters' Handbook and report the news respecting the fundamental human rights of citizens. 4) In MRTV, broadcasting equipment is operated, maintained and managed in accordance with the manual.</p>	<p>•Record of operation and maintenance of broadcasting equipment •Record of program production by MRTV •Hearing investigation to the audience of MRTV •Record of broadcasting by MRTV</p>	<p>•Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>Output 1. The organizational and operational issues to be addressed are clarified to transform MRTV into a public broadcaster and a resolution policy and organizational vision are formulated in MRTV. 2. The capacity of MRTV staff in charge of operating and maintaining broadcasting equipment is enhanced.</p>	<p>1) The issues to be addressed to transform MRTV into a public broadcaster, resolution policy and the organizational vision are shared within MRTV and the Ministry of Information and Broadcasting. 2) A middle/long-term roadmap for MRTV to become a public broadcaster which includes a budget plan is formulated. 3) The current organizational structure and the roles of the staff in charge of operation and maintenance of broadcasting equipment is clarified. 4) The new plan of organizational structure and roles of the staff in charge of operation and maintenance of broadcasting equipment is drawn. 5) The organizational reform is conducted based on the new plan. 6) "Checklist for the outcome of OJT" is recorded regularly and the contents are updated if necessary. 7) The plan for maintenance of broadcasting equipment is drawn and put in effect. 8) The record of maintenance of broadcasting equipment is kept and updated regularly. 9) The manual on operation and maintenance of broadcasting equipment is developed."</p>	<p>•Record and documents issued by MOI and MRTV for the plan to transform MRTV into a public broadcaster •The middle/long-term roadmap including a budget plan •New organizational structure and roles of the staff in charge of operation and maintenance of broadcasting •Record of OJT •Checklist for the outcome of OJT •Manual on operation and maintenance of broadcasting equipment •Plan for maintenance of broadcasting equipment •Record of maintenance of broadcasting equipment</p>	<p>•Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>3. The capacity of MRTV staff in charge of program production is enhanced.</p>	<p>1) The current organizational structure and the roles of the staff in charge of program production is clarified. 2) The new plan of organizational structure and roles of the staff in charge of program production is drawn. 3) The organizational reform is conducted based on the new plan. 4) "Checklist for the Outcome of OJT" is recorded regularly and the contents are updated if necessary. 5) Program Production Guideline is developed and followed by the staff of MRTV.</p>	<p>•New organizational structure and roles of the staff in charge of program production •Record of OJT •Checklist for the Outcome of OJT •Program Production Guideline •Record of program production •New organizational structure and roles of the staff in charge of news reporting •Record of OJT •A Code of Conduct for news reporters •A Reporters' Handbook •Investigation of the awareness on independent reporting among the staff of MRTV</p>	<p>•Policy to transform MRTV into a public broadcaster is sustained.</p>
<p>4. The awareness towards professionalism (accurate and fair news) is raised among MRTV staff in charge of news reporting.</p>	<p>1) The current organizational structure and the roles of the staff in charge of news reporting is clarified. 2) The new plan of organizational structure and roles of the staff in charge of news reporting is drawn. 3) The organizational reform is conducted based on the new plan. 4) A Code of Conduct for news reporters is developed. 5) A Reporters' Handbook is developed. 6) The awareness on independent reporting is enhanced.</p>	<p>•New organizational structure and roles of the staff in charge of news reporting •Record of OJT •A Code of Conduct for news reporters •A Reporters' Handbook •Investigation of the awareness on independent reporting among the staff of MRTV</p>	<p>•Policy to transform MRTV into a public broadcaster is sustained.</p>
<p>Activity 1-1: Baseline data are collected and analyzed to grasp the current situation of media and its audience in Myanmar including those of MRTV. Activity 1-2: Information on public broadcasting institutions in other countries is provided. Activity 1-3: Issues to be addressed are clarified to transform MRTV into a public broadcaster (including budget management of MRTV for sustainable management). Activity 1-4: Strategies to overcome issues are planned to transform MRTV into a public broadcaster. Activity 1-5: Organizational vision is formulated to transform MRTV into a public broadcaster. Activity 1-6: Middle/long-term roadmap for MRTV to become a public broadcaster is formulated based on the draft of Broadcasting Law. Activity 2-1: Issues related to operation and maintenance of broadcasting equipment are analyzed. Activity 2-2: OJT related to operation and maintenance of broadcasting equipment is conducted to the staff of MRTV who are in charge of equipment. Activity 2-3: A manual on operation and maintenance of broadcasting equipment is developed based on the contents of OJT. Activity 3-1: Issues relating to program production are analyzed. Activity 3-2: Basic seminars as well as OJT related to program production are conducted to the staff of MRTV who are in charge of program production. Activity 3-3: A guideline for program production is developed based on the contents of OJT. Activity 3-4: The staff of MRTV who are in charge of program production are taught on how to make programs to raise awareness about social issues based on examples of Japanese programs to raise awareness about social issues which are based on examples of Japanese programs. Activity 3-5: Programs to raise awareness about social issues are produced by the staff of MRTV who are in charge of program production. Activity 4-1: The current situation and issues related to news reporting are analyzed. Activity 4-2: OJT related to news reporting is conducted to the staff of MRTV who are in charge of news reporting. Activity 4-3: A Code of Conduct for news reporters is developed based on the contents of OJT. Activity 4-4: The staff of MRTV in charge of news reporting are taught on how to conduct independent reporting which includes election reporting. Activity 4-5: The staff of MRTV in charge of news reporting conduct independent reporting. Activity 4-6: A Reporters' Handbook is developed based on the contents of OJT.</p>	<p>Input: (Myanmar Side) 1. JICA Experts Team Leader/Broadcasting Operation Deputy Team Leader/Institution Broadcasting Equipment Program Production Journalism 1 Journalism 2 Coordinator/Training Plan Finance Programming Plan Democratization 2. Training in Japan 3. Equipment etc.</p>	<p>input: (Myanmar Side) 1. Counterpart Personnel - Project Director: Director General of MRTV - Project Managers: Deputy Director General of MRTV - Members of Working Groups 2. Facility and Equipment (1) Relevant facilities and equipment at MRTV 3. Local Cost</p>	<p>•Policy to transform MRTV into a public broadcaster is sustained.</p>

Annex-2
PDM Version 2

Project Title: The Project for Capacity Development of Myanmar Radio and Television
Implementing Agencies: The Ministry of Information (MOI), Myanmar Radio and Television (MRTV), JICA Expert Team
Project Period: 4 years
Target Areas: Nay Pyi Taw, Tatkon, Yangon etc.

