



Broadcasting Board of Governors FY 2013 Budget Request

Executive Summary

The Broadcasting Board of Governors (BBG) supports United States national interests through its mission to inform, engage and connect people around the world in support of freedom and democracy. In accordance with the International Broadcasting Act of 1994 (as amended), the BBG manages and oversees all U.S. civilian international broadcasting, including the Voice of America (VOA), the Office of Cuba Broadcasting (OCB), and grantee organizations RFE/RL, Inc., Radio Free Asia (RFA), and the Middle East Broadcasting Networks, Inc. (MBN).

BBG distributes programming in 59 languages to more than 100 countries via radio, terrestrial and satellite TV, the Internet, mobile devices, and social media. With its global transmission network, the BBG reaches a worldwide weekly audience of 187 million people. U.S. International Broadcasting is among the most cost effective initiatives within public diplomacy. Over 80 percent of BBG language services cost less than \$5 million per year to operate, and approximately two-thirds cost less than \$2 million per year.

The BBG serves as a journalistic catalyst in the support of democracy, civil society, and transparent institutions around the world. All BBG broadcast services adhere to the highest standards of journalistic independence, ethics, and objectivity. We provide an ongoing antidote to censored news. We offer life-saving information during humanitarian emergencies. We develop and direct technologies to penetrate restrictive information firewalls. And when events dictate, the BBG reacts quickly to crises with temporary surges in broadcasting.

The BBG's unique value is to support freedom of press and expression, essential to fostering and sustaining free societies, which directly and tangibly supports U.S. national interests. While fully independent editorially, BBG is responsive to U.S. foreign policy priorities. We reach people in their languages of choice; in countries where independent journalism is limited or not available; where there are severe obstacles to developing relevant programming and hiring and training journalists; and where governments jam broadcasts and censor the Internet.

A New Strategic Vision for U.S. International Broadcasting

In September 2010, the BBG, at the direction of its new Board, began a comprehensive strategic review of all agency language services and target regions. The nine-month study assessed the Agency's global operating environment, mission, and distribution and technology efforts. In-depth regional reviews integrated senior management and language service heads and staffs at each of the BBG broadcast organizations. They also included more than 75 independent experts who offered their assessment of leading political and media factors in the broadcast areas as well as the language services' unique value and impact. The full text of the plan is provided later in this document.

The agency's 2012-2016 strategic plan, *Impact through Innovation and Integration*, is the result of this extensive review. Approved by the BBG Board in October 2011, the plan addresses the critical challenges and new opportunities marked by worldwide political and economic upheaval and a historic global communications revolution. It is the basis for the Agency's FY 2013

budget submission and has guided the difficult decisions required in an environment of fiscal constraint.

To be competitive today, the BBG must innovate as never before. To have the resources and management structures to enable such innovation, the agency must integrate its operations. These core imperatives are drivers of the new plan.

The agency's new mission statement – to inform, engage, and connect people around the world in support of freedom and democracy – reflects the new global operating environment.

For 2012-2016, the BBG's core strategic goal is to become the world's leading international news agency focused on our mission and impact – i.e., to reach key audiences in support of free, open, democratic societies. The agency's principal performance goal is to reach 216 million in global weekly audience by 2016.

To meet the performance targets, the BBG will pursue an implementation plan over the next five years that combines both restructuring and growth steps. The former seek to reorganize a system of U.S. international broadcasting that traps resources in inefficiency and duplication and fails to leverage our collective strengths. The latter aims to enhance our performance at the language service level and take advantage of opportunities across our broadcast territories to expand reach and impact in fulfillment of our mission and congressional mandates.

The implementation plan features a dozen key tactical steps that informed the FY 2013 budget proposal.

- Unify the agency into one organization, many brands
- Launch a Global News Network
- Seize targeted growth opportunities
- Focus on the global democracy wave and pockets of extremism
- Rationalize program delivery
- Combat Internet censorship and jamming
- Elevate and expand social media innovation
- Employ leading-edge communication techniques and technologies
- Engage the world in conversation about America
- Nurture a dynamic, dedicated workforce
- Spur development through targeted media initiatives and training
- Sharpen understanding of impact through state-of-the-art research

Expanding Agency Reach and Impact – The Ultimate Goal

To adapt to rapidly changing media environments, audience demographics, and technologies, the Agency has identified a number of opportunities to expand audiences and to increase the impact of our broadcasting. The new strategic plan sets practical targets for improving distribution and programming effectiveness in key markets, increases collaboration and reduces duplication among BBG-funded activities, and identifies initiatives to streamline management and support

functions. The Board envisions a single, strong global media organization, comprised of BBG's existing trusted program brands, dedicated to a mission of informing and engaging audiences worldwide in support of freedom and democracy.

In a streamlined organization, each BBG-funded broadcast network will fully leverage shared Washington-based and overseas resources. The FY 2013 budget eliminates many redundancies in BBG broadcasts. BBG's new strategic vision consolidates broadcasts in areas where multiple networks serve the same market, so that limited Agency resources can achieve maximum impact. The 2013 budget redirects a portion of these resources to investments in new television content for Central Asia and Egypt, key areas where the U.S. has a strong strategic interest and the BBG has high potential to grow audiences.

BBG's FY 2013 request for program delivery reflects fundamental shifts in our global audiences' media consumption preferences. News media delivery methods are constantly evolving, and BBG has struggled to fully keep pace with changes in the way that audiences choose to consume media. Maintaining heavy investments in delivery platforms that are fast declining in media use limits BBG's ability to adapt to the newer technologies that increasingly represent the media platforms of choice.

The BBG aims to reach audiences via the preferred media platforms of any given region. BBG's FY 2013 budget request seeks to strengthen the digital and social media activities experiencing high growth abroad. Beyond a robust presence on traditional websites, blogs, and social media platforms, BBG networks are expanding rapidly into delivering content via mobile devices. Ongoing efforts to circumvent hostile regimes' restrictions on Internet access, for which the Congress provided additional resources in FY 2011 and in FY 2012, are complementary to this strategy and are incorporated into the FY 2013 request.

In keeping with the new strategy, the BBG remains committed to reaching audiences, often in less developed areas of the world, which continue to rely on traditional broadcast media. U.S. international broadcasting began in 1942 by reaching audiences through shortwave radio, and shortwave continues to be the only platform which reaches certain underserved populations. Where shortwave still works or serves as a delivery vehicle of last resort, the BBG will continue to use it. BBG's FY 2013 budget request includes funding to continue these transmissions by maintaining facilities and recapitalizing obsolete equipment. In other regions, audience preferences for television, FM radio, and satellite delivery require BBG to ensure program availability on those platforms. BBG's FY 2013 budget request strategically adjusts product mixes to respond to these trends.

These content and delivery changes, driven by the agency's strategic review process, would reduce BBG's legacy broadcast presence in some areas, but are essential to the continued influence of BBG broadcasts among critical target populations worldwide. By making strategic programmatic decisions, the BBG has reduced its budget by over 4 percent from FY 2012 enacted funding levels.

Budget Highlights

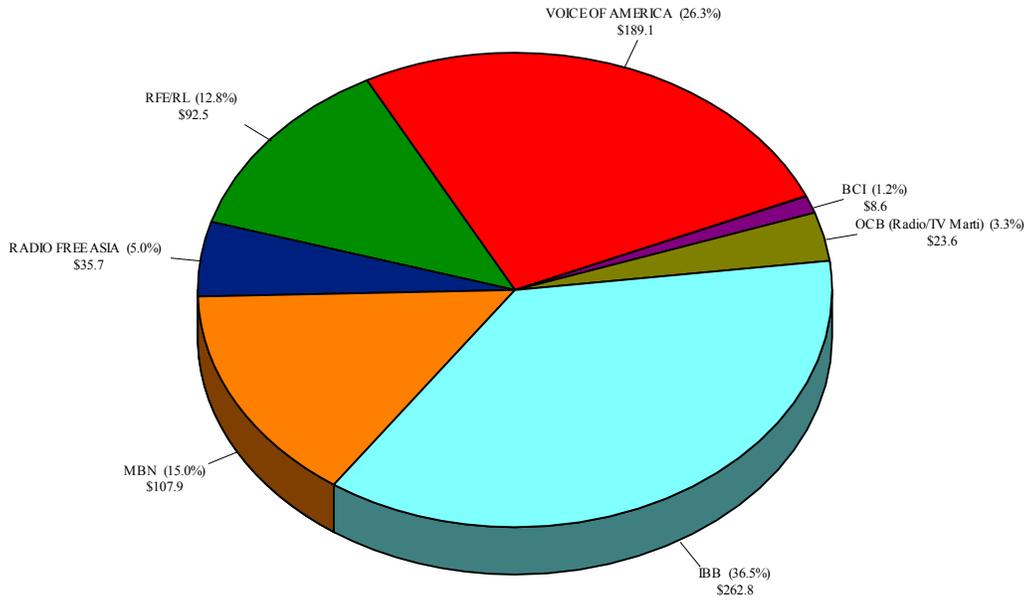
Required programmatic and administrative increases and reductions in the BBG's FY 2013 budget request reflect the Agency's strategic vision, as well as Executive Branch priorities. This

vision of a single, integrated broadcast organization with streamlined management, rationalized distribution, and minimal language service duplication, drives the operational and programmatic restructuring that yields savings, while strengthening the future course of U.S. international broadcasting.

Select highlights of the budget request include:

- The Broadcasting Board of Governors requests a total of \$720.15 million for FY 2013: \$711.56 million for International Broadcasting Operations and \$8.59 million for Broadcasting Capital Improvements.
- The BBG's FY 2013 Budget request contains \$9 million in program increases that add Satellite TV broadcasts in Central Asia; target new weekly television programs and related new media efforts to Egypt; elevate and expand social and new media; and revamp content and delivery to be more competitive.
- The FY 2013 budget request cuts over \$21 million in administrative and technical support costs throughout the agency and grantee organizations in areas such as, but not limited to, operational support staff, printing and copying services, administrative contractor support, financial management, information technology, data management, wire service contracts, phone service, supplies, promotional items, equipment, overtime, travel, mass transit, closure and/or reorganization of field offices, and other administrative efficiency savings.
- The FY 2013 budget request assumes \$11.6 million in Internet anti-censorship funding to continue a broad-based approach to the deployment of emerging technologies and partnerships with cutting-edge experts, developers and in-country networks.
- Taking all transmission and language service reductions into account, the budget request proposes to continue the use of shortwave and medium wave in Cuba, China, North Korea, Burma, Iran, Tibet, Uyghur, FATA (Afghan-Pakistan border region), Pakistan, Afghanistan, Belarusian, Russian to the Caucasus, Russian, Turkmen, Khmer, and Africa.
- Several language services (programs, transmissions and/or staffing) at VOA, RFE/RL, and RFA will be reduced, in part through efforts to restructure operations or reduce or end duplication. A limited number of broadcast languages are proposed for elimination. These reductions are planned to ensure that all statutory requirements for broadcasts will be observed. Broadcast support positions will also be reduced as a result of language service reductions.

**Broadcasting Board of Governors
 FY 2013 Congressional Request -- \$720.1 million
 Funding by Major Element
 (\$ in millions)**



*IBB funding includes Technology, Services, and Innovation funding of \$189.1 million which previously was a stand-alone entity.

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**Broadcasting Board of Governors
Summary of Appropriations
(\$ in thousands)**

	2011 Actual	2012 Enacted	2013 Request	2012-2013 Difference
International Broadcasting Operations				
Federal Entities				
International Broadcasting Bureau ¹	265,326	265,799	262,802	(2,997)
Voice of America	205,104	206,164	189,068	(17,096)
Office of Cuba Broadcasting	28,416	28,062	23,594	(4,468)
Total, Federal	498,846	500,025	475,464	(24,561)
Independent Grantee Organization				
RFE/RL	92,660	93,248	92,517	(731)
Radio Free Asia	37,438	40,964	35,707	(5,257)
Middle East Broadcasting Networks	111,073	110,263	107,870	(2,393)
Total, Grantees	241,171	244,475	236,094	(8,381)
International Broadcasting Operations	740,017	744,500	711,558	(32,942)
SUMMARY OF RESOURCES				
Appropriated P.L. 112-10/P.L.112-74/Request	731,500	740,100	711,558	(28,542)
Appropriated P.L. 112-10 Unrestricted Access to the Internet	9,980	-	-	-
Appropriated P.L. 112-74 Overseas Contingency Operations/Global War on Terrorism ²	-	4,400	-	(4,400)
Rescission	(1,463)	-	-	-
Total, International Broadcasting Operations	740,017	744,500	711,558	(32,942)
Broadcasting Capital Improvements				
Appropriated P.L. 112-10/P.L.112-74/Request	6,875	7,030	8,591	1,561
Rescission	(14)	-	-	-
Broadcasting Capital Improvements	6,861	7,030	8,591	1,561
Grand Total, Broadcasting Board of Governors Appropriation/Request	746,878	751,530	720,149	(31,381)

¹ Includes funding for unrestricted access to the Internet.

² Overseas Contingency Operations/Global War on Terrorism funding has been provided to RFE/RL's Radio Mashaal and the Voice of America's Radio Deewa for broadcasting to the Afghanistan/Pakistan border region.

Broadcasting Board of Governors
Explanation of Change
FY 2012 - FY 2013
(\$ in thousands)

	FY 2012 <u>Estimate</u> ¹	FY 2013 Requirements			FY 2013 <u>Continuing Operations</u>	Net Program <u>Decreases</u> ²	Program <u>Increases</u>	FY 2013 <u>Request</u>
		<u>Wage Requirements</u>	<u>Inflation</u>	<u>Other Net Built-in Changes</u>				
International Broadcasting Operations								
<i>Federal Entities</i>								
International Broadcasting Bureau	265,799	4,143	2,031	1,889	273,862	(12,760)	1,700	262,802
Voice of America	206,164	1,489	516	(3,295)	204,874	(16,181)	375	189,068
Office of Cuba Broadcasting	28,062	334	121	-	28,517	(4,923)	-	23,594
<i>Independent Grantee Organizations</i>								
RFE/RL	93,248	2,295	429	1,892	97,864	(8,272)	2,925	92,517
Radio Free Asia	40,964	137	114	(3,484)	37,731	(2,024)	-	35,707
Middle East Broadcasting Networks	110,263	1,105	374	94	111,836	(5,966)	2,000	107,870
Subtotal, IBO	744,500	9,503	3,585	(2,904)	754,684	(50,126)	7,000	711,558
Broadcasting Capital Improvements	7,030	-	73	(169)	6,934	(343)	2,000	8,591
Total, BBG Request	751,530	9,503	3,658	(3,073)	761,618	(50,469)	9,000	720,149

¹Includes \$4.4M for Overseas Contingency Operations/Global War on Terrorism

²Offset by \$2.336 million for severance cost

**Broadcasting Board of Governors
Summary of Positions and FTE
As of September 30, 2011-2013**

	FY 2011 Actuals		FY 2012 Authorized		FY 2013 Request	
	Positions	FTE	Positions	FTE	Positions	FTE
<u>International Broadcasting Operations</u>						
<u>Federal Employees</u>						
International Broadcasting Bureau	709	593.2	844	678.9	816	678.2
American Salaries	431	420.4	510	453.7	492	460.5
Foreign Nationals DH/Personnel Service Agreements	278	172.7	334	225.2	324	217.7
Voice of America	1,209	1,206.8	1,281	1,213.7	1,111	1,085.6
American Salaries	1,178	1,193.8	1,250	1,199.7	1,080	1,071.6
Foreign Nationals DH/Personnel Service Agreements	31	13.0	31	14.0	31	14.0
Office of Cuba Broadcasting	128	126.6	136	128.2	105	106.7
American Salaries	128	126.6	136	128.2	105	106.7
Subtotal, Federal Employees	2,046	1,926.5	2,261	2,020.7	2,032	1,870.6
<u>Independent Grantee Organizations</u>						
RFE/RL	511	-	545	-	515	-
Employees	511	-	545	-	515	-
Radio Free Asia	267	-	286	-	265	-
Employees	267	-	286	-	265	-
Middle East Broadcasting Networks	768	-	848	-	884	-
Employees	768	-	848	-	884	-
Subtotal, Grantees Employees	1,546	-	1,679	-	1,664	-
Total, Broadcasting Board of Governors	3,592	1,926.5	3,940	2,020.7	3,696	1,870.6