Ver 2

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumptions
<p>Overall Goal: Accurate, impartial and fair information is delivered to the people of Myanmar.</p>	<p>An increase in the number of audiences of MRTV A change in the audience recognition of the credibility of the reporting by MRTV 1. The level of reliability toward MRTV is enhanced in all regions. 2. The number of positive opinions which are sent from the audience to MRTV is increased.</p>	<p>Investigation reports on the audiences of MRTV Contents of Broadcasting by MRTV Hearings investigation to the audiences of MRTV 1-1 Audience survey 2-1 Record of inquires of the audience for MRTV</p>	<p>-Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>Project Purpose: Human resources are developed in MRTV to deliver accurate, impartial and fair information to the people of Myanmar.</p>	<p>1. The broadcasting contents by MRTV are improved compared to the broadcasting contents at the launch of the project. 1-1 One educational program linked to the curriculum of the Ministry of Education is produced by MRTV on monthly basis. 1-2 Three programs dealing with agricultural information are produced in MRTV every month. 1-3 One feature news is produced on weekly basis. 1-4 One program of investigative report is produced in every two months. 1-5 The ratio of the news reporting on the activities of government or military be reduced on News Monitoring Sheet in accordance with PSB standard. 2. In MRTV, program production is conducted in accordance with the Program Production Guideline. 3. The employees of MRTV understand the contents of the Code of Conduct and Reporters' Handbook and report the news respecting the fundamental human rights of citizens. 4. In MRTV, broadcasting equipment is operated, maintained and managed in accordance with the manual and necessary information are shared. 4-1 Record of broadcasting equipment for Transmitters/Satellite Link Systems is updated every time and the number of the items increases from 30 to 50. 4-2 Record of broadcasting equipment for Master/Network is updated every time and the number of the items increases from 30 to 50. 4-3 Record of broadcasting equipment for TV audio is updated every time and the number of the items increases from 40 to 70. 4-4 Record of broadcasting equipment for Radio studio is updated every time and the number of the items increases from 8 to 10. 4-5 Record of broadcasting equipment for OB van is updated every time and the number of the items increases from 3 to 6. 4-6 Record of broadcasting equipment for ENG/MA is updated every time and the number of the items increases from 2 to 4.</p>	<p>Record of broadcasting by MRTV Hearings investigation to the audiences of MRTV 1-Record of program production by MRTV 1-2 News Monitoring Sheet 1-3 Audience survey 2-1 Program production guideline 2-2 Interviewing the staff of MRTV 3-1 Reporters' handbook 3-2 Code of Conduct for news reporters 3-3 Interviewing the staff of MRTV 3-4 Audience survey 4 Revised record of operation and maintenance of broadcasting equipment</p>	<p>-Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>Output 1. The organizational and operational issues to be addressed are clarified to transform MRTV into a public broadcaster and a resolution policy and organizational vision are formulated in MRTV. 2. The capacity of MRTV staff in charge of operating and maintaining broadcasting equipment is enhanced. 3. The capacity of MRTV staff in charge of program production is enhanced. 4. The awareness towards professionalism (accurate and fair news) is raised among MRTV staff in charge of news reporting.</p>	<p>1. The issues to be addressed to transform MRTV into a public broadcaster, resolution policy and the organizational vision are shared within MRTV and the Ministry of Information and Broadcasting. 2. A middle-long term roadmap for MRTV to become a public broadcaster which includes a budget plan is formulated. 1. The current organizational structure and the roles of the staff in charge of operation and maintenance of broadcasting equipment is clarified. 2. The new plan of organizational structure and roles of the staff in charge of operation and maintenance of broadcasting equipment is drawn. 3. The organizational reform is conducted based on the new plan. 4. "Checklist for the outcome of OJT" is recorded regularly and the contents are updated if necessary. 5. The plan for maintenance of broadcasting equipment is drawn and put in effect. 6. The record of maintenance of broadcasting equipment is kept and updated regularly. 7. The manual on operation and maintenance of broadcasting equipment is developed. 1. The current organizational structure and the roles of the staff in charge of program production is clarified. 2. The new plan of organizational structure and roles of the staff in charge of program production is drawn. 3. The organizational reform is conducted based on the new plan. 4. "Checklist for the Outcome of OJT" is recorded regularly and the contents are updated if necessary. 5. Program Production Guideline is developed and followed by the staff of MRTV.</p>	<p>-Record and documents issued by MOI and MRTV for the plan to transform MRTV into a public broadcaster -The middle/long-term roadmap including a budget plan -New organizational structure and roles of the staff in charge of operation and maintenance of broadcasting -Record of OJT -Checklist for the outcome of OJT -Manual on operation and maintenance of broadcasting equipment -Plan for maintenance of broadcasting equipment -Record of maintenance of broadcasting equipment -New organizational structure and roles of the staff in charge of program production -Record of OJT -Checklist for the Outcome of OJT -Program Production Guideline -Record of program production -New organizational structure and roles of the staff in charge of news reporting -Record of OJT -A Code of Conduct for news reporters -A Reporters' Handbook -Investigation of the awareness on independent reporting among the staff of MRTV</p>	<p>-Most of the MRTV staff who have been trained during the course of the project remain in MRTV.</p>
<p>Activity 1-1: Baseline data are collected and analyzed to grasp the current situation of media and its audience in Myanmar including those of MRTV. Activity 1-2: Information on public broadcasting institutions in other countries is provided. Activity 1-3: Issues to be addressed are clarified to transform MRTV into a public broadcaster (including budget management of MRTV for sustainable management). Activity 1-4: Strategies to overcome issues are planned to transform MRTV into a public broadcaster. Activity 1-5: Organizational vision is formulated to transform MRTV into a public broadcaster. Activity 1-6: Middle/long-term roadmap for MRTV to become a public broadcaster is formulated based on the draft of Broadcasting Law. Activity 2-1: Issues related to operation and maintenance of broadcasting equipment are analyzed. Activity 2-2: OJT related to operation and maintenance of broadcasting equipment is conducted to the staff of MRTV who are in charge of equipment. Activity 2-3: A manual on operation and maintenance of broadcasting equipment is developed based on the contents of OJT. Activity 3-1: Issues relating to program production are analyzed. Activity 3-2: Basic seminars as well as OJT related to program production are conducted to the staff of MRTV who are in charge of program production. Activity 3-3: A guideline for program production is developed based on the contents of OJT. Activity 3-4: The staff of MRTV who are in charge of program production are taught on how to make programs to raise awareness about social issues based on examples of Japanese programs to raise awareness about social issues which are based on examples of Japanese programs.</p>	<p>Input: (Japanese Side) 1. JICA Experts Team Leader/Broadcasting Operation Deputy Team Leader/Program Plan Institution Broadcasting Equipment Program Production Journalism 1 Journalism 2 Journalism 3 Coordinator/Training Plan Finance Democratization Broadcasting Operation Assistant/ Donor coordination Video Editing 2. Training in Japan 3. Equipment etc.</p>	<p>input: (Myanmar Side) 1. Counterpart Personnel - Project Director: Director General of MRTV - Project Managers: Deputy Director General of MRTV - Members of Working Groups 2. Facility and Equipment (1) Relevant facilities and equipment at MRTV 3. Local Cost</p>	<p>-Policy to transform MRTV into a public broadcaster is sustained.</p>

<p>Activity 3-5: Programs to raise awareness about social issues are produced by the staff of MRTV who are in charge of program production.</p> <p>Activity 4-1: The current situation and issues related to news reporting are analyzed.</p> <p>Activity 4-2: OTT related to news reporting is conducted to the staff of MRTV who are in charge of news reporting.</p> <p>Activity 4-3: A Code of Conduct for news reporters is developed based on the contents of OTT.</p> <p>Activity 4-4: The staff of MRTV in charge of news reporting are taught on how to conduct independent reporting which includes election reporting.</p> <p>Activity 4-5: The staff of MRTV in charge of news reporting conduct independent reporting.</p> <p>Activity 4-6: A Reporters' Handbook is developed based on the contents of OTT.</p>			
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Annex-3

WG Member List (1st Project Year)

Working Group for Technical Cooperation Project (May, 2016)