Broadcasting Board of Governors
Summary of Funds
FY 2011 - FY 2013
(\$ in thousands)

	2011 Actuals	2012 Estimate	2013 Request	Increase or Decrease (-)
INTERNATIONAL BROADCASTING BUREAU				
Director, International Broadcasting Bureau	5,893	5,910	6,023	113
Office of General Counsel	2,420	2,224	2,256	32
Office of Chief Financial Officer	12,583	14,432	14,792	360
Office of Communications and External Affairs	1,465	1,690	1,718	28
Office of Strategy and Development	22,329	23,049	21,807	(1,242)
Office of Digital and Design Innovation	5,943	5,371	6,316	945
Office of Performance Review	5,416	5,249	5,170	(79)
Office of Contracting and Procurement	3,132	2,869	3,049	180
Office of Human Resources	9,554	9,678	8,396	(1,282)
Office of Civil Rights	1,146	1,151	1,154	3
Office of Policy	969	936	895	(41)
Office of Security	2,022	2,048	2,081	33
Office of Technology, Services, and Innovation				
Director	382	578	587	9
Office of the CIO	11,160	22,123	20,178	(1,945)
Resource Directorate	2,632	2,628	2,496	(132)
Information Technology Directorate	15,954	17,717	17,063	(654)
Engineering and Transmission Directorate	35,666	32,383	30,967	(1,416)
Broadcast Technologies Division	1,285	1,181	1,215	34
Operations Division	71,933	73,820	67,790	(6,030)
Stations Division	129	-	-	-
Domestic Transmitting Stations	10,949	11,317	11,416	99
Overseas Transmitting Stations	36,468	35,995	36,225	230
Monitors	1,077	1,158	1,208	50
TOTAL, INTERNATIONAL BROADCASTING BUREAU	260,507	273,507	262,802	(10,705)
Reconciliation:				
(-) Balances In/Recoveries	(1,013)	(7,708)	-	7,708
(+) Balances Out	7,708	-	-	-
(-) Proceeds of Sale	(49)	-	-	-
(-) Reimbursements/Agreements	(1,827)	-	-	-
Enacted/Request Level IBB	265,326	265,799	262,802	(2,997)
VOICE OF AMERICA				
Office of the VOA Director	4,218	5,980	5,625	(355)
Associate Director, Operations	49,384	47,132	43,398	(3,734)
Associate Director, Central News	21,576	20,502	16,802	(3,700)
Associate Director, Language Programming	4,182	3,325	3,347	22
Africa Division	13,495	13,065	12,205	(860)
Central Programs Division				-
East Asia & Pacific Division	33,152	33,150	30,274	(2,876)
Eurasian Division	12,232	10,842	10,198	(644)
Latin American Division	6,445	6,636	5,410	(1,226)
Near East and Central Asia Division	6,173	6,121	4,562	(1,559)
South Asia Division	15,243	16,638	15,258	(1,380)
Persian News Network	17,824	18,309	18,481	172
English Division	16,665	17,095	13,878	(3,217)
Total, Domestic Operations	200,589	198,795	179,438	(19,357)
Domestic Correspondent Bureaus	1,324	1,468	1,475	7
Overseas Correspondent Bureaus	7,568	7,927	8,155	228
TOTAL, VOICE OF AMERICA	209,481	208,190	189,068	(19,122)
Reconciliation:				
(-) Balances In	(1,256)	-	-	-
(-) Reimbursements/Agreements	(3,121)	(2,026)	-	2,026
Enacted/Request Level VOA	205,104	206,164	189,068	(17,096)

Broadcasting Board of Governors
Summary of Funds
FY 2011 - FY 2013
(\$ in thousands)

	<u>2011</u> <u>Actuals</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Request</u>	Increase or Decrease (-)
<u>OFFICE OF CUBA BROADCASTING</u>				
OCB Directorate	422	385	390	5
Office of General Manager	526	614	618	4
Administration Directorate	3,708	3,643	3,582	(61)
Radio Marti	7,475	6,686	6,229	(457)
New Media	451	533	461	(72)
Central News	3,948	4,111	2,780	(1,331)
TV Marti	5,091	4,529	3,971	(558)
Technical Operations	5,775	7,951	4,672	(3,279)
Computer Services	1,020	882	891	9
TOTAL, OFFICE OF CUBA BROADCASTING	28,416	29,334	23,594	(5,740)
Reconciliation:				
(-) Balances In/Recoveries	(1,272)	(1,272)	-	1,272
(+) Balances Out	1,272	-	-	-
Enacted/Request Level OCB	28,416	28,062	23,594	(4,468)
<u>RFE/RL</u>				
Broadcasting Division				
Director	3,717	3,002	2,795	(207)
Marketing & Affiliates Development	1,649	1,768	1,899	131
Broadcast Services:				
Armenian	1,499	1,474	1,536	62
Azerbaijani	1,654	1,656	1,724	68
Balkans	4,525	4,201	2,718	(1,483)
Belarusian	2,379	2,428	2,606	178
Georgian	2,042	2,033	2,164	131
Kazakh	1,702	1,716	1,795	79
Kyrgyz	1,685	1,664	1,739	75
Radio Farda (Persian)	6,982	7,086	7,408	322
Radio Free Afghanistan (Dari/Pashto)	5,030	5,304	5,559	255
Radio Mashaal (Pashto)	2,267	2,808	2,940	132
Radio Free Iraq (Arabic)	2,215	2,131	629	(1,502)
Romanian to Moldova	1,029	1,015	1,057	42
Russian	7,809	8,083	6,783	(1,300)
North Caucasus Unit (Avar, Chechen and Circassian)	1,203	1,180	725	(455)
Tajik	1,578	1,620	1,691	71
Tatar-Bashkir	979	1,002	579	(423)
Turkmen	1,150	1,123	1,175	52
Ukrainian	2,441	2,400	2,516	116
Uzbek	1,431	1,455	1,524	69
News and Current Affairs	6,624	6,850	6,151	(699)
Total, Broadcasting Division	61,590	61,999	57,713	(4,286)
Office of President	2,477	2,386	2,086	(300)
Operations Division	23,302	23,758	26,084	2,326
Finance Division	9,392	5,451	4,730	(721)
Capital	271	454	1,904	1,450
Total, Offices	35,442	32,049	34,804	2,755
TOTAL, RFE/RL	97,032	94,048	92,517	(1,531)
Reconciliation:				
(-) Balances In/Recoveries	(2,325)	(800)	-	800
(+) Balance Out	800	-	-	-
(-) Transfers from Buying Power Maintenance Fund	(2,847)	-	-	-
Enacted/Request Level RFE/RL	92,660	93,248	92,517	(731)

Broadcasting Board of Governors
Summary of Funds
FY 2011 - FY 2013
(\$ in thousands)

	2011 Actuals	2012 Estimate	2013 Request	Increase or Decrease (-)
<u>RADIO FREE ASIA</u>				
Programming Division				
Executive Editor	2,765	2,783	2,785	2
Program Services:				
Burmese Service	2,208	2,263	2,021	(242)
Cambodian Service	1,413	1,330	1,279	(51)
Cantonese Service	963	998	928	(70)
Korean Service	2,332	2,273	2,134	(139)
Laotian Service	1,399	1,477	1,280	(197)
Mandarin Service	4,881	4,677	4,549	(128)
Tibetan Service	3,829	3,854	3,769	(85)
Uyghur Service	1,180	1,224	1,132	(92)
Vietnamese Service	1,709	1,738	1,657	(81)
Program Offices:				
Ankara Office	83	71	-	(71)
Bangkok Office	313	285	303	18
Dharamsala Office	28	18	27	9
Hong Kong Office	578	572	586	14
Phnom Penh Office	156	150	144	(6)
Seoul Office	324	428	438	10
Taipei Office	121	130	54	(76)
Total, Programming	24,282	24,271	23,086	(1,185)
Office of the President	916	794	705	(89)
Freedom2Connect	-	3,700	-	(3,700)
Research, Training, and Evaluation	454	478	471	(7)
Technical Operations	9,657	9,577	9,380	(197)
Communications	275	255	265	10
Finance	1,463	1,487	1,406	(81)
Human Resources	391	402	394	(8)
Total, Admin, Mgt & Finance	13,156	16,693	12,621	(4,072)
TOTAL, RADIO FREE ASIA	37,438	40,964	35,707	(5,257)
Reconciliation:				
Enacted/Request Level RFA	37,438	40,964	35,707	(5,257)
<u>MIDDLE EAST BROADCASTING NETWORKS</u>				
Programming				
Alhurra	31,050	32,202	31,708	(494)
Alhurra Iraq	4,288	4,356	4,410	54
Radio Sawa	8,742	9,527	10,489	962
New Media/Web	2,305	2,971	3,015	44
Afia Darfur	643	681	484	(197)
Total, Programming	47,028	49,737	50,106	369
Overseas Offices				
Baghdad Bureau	4,559	4,468	3,519	(949)
Beirut Production Center	5,650	5,869	4,985	(884)
Cairo Bureau	4,123	3,788	3,399	(389)
Dubai Production Center	5,812	6,609	5,678	(931)
Jerusalem Production Center	1,976	2,219	1,983	(236)
Total, Overseas Offices	22,120	22,953	19,564	(3,389)
Administration				
Technical Operations	25,422	23,258	22,830	(428)
Administration	13,120	12,575	12,855	280
Creative Services	2,276	2,124	2,153	29
Communications	366	357	362	5
Total, Administration	41,184	38,314	38,200	(114)
TOTAL, MIDDLE EAST BROADCASTING NETWORKS	110,332	111,004	107,870	(3,134)
Reconciliation:				
(-) Balances In	-	(741)	-	741
(+) Balances Out	741	-	-	-
Enacted/Request Level MBN	111,073	110,263	107,870	(2,393)

Broadcasting Board of Governors
Summary of Funds
FY 2011 - FY 2013
(\$ in thousands)

	<u>2011</u> <u>Actuals</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Request</u>	Increase or Decrease (-)
<u>BROADCASTING CAPITAL IMPROVEMENTS</u>				
Maintenance, Improvements, Replace and Repair	1,437	4,092	2,890	(1,202)
VOA TV	768	785	750	(35)
Security	1,753	2,314	733	(1,581)
HVAC and Electrical Maintenance	668	767	678	(89)
OCB	-	169	169	-
Upgrade of Existing Facilities	3,246	7,589	2,000	(5,589)
Satellite & Terrestrial Program Feeds	4,737	1,583	1,371	(212)
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	12,609	17,299	8,591	(8,708)
Reconciliation:				
(-) Balances In/Recoveries	(10,174)	(4,426)	-	4,426
(+) Balances Out	4,426	-	-	-
(-) Sale of Property in Erching, Germany	-	(5,843)	-	5,843
Enacted/Request Level BCI	6,861	7,030	8,591	1,561

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Program Increases and Decreases

The FY 2013 budget request reflects the continued critical role of BBG broadcasts in support of U.S. national interests and continues the implementation of the BBG's new five-year Strategic Plan, *Impact through Innovation and Integration*. Funding decisions in this request have been made in a concerted effort to reprioritize, streamline, conserve resources, increase collaboration, and reduce duplication among BBG funded activities.

The budget request was informed by the tactical implementation steps contained in the strategic plan. These steps are designed to expand reach and impact in support of the BBG mission. A summary of the tactical implementation steps is provided below. A full explanation of these steps can be found in the strategic plan located later in this document.

- **Unify the Agency into one organization, many brands.** The BBG will break down its stove-piped administrative structure and shape a robust, unified, international media network while keeping the Agency's strong broadcast brands.
- **Launch a Global News Network.** The BBG seeks to harness Agency editorial output for internal sharing and launching a Web-based aggregation platform for external distribution.
- **Seize targeted growth opportunities.** There are significant, targeted opportunities to expand reach and impact across the world by discontinuing activities that are not working and utilizing platforms such as TV and New Media that are rapidly growing in popularity.
- **Focus on the global democracy wave and pockets of extremism.** The BBG will be active where democratic forces are at work against repressive governments, and continue to focus on areas beset by violent extremism, which is antithetical to democracy and U.S. national security.
- **Rationalize program delivery.** Given the proliferation of commercial, cable and satellite TV and FM radio stations, the BBG must align how we deliver content with how consumers access it. In the process, we must correct mismatches in resource allocations and redirect funds to support today's most effective distribution systems.
- **Combat Internet censorship and jamming.** The BBG will continue to work on many fronts to make news and information accessible to our global audiences with the aim of enabling unfettered access to our own products and to the full spectrum of independent news sources on the Internet.
- **Elevate and expand social media innovation.** The BBG will aggressively pursue an innovation agenda that develops the next generation of content, tools, and distribution platforms for social media.

- **Employ leading-edge communication techniques and technologies.** The BBG will stay on the cutting edge of emerging technologies, providing our diverse audiences the content they want on the platforms they prefer, avoiding a one-size-fits-all approach.
- **Engage the world in conversation about America.** The BBG will continue a policy dialogue with audiences while at the same time broadcasting English language products to the tens of millions of people around the world who seek to learn English.
- **Nurture a dynamic, dedicated workforce.** The BBG will continue to equip and energize its talented, multi-cultural workforce in order to carry out the Agency’s mission in the rapidly changing, highly competitive global media environment.
- **Spur development through targeted media initiatives and training.** The BBG will expand its efforts to carry out initiatives including professional journalism training and programming on topics that assist social and technological development.
- **Sharpen understanding of impact through state-of-the-art research.** Gauging impact is critical to broadcasters, management, and stakeholders for strategic and budgetary purposes; therefore, the BBG will implement a new global research program that incorporates an enhanced effort to better define and measure the impact of Agency media.

The FY 2013 Budget Request would enable the Agency to support its most critical base operations and capital requirements as well as provide additional funds to support a limited number of new initiatives. The BBG understands the difficult financial environment, and major efforts were made to reduce Agency spending while providing growth in key areas. These efforts are predicated on the Board’s strategy of fiscal and structural reform coupled with assertive audience growth and mission fulfillment.

Summary of Increases and Decreases

Adjustments to Maintain Current Services **[+ \$10.1 M]**

Maintaining current services into 2013 will cost an estimated \$761.6 million, or \$10.1 million above the 2012 level. This amount for base adjustments is the result of significant mandatory increases to cover salary and benefit increases, inflation, rent, contractual services including costs of a required update to the Agency’s financial system, Internet circumvention funding, and other operating expenses. These increases are offset by non-recurring one time FY 2012 costs.

Program Increases: All Entities **[+\$9.0 M]**

Enhance TV Broadcasts to Central Asia **[+4.0 M]**

The budget request proposes to leverage RFE/RL and VOA's reporting, content creation, and technology capabilities by producing a Russian-language direct-to-home satellite television programming. The new broadcasts will target younger audiences in Central Asia where Russian is still widely understood and spoken and where Russian-language media – much of it controlled

by Moscow – present consistently anti-Western messages. Satellite television use is growing rapidly in Central Asia, and use of shortwave radio is declining rapidly. While terrestrial television and FM radio are largely off-limits to USIB because governments in the region do not permit in-country broadcasts, Internet and satellite television are relatively unobstructed platforms for reaching audiences. By April 2013, RFE/RL and VOA propose to produce one hour each of Russian-language television programming per day. The two hours of original television programming will be augmented by existing native language programming (i.e. a VOA Uzbek show and two weekly RFE/RL Kyrgyz shows) and English language teaching and acquired programming, responding to the appetite for this type of programming in the region. As the programs and associated infrastructure get up and running, additional broadcasts in other vernacular languages will be added. In addition, BBG will create applications to deliver video on-demand to some of the most popular mobile devices. VOA and RFE/RL will share content, window into each other's programs, and cross-promote one another's shows. Funding will be utilized to create a TV infrastructure in RFE/RL's Prague facility. Reductions in Azerbaijan, Kazakh, Kyrgyz, Tajik, and Uzbek radio transmissions and broadcasts will partially offset some of the increases related to this proposal. There are 23 positions associated with this enhancement.