Output 1 Public Broadcasting Working Group

	Name	Position	Responsible
1	U Saw Myint Zaw	Director (Administration)	Chairman
2	Daw Khin Sandar Aung	Deputy Director (NRC, Television)	Member
3	Daw Thu Zar Win	Assistant Director (Administration)	Member
4	Daw Khin Sandar Myint	Assistant Director (Television)	Member
5	U Soe Myint	Assistant Director (Radio)	Member
6	Daw May Thet Htun	Officer (Radio)	Member
7	Daw Nan Htike Htike Aung	Officer (Radio)	Member
8	U Aung Lin	Officer (Music)	Member
9	Daw Kyi Kyi Mon	Officer (Music)	Member
10	U Ye Lin Myint	Deputy Director (Mol)	Member
11	U Kyi Htun	Deputy Director (Television)	Secretary

Output 2 Technical Working Group

	Name	Position	Responsible
1	U Hlaing Moe	Chief Engineer (Technical)	Chairman
2	Daw Zin Wah Kyu	Deputy Chief Engineer (Technical)	Member
3	U Bo Bo Htun	Senior Engineer (Technical)	Member
4	U Tin Htut Oo	Senior Engineer (Technical)	Member
5	U Soe Moe Kyaw	Senior Engineer (Technical)	Member
6	Daw Mi Mi Soe	Deputy Director (Television)	Member
7	Daw Lay Khaing Khaing Aye	Officer (Television)	Member
8	U Tin Ohn	Officer (Radio)	Member
9	Daw Sandar Lwin	Officer (Radio)	Member
10	U Aung Htay Oo	Deputy Chief Engineer (Technical)	Secretary

Output 3 Program Production Working Group

	Name	Position	Responsible
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1	U Ze Yar	Director (Radio)	Chairman
2	Daw J Lu Pan	Assistant Director (Radio, National Races)	Member
3	DawThain Lar Soe	Assistant Director (Radio, English)	Member
4	Daw Ni Lar Than	Office (Radio)	Member
5	Daw Thin Thin Swe	Assistant Director (Television)	Member
6	U Nyan Myo Lwin	Assistant Director (Television)	Member
7	U Than Htike	Officer (Television)	Member
8	Daw Thin Yu Kyaw	Officer (Television)	Member
9	U Win Htut Aung	Technician Grade-1 (Television)	Member
10	Daw Sun Sun Oo	Deputy director (Radio)	Secretary

Program Lineup Working Group

	Name	Position	Responsible
1	U Toe Kyaw	Director (Music)	Chairman
2	Daw H P Ywe Saing	Assistant Director (Television)	Member
3	Daw May Myo Htun	Officer (Television)	Member
4	Daw Thin Thin Khaing	Officer (Television)	Member
5	Daw Thein Thein	Officer (Television)	Member
6	Daw Moe Thu Zar	Officer (Radio)	Member
7	Daw Yin Yin Shwe	Officer (Radio)	Member
8	Daw Mi Yin Nwet	Officer (Radio, National Races)	Member
9	Daw Mi Mi Khaing	Officer (Radio)	Member
10	Daw Theingi Myint	Assistant Director (Television)	Secretary

Output 4 News Reporting Working Group

	Name	Position	Responsible
1	Daw Moe Thu Zar Aung	Director (Television)	Chairman
2	Daw Yi Yi Lwin	Assistant Director (Television)	Member
3	Daw Cho Cho Mar	Officer (Television)	Member
4	Daw KhinThandar Aung	Officer (Television)	Member
5	U Than Lwin	Deputy Director (Television)	Member
6	Daw Tin Tin Myat	Officer (Radio)	Member
7	Daw Myat Su Mon	Officer (Radio)	Member
8	Daw Nwet Nwet Khaing	Officer (Radio)	Member

	Name	Position	Responsible
9	Daw Naw Than Htay	Officer (Radio, National Races)	Member
10	Daw Khin Moe Ou	Deputy Director (Television)	Secretary

Ethics Working Group

	Name	Position	Responsible
1	Daw Moe Thu zarAung	Director (Television)	Chairman
2	Daw Myint Myint Soe	Officer (Television)	Member
3	U Nyunt Lwin	Officer (Television)	Member
4	U Aung Win	Officer (Television)	Member
5	U Nyan Htun	Officer (Radio)	Member
6	U Yan Naing Htun	Officer (Radio, National Races)	Member
7	Daw May Than Khaing	Officer (Radio)	Member
8	Daw Thin Thin Khaing	Officer (Radio)	Member
9	U Maung Maung Su	Officer (Radio)	Member
10	Daw Myat Kyaye Hmone	Assistant Director (Television)	Secretary

Annex-4
Frequency Allocation Plan

Frequency allocation plan in Zone 1

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Kyaungkone	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	31.5	100
2	Bogalay	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	30.7	120
3	Labutta	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	32.1	100
4	Pathein	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	30.0	100
5	Higyikyun	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	0.9	30
6	Amar	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	7.4	100
7	Hinthada	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	5.8	70
8	Ngputaw	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	0.9	30
9	Ngwesaung	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	0.08	30
10	Nga Yoke Kaung	Ayeyarwaddy	E27, E31	E29, E33, E35, E37	SFN	0.08	30
11	Pyay	Bago	E27, E31	E29, E33, E35, E37	SFN	27.4	135
12	Taunggu	Bago	E27, E31	E29, E33, E35, E37	SFN	31.4	100
13	Bago	Bago	E27, E31	E29, E33, E35, E37	SFN	29.3	110
14	Minhla	Bago	E27, E31	E29, E33, E35, E37	SFN	30.0	100
15	Nyaunglabin	Bago	E27, E31	E29, E33, E35, E37	SFN	30.0	90
16	Yangon	Yangon	E27, E31	E29, E33, E35, E37	SFN	30.0	200
17	KokoKyun	Yangon	E27, E31	E29, E33, E35, E37	SFN	0.08	30

Frequency allocation plan in Zone 2

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Gangaw	Magway	E30, E32	E26, E28, E34, E36	SFN	0.15	30
2	Saw	Magway	E30, E32	E26, E28, E34, E36	SFN	0.08	30
3	Htilin	Magway	E30, E32	E26, E28, E34, E36	SFN	0.15	30
4	Pauk	Magway	E30, E32	E26, E28, E34, E36	SFN	0.15	30
5	Pakakku	Magway	E30, E32	E26, E28, E34, E36	SFN	18.1	100
6	Mintone	Magway	E30, E32	E26, E28, E34, E36	SFN	0.9	30
7	Taungtwingyi	Magway	E30, E32	E26, E28, E34, E36	SFN	32.1	100
8	Aunglun	Magway	E30, E32	E26, E28, E34, E36	SFN	1.7	70
9	Chauk	Magway	E30, E32	E26, E28, E34, E36	SFN	0.9	30
10	Kyauktu	Magway	E30, E32	E26, E28, E34, E36	SFN	0.04	30
11	Minbu	Magway	E30, E32	E26, E28, E34, E36	SFN	31.4	100
12	Popa	Mandalay	E38, E40	E26, E28, E34, E36	MFN	32.9	42
13	Pyinoolwin	Mandalay	E30, E32	E26, E28, E34, E36	SFN	1.9	35
14	Pyinmana	Mandalay	E30, E32	E26, E28, E34, E36	SFN	32.1	95
15	Takaung	Mandalay	E30, E32	E26, E28, E34, E36	SFN	0.08	30
16	Thabeikkyin	Mandalay	E30, E32	E26, E28, E34, E36	SFN	0.08	30
17	Tatkon	Mandalay	E30, E32	E26, E28, E34, E36	SFN	31.4	100
18	Meiktila	Mandalay	E30, E32	E26, E28, E34, E36	SFN	32.1	100
19	Moegoke	Mandalay	E30, E32	E26, E28, E34, E36	SFN	0.9	30
20	Sagaing	Sagaing	E30, E32	E26, E28, E34, E36	SFN	32.9	100
21	Monwya	Sagaing	E30, E32	E26, E28, E34, E36	SFN	2.8	75
22	Ye-U	Sagaing	E30, E32	E26, E28, E34, E36	SFN	32.1	100