Relevant tactical implementation steps: Focus on the global democracy wave and pockets of extremism; Employ leading-edge communication techniques and technologies

Performance Goal	FY 2013 Target	FY 2014 Target	FY 2015 Target
Reach television viewers across Central Asia	500,000 weekly viewers	900,000 weekly viewers	1,100,000 weekly viewers

Target News and Current Affairs TV to Egypt

[+2.0 M]

The budget request includes funding to launch targeted information programming about social and political issues emerging in Egypt in the wake of the revolution. MBN's television programming to Egypt currently provides predominantly "pan-Arabic" programming. This enhancement would allow MBN to increase its news and information for and about Egypt and Egyptians. During the height of the revolution, one-quarter of Egyptians in Cairo and Alexandria turned to MBN's Alhurra television to follow the crisis. MBN will use the Alhurra platform and add 20 new positions to ensure Egyptians and others across the region have access to a wider array of perspectives and information to inform their future. Through three new weekly television programs and related new media efforts, MBN will directly engage with the Egyptian people as the transformation of the country and the region continues to unfold.

Relevant tactical implementation steps: Focus on the global democracy wave and pockets of extremism; Employ leading-edge communication techniques and technologies

Performance Goal	FY 2013 Target	FY 2014 Target	FY 2015 Target
Expand audience reach of Alhurra television in Egypt	4 million weekly viewers	4.5 million weekly viewers	5 million weekly viewers

Enhance Digital Media Development

[+1.0 M]

The Internet is rapidly becoming an essential medium for both personal communication and mass media around the globe. Digital technology also holds a key to efficient sharing of news resources and the distribution of breaking stories across Agency networks and services. Consistent with BBG’s new strategic direction, the 2013 request includes two major digital media initiatives. The first, a translation hub, will be a new digital service that enables real-time/near real-time submission, translation, and sharing of content between users of different languages. Using a website and software framework that employs existing machine translation technology and crowd-sourced human translation, the hub will close a key gap—language barriers—in the new non-linear and multi-source “news supply chain” which Internet-based technologies such as Twitter and YouTube have enabled. The second initiative is a mission control and metrics dashboard which will enable BBG services to extract “actionable” content from breaking news, insights, and key unfolding conversations that now pervade a variety of social media platforms. This project would recruit an external vendor to provide social media monitoring and analysis services. In addition, the Office of Digital and Design Innovation would provide new monitoring tools, applications, and training to seamlessly integrate social media information into journalist work flows for all BBG content networks. There will be two new positions added for this proposal.

Relevant tactical implementation steps: Employ leading-edge communication techniques and technologies; Elevate and expand social media innovation

Performance Goals	FY 2013 Target	FY 2014 Target	FY 2015 Target
Provide real-time/near-time translation for BBG stories	5,000 pages of text 70 GB of audio/video	15,000 pages of text 100 GB of audio/video	15,000 pages of text 120 GB of audio/video
Expand reach and impact of BBG social media products	Establish baseline metric for usage of BBG social media	Increase 15% over FY 2013 baseline	Increase 30% over FY 2013 baseline
Increase the number of journalistic stories sourced from audiences and social media community	Establish baseline measure of sources	Increase 10% over FY 2013 baseline	Increase 20% over FY 2013 baseline

Upgrade Digital Media Management and Infrastructure

[+\$1.0 M]

Digital Media Management will increase centralization and sharing of content. This initiative began in FY 2010 and expands the Agency’s ability to make files available in multiple media formats for re-use by the entire organization. It will upgrade and expand scalable storage to accommodate the rapidly growing number and complexity of digital multimedia files; implement support for additional types of media; and install archiving capabilities to maintain and manage finished content. The Digital Media Management system requires a strong network that can provide the bandwidth necessary to support fully digital file management processes. Without substantial network enhancements, the Agency’s current network will not support planned digital

file-based video activities. Congress previously appropriated \$2,000,000 in FY 2010 for the first phase of this project.

Relevant tactical implementation step: Employ leading-edge communication techniques and technologies

Performance Goal	FY 2013 Target	FY 2014 Target	FY 2015 Target
Increase High Definition (HD) capacity (# of hours of HD content broadcast per week)	4 hours/week of HD	20 hours	50 hours
Increase storage capacity (amount of video material stored)	300 TB	850 TB	1000 TB
Improve broadcast production network infrastructure (% network HD compatible)	20%	50%	80%
Transition services and bureaus to integrated digital system (% of language services and news bureaus successfully migrated)	40%	80%	100%

Continue the Audio Technology Project

[+\$1.0M]

Outdated software and hardware are critical limitations of the existing audio system. This project will implement a user-friendly software system that supports audio and multimedia programming, provide workflow management tools for news production and music programming, and implement adequate security controls. The project will also include planning and analysis for an upgrade of VOA's radio master control and related routing, control, automation, interface, and distribution systems. Congress previously appropriated \$2,500,000 in FY 2010 for the first phase of this project. A contract for integration services was awarded in May 2011. The contract base period expires on January 31, 2012. All tasks for this period have been accomplished and all deliverables received. The project team has received approval to proceed with the remaining tasks, including award of the integration services contract option. Work will be accomplished by December 31, 2012.

Relevant tactical implementation step: Employ leading-edge communication techniques and technologies

Performance Goal	FY 2013 Target	FY 2014 Target	FY 2015 Target
Transition services and bureaus to new audio system (% of language services and news bureaus successfully migrated to new audio system)	20%	60%	100%

Severance Pay Increases

[+\$2.3.0M]

Severance cost estimates for staffing reductions contained in the budget request have been included for the independent grantee organizations. Other available funds will be utilized to fund severance costs of the federal entity staff reductions.

Program Reductions: International Broadcasting Bureau

[/-11.4M]

Reduce Administrative and Support Costs

[/\$-5.442 M]

IBB will realize savings from reducing administrative technical and support costs as a result of language service closures and other efficiencies. Funds will also be saved from reducing allocations for employee mass transit benefits, revamping and consolidating cell phones and printing requirements, reducing costs of personnel management systems, and decreasing expenses and contractual services related to management and administration that will no longer need funding. In addition, as the transmission network grows smaller, the Agency will no longer need to budget for storage and shipping of supplies and equipment, including tubes and capacitors, required to operate shortwave and medium wave transmitting facilities. As the digital audio and video production industry matures, and the technology stabilizes, the Agency moves from system development to system operation. We expect contract costs for digital production support to significantly decrease. IBB will also cut its current general operating expenses by realizing efficiencies in the consolidation of maintenance agreements and capital purchases. These savings will occur in the Network Control Center operating budget, Satellite Interconnect System (SIS), and the IT Platforms Division. The budget request identifies a decrease of 20 administrative and technical support positions related to these reductions.

Realign BBG Shortwave and Medium Wave Transmissions¹

[/\$-2.660 M]

The Agency has carefully analyzed its broadcasting requirements against research data on media usage and has crafted a distribution strategy for FY 2013 to maximize the effectiveness of program delivery resources. Research data clearly shows the declining effectiveness of short wave distribution to many target audiences. BBG also examined costly medium wave transmissions to assess their continuing effectiveness. Resulting transmission reallocations include shortwave and medium wave reductions for VOA English. Distribution in English remains on satellite TV, audio web, and mobile, and on shortwave and medium wave for English to Africa. Urdu transmissions on shortwave as well as one medium wave transmitter will also be reduced. Remaining VOA Urdu transmissions include medium wave, affiliate FM, satellite TV and web and mobile. Transmission reductions offset by the proposal to implement Central Asian Satellite TV include shortwave to RFE/RL and VOA's Azerbaijan; RFE/RL's Kyrgyz, Kazakh and Tajik as well as shortwave and medium wave cuts to RFE/RL Uzbek and shortwave cuts to VOA Uzbek. Shortwave transmissions for RFA Lao and Vietnamese will also be reduced. Remaining RFA Vietnamese distribution includes medium wave, satellite audio, web and mobile, while remaining Lao distribution includes Thai border affiliate FMs, satellite audio, web

¹ Transmission savings associated with language service reductions are included in the amount for each reduction item. Reductions shown for IBB/Technology, Services, and Innovation are additional cuts which are independent of proposed language reductions identified elsewhere in this document.

and mobile. Shortwave transmissions will also be reduced for RFA Khmer, with distribution remaining on affiliate FM, satellite audio, web and mobile.

Taking all transmission and language service reductions into account, the budget request proposes to discontinue the use of shortwave and medium wave except for Cuba, China, North Korea, Burma, Iran, Tibet, Uyghur, FATA (Afghan-Pakistan border region), Pakistan, Afghanistan, Belarusian, Russian to the Caucasus, Russian, Turkmen, Khmer, and Africa.

Relevant tactical implementation step: Rationalize program delivery

Realize Savings from Less Market Research **[-\$1.310 M]**

BBG will realize savings in the research contract by extending the time between research studies as language services are consolidated.

Relevant tactical implementation step: Sharpen understanding of impact through state-of-the-art research

Transition to More Efficient Satellite Transmissions **[-\$.700 M]**

The Agency will optimize the worldwide satellite network by reducing costs 50 percent for redundant and less effective satellite leases and related transmissions.

Relevant tactical implementation step: Rationalize program delivery

Close Obsolete Poro Transmission Facility **[-\$.643 M]**

The budget proposal realigns TSI's global transmission assets by closing less effective facilities. The Poro, Philippines transmitting station would close and discontinue 10 positions. This one megawatt station currently provides only five hours per day of medium wave transmission to audiences in Southeast Asia, and the potential requirements for this station will be reduced in FY 2013. The Agency plans to maintain and develop FM radio, television, satellite, Internet, mobile services, and other platforms that are more effective for serving target audiences currently served by Poro.

Relevant tactical implementation step: Rationalize program delivery

Eliminate Pacific Fiber Backup for Satellite Network **[-\$.415 M]**

The Agency maintains a fiber backup link to backstop satellite transmissions directed to Asian and Eurasian audiences. However, given the high reliability of the IBB satellite network, this level of redundancy is a lower funding priority.

Relevant tactical implementation step: Rationalize program delivery

Decreased TVRO Installations Costs **[-\$.200 M]**

The Agency currently funds the installation costs of satellite dishes at many U.S. diplomatic facilities and broadcast affiliate stations to enable them to download BBG programming. As other forms of digital transmission become more popular, the demand for BBG-installed dishes will decrease.

Relevant tactical implementation step: Rationalize program delivery

Consolidate and Reorganize Central News and English Divisions **[-\$5.660 M]**

As part of this budget request, VOA's Central News will accelerate its transition from a large scale producer of English-language content, much of it based on wire services, to a much leaner newsroom, producing original content, and a short menu of top stories. Central News would also act as a clearinghouse for original content produced by VOA language service journalists. VOA Central News will be at the heart of a global newsroom for all U.S. international broadcasting entities. Under this budget, VOA will continue successful efforts to produce content for web and other digital platforms (including audio and video) for targeted English-speaking audiences. Radio functions and corresponding staff would be consolidated. Learning English would absorb Special English functions, and take on a broader strategy of producing effective American English teaching products for a global audience. Seventy-one positions will no longer be required under this proposal.

Relevant tactical implementation steps: Unify the Agency into one organization, many brands; Launch a Global News Network

Reduce Duplication with RFA in Asia **[-\$2.167 M]**

The budget request aims to reduce duplication in BBG radio broadcasts to Asia by minimizing VOA's radio output and re-focusing VOA on television, which is rapidly becoming the medium of choice in Asia. The budget request reduces Burmese staffing, eliminates VOA Lao service SW transmissions, and minimizes its Vietnamese radio broadcasts. VOA would retain some Washington-based staff in the Lao and Vietnamese services to provide a "Washington Bureau" as well as to maintain websites. The budget also eliminates VOA Tibetan language radio, while increasing airtime and resources for VOA's popular Tibetan satellite television broadcast. RFA would pick up the best transmission hours for Tibetan radio and continue its extensive Tibetan radio broadcasts. This proposal would reduce staffing by one Burmese position, four positions in Lao, 10 positions in Vietnamese, and seven positions in Tibetan.

Relevant tactical implementation steps: Unify the Agency into one organization, many brands

Consolidation in the Operations Directorate **[-\$1.416 M]**

Reductions in language service programming will proportionally reduce requirements for technical support. The budget request therefore includes a reduction in the VOA Operations Directorate of 16 positions.

Redefine the Spanish Service **[-\$1.257 M]**

VOA's Spanish Service will redefine its strategic focus and operational requirements. Under this proposal it will provide "Washington Bureau" and other U.S. coverage as well as the "VOA Direct" news and information service for affiliate radio and television stations in Latin America and the Caribbean. Six journalists will work at VOA headquarters in Washington, four journalist positions will be relocated to Miami and New York, and 14 positions will be eliminated. Miami-based VOA staff will be based at the Office of Cuba Broadcasting to provide original content, provide editorial control and contacts with VOA stringers in the U.S. and the region, and identify OCB stringer reports from Latin America for use in VOA output. New York reporters will cover U.S. economic, financial, political, and social stories.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Re-Focus VOA Ashna to Afghanistan **[−\$1.035 M]**

VOA’s TV Ashna is one of the most trusted sources of news and information in Afghanistan. The BBG strategy is to increase impact by building on this success. VOA’s Radio Ashna will focus its radio resources during peak listening hours, while reducing broadcasts during non-peak hours where only trace audiences are recorded. This restructuring will reduce total radio output by half. RFE/RL’s Radio Azadi will continue its current broadcasts. VOA Ashna will need 10 fewer positions under this proposal.

Relevant tactical implementation steps: Focus on the global democracy wave and pockets of extremism; Employ leading-edge communication techniques and technologies

Discontinue Broadcasting in Cantonese **[−\$964 M]**

VOA Cantonese products continue to have a negligible impact in the crowded South China media market. Audiences are fractional, even for non-news programming. The budget request eliminates VOA broadcasting in Cantonese. As Mandarin and Cantonese are the same written language, VOA will reach the Chinese population targeted by Cantonese on its website. RFA will continue Cantonese broadcasts. This consolidation would also reduce staffing by 7 positions.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Reduce Space Costs by Consolidating Bureaus **[−\$800 M]**

The BBG has identified bureau consolidation and closure as a way to increase coordination among broadcast entities and reduce space costs. The request would consolidate VOA bureau locations in the Middle East, Eurasia, East and South Asia, and the United States.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Realign Field Coverage **[−\$690 M]**

VOA anticipates savings and efficiencies from sharing stringer reports with RFA and RFE/RL.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Shift to TV-centered Delivery in the Georgian Service **[−\$614 M]**

VOA is moving to a mostly-television platform for Near East & Central Asia. To this end, the budget request will reduce expenses and four staff positions related to Georgian radio. The remaining staff and funds would be used to focus efforts on television which is the medium with the greatest potential for audience growth in the region.

Relevant tactical implementation step: Employ leading-edge communication techniques and technologies

Transition the Bangla Service to FM and TV Broadcasting **[−\$599 M]**

The VOA Bangla Service is transitioning from shortwave radio to FM and television placement to reach a wider audience. The Bangla Service will strengthen its “Washington Bureau” approach by producing radio and TV interactive segments, providing audiences in Bangladesh

with information and perspectives they cannot get elsewhere. VOA will continue to address U.S. strategic interests in this critical country, but with six fewer positions.

Relevant tactical implementation step: Employ leading-edge communication techniques and technologies

Reconfigure the Turkish Service **[-\$.543 M]**

VOA's Turkish Service will continue to redefine its media strategy, focusing TV and Internet content on subjects relevant to the interests of young people in Turkey. Turkey's media market, though crowded and competitive, shows increasing anti-American bias and a growing appeal for Islamic audiences. VOA will focus on engagement with youth via social media – a rapidly increasing segment of the media market – and on Washington Bureau TV reports reflecting U.S. strategic interests in the region. A reduction of four positions is proposed.

Relevant tactical implementation steps: Employ leading-edge communication techniques and technologies

Merge the Near East and Central Asia Front Office with the Eurasia Division **[-\$.540 M]**

The budget request streamlines the front offices of the Eurasia and Near East & Central Asia Divisions. The proposed consolidation, and a reduction of six positions, is based on proposed decreases in staff and broadcast activities within these two divisions.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Restructure BBG Broadcasts to Albania **[-\$.451 M]**

The proposal eliminates VOA radio broadcasts to Albania, focusing on the Service's highly successful television product. Five positions will be reduced in this proposal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Discontinue Broadcasting in Greek **[-\$.400 M]**

A member of the European Union and NATO, Greece no longer meets criteria justifying VOA broadcasts. Furthermore, a saturated Greek media market has rendered VOA broadcasts uncompetitive. Four positions will be reduced in this proposal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Additional Administrative Reductions **[-\$.259 M]**

Reductions include two administrative positions, promotional items, and administrative expenses.