Frequency allocation plan in Zone 3

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Sittwe	Rakhine	E27, E31	E29, E35	MFN	30.0	100
2	Maungtaw	Rakhine	E22, E24	E21, E23	SFN	2.2	35
3	Thandwe	Rakhine	E22, E24	E21, E23	SFN	2.1	50
4	Ann	Rakhine	E22, E24	E21, E23	SFN	0.2	30
5	Taunggup	Rakhine	E22, E24	E21, E23	SFN	7.0	50
6	Gwa	Rakhine	E22, E24	E21, E23	SFN	0.2	30
7	Ma-I	Rakhine	E22, E24	E21, E23	SFN	0.08	30
8	Paingnaetaung	Rakhine	E22, E24	E21, E23	SFN	32.1	100
9	Rambyee	Rakhine	E22, E24	E21, E23	SFN	0.08	30
10	Kyaukphyu	Rakhine	E22, E24	E21, E23	SFN	0.08	30
11	Kyauktaw	Rakhine	E22, E24	E21, E23	SFN	2.3	30
12	Lamu	Rakhine	E22, E24	E21, E23	SFN	0.08	30
13	Mintat	Rakhine	E22, E24	E21, E23	SFN	0.08	30
14	MyaukOo	Rakhine	E22, E24	E21, E23	SFN	0.9	30
15	Kyeintali	Rakhine	E25, E26	E28, E30	MFN	0.04	30
16	Man Aung	Rakhine	E22, E24	E21, E23	SFN	0.01	30

Frequency allocation plan in Zone 4

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Rihkhawda	Chin	E30,E32	E26,E34	COM	0.01	30
2	Razua	Chin	E30,E32	E26,E34	COM	0.01	30
3	Chikka	Chin	E30,E32	E26,E34	COM	0.01	30
4	Paletwa	Chin	E30,E32	E26,E34	COM	0.04	30
5	Kaneddy	Chin	E27,E31	E29,E35	SFN	6.9	30
6	Hpalam	Chin	E27,E31	E29,E35	SFN	1.9	30
7	Haka	Chin	E27,E31	E29,E35	SFN	1.0	20
8	Tonzang	Chin	E27,E31	E29,E35	SFN	0.08	30
9	Mintat	Chin	E27,E31	E29,E35	SFN	0.08	30
10	Matupi	Chin	E27,E31	E29,E35	SFN	0.08	30
11	Htantalan	Chin	E27,E31	E29,E35	SFN	0.08	30
12	Khanpat	Sagaing	E27,E31	E29,E35	SFN	0.08	30
13	Tamu	Sagaing	E23,E24	E25,E33	SFN	0.08	30
14	Myoitthit(Tamu)	Sagaing	E23,E24	E25,E33	SFN	0.04	30
15	Minthar	Sagaing	E23,E24	E25,E33	SFN	0.04	30

Frequency allocation plan in Zone 5

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Nanyun	Sagaing	E21,E25	E27,E29	MFN	0.08	30
2	Pansaung	Sagaing	E22,E24	E31,E33	MFN	0.08	30
3	Doanhe	Sagaing	E22,E24	E31,E33	MFN	0.4	30
4	Layshi	Sagaing	E21,E25	E27,E29	MFN	0.01	30
5	Pansat	Sagaing	E21,E25	E27,E29	MFN	0.01	30
6	Sawlaw	Sagaing	E21,E25	E27,E29	MFN	0.01	30
7	Khamti	Sagaing	E21,E22	E35,E37	SFN	0.7	75
8	Kathar	Sagaing	E21,E22	E35,E37	SFN	0.9	30
9	Htigyaing	Sagaing	E21,E22	E35,E37	SFN	0.9	30
10	Kawlin	Sagaing	E21,E22	E35,E37	SFN	0.08	30
11	Wuntho	Sagaing	E21,E22	E35,E37	SFN	2.0	30
12	Kantbalu	Sagaing	E21,E22	E35,E37	SFN	0.45	30
13	Pinlaebu	Sagaing	E21,E22	E35,E37	SFN	0.08	30
14	Banmauk	Sagaing	E21,E22	E35,E37	SFN	0.08	30
15	Mawleik	Sagaing	E21,E22	E35,E37	SFN	0.15	30
16	Hpaungpyin	Sagaing	E21,E22	E35,E37	SFN	0.15	30
17	Honmalin	Sagaing	E21,E22	E35,E37	SFN	1.9	50
18	Inntaw	Sagaing	E21,E22	E35,E37	SFN	0.15	30
19	Kyabin(Mingin)	Sagaing	E21,E22	E35,E37	SFN	0.04	30
20	Mopainglot	Sagaing	E21,E22	E35,E37	SFN	0.04	30
21	Lahe	Sagaing	E21,E22	E35,E37	SFN	0.01	30
22	Htan Par Kway	Sagaing	E21,E22	E35,E37	SFN	0.04	30

Frequency allocation plan in Zone 6

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Shinbaweyun	Kachin	E30, E32	E26, E34	COM	0.8	30
2	Tanaing	Kachin	E30, E32	E26, E34	COM	0.15	30
3	Pangnamdim	Kachin	E30, E32	E26, E34	MFN	0.01	30
4	Kawnglanghpu	Kachin	E30, E32	E26, E34	MFN	0.01	30
5	Naungmon	Kachin	E22, E24	E27, E29	MFN	0.08	30
6	Panwa	Kachin	E22, E24	E27, E29	MFN	0.01	30
7	Sumprabym	Kachin	E22, E24	E27, E29	MFN	0.01	30
8	Machanbaw	Kachin	E31, E33	E35, E37	MFN	0.01	30
9	Chipwi	Kachin	E31, E33	E35, E37	MFN	0.01	30
10	Putao	Kachin	E21, E23	E25, E28	MFN	0.15	30
11	Sinbo	Kachin	E21, E23	E25, E28	MFN	0.04	30
12	Myintkyina	Kachin	E25, E27	E21, E23	S-N	6.0	57
13	Moekaung	Kachin	E25, E27	E21, E23	S-N	0.93	30
14	Lontone	Kachin	E25, E27	E21, E23	S-N	0.08	30
15	Sadone	Kachin	E25, E27	E21, E23	S-N	0.08	30
16	Karmine	Kachin	E25, E27	E21, E23	S-N	0.08	30
17	Nanmar	Kachin	E25, E27	E21, E23	S-N	0.83	45
18	Hpakant	Kachin	E25, E27	E21, E23	S-N	0.15	30
19	Ingchanyang	Kachin	E25, E27	E21, E23	S-N	0.4	30
20	Kambaiti	Kachin	E25, E27	E21, E23	S-N	0.01	30
21	Banmaw	Kachin	E30, E32	E26, E34	S-S	0.87	60
22	Shwegu	Kachin	E30, E32	E26, E34	S-S	0.15	30
23	Lweje	Kachin	E30, E32	E26, E34	S-S	0.04	30
24	Dawhpumyang	Kachin	E30, E32	E26, E34	S-S	0.04	30
25	Myohla(Shwegu)	Kachin	E30, E32	E26, E34	S-S	0.04	30
26	Myothit(Bhamo)	Kachin	E30, E32	E26, E34	S-S	0.01	30
27	Hswlaw	Kachin	E30, E32	E26, E34	S-S	0.01	30

Frequency allocation plan in Zone 7

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Weikong	Shan(North)	E27, E31	E29, E35	COM	0.01	30
2	Pansan	Shan(North)	E27, E31	E29, E35	COM	0.08	30
3	Kunlon	Shan(North)	E21,E23	E22,E24	MFN	0.8	50
4	Chinshwehaw	Shan(North)	E33,E36	E25,E28	MFN	0.08	30
5	Laukkai	Shan(North)	E26,E30	E32,E34	MFN	0.9	30
6	Mongsi	Shan(North)	E33,E36	E25,E28	MFN	0.01	30
7	Kungyang	Shan(North)	E21,E23	E22,E24	MFN	0.01	30
8	Walin	Shan(North)	E21,E23	E22,E24	MFN	0.01	30
9	Mongmaw	Shan(North)	E33,E36	E25,E28	MFN	0.08	30
10	Panlon	Shan(North)	E26,E30	E32,E34	MFN	0.04	30
11	Mawhtike	Shan(North)	E26,E30	E32,E34	MFN	0.04	30
12	Monekoe	Shan(North)	E26,E30	E32,E34	MFN	0.04	30
13	Hpang Hseng	Shan(North)	E27, E31	E29, E35	COM	0.01	30
14	Lashio	Shan(North)	E27, E31	E29, E35	SFN	6.8	35
15	Kutkhaing	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
16	Kyaukmae	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
17	Tantyam	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
18	Namsan	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
19	Mineyal	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
20	Namlan	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
21	Tarmoenae	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
22	Hsipaw	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
23	Manton	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
24	Naungcho	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
25	Theinni	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
26	Namtu	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
27	Muse	Shan(North)	E27, E31	E29, E35	SFN	2.3	30
28	Namkahm	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
29	Kyukote (Panseing)	Shan(North)	E27, E31	E29, E35	SFN	0.15	30
30	Namhpakar	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
31	Kawngghka	Shan(North)	E27, E31	E29, E35	SFN	0.04	30
32	Nanslap	Shan(North)	E27, E31	E29, E35	SFN	0.01	30
33	Sengkiao	Shan(North)	E27, E31	E29, E35	SFN	0.01	30
34	Panhpaing	Shan(North)	E27, E31	E29, E35	SFN	0.04	30
35	Naungleng	Shan(North)	E27, E31	E29, E35	SFN	0.08	30
36	Mongyaw	Shan(North)	E27, E31	E29, E35	SFN	0.01	30
37	Mong Ngaw	Shan(North)	E27, E31	E29, E35	SFN	0.01	30
38	Nam Pawng	Shan(North)	E27, E31	E29, E35	SFN	0.04	30

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
39	Mong Lon	Shan(North)	E27. E31	E29, E35	SFN	0.04	30
40	Mong Paw	Shan(North)	E27. E31	E29, E35	SFN	0.04	30
41	Monewee	Shan(North)	E27. E31	E29, E35	SFN	0.01	30
42	Mabein	Shan(North)	E27. E31	E29, E35	SFN	0.04	30
43	Moemit	Shan(North)	E27. E31	E29, E35	SFN	0.08	30
44	Mong Yu (105 mile)	Shan(North)	E27. E31	E29, E35	SFN	0.04	30
45	Manhero (Selan)	Shan(North)	E27. E31	E29, E35	SFN	0.04	30

Frequency allocation plan in Zone 8

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Laechar	Shan(South)	E27,E31	E29,E35	MFN	0.15	30
2	Maukmei	Shan(South)	E27,E31	E29,E35	MFN	0.08	30
3	Minekai	Shan(South)	E26,E28	E30,E32	MFN	0.08	30
4	Mese	Kayah	E26,E28	E30,E32	MFN	0.04	30
5	Ho - Maing	Shan(South)	E26,E28	E30,E32	MFN	0.04	30
6	Naung Htaw	Shan(South)	E26,E28	E30,E32	MFN	0.01	30
7	Nayai	Shan(South)	E26,E28	E30,E32	MFN	0.01	30
8	Loikaw	Kayah	E21,E22,E25	E23,E24	SFN	5.0	100
9	Ywathit	Kayah	E21,E22	E23,E24	SFN	0.08	30
0	Bawlakae	Kayah	E21,E22	E23,E24	SFN	0.08	30
11	Hparuso	Kayah	E21,E22	E23,E24	SFN	0.08	30
12	Hpasaung	Kayah	E21,E22	E23,E24	SFN	0.08	30
13	Shartaw	Kayah	E21,E22	E23,E24	SFN	0.08	30
14	Taunggyi	Shan(South)	E21,E22,E25	E23,E24	SFN	31.4	100
15	Kunhein	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
16	Moena	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
17	Linkhae	Shan(South)	E21,E22	E23,E24	SFN	0.15	30
18	Minepan	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
19	Pinlaung	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
20	Wamhat	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
21	Kyaingtaung	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
22	Minenaung	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
23	Ywangan	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
24	Kholan	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
25	Kar Li	Shan(South)	E21,E22	E23,E24	SFN	0.08	30
26	Mawchi	Kayah	E21,E22	E23,E24	SFN	0.04	30
27	Kay Thee	Shan(South)	E21,E22	E23,E24	SFN	0.01	30
28	Wanhai	Shan(South)	E21,E22	E23,E24	SFN	0.04	30
29	Monghsu	Shan(South)	E21,E22	E23,E24	SFN	0.01	30
30	Naungwo	Shan(South)	E21,E22	E23,E24	SFN	0.04	30
31	Wampang	Shan(South)	E21,E22	E23,E24	SFN	0.01	30
32	Mong San	Shan(South)	E21,E22	E23,E24	SFN	0.04	30
33	Kyaukku	Shan(South)	E21,E22	E23,E24	SFN	0.04	30
34	Pekon	Kayah	E21,E22	E23,E24	SFN	0.04	30
35	Monehta	Shan(South)	E21,E22	E23,E24	SFN	0.04	30

Frequency allocation plan in Zone 9

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Mong Pying	Shan(East)	E30,E32	E26,E34	COM	0.01	30
2	Makmang	Shan(East)	E30,E32	E26,E34	COM	0.01	30
3	Mong Tone	Shan(East)	E30,E32	E26,E34	COM	0.04	30
4	Ponparkyin	Shan(East)	E30,E32	E26,E34	COM	0.01	30
5	Kyaingtone	Shan(East)	E27,E29	E31,E33	MFN	1.5	90
6	Tarchileik	Shan(East)	E27,E29	E31,E33	MFN	0.93	25
7	Minehpak	Shan(East)	E30,E32	E26,E34	MFN	0.08	30
8	Mineparsho	Shan(East)	E27,E29	E31,E33	MFN	0.08	30
9	Tarlay	Shan(East)	E21,E22	E35,E36	MFN	0.01	30
10	Mong Yawng	Shan(East)	E27,E29	E31,E33	MFN	0.04	30
11	Mong Yu	Shan(East)	E30,E32	E26,E34	MFN	0.04	30
12	Kyaing Lat	Shan(East)	E30,E32	E26,E34	MFN	0.01	30
13	Mong Hkoke	Shan(East)	E21,E22	E35,E36	MFN	0.01	30
14	Tongtar	Shan(East)	E21,E22	E35,E36	MFN	0.01	30
15	Mong Yun	Shan(East)	E27,E29	E31,E33	MFN	0.01	30
16	Wanpon	Shan(East)	E30,E32	E26,E34	MFN	0.08	30
17	Minesat	Shan(East)	E30,E32	E26,E34	SFN	0.08	30
18	Mineyan	Shan(East)	E30,E32	E26,E34	SFN	0.08	30
19	Mong Khet	Shan(East)	E30,E32	E26,E34	SFN	0.01	30
20	Mong Ma	Shan(East)	E21,E22	E35,E36	MFN	0.01	30
21	Mong Hpen	Shan(East)	E30,E32	E26,E34	SFN	0.01	30
22	Mong Pauk	Shan(East)	E30,E32	E26,E34	SFN	0.01	30
23	Mong Kar	Shan(East)	E30,E32	E26,E34	SFN	0.01	30
24	Mong Lar	Shan(East)	E27,E29	E31,E33	MFN	0.01	30
25	Seluu	Shan(East)	E30,E32	E26,E34	SFN	0.01	30