Program Reductions: Office of Cuba Broadcasting **[-\$.4.9 M]**

Streamline the Planning and Execution of News Coverage **[-\$.361 M]**

The OCB Central News Division will focus on streamlining and consolidating the planning and execution of news coverage to allow multiple broadcasts to leverage shared resources. In addition, planned reliance on additional technical support from IBB will also allow for some consolidation of technical staff. This will make OCB a more nimble and efficient operation with

a greater focus on programming and output, and it will further enhance OCB's ties with other areas of USIB. The proposal includes decreases in operating expense and the reduction of 24 positions.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Eliminate the AeroMartí Platform **[-\$1.978 M]**

AeroMartí is an aircraft-based, "over-the-air" broadcast system which targets Havana and surrounding areas. Resource limitations in recent years have reduced AeroMartí's broadcast hours while costs of the flights have remained constant, or increased, because of fuel-related costs. Given the decrease in AeroMartí's cost effectiveness, the request eliminates this platform. Distribution of TV Martí will continue on satellite television, the Internet, flash drives, DVDs and other methods, as technology develops.

Relevant tactical implementation step: Rationalize program delivery

Realign Data Management and Archives Functions **[-\$0.584 M]**

Improvements in technology and an increased emphasis on content for new media have made the need for a dedicated Data Management and Archives Branch less critical. The budget request eliminates the OCB Data Management and Archives Branch which has acted as a clearinghouse for research and information on a wide range of issues related to Cuba. This proposal would reduce 7 positions.

Program Reductions: RFE/RL **[-\$9.8 M]**

Revamp Broadcasting to the Russian Federation **[-\$3.249 M]**

Communicating with audiences across the Russian Federation is a perennial BBG priority given Russia's role in the world as well as its limits on free press and free expression. Russia's denial of RFE/RL access to local FM licenses and affiliations with local stations has in recent years pushed RFE/RL toward new media and alternative delivery platforms in the Russian Federation. This strategy has yielded significant growth in online audiences, inspiring new approaches to packaging and delivering unique and compelling content to RFE/RL's niche audiences. Building on its success, RFE/RL will engage further in its robust digital migration efforts, adopting an enhanced web and mobile presence-only in Tatarstan and Bashkortostan and ending radio broadcasts. RFE/RL will end broadcasting in Avar, Chechen and Circassian but will offer targeted Russian-language web and mobile content to the North Caucasus. Efficiency measures will also allow some reductions in Russian service staff that will not derail the digital strategy or significantly diminish the remaining radio service. A total of 19 positions will be reduced in the Russian, North Caucasus, and Tatar-Bashkir Services.

Relevant tactical implementation step: Employ leading-edge communication techniques and technologies

Consolidate Radio Free Iraq with Radio Sawa **[-\$1.829 M]**

Iraq continues to consolidate its fragile democracy amid ongoing ethnic and religious tension. A strong, ongoing BBG presence there is essential. Yet three BBG entities have been operating concurrently in Iraq for more than six years: RFE/RL's Radio Free Iraq (RFI) in Arabic, Alhurra TV and Radio Sawa in Arabic, and VOA in Kurdish. Radio Sawa has consistently been a leading

radio station in overall audience in Iraq and a leader for news. RFI has solid, but smaller, audiences than Sawa. These market positions afford a fruitful consolidation at a time when the BBG urgently requires resources for competing imperatives. RFI will therefore cease its separate radio operations. Selected RFI journalists and program content may transfer to Radio Sawa. Radio Sawa may also acquire RFI's local stringer reporters and corresponding expertise in covering Iraqi domestic issues. The budget request reflects the reduction of 11 positions in Radio Free Iraq and an increase to MBN's Radio Sawa staff by six positions. In addition, MBN's Baghdad bureau will be increased by 10 positions. Savings will exceed \$1 million annually in the out years through this integration. Audience loss, if any, is expected to be minimal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Consolidate Balkans Programming with VOA Broadcasts **[-\$1.809 M]**

Long-term stability in southeastern Europe remains a key U.S. strategic aim. Ethnic and national friction lies just beneath the surface. Daily use of TV exceeds daily use of radio by a three-to-one margin. Over the years, VOA has established firm positions on local TV outlets in Bosnia, Macedonia, Montenegro, and Serbia, attracting solid weekly audiences while RFE/RL has remained on radio. RFE/RL, which has increasing multimedia capability, will begin to produce video packages for VOA Balkans TV programs, focusing on local news and issues, RFE/RL's traditional strength. This complements VOA's international and U.S. coverage and yields a richer overall program than either VOA or RFE/RL alone could provide. High-quality RFE/RL content will reach wider audiences. VOA and RFE/RL will consolidate field operations, including stringers. RFE/RL's current Sarajevo bureau will become a BBG regional hub. Since radio is still viable, RFE/RL will continue a one-hour daily regional radio show that will include its weekly, award-winning *Bridges* program. Five RFE/RL positions will be reduced under this proposal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Restructure Management and Administrative Functions **[-\$1.685 M]**

In anticipation of consolidation plans within USIB, consistent with BBG strategy, RFE/RL will reduce its budget for management staff, administration and other overhead. This will reduce seven positions from operations.

Revamp News and Current Affairs **[- \$1.242 M]**

RFE/RL will continue the reorganization of its Central News operation to focus limited resources on producing unique content that will be of maximum use to reach target audiences. This proposal includes the reduction of 10 positions from RFE/RL Central News operations.

Relevant tactical implementation step: Launch a Global News Network

Program Reductions: Radio Free Asia

[-\$2.6 M]

Consolidate Technical and Administrative Staff and Realize Efficiencies [-\$1.340 M]

Radio Free Asia will realize reductions in contract services, overtime costs, and salaries and benefits by extending vacancy lapses. In addition, RFA will reduce three positions in Technical Operations as well as a senior staff and Finance position.

Reduce Various Language Services Staff [-\$.705 M]

In an effort to streamline its reporting assets, RFA will condense its language service operations. The request will reduce two positions from the Khmer Service, two positions from the Vietnamese Service, two positions from the Korean Service, two positions from the Mandarin Service and one position from the Burmese Service. RFA will capitalize on VOA's assets by utilizing VOA as a "Washington Bureau". This will allow RFA's services to reduce or eliminate their coverage of congressional hearings, State Department briefings, etc., while enhancing their issue-oriented reporting with extended analytical reviews of events that take place inside the listening areas. In addition, RFA will reorganize its Hong Kong office, which includes savings from reducing three positions.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Streamline Broadcasting to Laos [-\$.322 M]

In order to concentrate resources into priority areas while continuing to serve the Laotian audience, the budget request would reduce RFA broadcasts to Laos from two daily hours of original programming to one hour, with one hour of repeats. The programs will be broadcast from FM affiliate stations along the Thai border. Four positions will be reduced with this proposal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Close Field Offices [-\$.208 M]

RFA would close its Ankara and Taipei field offices. The Ankara office currently provides a facility for stringers to file their reports and the Taipei office hosts two full-time Mandarin reporters as well as Cantonese stringers. Reporters and stringers will still be able to file stories from decentralized locations.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Program Reductions: Middle East Broadcasting Networks

[-\$6.4 M]

Realize Savings from Administrative Efficiencies and Obligation Management [-\$5.289 M]

This request proposes an overall reduction in MBN's salary funding. MBN will accommodate this by managing the timing of new hires for vacant positions. If necessary, MBN will freeze hiring for a portion of the year, carefully managing priorities to avoid program impact. In addition, MBN will selectively reduce wire service subscriptions and review the need for certain lower priority services which have less utility for MBN's daily broadcasts. MBN will also review its non-program expenses, vendors, and service agreements such as supplies and telecommunications non-program administrative costs.

MBN will also offset its overall funding level in 2013 by evaluating its contracts for one-time savings due to shift in contract cycle timing.

Reduce Overseas Production Support **[−\$1.800 M]**

MBN will achieve savings by reducing overseas contract technical support (camera, editing, and transmission) by continuing to take advantage of increasing competition among overseas service providers and by in-sourcing functions where cost-effective and feasible. MBN is committed to saving on costs without reducing the level of service.

Consolidate Radio Free Iraq with RFE/RL **[+\$0.703 M]**

Iraq continues to consolidate its fragile democracy amid ongoing ethnic and religious tension. A strong, ongoing BBG presence there is essential. Yet three BBG entities have been operating concurrently in Iraq for more than six years: RFE/RL's Radio Free Iraq (RFI) in Arabic, Alhurra TV and Radio Sawa in Arabic, and VOA in Kurdish. Radio Sawa has consistently been a leading radio station in overall audience in Iraq and a leader for news. RFI has solid, but smaller, audiences than Sawa. These market positions afford a fruitful consolidation at a time when the BBG urgently requires resources for competing imperatives. RFI will therefore cease its separate radio operations. Selected RFI journalists and program content may transfer to Radio Sawa. Radio Sawa may also acquire RFI's local stringer reporters and corresponding expertise in covering Iraqi domestic issues. The budget request reflects the reduction of 11 positions in Radio Free Iraq and an increase to MBN's Radio Sawa staff by six positions. In addition, MBN's Baghdad bureau will be increased by 10 positions. Savings will exceed \$1 million annually in the out years through this integration. Audience loss, if any, is expected to be minimal.

Relevant tactical implementation step: Unify the Agency into one organization, many brands

Program Reductions: Broadcasting Capital Improvements **[−\$0.3 M]**

Reduce Maintenance Requirements in Broadcasting Capital Improvements **[−\$0.343 M]**

The budget request reduces the BCI budget by cutting the annual budget for maintenance, improvements, replacement, and repair (MIRR), as well as base funding for the Satellite & Terrestrial program.

Broadcasting Board of Governors
Summary of Increases and Decreases
By Account and Appropriation
FY 2012- FY 2013
(\$ in thousands)

	BBG Request	IBB	VOA	OCB	RFE/RL	RFA	MBN	Total IBO	Total BCI
FY 2012 Estimate	+ 751,530	265,799	206,164	28,062	93,248	40,964	110,263	744,500	7,030
Represents the FY 2012 Appropriation for all BBG elements.									
Wage Increases: Domestic/American	+ 1,502	246	606	64	205	102	279	1,502	-
Wage Increase and other wage requirements: FSNs	+ 810	709	101	-	-	-	-	810	-
Represents anticipated 3% wage increases for overseas foreign service nationals and provides for the annualization of salary and benefits to continue programming into FY 2013.									
Other Wage Requirements	+ 7,191	3,188	782	270	2,090	35	826	7,191	-
Provides for the annualization of salary and benefits to continue programming into FY 2013, including health care increases and other allowances.									
Inflation	+ 3,658	2,031	516	121	429	114	374	3,585	73
Reflects a 1.06% inflation increase for general operating expenses for FY 2013.									
FY 2013 Current Services Net Changes	- (3,073)	1,889	(3,295)	-	1,892	(3,484)	94	(2,904)	(169)
Built-in Requirements	+ 9,275	6,238	2,275	-	4,021	(3,484)	394	9,444	(169)
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements									
a) Broadcasting to Afghanistan/Pakistan Border Region ¹	4,400		2,200	-	2,200	-	-	4,400	-
b) Internet Circumvention	2,480	6,180	-	-	-	(3,700)	-	2,480	-
c) Contractual Service Agreements	1,762	358	-	-	1,086	43	275	1,762	-
d) Rent/Utilities/Security/Infrastructure Maintenance	570	(318)	30	-	735	173	119	739	(169)
e) Other	63	18	45	-	-	-	-	63	-
Non-Recurring Costs	- (12,348)	(4,349)	(5,570)	-	(2,129)	-	(300)	(12,348)	-
The following costs are non-recurred in FY 2013:									
a) Non recurring one time costs	(7,843)	(4,173)	(3,370)	-	-	-	(300)	(7,843)	-
b) Overseas Contingency Operations War on Terrorism	(4,400)	-	(2,200)	-	(2,200)	-	-	(4,400)	-
c) Program Delivery	(105)	(176)	-	-	71	-	-	(105)	-
FY 2013 Program Changes	- (41,469)	(11,060)	(15,806)	(4,923)	(5,347)	(2,024)	(3,966)	(43,126)	1,657
Program Decreases	- (52,805)	(12,760)	(16,181)	(4,923)	(9,637)	(2,575)	(6,386)	(52,462)	(343)
a) Support and Efficiency Reductions	(28,526)	(6,952)	(6,017)	(2,945)	(2,927)	(2,253)	(7,089)	(28,183)	(343)
b) Language Service Reductions	(16,520)	(1,210)	(8,981)	-	(6,710)	(322)	703	(16,520)	-
c) Optimizing the Transmission Network	(6,395)	(4,417)	-	(1,978)	-	-	-	(6,395)	-
d) Elimination of VOA language services: Cantonese and Gr	(1,364)	(181)	(1,183)	-	-	-	-	(1,364)	-
Severance pay	+ 2,336	-	-	-	1,365	551	420	2,336	-
Program Increases	+ 9,000	1,700	375	-	2,925	-	2,000	7,000	2,000
Reflects the increase above base operations to fund the following enhancements:									
a) Enhance TV Broadcasts to Central Asia	4,000	700	375	-	2,925	-	-	4,000	-
b) Target News and Current Affairs TV to Egypt	2,000	-	-	-	-	-	2,000	2,000	-
c) New Media Development	1,000	1,000	-	-	-	-	-	1,000	-
d) Digital Media Management and Infrastructure	1,000	-	-	-	-	-	-	-	1,000
e) Audio Technology Project	1,000	-	-	-	-	-	-	-	1,000
TOTAL FY 2013 BROADCASTING BOARD OF GOVERNORS REQUEST	720,149	262,802	189,068	23,594	92,517	35,707	107,870	711,558	8,591

¹ Funded with Overseas Contingency Operations/Global War on Terrorism in FY 2012

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International Broadcasting Bureau

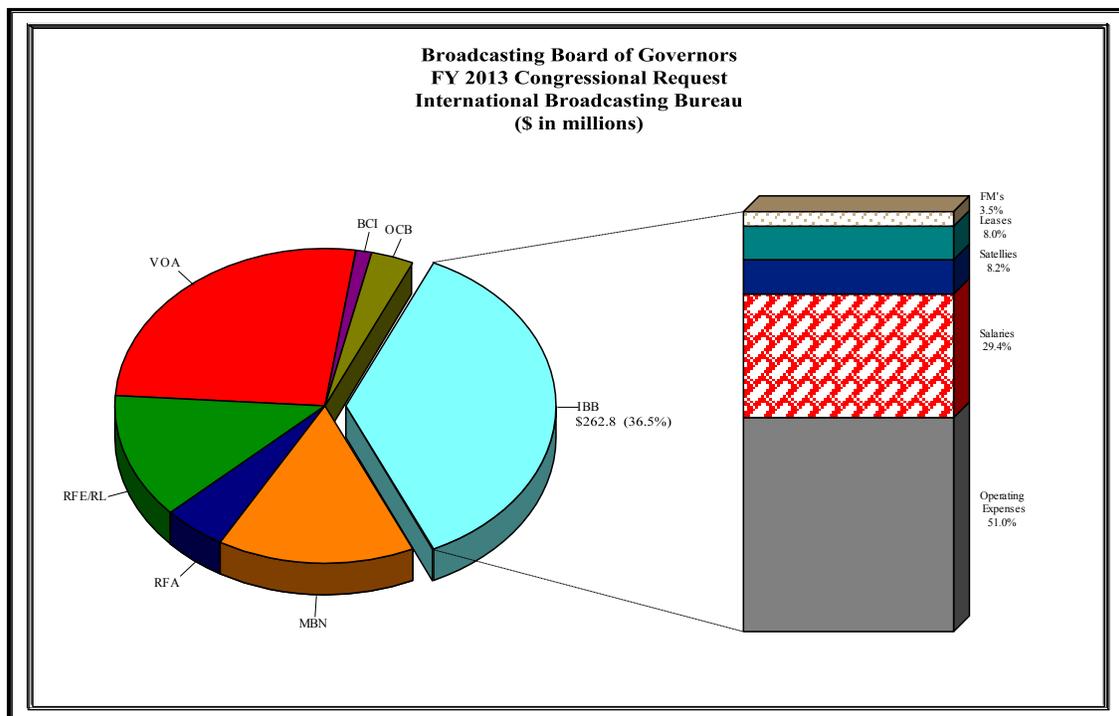
(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding¹	265,326	265,799	262,802
Positions	709	844	816

¹ Includes funding for unrestricted access to the Internet

The International Broadcasting Bureau (IBB) provides all support services to the Agency, and provides oversight over grantee operations, and transmission and distribution services to the various components of United States International Broadcasting (USIB). IBB manages the day-to-day implementation of the Board's strategic vision while enabling BBG to deliver programs to a diverse global listening and viewing audience. In FY 2011, BBG consolidated the transmissions, administrative, and management support services of the Agency in order to streamline operations and clarify management roles and responsibilities. The Agency has been significantly strengthened by merging these functions. IBB is comprised of Office of the General Counsel, Office of the Chief Financial Officer, Office of Communications and External Affairs, Office of Strategy and Development, Office of Digital and Design Innovation, Office of Performance Review, Office of Contracts, Office of Human Resources, Office of Civil Rights, Office of Policy, Office of Security, and the Office of Technology, Services, and Innovation.