Frequency allocation plan in Zone 10

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Hlaingbwe	Kayin	E30,E32	E26,E34	SFN	0.54	50
2	Paingkyone	Kayin	E30,E32	E26,E34	SFN	0.08	30
3	Hpa-An	Kayin	E30,E32	E26,E34	SFN	7.8	100
4	Hpapon	Kayin	E30,E32	E26,E34	SFN	0.08	30
5	Myawaddy	Kayin	E23,E25	E22,E28	MFN	0.54	50
6	Hpayarthonesu	Kayin	E21,E24	E22,E28	MFN	0.08	30
7	Kyarinnseikgyi	Kayin	E30,E32	E26,E34	SFN	0.08	30
8	Myinggyigu	Kayin	E30,E32	E26,E34	SFN	0.08	30
9	Kyaikdon	Kayin	E30,E32	E26,E34	SFN	0.15	30
10	Mawlamyine	Mon	E30,E32	E26,E34	SFN	31.4	100
11	Lamine	Mon	E30,E32	E26,E34	SFN	0.9	30
12	Bilin	Mon	E30,E32	E26,E34	SFN	4.8	65
13	Ye	Mon	E30,E32	E26,E34	SFN	0.9	30
14	Khawzar	Mon	E30,E32	E26,E34	SFN	0.08	30
15	Shanywathit	Kayin	E30,E32	E26,E34	SFN	0.04	30
16	Kyaungywa	Mon	E30,E32	E26,E34	SFN	0.04	30

Frequency allocation plan in Zone 11

No.	Station Name	State/Region	Channels for MRTV	Channels for Private	Type	Max ERP (kW)	Max H (ant) (meters)
1	Myeik	Tanin Tharyi	E27,E29	E31,E33	S-M	29.3	75
2	Dawei	Tanin Tharyi	E25,E28	E23,E24	MFN	5.6	70
3	Byoatphyin	Tanin Tharyi	E21,E22	E35,E36	MFN	0.08	30
4	Kawthaung	Tanin Tharyi	E21,E22	E35,E36	MFN	0.45	30
5	Marang	Tanin Tharyi	E27,E29	E31,E33	MFN	0.04	30
6	Heinda	Tanin Tharyi	E21,E22	E35,E36	MFN	0.08	30
7	Chanphang	Tanin Tharyi	E25,E28	E23,E24	MFN	0.04	30
8	Aungba	Tanin Tharyi	E27,E29	E31,E33	MFN	0.04	30
9	Myitta	Tanin Tharyi	E27,E29	E31,E33	S-M	0.08	30
10	Kamoukyi	Tanin Tharyi	E26,E30	E32,E34	MFN	0.01	30
11	Pyingyimandaing	Tanin Tharyi	E25,E28	E23,E24	MFN	0.01	30
12	Palauk	Tanin Tharyi	E27,E29	E31,E33	S-M	0.04	30
13	Kaleinaung	Tanin Tharyi	E27,E29	E31,E33	MFN	0.04	30
14	Tanintharyi	Tanin Tharyi	E27,E29	E31,E33	S-M	0.04	30
15	Karathuri	Tanin Tharyi	E25,E28	E23,E24	MFN	0.01	30
16	Palaw	Tanin Tharyi	E27,E29	E31,E33	S-M	0.04	30
17	Tagu(Tharabwin)	Tanin Tharyi	E25,E28	E23,E24	MFN	0.01	30

Annex-5
Deliverable list

Deliberable List

	Title	Language	Issue
1	Analysis Report for the Current Status and Issues of the Media Sector in Myanmar	English	April 2017
2	Analysis Report of the Issues of News Reporting	English	June 2018
3	Analysis Report of the Issues in Programme Production	English	June 2018
4	Medium/Long-Term Roadmap for Transformation to Public Service Broadcaster	English/Burmese	July 2020
5	Operation and Maintenance Manual of Broadcasting Equipment	English	July 2020
6	MRTV Broadcasting Guidelines	English/Burmese	July 2020
7	Fundamental Code of Broadcasting Ethics and Code of Conduct	English/Burmese	July 2020
8	Mpedia	English/Burmese	July 2020
9	Audience Survey for the Project for Capacity Development of Myanmar Radio and Television	English	March 2017
10	Audience End-line Survey Report	English	March 2020
11	Concept of Program Planning	English	July 2020

Annex-6
Operation and
Maintenance Condition of Tatkone Facilities

Operation and Maintenance Condition of Tatkone Facilities

No	Classified	Name of System or Equipment	The Purpose	Year of Installation	Plan of update or disposal	Average operation time per year (hours)	MTBF* (hours)	Availability (%)	Periodic inspection	Manufacture Support Service
1	Transmitter	Digital Television Transmitter	Digital Television Broadcasting	2013	—	8,760	4,380	100.0	Every day	Italy
2	Transmitter	Analogue Television Transmitter	Analogue Television Broadcasting	2006	After ASO, It will disposal	8,760	4,830	99.6	Every day	Thailand
3	Transmitter	FM Radio Transmitter	Radio Broadcasting	2006	Under discussion	8,760	8,760	99.8	Every day	Singapore
4	Transmitter	Medium Wave Transmitter 1	Radio Broadcasting	2007	Under discussion	4,380	4,380	99.8	Every other day	Canada
5	Transmitter	Medium Wave Transmitter 2	Radio Broadcasting	2010	Under discussion	4,380	1,440	98.6	Every other day	China
6	Transmitter	Short Wave Transmitter 1	Radio Broadcasting	2009	Under discussion	4,380	8,760	99.8	Every other day	Croatia
7	Transmitter	Short Wave Transmitter 2	Radio Broadcasting	2009	Under discussion	4,380	8,760	99.8	Every other day	China
8	Transmission	Satellite Communication System	It transmit and receive a TV, Radio and NEWS paper source. Receive TV contents by foreign country.	2006	Under discussion	8,760	3,212	99.9	Every day	Hong Kong
9	Broadcasting control	Television Master Control	TV and Radio broadcasting control	2006	—	8,760	2,409	99.9	Every day (always monitored)	Hong Kong
10	Broadcasting control	Presentation 1	TV programs broadcasting control	2006	—	8,760	8,760	99.8	Every day	Hong Kong
11	Broadcasting control	Presentation 2	TV programs broadcasting control	2006	—	8,760	8,760	99.8	Every day	Hong Kong
12	Broadcasting control	Presentation 3	TV programs broadcasting control	2006	—	8,760	8,760	99.8	Every day	Hong Kong
13	Broadcasting control	NEWS Resource Control System	Creating NEWS programs	2006	—	8,760	3,212	99.8	Every day (always monitored)	Hong Kong
14	Broadcasting control	Central Equipment System	Creating TV programs and business management	2015	—	8,760	8,760	100.0	Every day (always monitored)	Myanmar
15	Program	NEWS Studio 1	NEWS Program	2006	—	3,650	7,300	99.9	Inspection before	Hong Kong

No	Classified	Name of System or Equipment	The Purpose	Year of Installation	Plan of update or disposal	Average operation time per year (hours)	MTBF* (hours)	Availability (%)	Periodic inspection	Manufacture Support Service
	Recording		Recording						operation	
16	Program Recording	NEWS Studio 2	NEWS Program Recording	2007	—	3,650	6,570	99.8	Inspection before operation	Hong Kong
17	Program Recording	HD Studio	HD TV Program Recording	2015	—	1,440	2,880	100.0	Inspection before operation	Hong Kong
18	Program Recording	Virtual Studio	Virtual TV Program Recording	2008	—	1,440	3,240	99.7	Inspection before operation	Hong Kong
19	Program Recording	Auditorium	TV Program Recording	2,006	—	380	3,800	100	Monthly or Inspection before operation	Hong Kong
20	Program Editing	Editing System	TV Program Editing	2006	Under discussion	1,920	2,920	99.7	Inspection before operation	Myanmar
21	Program Editing	Media Conversion System	Media Conversion	2006	Under discussion	1,920	2,920	99.7	Inspection before operation	
22	Program Editing	Computer Graphics On Line System	Create Computer Graphics	2006	Under discussion	3,650	4,380	99.8	—	Myanmar
23	Program Editing	Computer Graphics Off Line System	Create Computer Graphics	2006	Under discussion	1,920	4,380	99.8	—	Myanmar
24	Program Recording	OB-Van	TV Program Recording at outdoor	2013	—	2,920	Major error did not happen.	100.0	Monthly or Inspection before operation	Singapore
25	Program Recording	ENG	TV Program Recording at outdoor and Transmission.	2013	—	2,920	Major error did not happen.	100.0	Monthly or Inspection before operation	Singapore
26	Broadcasting control	Radio Master Control	Radio Program Broadcasting Control	2018		8,760	After updating, error did not occur.	99.7	Inspection before operation	Hong Kong
27	Broadcasting control	On Air Room 1	Myanmar Radio Broadcasting Control	2018		8,760	After updating, error did not occur.	99.9	Inspection before operation	Hong Kong
28	Broadcasting control	On Air Room 2	NRC1 Radio Broadcasting Control	2018		8,760	After updating, error did not occur.	99.9	Inspection before operation	Hong Kong
29	Broadcasting control	On Air Room 3	NRC2 Radio	2018		8,760	After updating, error did not occur.	99.9	Inspection before operation	Hong Kong

No	Classified	Name of System or Equipment	The Purpose	Year of Installation	Plan of update or disposal	Average operation time per year (hours)	MTBF* (hours)	Availability (%)	Periodic inspection	Manufacture Support Service
	g control	Broadcasting Control					error did not occur.		operation	
30	Program Editing	Audio Editing Room	Radio Program Editing	2018		2,920	After updating, error did not occur.	100.0	Inspection before operation	Hong Kong
31	Program Recording	Recording Studio 1	Radio Program Recording	2018		2,920	After updating, error did not occur.	100.0	Inspection before operation	Hong Kong
32	Program Recording	Recording Studio 2	Radio Program Recording	2018		2,920	After updating, error did not occur.	100.0	Inspection before operation	Hong Kong
33	Program Recording	Radio Talk Show Studio	Radio Program Recording	2018		1,440	After updating, error did not occur.	100.0	Inspection before operation	Hong Kong
34	Program Recording	Audio Recording Studio 1	Recording audio source of TV and Radio	2008	—	1,440	4,800	99.8	Inspection before operation	Hong Kong
35	Program Recording	Audio Recording Studio 2	Recording audio source of TV and Radio	2008	—	1,440	4,800	99.8	Inspection before operation	Hong Kong
36	Program Recording	Mixing Audio Room	Recording audio source of TV and Radio	2008	—	380	Major error did not happen.	100	Inspection before operation	Hong Kong
37	Archive	Radio Program Archive Room	Storage Radio Program by Tape, LP, CD and etc.	2019	—	1,440	After updating, error did not occur.	100.0	—	—
38	Archive	Television Program Archive Room	Storage Radio Program by Tape, LP, CD and etc.	2019	—	1,440	After updating, error did not occur.	100.0	—	—

*MTBF is Mean Time Between Failure

MTBF is a value obtained by dividing the total operating time by the number of failure. However, Faults not caused by MRTV are not included in number of failures.

Availability is $MTBF/(MTBF+MTTR)$

MTTR is Mean Time To Repair. The value is based on survey by Sub WG

Source: JET

Annex-7

List of programs produced by the Project

List of program (Feature News)

	Title	Production year	On-Air	Duration (min.)	Producer
1	Myanmar Festivals	1st Project year	January, 2017	13:00	Aung Myo Myint
2	Burmese in Tokyo	1st Project year	January, 2017	13:00	Aung Myo Myint
3	Circular Train in Yangon	1st Project year	March, 2017	3:00	Ohn Mar Han
4	Foreigners interested in Yangon circular trains	1st Project year	March, 2017	3:00	Thandar Yi
5	First Myanmar Chocolate Production	1st Project year	March, 2017	3:00	Wai Mun Oo
6	Onion prices getting high	1st Project year	Feb, 2017	3:00	Ei Su Mon
7	Young generation becomes less interested in Myanmar traditional sword making	1st Project year	Feb, 2017	3:00	Win Myat Thandar Lwin
25	Yangon stock exchange market	3rd Project year	July, 2018	4:00	Zin Thaw San
26	Yangon stock exchange market interview section	3rd Project year	July, 2018	7:00	Zin Thaw San
27	Raw materials for paper production getting out of stock	3rd Project year	Aug, 2018	3:00	Thaingi Aye
28	Betel chewers to be disciplined by YCDC new law	3rd Project year	Aug, 2018	3:00	Thant Zaw
29	Solar system launched in Dala	3rd Project year	Aug, 2018	3:00	Thandar Yi
30	Commodity price rises	3rd Project year	Aug, 2018	2:30	Aye Wah Hlaing
31	New delivery room launched in Tatkone	3rd Project year	Aug, 2018	3:00	Moe July
32	Precursor Control in Myanmar	3rd Project year	Nov, 2018	2:30	Win Myat Thandar Lwin
33	Crop insurance launched for rice farmers	3rd Project year	Nov, 2018	3:00	Win Myat Thandar Lwin
34	Earthquake drill in a basic education school	3rd Project year	Nov, 2018	2:30	Phyo Ei Ei Paing
35	Rose farmers getting higher income	3rd Project year	Nov, 2018	3:00	Win Myat Thandar Lwin
36	Mobile sellers getting popular in country sides	3rd Project year	Nov, 2018	3:00	Win Myat Thandar Lwin
37	Traditional salad for Tazaungdine	3rd Project year	Nov, 2018	2:30	Swe Swe Than
38	Ferris wheel worker	3rd Project year	Nov, 2018	3:00	Win Myat Thandar Lwin
39	Futsal fields getting popular	3rd Project year	Dec, 2018	3:00	Zaw Min Tun
40	World Toilet Day	3rd Project year	Dec, 2018	2:30	Moe July
41	Employment rate to be reduced	3rd Project year	Dec, 2018	2:30	Khin Moh Moh Lwin
42	Increasing number of women suffering from cancers	3rd Project year	Dec, 2018	3:00	San San Htwe
43	Blind students taking exam	3rd Project year	Mar, 2019	3:00	Mya Thin Khaing
43	New child labour law going to be enacted	4th Project year	July, 2019	3:00	Lai Yi Myint
44	Bridge to be built for circular train users	4th Project year	July, 2019	3:00	Ohn Mar Han
45	Young ladies making paper lanterns	4th Project year	Sep, 2019	3:00	Khin Moh Moh Lwin
46	Candles are in high demand	4th Project year	Oct, 2019	2:30	Nan Doi
47	Number of pot makers decreasing	4th Project year	Nov, 2019	3:00	Yi Mar Win
48	Ferry service keeps running during holidays	4th Project year	Nov, 2019	2:15	Thandar Yi
49	Onion price rockets	4th Project year	Dec, 2019	3:00	Sar Blute Wah
50	Train system and Bus system joint	4th Project year	Dec, 2019	3:00	Thaingi Aye
51	New water system for people in Dala	4th Project year	Dec, 2019	3:00	Aye Wah Hlaing
52	Housewives' voice for election	4th Project year	not yet	3:00	San San Htwe
53	Hope of taxi drivers	4th Project year	not yet	3:00	Shwe Sin
54	Farmers' voice for election	4th Project year	not yet	3:00	Thiri Thandar Aung