The FY 2013 budget request will enable IBB to facilitate the development of BBG wide strategies and objectives, strengthen oversight of program and organizational performance, manage transmissions and satellite distribution, and enhance collaboration among the Federal and Non-Federal entities.



*This funding includes Technology, Services, and Innovation funding of \$189.1 million which previously was a stand-alone entity.

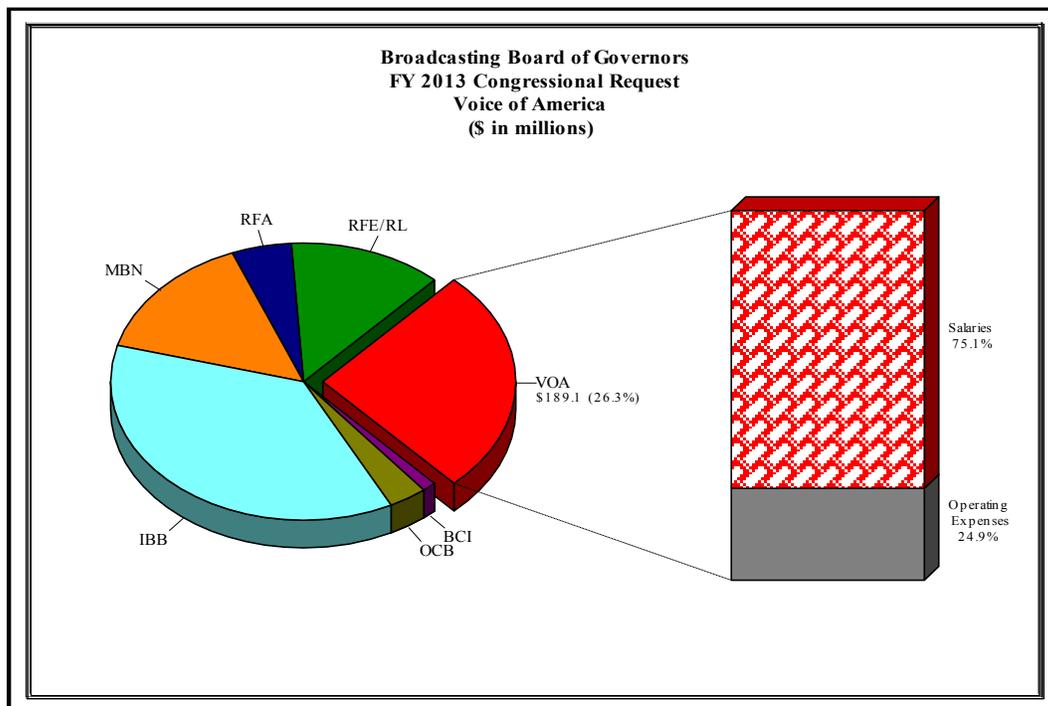
Voice of America

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	205,104	206,164	189,068
Positions	1,209	1,281	1,111

The Voice of America is a dynamic, multimedia U.S. government broadcaster that delivers news and information to every corner of the world. VOA’s 43 language services broadcast about 1,500 hours of radio and television programming each week – dwarfing the weekly output of the four major U.S. television networks combined. These programs reach a global audience of 134 million via satellite, cable, shortwave, FM, medium wave, streaming Internet audio, and a worldwide network of 1,200 affiliate stations. In addition, VOA is expanding its global reach via innovative new media offerings through YouTube, Facebook, Twitter, podcasts, and online interactive English-teaching lessons for speakers of Chinese, Urdu, and other major languages.

From its beginnings in 1942 as a shortwave broadcaster to the people of Germany, VOA’s reporters and editors have dedicated themselves to delivering accurate, balanced, and comprehensive reporting about the United States and the rest of the world. These are supplemented by a network of freelance reporters (stringers) in the United States and around the world. In Washington, VOA has full-time reporters at the White House, State Department, Pentagon, and on Capitol Hill. This intense focus on the capital fulfills a key part of VOA’s mission, laid out in its charter, to explain U.S. policies to audiences around the world. VOA broadcasts daily editorials that present the official views of the U.S. government. Furthermore, VOA programs often provide a venue for U.S. officials to speak directly to international audiences.



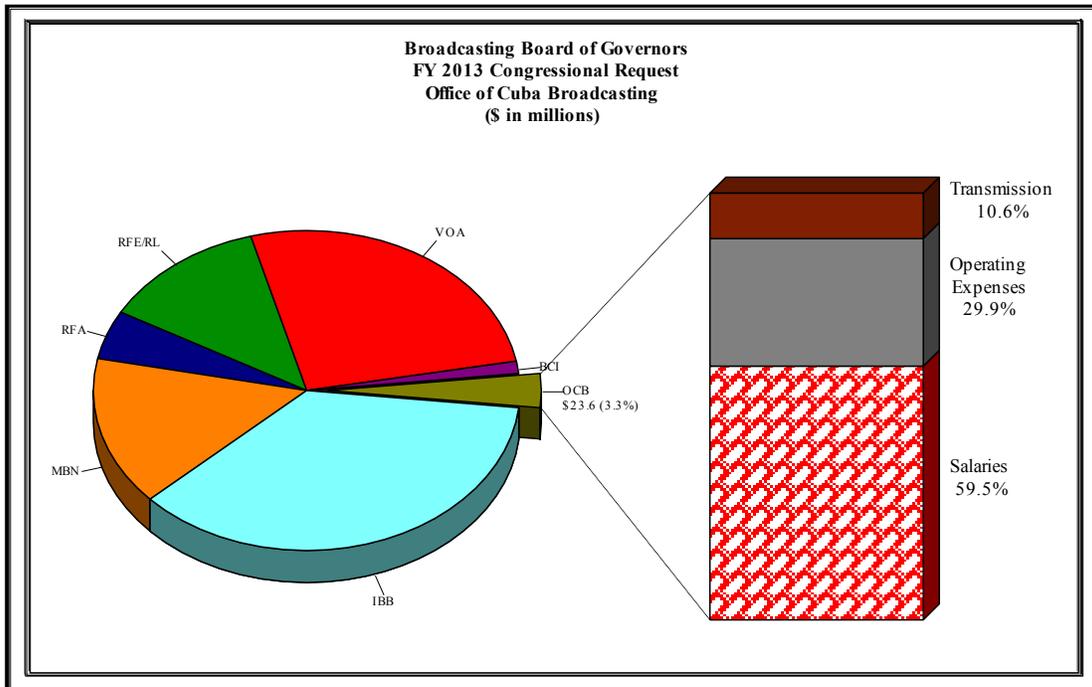
Office of Cuba Broadcasting

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	28,416	28,062	23,594
Positions	128	136	105

The *Office of Cuba Broadcasting (OCB)* broadcasts Radio Martí and Television (TV) Martí programs from its headquarters in Miami, Florida. Radio and TV Martí inform and engage the people of Cuba by providing a reliable and credible source of news and information. OCB uses a mix of media, including shortwave, medium wave, direct-to-home satellite, Internet, flash drives, and DVDs to help reach audiences in Cuba.

Radio and TV Martí encourage freedom and democracy in Cuba by using their programs to promote human rights and individual freedoms. Primary areas of coverage include the Cuban economy, news relating to independent human rights and dissident movements, U.S.—Cuban relations, and international stories, such as elections. OCB programming promotes civil society, the development of democratic institutions in Cuba, and freedom of the press.



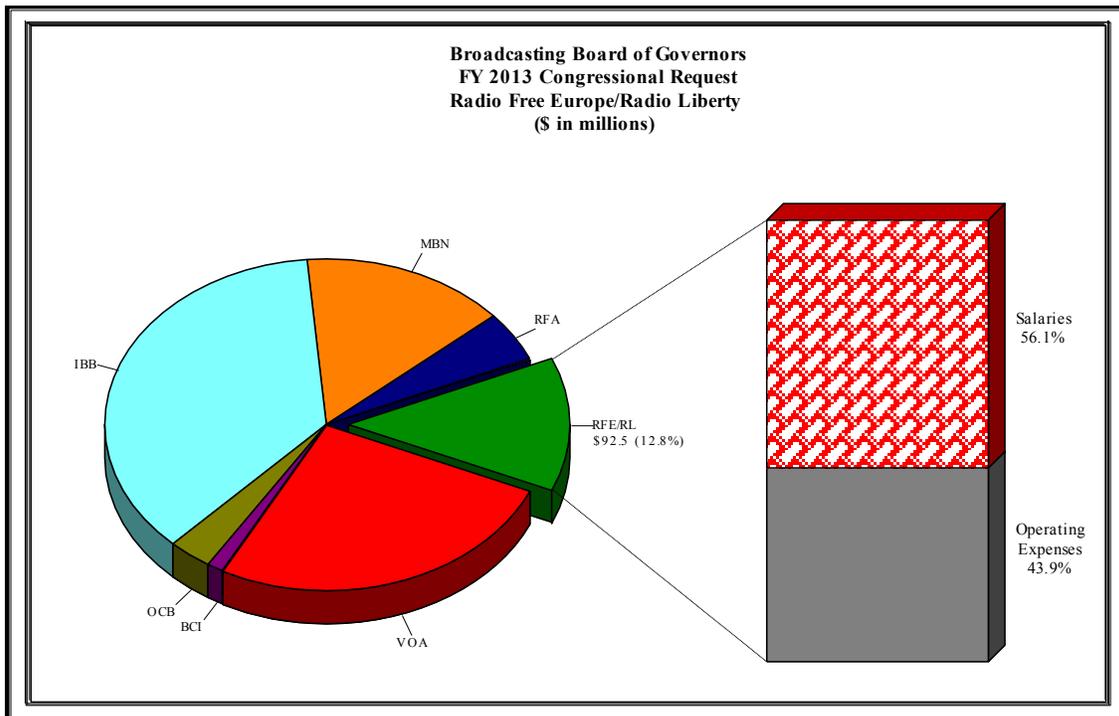
RFE/RL, Inc.

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	92,660	93,248	92,517
Positions	511	545	515

RFE/RL, Inc. is a private, nonprofit, multimedia broadcasting operation that covers local, regional, and international developments in places where the media are not free or are engaged in a transition from totalitarian control. RFE/RL is funded through, and operates under, a grant agreement with the BBG. The late Czech President Vaclav Havel expressed hope that “RFE/RL will continue to pursue in the postmodern and politically unstable world the same goals for which it was established, and which the radio faithfully and steadfastly served: defense of human rights, civic rights, and human dignity.” As access to free and independent media reaches its lowest level in over a decade in RFE/RL’s broadcast region, the organization’s mission to provide “surrogate” programming and engage audiences in countries without free media remains as important as ever.

RFE/RL disseminates content in 28 languages in 21 countries throughout the Middle East, Central Asia, the Caucasus, and Eastern Europe, reaching over 24 million people each week who depend on RFE/RL for accurate information via radio, television, and the Internet. RFE/RL’s proximity to its audiences facilitates production of relevant, locally oriented programming in a cost-effective manner.

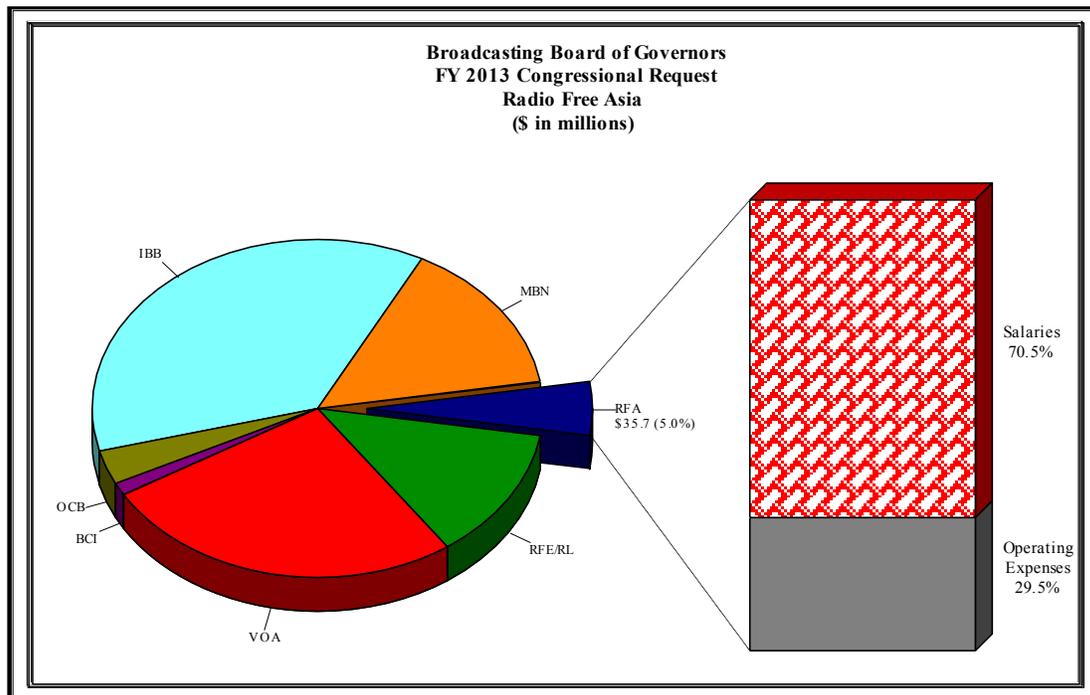


Radio Free Asia

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	37,438	40,964	35,707
Positions	267	286	265

Radio Free Asia (RFA) is a private, nonprofit, multimedia corporation that acts as a surrogate broadcaster, substituting for domestic media in countries that prevent or restrict freedom of the press. RFA is funded through, and operates under a grant agreement with the BBG. RFA's purpose is to deliver accurate and timely local news, information, and commentary, and to provide a forum for a variety of opinions and voices from within the Asian countries it serves. Through shortwave, medium wave, satellite, and Internet broadcasting, RFA delivers its mission in nine languages and three dialects, bringing news to communities whose knowledge of local events is otherwise blocked by the governments that control information. RFA's broadcast languages include: Burmese, Cantonese, Khmer, Korean, Laotian, Mandarin, Tibetan, Uyghur and Vietnamese.



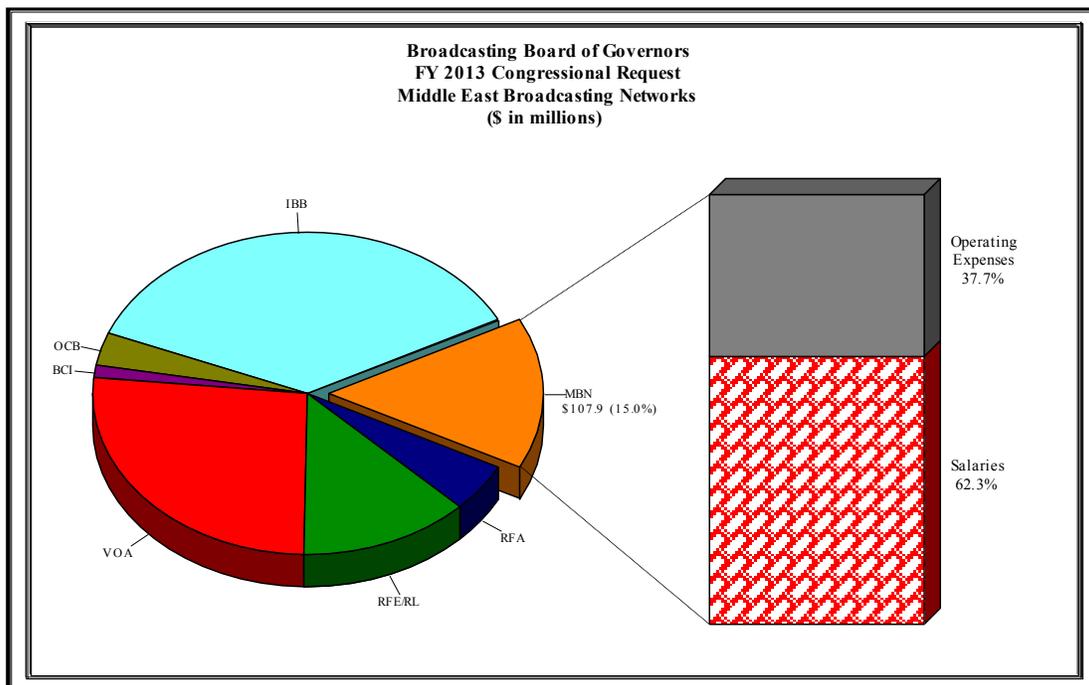
Middle East Broadcasting Networks, Inc.