List of program (Agriculture)

	Title	Production year	On-Air	Duration (min.)	Producer
1	Japanese rice	2nd project year	March 4, 2019	11:15	Mar Lwin Oo
2	Organic farm	2nd project year	March 25, 2019	11:10	Nyein Chan Aung
3	Myanmar coffee	3rd project year	April 3, 2019	12:10	May Sweet
4	Green Tea	3rd project year	May 5, 2019	11:50	Saw Sanda Htwe
5	Macadamia	3rd project year	June 24, 2019	11:00	Aung Kyaw Moe
6	First lily flowers grower	3rd project year	Aug 24, 2019	10:10	Yay Nan Thaung
7	Myanmar chocolate	4th project year	Oct 22, 2019	12:20	May Sweet

List of program (Investigative report)

	Title	Production year	On-Air	Duration (min.)	Producer
1	Situation after one year of Swar Dam out break	3rd Project year	Aug 9, 2019	12:10	Eitra Min Min
2	Flood incidents in Bilin "co-existence with nature"	3rd Project year	Aug 10, 2019	12:15	Eitra Min Min
3	Tatkone with high postpartum mortality	2nd Project year	May 28, 2019	13:00	Moe July
4	Ties among minorites	3rd Project year	In progress		Thurein Lwin
5	Palm trees and environmental problems (1st epi)	3rd Project year	Nov 19, 2019	10:00	Su Su Lin
6	Palm trees and environmental problems (2nd epi)	3rd Project year	Nov 26, 2019	10:00	Su Su Lin
7	Palm trees and environmental problems (3rd epo)	3rd Project year	Dec 3, 2019	10:00	Su Su Lin

List of program (Radio Live)

	Title	Production year	On-Air	Duration (min.)	Producer
1	Tailors in the market	3rd Project Year	July, 2018	15:00	Saw Min Naung and Aung Nay Oo
2	Chewing betels and bad habits	3rd Project Year	Aug, 2018	15:00	
3	Rainy season awareness	3rd Project Year	Aug, 2018	15:00	
4	Traffic Rules	3rd Project Year	Sep, 2018	15:00	
5	Youth and Drugs	3rd Project Year	Sep, 2018	15:00	

Annex-8

Result of Interview with MRTV Staff



Result of Interview with MRTV Staff

MRTV Next Project
December, 2019

TV(Editor, Reporter, Producer, Cameraman, Announcer and general staff)

Sample :121

	Question	Before training			After training		
		Good	Fair	Poor	Good	Fair	Poor
1	Awareness on editorial independence	0%	85%	15%	64%	36%	0%
2	Fact Checking	54%	38%	8%	75%	25%	0%
3	Accumulating specialty	17%	58%	25%	55%	45%	0%
4	Confirmation of the news source	45%	27%	27%	55%	45%	0%
5	Complying with basic human rights (copyrights, privacy, and so on)	50%	42%	8%	64%	27%	9%
6	Discussion between cameramen and reporters	50%	33%	17%	58%	42%	0%
7	Interviewing skills	9%	82%	9%	36%	64%	0%
8	Producing featured news	55%	27%	18%	55%	45%	0%
9	Awareness on news value	31%	38%	31%	54%	46%	0%
10	Obtaining different opinions (impartiality)	46%	38%	15%	77%	23%	0%
11	Awareness on importance of natural disaster coverage	31%	62%	8%	54%	46%	0%
12	Awareness on importance of accident coverage	23%	46%	31%	46%	54%	0%
13	Awareness of importance of crime news	15%	54%	31%	23%	77%	0%
14	Awareness of importance of coverage on diseases	25%	50%	25%	42%	58%	0%
15	Awareness of importance of sensitive coverage (ethnic divisiveness, human trafficking, drugs, corruption, smuggling and other illegal matters, war, terror and so on)	38%	38%	23%	46%	46%	8%
16	Paying attention not to discriminate	63%	13%	25%	50%	50%	0%
17	Preparing a coverage schedule list and a planning chart	63%	25%	13%	63%	25%	13%
18	Using statistics, number or chart in news report	13%	50%	38%	50%	38%	13%
19	Recording and using natural sound	43%	14%	43%	86%	14%	0%
20	Doing research before covering	43%	14%	43%	57%	29%	14%
21	Awareness on the differences and meaning of camera shots	29%	29%	43%	57%	43%	0%

Radio (Editor, Reporter, Producer, Announcer and general staff)

Sample :110

	Question	Before training			After training		
		Good	Fair	Poor	Good	Fair	Poor
1	Awareness on editorial independence	2%	40%	58%	38%	58%	4%
2	Fact Checking	6%	57%	37%	44%	54%	3%
3	Accumulating specialty	6%	63%	30%	56%	42%	2%
4	Confirmation of the news source	6%	47%	47%	43%	45%	12%
5	Complying with basic human rights (copyrights, privacy, and so on)	9%	58%	32%	50%	42%	7%
6	Discussion between cameramen and reporters	2%	48%	49%	24%	56%	20%
7	Interviewing skills	4%	48%	48%	44%	49%	7%
8	Producing featured news	1%	33%	66%	27%	49%	24%
9	Awareness on news value	7%	59%	34%	59%	32%	8%
10	Obtaining different opinions (impartiality)	5%	50%	45%	40%	50%	10%
11	Awareness on importance of natural disaster coverage	7%	66%	26%	62%	36%	2%
12	Awareness on importance of accident coverage	7%	48%	45%	42%	51%	7%
13	Awareness of importance of crime news	4%	50%	46%	37%	56%	6%
14	Awareness of importance of coverage on diseases	8%	62%	30%	56%	38%	6%
15	Awareness of importance of sensitive coverage (ethnic divisiveness, human trafficking, drugs, corruption, smuggling and other illegal matters, war, terror and so on)	7%	64%	28%	62%	29%	8%
16	Paying attention not to discriminate	9%	65%	26%	57%	37%	6%
17	Preparing a coverage schedule list and a planning chart	8%	55%	37%	40%	50%	10%
18	Using statistics, number or chart in news report	4%	51%	45%	28%	63%	10%
19	Recording and using natural sound	11%	49%	40%	52%	41%	8%
20	Doing research before covering	6%	46%	48%	39%	45%	16%
21	Awareness on the differences and meaning of camera shots	3%	26%	72%	10%	57%	33%