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	111,073	110,263	107,870
Positions	768	848	884

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit multi-media broadcasting corporation which has provided the United States with a direct line of communication with Arabic-speaking populations of the Middle East since 2004. MBN is funded through, and operates under, a grant agreement with the BBG. MBN’s mission is to provide objective, accurate, and relevant news and information to the people of the Middle East about the region, the world, and the United States. MBN supports democratic values by expanding the spectrum of ideas, opinions, and perspectives available in the region’s media.

MBN brands include Alhurra, Radio Sawa, and Afia Darfur. Alhurra broadcasts two, 24/7 Arabic-language news and information television channels — Alhurra and Alhurra-Iraq. Radio Sawa broadcasts 24/7 on seven programming streams in the Middle East, and houses Afia Darfur broadcasts to Darfur. MBN manages Alhurra and Sawa websites and social media forums. MBN broadcasts from its headquarters in Northern Virginia, with production outlets in Washington, D.C., Baghdad, Dubai, Beirut, Cairo, and Jerusalem, and correspondents in the Middle East and around the world.



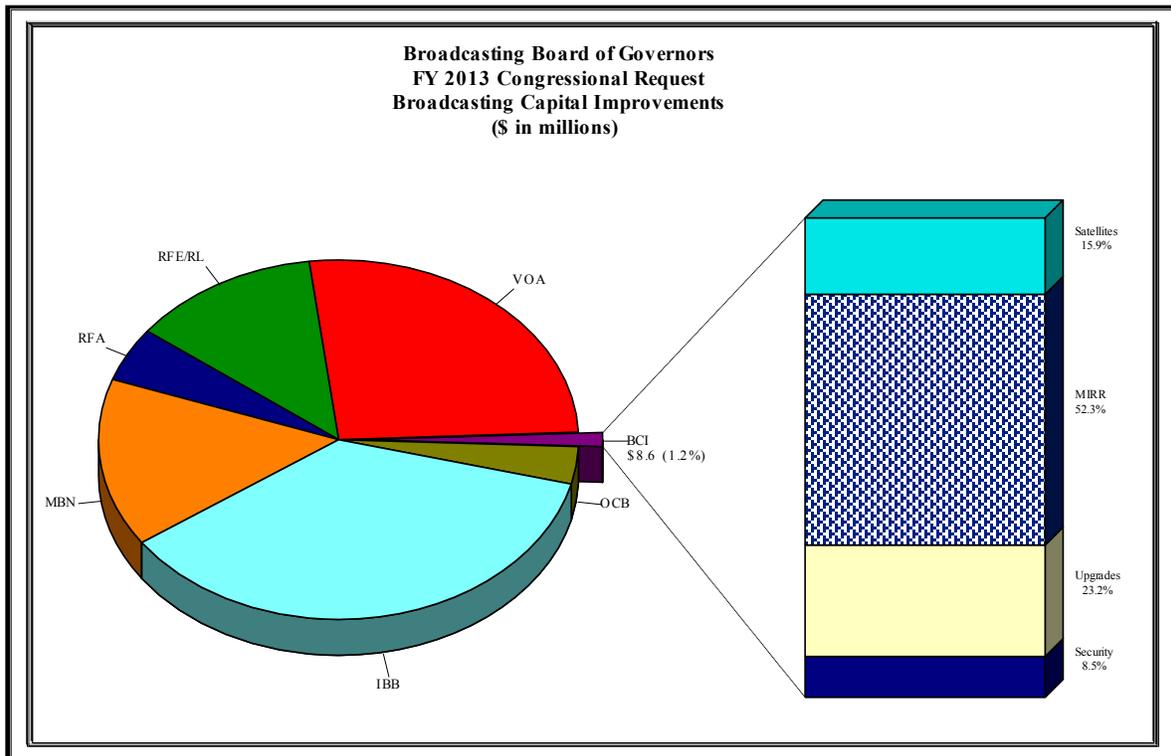
Broadcasting Capital Improvements

(\$ in thousands)

	FY 2011 Actual	FY 2012 Enacted	FY 2013 Request
Funding	6,861	7,030	8,591

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG’s global broadcast network. BCI projects are primarily managed by the Office of Technology, Services, and Innovation (TSI) within IBB.

Capital upgrades are a critically important component of the BBG’s operations. The rapid pace of change in audience media preferences and in broadcasting technology requires the BBG to make constant upgrades to effectively deliver content to audiences worldwide via the most effective media platform.



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Broadcasting Board of Governors Middle East & North Africa



MIDDLE EAST & NORTH AFRICA
Arabic (MBN, RFE/RL)
English (VOA)
Kurdish (VOA)

Broadcasting Board of Governors FY 2013 Budget Request

Middle East and North Africa

Regional Dynamics

BBG media output has a critical and increasingly important role in a region that has seen unprecedented, historic change in the past year. Across the Middle East, denial of access to news and information has played a role in the suppression of broader democratic rights. And, in the wake of the “Arab Spring” uprisings, serious issues remain in the Middle East and North Africa: continued instability in Egypt and Yemen, unresolved Arab-Israeli conflicts, threats of terrorist attacks, inadequate human rights protections, and absent or weak democratic institutions. In Syria, which has been embroiled in significant unrest over the past year, the government has implemented total censorship which makes it impossible for journalists to work. In the fledgling democracy of Iraq, extremists continue their efforts to exploit sectarian tensions and undermine political progress. Across the region, regime-controlled media circulate propaganda and stifle opposition voices. And governments have taken further steps to restrict press freedom by arresting journalists and bloggers. In these difficult environments BBG provides a crucial channel for engaging Arabic-speaking audiences on issues vital to building democracy, countering violent extremism, and tempering anti-American sentiment.

BBG media attract a weekly total audience of approximately 36 million people across 22 Middle Eastern and North African countries. This represents more than 20 percent of the BBG’s global audience. Through Alhurra television, Radio Sawa, Radio Free Iraq, and VOA Internet and radio output, the BBG is by far the leading international broadcasting organization in the region. The BBG draws its largest audiences in Iraq, where two-thirds of the adult population, or approximately 12 million, tune to Alhurra TV, Radio Free Iraq, Radio Sawa, or VOA Kurdish at least once a week.

Full participation in the Arabic media environment provides U.S. international broadcasting a ready opportunity to add value and affect the region’s future. Over the past decade, options for media consumers in the region have increased exponentially with the explosion of satellite television and Internet access. The ubiquity of satellite dishes in many countries has made state censorship largely ineffective, though self-censorship and sectarian bias still pervades in many countries. The main challenge for BBG funded broadcasts is to stand out in a crowded market of privately owned local channels and state-run media that provide much of the daily news and information to their national audiences.

The BBG has continued to enrich program content in a strategic effort to expand its reach and impact among Arabic-speaking audiences. Independent research shows that Alhurra and Radio Sawa are increasing understanding of U.S. institutions, culture, and policies through programming that provides context for news about America. Overall, BBG broadcasts provide unique current events coverage, discussion on key issues, and a forum for objective discussion and the introduction of viewpoints not routinely aired on domestic media in the region.

Alhurra is distributed digitally via Arabsat and Nilesat, satellites that are used by all major Middle Eastern channels, as well as terrestrial transmitters in the Iraqi cities of Baghdad, Mosul, Basra, Tikrit and Al Hilla. Alhurra is also streamed on its news and information website at

Alhurra.com. FM service for Radio Sawa comes from 40 FM transmitters located in 10 countries in the Middle East and Africa and in four locations in the Palestinian Territories. FM broadcasts for Radio Sawa from two critical cities in Western Sudan will begin once the Government of Sudan authorizes the frequencies for the stations. Radio Free Iraq is distributed to major Iraqi cities via 14 FMs, and to all of Iraq via medium wave, satellite, and Internet.

Linking Resources and Results	FY 2011 (Actual)	FY 2012 (Target)	FY 2013 (Target)
Audience (millions)	36.4	37.0	38.0
Funding (millions)	\$128.8	\$129.3	\$124.7

Major Program Accomplishments

- BBG broadcasters strategically and swiftly reallocated and redeployed existing resources to meet unanticipated challenges triggered by the “Arab Spring” democracy movements and other events in the region.
- Afia Darfur, Radio Sawa, and Alhurra brought insights to audiences during South Sudan’s journey to independence.
- BBG broadcasters continue to serve a vital role as a source of independent media for the people of Iraq.

Uniquely Covering the Historic Transformations

As democracy movements propagate across the Middle East, Middle East Broadcasting Networks (MBN) continues to respond dynamically and demonstrates the value of international broadcasting to this critical region. MBN has realigned programming and resources to provide extensive, balanced coverage and unique analysis of events as they unfold. Alhurra and Radio Sawa coverage ensure the availability of accurate, timely information and a broad array of perspectives. Alhurra and Radio Sawa provided continuous coverage of developing stories, followed by substantially extended newscasts and breaking news segments. Beyond expanded newscasts and on-the-ground reporting, MBN engaged audiences through new media initiatives and timely examination of developing issues on current affairs shows, including Alhurra’s daily news magazine program, *Al Youm*, *Free Hour* (which was expanded from one to two hours at crisis peaks), *Eye on Democracy*, *All Directions* (which was expanded from one to two hours at crisis peaks), *Hiwar Cairo*, and *30 Minutes*.

Alhurra and Radio Sawa provided extensive coverage of elections in Morocco, Sudan, Tunisia and Egypt this year and will continue to provide unique coverage and perspective to planned elections throughout the region. Alhurra and Radio Sawa’s in-depth election coverage will be juxtaposed with unique coverage of the U.S. 2012 presidential elections.

Broadcasting to Egypt

MBN has continued to cover the political and social upheaval in Egypt since the initial live breaking news coverage of the historic events that erupted in early 2011. Alhurra was the only network with live reports during the first tumultuous days of the civilian uprising, providing eyewitness accounts of the events in Tahrir Square as well as commentary and opinion from a wide variety of experts. The Egyptian Government had shut down Internet and other broadcast distribution systems for two days. Alhurra was able to continue to operate as the sole news entity during this period because the IBB Office of Technology, Services, and Information (TSI) established a satellite system completely independent from Egyptian-controlled systems. MBN's exhaustive eyewitness reporting provided the audience with reliable news in a chaotic environment swirling with rumors. A survey taken in Cairo and Alexandria in the wake of the first 18 days of coverage of the uprising, showed that 25 percent of respondents tuned to Alhurra for news and information. Alhurra's weekly audience in Egypt jumped from 7.5 percent of adults in 2010 to 14.7 percent in 2011, reaching almost 8 million viewers.

Having grown in stature as a credible source of information in the region over the past five years, Alhurra was well-positioned when Egypt's political uprising surprised the world. Its journalists and producers in Cairo provided continuing on-scene coverage, working around the legal and bureaucratic restrictions placed on its operations by the Egyptian government. Radio Sawa's extensive stringer network – already positioned to provide breaking local news coverage for its Egyptian program stream – focused on the uprising and its impact. Thus, Alhurra and Radio Sawa provided an unparalleled perspective on events on the ground, despite the threats and pressures faced by MBN reporters and crews.

While local domestic and state-run Egyptian TV channels were largely ignoring the crisis and Pan-Arab news channels were taking either a pro- or anti-Mubarak editorial line, Alhurra provided accurate and objective information and analysis from Egyptian, U.S., and other officials and commentators. The channel not only covered the events in Tahrir Square but also provided behind the scenes reports outside of the square, such as Christians and Muslims in Alexandria working together to protect each other's places of worship during the demonstrations.

Alhurra and Radio Sawa staff are committed to MBN's mission, and have remained on the story and on the air despite difficult circumstances over the past year -- including the live, on air, storming of Alhurra's broadcast studios in October. Alhurra and Radio Sawa continue to cover events as they evolve, providing perspective and accurate information to the people of Egypt and the region. MBN's robust coverage has continued during the initial round of Egyptian Parliamentary elections and the run-up to the planned Presidential elections.

Despite breaks in Internet service, MBN was able to engage with its audiences in Egypt and throughout the Middle East on Facebook, Twitter and YouTube, interacting with its pan-Arab audience. Alhurra incorporated a daily social media segment in its two prime-time hour-long newscasts. Each day Alhurra posed a question on its Facebook page about the protests and incorporated viewers' answers and comments within its newscasts. Interaction and comments on Alhurra's Facebook page increased over one thousand percent during 2011.

Broadcasting to Syria

MBN's coverage in Syria has provided a balanced, accurate voice in an environment of misinformation and censorship. Setting itself apart from the other pan-Arab information resources, Alhurra has consistently carried a wider array of perspectives on events with interviews from opposition leaders, activists, human rights groups, and citizens in Syria. Alhurra provides viewers with an unfiltered American perspective to audiences that recognize that American actions could affect the outcome of the crisis. In addition to speeches and press conferences by President Obama and Secretary Clinton along with daily State Department and White House briefings, Alhurra interviewed a wide variety of prominent American Middle East experts.

With expanded news and focused current affairs coverage, highlights included interviews with Syrian eyewitnesses regarding the escalating violence. One eyewitness refuted Syrian government media's allegations that gunmen had fired on protesters. Alhurra newscasts aired video footage of thousands of Syrian activists protesting during funerals in Homs, Daraa, Baniyas and Duma. The daily talk show, *Free Hour*, provided in-depth analysis of unfolding events, examined the next steps for the Syrian regime and opposition groups, and provided an analysis of the role of the United States. The program *30 Minutes* examined the possibility of true reform in Syria.

To counter Syrian government restrictions on external media coverage, Alhurra has used YouTube material, videos recorded on cell phone cameras, and telephone interviews with demonstrators within Syria. Alhurra aired mobile phone video of Syrian security forces opening fire on demonstrators in the cities of Daraa, Duma, Homs, Latakia, Tartus, Hama, Baniyas and Baida. As press credentials have become available, Alhurra reporters are on the ground to follow developments as they unfold in this volatile environment.

Broadcasting to Libya

When clashes broke out in Libya, MBN provided live continuous coverage up to 20 hours a day, pre-empting scheduled programming on Alhurra and extending newscasts on Radio Sawa. The augmented reporting provided extensive coverage of the fighting as well as international reaction, including live coverage of remarks made by U.S. officials and leaders from around the world.

The networks aired human interest stories taking place in Libya and neighboring countries. For example, Alhurra was the only media outlet to cover the arrival of 90 fleeing Libyans/Egyptians who had been stranded on the Libyan border with Tunisia, and who were rescued by U.S. military aircraft. Many of the rescued Egyptians expressed their gratitude on-air saying, "the U.S. military saved us" and "we deeply thank (the U.S.) for that...I was at the airport and did not see any Egyptian planes, the U.S. saved us." Additionally, MBN reported on the United States' humanitarian relief efforts to assist those fleeing the Libyan conflict. The report highlighted U.S. Assistant Secretary of State for Population, Refugees and Migration Eric Schwartz's trip to Tunisia's southern border with Libya to talk with new arrivals about their current needs as well as conditions inside Libya. The network also reported on the United States' contribution of \$30 million for the humanitarian needs of the conflict victims, and others displaced by the violence in Libya.

From the beginning of Libyan unrest, through the downfall of Ghaddafi, and as Libya maps its future, Alhurra and Radio Sawa have been broadcasting live, providing news, context, and perspective. Radio Sawa began broadcasting via a new FM transmitter installed in Benghazi in mid-October 2011, and a new FM transmitter is planned for Tripoli.

Exploiting New Media Capabilities

Use of New Media is exploding across the Middle East. Social media has earned a place in Arab society; it will continue to be a source of news and information across the region. It is estimated that over 20 million people in the Arab world are using Facebook. As evidenced by the role and impact of social media in the events of the Arab Spring, new media provides a significant opportunity for distribution of information and audience engagement. MBN has built a strong foundation in new media and is working to exploit the potential of new tools within available resources. MBN uses these tools to interact with viewers and listeners who participate in discussions and provide their own user-generated content. These tools also allow MBN to increasingly incorporate feedback and user-generated content into newsroom workflows. Not only do these methods improve overall quality of content; they also give broadcasters valuable insight into the success of various programming initiatives.

Radio Sawa has an all-news website, Facebook page and Twitter feed that provide up-to-the minute Arabic-language coverage of breaking news and the news of the day. MBN launched a new mobile website for Alhurra, and Radio Sawa launched a new website in 2012. As breaking news occurs, headlines from *radiosawa.com* are posted on Alhurra's Facebook page and Twitter feeds. Alhurra also posts key videos and reports on its YouTube channel. For significant developments, MBN's social media team further engages readers by actively soliciting feedback on those stories. Research shows that Alhurra audiences are using all these platforms as a source of news. Since Jan. 1, 2011, the number of fans of Alhurra and Radio Sawa Facebook pages has exponentially increased.

New Media are being actively integrated into traditional media programming. Regular staples of Alhurra newscasts include daily reports from its social media correspondent, and engaging audiences through questions posted for comment. In May 2011, *Al Youm* launched a daily social media segment, *B.LINK*, that broadcasts video from YouTube, as well as comments and other information from Facebook, Twitter, and Middle East websites. While on deployment in Tunisia, the host of Alhurra's *Eye on Democracy* prepared three episodes of the program focusing on the role of social media, bloggers and youth, and unemployment. He shot amateur videos of 'behind the scenes' coverage that captured the essence of what was happening on the ground and posted them on Facebook.

MBN has commissioned production of a weekly half-hour magazine show in Arabic, *N2K*, (Need to Know) focusing on social media, global technology and the Internet. *N2K* features stories from across the web and Twittersphere and explore the latest digital news and trends. Each episode of *N2K* discusses the most watched videos on YouTube, the most tweeted subjects, and the most searched words or phrases. The program also investigates how social media documents events, spreads news, and interacts with popular culture.

In addition, Alhurra and Radio Sawa broadcasts incorporate user-generated content, such as comments, photos and videos in television and radio programming. Working with the BBG's Office of Technology, Service, and Innovation, Alhurra has been pursuing strategies for deeper and richer social media content integration into *Al Youm* and other Alhurra programming.

Expanding Perspectives and Exploring Sensitive Issues

The main value added of U.S. international broadcasting in the region's burgeoning media marketplace is programming that is free of political affiliation or religious bias. BBG broadcasts have the ability to present information and introduce a wider range of perspectives than can be found on a majority of private and state-operated media outlets.

- Alhurra's *Al Youm*, broadcast live, three hours per day, five days per week, provides a platform like no other for delving into the events and motivations driving changes in the region. For example, *Al Youm* covered the upheaval in Egypt by reporting live from Tahrir Square, providing a broad spectrum of perspectives by interviewing soldiers, police, bloggers, protestors, and Egyptians from all walks of life--bringing context and relevance to the events.
- *Eye on Democracy* provided context to the events unfolding in Tunisia through its special documentaries *Tunisia: the Revolution of Dignity*, and *Tunisia: the Republic of the Facebook*, which featured 12 young Tunisian activists and their use of Facebook as a tool for political change. On another episode, the region was given insight into the views and experiences of a young prisoner, the Syrian woman blogger Tal Almalohi.
- *Stories with Akram Khuzam* over the past year has unveiled the world of slavery in Mauritania; it has examined the reasons behind the slowdown of the Kuwaiti government granting Bedoun citizenship and extreme discrimination against them; it has investigated causes and effects of the growing number of unemployed university graduates in Sudan; and it has shed light on the reasons behind the frequent outbreak of sectarian strife in Egypt.
- *Musawat*, dedicated to tackling women's issues and their rights in the region, spotlighted the controversy surrounding driving in Saudi Arabia, and during the protest encouraged Saudi women to take to the roads. And *Hunna*, also dedicated to women's issues, has delved into such topics as conditions in women's prisons, depression, gender inequality in Lebanon, and reasons behind the absence of Egyptian women from public office and leadership positions in the new Egypt.

Together with numerous political talk and opinion shows, these and other current affairs programs exhibit the independence and objectivity that gives BBG's broadcasts their main competitive advantages in the region.

VOA English radio programming for the Middle East reaches listeners through shortwave, the Internet, affiliate stations, and podcasts. The daily news magazine show, *Middle East Monitor*, presents correspondent reports and interviews with newsmakers throughout the region. The show includes a daily feature segment examining developments in science and technology, the environment, development issues, business, and lifestyle and culture. An active, targeted website for the Middle East is updated throughout the day and includes YouTube, Facebook, and

Twitter feeds. VOA English recently hosted a public forum at VOA with an Egyptian democracy advocate and a representative of the Egyptian embassy, which was webcast and integrated with our other media offerings.

Providing a Foundation for Independent Media in Iraq

MBN's Radio Sawa and Alhurra-Iraq and RFE/RL's Radio Free Iraq have each made a definitive impact in Iraq with successful programming specifically tailored for audiences there. While the Iraqi media sector has proven to be as dynamic, complex, and unpredictable as the political environment of the country, U.S. international broadcasting to Iraq has stood as a beacon of stability.

With U.S. forces leaving Iraq, free, responsible, objective, balanced, and non-sensational media are critical to the country's stability. Despite the growth of media outlets since the fall of Saddam Hussein, many Iraqi media organizations remain under the control of ethnic, sectarian or political patrons. Media professionals are under constant attack in Iraq. Teams of dedicated BBG correspondents risk their safety each day in an unstable environment to bring the latest news and information to Iraqi audiences.

The value of U.S. international broadcasting as a tool of public diplomacy in Iraq is measurable in its effects in terms of not only understanding but also response. Alhurra's investigative reports and accurate news have become a calling card for the network in Iraq. For example:

- Alhurra was the first network to bring to light the lack of medical care and insurance for Iraqi soldiers who were injured while serving their country. This issue had never been addressed in the media prior to the Alhurra report. Following the broadcast, the first ever medical hospital dedicated to wounded soldiers was established in Iraq.
- Alhurra broadcast the story of Saef, an eight-year old boy who lost his parents and his leg following a bombing in his town. After the broadcast, the Iraqi Minister of Work and Social Affairs personally arranged for Saef's move into an orphanage where the Ministry would pay for all of his medical care.
- Families in Iraq have been living in houses passed down from their parents, especially in poorer areas of the country. When the Iraqi government threatened to destroy the homes of any family that did not have proper documentation of ownership, Alhurra-Iraq's coverage of the story brought a reversal of the decision, saving the homes of countless families.

Radio Sawa also has a well-established reputation of providing unbiased coverage of news events occurring in Iraq through its network of local reporters. With newscasts and programs, such as *Straight to the Point*, which includes interviews with Iraqi decision-makers and senior officials answering questions about the most prominent security, political or social issue of the day, Radio Sawa content has led to action. For example:

- In an episode of *Straight to the Point*, Dr. Riam Naji, a professor at Almustansiriah University was interviewed after being awarded a UNESCO prize for best young female scientists in the world. After the interview, the Iraqi Department of Education contacted her

as it embarked on laying down strategic plans and forming committees to encourage girls to study sciences.

- Following an interview with Nebras Saadoun, the director of an institute for profoundly disabled children, the institute received additional funding from various non-governmental organizations.

Alongside MBN's Alhurra TV and Radio Sawa, RFE/RL's Radio Free Iraq connects with a weekly audience of 16 percent of the Iraqi adult population through radio and the Internet. During the past year, Radio Free Iraq's in-depth, analytical reporting on political developments in Iraq and the region received numerous accolades from Iraqi authorities, including Iraqi Foreign Minister Hoshiyar Zebari, the U.S. military command, and the U.S. embassy in Baghdad. In addition to its political reporting, the Service has regular rubrics on religious tolerance and moderation, Iraqi music and literary traditions, women, youth, and sports.

Radio is Radio Free Iraq's primary platform, but *iraqhurr.org* continues to gain more online users by providing Iraqi audiences a rich source of information and diverse multimedia content. Visitors can listen to radio programs online or via downloaded podcasts. The web enables Radio Free Iraq to develop attractive and unique Internet products that enhance and support its radio programs. Radio Free Iraq also has a mobile version of its website and is active on Facebook, Twitter, and YouTube. Radio Free Iraq's SMS service has proven to be successful at increasing interactivity. Listener feedback, sent in via SMS and voicemail, is used to enrich radio programming.

In addition to the BBG's Arabic broadcasting to Iraq, VOA provides programming in Kurdish. VOA's Kurdish Service is the only international broadcaster that speaks to Iraq's Kurds in their main dialects, Sorani and Kurmanji. Although the target audience is the Iraqi Kurd population, the Kurdish Service regularly covers developments in neighboring Iran, Turkey, and Syria, all of which have sizable Kurdish minorities. Broadcasts are delivered via four FM transmitters in major Kurdish-populated cities in the north and nine FM transmitters in the south. VOA Kurdish programming is also broadcast over medium wave from Kuwait.

Starting in 2011, as part of its new media efforts, the Kurdish Service increased its Internet video reports. These videos, also posted on YouTube, have attracted increasing numbers of viewers. VOA Kurdish sites on Facebook and Twitter direct increasing numbers of visitors to the Service's Sorani and Kurmanji websites. Both sites also feature blogs and audience forums as platforms for audience engagement.

The VOA English Division's Middle East hub has been aggressively targeting the region's audiences with social media tools: weekly polls; Twitter chats; Skype video interviews with human rights activists in countries undergoing turmoil; live tweeting of congressional hearings; a Web-based interactive timeline of the Arab Spring; country-focused *Behind the Wall* video mashups of reports, interviews, and citizen contributions; and interactive maps, updated daily, using crowd-sourced reports of protests and other events in Syria, Bahrain, and Yemen.

Providing an open forum for the vital exchange of ideas on critical social issues

South Sudan

MBN extensively covered the historic developments surrounding South Sudan's journey to independence, including both the independence referendum and the establishment of the Republic of South Sudan. Alhurra, Radio Sawa, and Afia Darfur provided special, live, in-depth coverage of events as they unfolded.

Afia Darfur provided in-depth coverage of the South Sudan Referendum by interviewing Darfuri movement leaders, Northern and Southern politicians, analysts, and government officials. Afia Darfur's coverage also incorporated the views of refugees and internally displaced people. Additionally, the program surveyed the opinion of voters in the South after their return from the North as well as views of Northerners on the referendum.

Alhurra's live non-stop coverage in July of the independence of South Sudan included a historical look at Sudan and the impact the new nation will have on the Arab world. The network highlighted the political and economic repercussions the separation could have on both Sudan and South Sudan, as well as reaction from both nations. Interviews during Alhurra's nine hours of coverage included leaders from Sudan and South Sudan and Middle East experts in the U.S. Alhurra's *Free Hour* coverage of the South Sudan independence included interviews of high ranking political figures, and broadcasts from the streets and different locations in the capital including the hospital and the university.

Radio Sawa dedicated its daily *Magazine* program to South Sudan on July 9th. Coverage included sound bites from speeches delivered by the President of Sudan, the President of South Sudan, the U.S. Ambassador to the UN, the President of the South Sudan Parliament, and the Arab League Deputy Secretary General. The program covered the impact of South Sudan's independence on Sudan and included interviews with government officials, movement leaders, experts, and regular citizens.

Through an interagency agreement with the State Department, VOA launched a new radio program in September 2010 targeted at audiences in South Sudan. This 30-minute English show offers accurate news about their country, the region, and the continent. *South Sudan in Focus* is available via shortwave, FM, and Internet and is co-hosted from Juba and Washington. VOA organized three well-attended Town Hall Meetings during the past year in Juba, the capital of South Sudan, aimed at facilitating dialogue between citizens and their leaders in the run-up to the historic referendum. VOA provided special coverage of South Sudan's independence celebrations, including live reports from the ceremonies, reactions from citizens around the country, and analysis by experts from the region.

Tailoring Program Delivery to Increase Audience Reach

The IBB's Office of Technology, Services, and Innovation (TSI) provides comprehensive FM and television distribution of VOA, MBN, and RFE/RL programming in Iraq. TSI continues to operate four terrestrial television stations and lease another facility, all of which carry Alhurra television broadcasts.

The Government of Libya began jamming Alhurra satellite transmissions on Nilesat in February/March 2011. In response, TSI established another Alhurra transmission on the Nilesat/AB4 and the Eutelsat Hotbird satellites. TSI terminated the Nilesat/AB4 transmissions on April 3, 2011 following the cessation of jamming in early March. Transmissions on the popular Eutelsat Hotbird satellite continued until August 2011.

FY 2013 Performance Objectives

- Launch new programming to directly engage with the Egyptian people on social and political issues emerging in the wake of the revolution.
- Integrate Radio Free Iraq into MBN's Radio Sawa to reduce duplication.

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Broadcasting Board of Governors
Near East, Central Asia, South and West Asia, and Eurasia



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Near East, Central Asia, South and West Asia, and Eurasia

Regional Dynamics

Media trends in the region of the Near East, Central Asia, South and West Asia, and Eurasia are generally discouraging. Despite initial steps toward a more open media environment (with the general exception of Central Asia) after the fall of the Soviet Union, media freedom in the region has seriously deteriorated in the past few years. Looming large in the region, both geographically and politically, is the shadow of Russia. Within Russia, government control over television, print and radio media outlets persists. In the five former Soviet republics of Central Asia, radical Islam is on the rise, and state repression, corruption, and systematic violations of human rights are increasing.

Nearly half of VOA’s language services and almost all RFE/RL’s services target national populations and regional ethnic groups across this broad, tightly controlled media landscape. These regions encompass areas of U.S. strategic importance where freedom and democracy are threatened or restricted or where newly emerging Islamist extremism is a constant concern. Television remains a key delivery platform throughout the region. VOA and RFE/RL have made significant progress on the Internet platform through timely and comprehensive presentation of news and information, plus new interactive features.

Linking Resources and Results	FY 2011 (Actual)	FY 2012 (Target)	FY 2013 (Target)
Audience (millions)	43.5	37.9	37.9
Funding (millions)	\$170.1	\$170.4	\$158.8

Major Program Accomplishments

- PNN’s weekly satirical TV show, *Parazit (Static)*, is extremely popular and has become the most popular Iranian page on Facebook. PNN’s new 30-minute TV news analysis program, *Ofogh (Horizon)*, airs four days each week. RFE/RL’s Radio Farda satire presenter Farshid Manafi won the Association for International Broadcasting award for Radio Personality of the Year.
- The IBB’s Office of Technology, Services, and Innovation has implemented a multi-pronged circumvention strategy to ensure Internet access by Iranians seeking to bypass the Iranian regime’s severe filtering of non-government approved web content. In addition, TSI has deployed a new circumvention tool that allows Iranian users to access a wide range of video and audio content and to make Internet-based telephone calls using Virtual Private Network (VPN) technology.
- VOA and RFE/RL are the number one broadcasters in Afghanistan, jointly reaching 65 percent of the adult population each week. VOA and RFE/RL are among the most trusted sources of news in the country. The websites of VOA’s Afghan Service and RFE/RL’s

Radio Free Afghanistan both have experienced large increases in traffic in the past year. In 2010, the IBB Office of Technology, Services, and Innovation began expanding its FM network by deploying new systems in seven Afghan cities. Two were operational by the end of 2011, with the rest expected to be on-line in 2012.

- In June 2011, the White House invited VOA to interview President Obama on the planned Afghan troop withdrawal. Mr. Obama spoke exclusively to VOA just hours before his speech to the American people. Radio and TV Ashna were first on the air in Afghanistan with President Obama's interview.
- VOA's Georgian Service successfully launched regular TV broadcasts in FY 2011, with a weekly 15-minute news and magazine show broadcast throughout the country via Georgia Public Television Network One.
- VOA's Armenian Service succeeded in maintaining an audience share of more than 35 percent for the third consecutive year.

South and West Asia



Sub-Region Dynamics

Across South Asia increasingly sophisticated media companies operate both in local languages and in English, running newspapers, TV channels, branded websites, and FM radio stations. Radio has declined as a medium for information as aggressive TV growth has cornered the mass market for news, and 24/7 TV news programming aimed at a mass audience is increasingly available as cable connections increase.

In Iran, jamming of satellite TV, shortwave, medium wave, and satellite radio significantly limits the reach of international broadcasters, and the political climate has grown more repressive and volatile since the disputed presidential election of 2009. Meanwhile, in Afghanistan, the media market is becoming very competitive as local television and radio stations have become more professional, offering an appealing mix of news and entertainment.

Broadcasting to Afghanistan

The people of Afghanistan face not only a volatile security situation but also ongoing economic and political uncertainty. Even as local media outlets become more competitive, Afghans continue to value the presence of international broadcasters, as evidenced by BBG broadcasts' continued prominence among media in the country. VOA's Afghanistan Service broadcasts via radio (Radio Ashna) on FM, medium wave, and shortwave, as well as on television, and via the Internet; RFE/RL's Afghan Service (Radio Azadi) broadcasts via radio and Internet. VOA and

RFE/RL have complementary radio schedules, each providing twelve hours of content that combine to provide a continuous 24/7 news and information service for listeners in Afghanistan. The BBG services are among the leading media outlets in Afghanistan today, reaching 65 percent of the Afghan population on a weekly basis.

Both VOA and Radio Azadi provide breaking news, in-depth reporting and analysis, and programming discussing the rule of law and the values of civil society in a democracy, the rights of women and minorities, and religious tolerance. Additionally, VOA provides daily information related to U.S. actions and policies relevant to Afghanistan and the region, while Radio Azadi focuses on local corruption, narcotics trafficking, kidnapping, and other issues. With its dual-language programming and its tone of moderation, Radio Azadi plays a critical role in promoting national unity. In May 2011, Radio Azadi and VOA Afghan service stringers moved into a new state-of-the-art broadcast bureau in Kabul. The relocation has facilitated the rollout of a series of ambitious mobile news and citizen journalism projects.

In October 2010, Radio Azadi launched an interactive SMS initiative with mobile service provider Etisalat, to allow mobile phone users in Afghanistan to subscribe to free news updates and emergency alerts, and to send text messages, photos and videos. Nearly half of all adults in Afghanistan have mobile phones, and by mid-2011 the service had attracted over 350,000 subscribers. Currently, Radio Azadi receives more than 300 SMS messages a day; the best are posted on its website and are read on-air in a weekly citizen journalism show. The newest development features technology allowing mobile phone users to access Radio Azadi broadcasts.

VOA delivers a popular live television news program, TV Ashna, throughout Afghanistan six nights a week on Radio-Television Afghanistan (RTA), the state-owned television network. In 2011, the IBB Office of Marketing and Program Placement (OMPP) consolidated under the Office of Strategy and Development, successfully renegotiated a long-term agreement – at no increase in cost – with RTA to carry TV Ashna nationwide during popular viewing times, where it garners a weekly reach of almost 29 percent. The first half hour is in Dari; and the second is in Pashto. VOA’s Dari and Pashto websites have more than doubled their traffic since 2009, with more than 132,000 monthly visits by mid-2011. The Service also has active Facebook pages, Twitter accounts, and an active and popular YouTube channel.

VOA’s TV Ashna continues its dominance in urban markets, where almost half of all adults watch the newscast at least once a week. Afghan leaders, policy makers, and elected officials regularly appear live on the program from the BBG’s Kabul studios. In addition to its news of Afghanistan, TV Ashna also provides audiences with a full range of news and views from the United States. Top officials from the Obama Administration and influential members of Congress are frequent guests. In late June 2011, President Obama spoke exclusively to VOA’s Ashna just hours before his national address on the Afghan troop withdrawal. When the Afghan Parliament passed a law in 2010 that restricted the rights of Shia women, Ashna broadcast a special program featuring opponents and supporters of the law. Among those who appeared on the show—and who spoke out strongly against the new law—were Senator Barbara Boxer and Melanne Verveer, the U.S. Ambassador-at-Large for Global Women’s Issues.

In September 2010, VOA launched a 30-minute youth-oriented TV show to Afghanistan called *Karwan* (*Caravan*), which is carried on affiliates through leases negotiated by OMPP. *Karwan*

is a dual language (Dari/Pashto) weekly program that features issues relevant to Afghanistan and the United States. *Karwan* addresses a wide array of topics ranging from narcotics, the rule of law, and education, to health, social issues, and culture, and it highlights the activities of young people in both countries. *Karwan* also is streamed on the Internet, and has over 50,000 Facebook fans, more than 80 percent of whom are between 13 and 24 years old.

Both VOA and RFE/RL have stringers throughout Afghanistan, and they are able to provide comprehensive coverage of political and military developments in all parts of the country. Their reporting has caught the attention of Taliban elements who have contacted stringers and threatened to kill them and members of their families unless they stopped reporting for BBG services. These threats became a reality in January of 2012 when Mukarram Khan Aatif, a reporter for VOA's Deewa Radio, was gunned down while taking part in evening prayers at a local mosque near his home in the town of Shabqadar. A spokesman for the Taliban claimed responsibility for the killing. Mr. Aatif's colleagues mourn his death, but despite this tragedy, continue to courageously file their stories.

In the summer of 2010, Radio Azadi distributed 20,000 radios in hard-to-reach areas of the country so that disadvantaged Afghans would have the same access to this objective news and information that their urban compatriots have.

In early 2011, IBB Director Richard M. Lobo traveled to Afghanistan and met with a number of government ministers. The government agreed to register IBB's frequencies at no cost, resulting in substantial savings for the Agency. The Afghan government also affirmed the IBB's plans to add an additional 14 FM transmitters across the country. Installation was initiated in 2011, with seven FMs scheduled for completion by the end of 2012.

Broadcasting to the Afghanistan-Pakistan Border Region

The BBG has established itself as a leading source of news for more than 30 million Pashto-speaking listeners in the Pakistan-Afghanistan border region. The region is considered a safe haven for al Qaeda, the Taliban, and several proxy militant groups of Pakistan's military, including the Haqqani network. Radical Islamic groups with members from Central Asian states, China, and Chechnya are also believed to have operations there. The terror networks along the border regions plan attacks on U.S.-led forces in Afghanistan and send suicide missions to Pakistan's Pashtun belt, killing civilians and journalists, and destroying the social infrastructure. This volatile area has been dominated by state-controlled media, the Taliban, and local FM stations known as "mullah radios" run by militants and religious figures. Through VOA's Deewa Radio and RFE/RL's Radio Mashaal, the BBG has become an alternative source of information for millions of Pashtuns, and its programming plays a vital role by giving a voice to those displaced by the fighting against the Taliban.

Launched in 2006, VOA's Deewa Radio airs a nine-hour morning and evening broadcast schedule seven days a week on medium wave, shortwave, and the Internet. The Service also provides its broadcast products on social media outlets such as Facebook and Twitter and, in early 2012, began simulcasting one hour of its radio news and information programs on direct-to-home satellite TV. In the five years since its launch, Deewa Radio, with its blend of news, current affairs, and four daily call-in shows, has become a media market leader, reaching 22 percent of Pashtuns living along the Pakistan/Afghanistan border region each week. A network

of 27 stringers provides extensive daily coverage of the tribal areas (Federally Administered Tribal Areas, or FATA), including live reports from the refugee camps which house many internally displaced people who have fled from war zones in Pakistan's tribal areas (FATA) and the Swat Valley of Khyber Pakhtunkhwa province.

Alerted by a local stringer, Deewa Radio was the first to report on the military action that killed Osama bin Laden. Deewa broke the story of the U.S. assault on the bin Laden compound in Abbottabad, and quickly followed with live broadcasting and simultaneous Pashto translation of President Obama's announcement that bin Laden had been killed. VOA stringers also provided comprehensive coverage of the floods in Pakistan. Deewa's special talk shows include weekly discussions on spirituality, health, music, market economies and Muslims in America. VOA's Deewa Radio is unpopular with the Taliban. VOA stringers have frequently been threatened by Taliban militants, and some of the threats have been followed by attacks. One VOA Deewa stringer's home was blown up, and he was subsequently attacked by masked men who claimed to be members of the Taliban retaliating for VOA's reporting.

RFE/RL's Radio Mashaal was launched in January 2010 in order to counter the growing number of Islamic extremist radio stations in Pakistan's Khyber Pakhtunkhwa and the Federally Administered Tribal Areas along the border with Afghanistan. Radio Mashaal's Pashto language programming is targeted specifically at audiences in the Pashtun border regions of Afghanistan and Pakistan. Radio Mashaal has a local presence in Islamabad, Pakistan, as well as freelancers on the ground in the border areas. It provides listeners with breaking news and in-depth coverage of developments in the Pashtun heartland region, and focuses on issues of religious tolerance, culture, combating terrorism, and promoting understanding. Radio Mashaal emphasizes interaction with its audience through call-in shows and message recording.

Although the majority of Radio Mashaal's target audiences lack Internet access, almost everyone has access to a mobile phone, which has made SMS text messaging the most effective tool for the Service. In the spring of 2011, Mashaal launched the Frontline system, which enables people to send local texts to the station free of charge. Using the Frontline system, Mashaal listeners share their problems, critique Mashaal's programs, and send questions into the Service's live programs.

During one of the most popular call-in shows, *War Stories*, a widow from the Swat Valley recounted a 14-hour Taliban attack on her house that killed her husband and son. Another widely heard Radio Mashaal program is a weekly series profiling Pashtun tribal elders who have been killed by the Taliban. The targeting of elders, who form the backbone of Pashtun society in places with little or no government presence, is an underreported tactic the Taliban has been employing for nearly a decade.

Away from the fighting, Radio Mashaal's show, *Your Future*, is a youth program offering advice on schools and careers. Its aim is to serve as a how-to for young people interested in getting job training, applying for Pakistani schools, or studying abroad.

The IBB's Office of Technology, Services, and Innovation (TSI) oversees several delivery systems to ensure that programming reaches this critical part of the world. To improve broadcasting to the Afghanistan-Pakistan border region, the IBB established a 200 kW medium wave transmitter in eastern Afghanistan, broadcasting 18 hours of daily programming for VOA's

Radio Deewa and RFE/RL's Radio Mashaal. Despite major logistical and security challenges, this important facility became operational at half-power in February 2010 and at full power a month later, enabling it to reach a wide audience in this critical region. TSI will complete system upgrades in FY 2012 to allow transmissions up to 24 hours per day, seven days a week.

Broadcasting to Pakistan

Pakistan has seen considerable growth in independent TV and radio channels over the last five years, though access to television news sources is limited in rural areas where cable ownership is not widely available. Furthermore, according to Freedom House, media freedom in Pakistan is constrained by official attempts to restrict critical reporting, and by high levels of violence against journalists. The constitution authorizes the government to curb freedom of speech on subjects including the constitution itself, the armed forces, the judiciary, and religion. Harsh blasphemy laws have occasionally been used to suppress the media.

VOA's Urdu Service brings news and information to Pakistan on radio, TV, and the Internet in both Urdu and English. The Service produces a 30-minute news magazine, *Khabron se Aage* ("Beyond the Headlines"), that aired weeknights for five years on GEO TV, Pakistan's top-rated 24-hour cable/satellite news channel, and has recently moved to an increasingly competitive and popular private network, Express TV News. In June 2010, VOA and *Express 24/7*, a separate 24-hour English-language cable news channel, launched a joint TV program called *The Platform*, focusing on key issues in the U.S.-Pakistan relationship and the fight against terrorism. The Urdu Service's radio programming, *Radio Aap ki Duniya (Your World)*, airs seven days a week during 12 prime listening hours each day. VOA Urdu also provides two 30-minute shows—a current affairs program and a roundtable discussion—for Pakistan's national radio network, with FM transmitters in 13 major cities.

In a country where news broadcasting by private radio stations is restricted, VOA's programming on shortwave, medium wave and FM provide an important and popular alternative in Pakistan's controlled media environment. To expand VOA's broadcast reach TSI has worked with the Urdu Service on a dial-up radio system to enable listeners to hear short audio news updates with the latest headlines or top story via telephone. In FY 2011, TSI set up toll free call-in capability for listeners that allows them to select from nine menu options for VOA Urdu radio shows. This call-in capability will be expanded to several additional African and South Asian language radio shows. The VOA Urdu Service website newsletter has more than 7,000 subscribers, and has growing numbers of visitors to its YouTube, Facebook, and Twitter pages.

VOA Urdu television, radio, and digital output is available throughout Pakistan, and an indication of the Service's importance came in November 2010 when Pakistan's former president, General Pervez Musharraf, visited VOA in Washington to be interviewed by the Urdu Service. The former president answered probing questions about the war in Afghanistan and Pakistan's relations with the United States and India. The interview on *Khabron se Aage* was widely reported in Pakistani newspapers the next day.

Khabron se Aage continues to break new ground on Pakistani airwaves when it comes to viewer participation. In May and June 2011, two new segments, *What's the Good News*, and *What Would You Do*, were launched. The former promotes citizen journalism and encourages

Pakistani youth to focus on positive aspects of life; the latter gives a voice to viewers on issues that directly impact their daily lives.

Broadcasting to Iran

The political climate in Iran has grown more repressive and volatile since the disputed presidential election of 2009. In its 2011 report on press freedom, Freedom House ranked the Islamic Republic of Iran 187th out of 199 nations in press freedom, and found that constitutional provisions for freedom of expression and the press are ignored in practice. Numerous laws restrict press freedom, including the Press Law, which forbids the publication of ideas that are contrary to Islamic principles or detrimental to public rights, and during the past year, the government detained, jailed, or fined hundreds of publishers, editors, and journalists.

The BBG reaches audiences in Iran with objective and accurate news and information via 24/7 broadcasts on both radio (through RFE/RL's Radio Farda) and television (through PNN, VOA's Persian News Network). Radio Farda and PNN also have extensive reach into Iran through their Internet and new media programming, and PNN can also be heard on the radio on shortwave, medium wave, and satellite transmissions.

Beginning primarily in the post-election aftermath of 2009, and increasing through 2010 and 2011, the Islamic Republic of Iran has greatly increased the scope and frequency of its satellite jamming efforts. Due to this extensive jamming, VOA PNN was dropped from the most popular satellite platform for Iran, Eutelsat's Hotbird 8, in mid-2010. The impact of this reduction in satellite access had a marked effect on VOA PNN's viewership. Research conducted for VOA's Persian News Network in 2011 showed that VOA PNN's share of weekly viewership dropped to 6.1 percent of the adult population watching at least once a week. While the weekly audience number dropped significantly, those who say they watched a PNN program within the last month showed a slight increase, to 26.3% in 2011. The entrance of BBC Persian, Farsi1TV, and ManotoTV into the Iranian satellite television market probably also had an effect on PNN's audience share. The majority of viewers find PNN's content trustworthy and say it has increased their understanding of events in Iran, the Middle East, the United States, and the rest of the world. The data also show that PNN has more viewers in the 15-34 age group than in the over-35 bracket, with a 50-50 split among men and women.

During 2011, PNN provided information on a wide variety of subjects in addition to its daily news coverage. On March 20, to mark the Persian New Year, PNN broadcast a 90-minute live play, *An Iranian in Heaven*, starring Academy Award nominee Shohreh Aghadashloo and Houshang Tozoui. In April 2011, the State Department's Farsi language spokesman, Alan Eyre, conducted his first interview with PNN. During the spring of 2011, PNN aired many programs and specials related to the "Arab Spring," including a one-hour special on the complex and volatile situation in Bahrain. In June 2011, the State Department used PNN's popular *Parazit (Static)* program to announce a historic change in U.S. visa policy toward Iran which will allow two-year validity visas for academic students, vocational students, and exchange visitors. PNN commemorated the second anniversary of Iran's disputed presidential election with special programs that included phone interviews from Iran, and PNN correspondent reports from Paris, Rome, Washington, Dubai, and elsewhere.

In 2011, the *Parazit* program achieved an even higher level of success and exposure, with an array of high-profile guests and creative and cutting-edge production themes. The *Parazit* hosts appeared on the Daily Show with Jon Stewart, CNN, and various international television platforms, and they were interviewed by many American newspapers. *Parazit* demonstrated that creative, satirical news content is both feasible and attractive to a broad range of viewers in Iran and the diaspora.

In FY 2011, the IBB Office of Policy produced 48 television editorials specifically designed for the Persian News Network. *The View From Washington/Persian* is regularly broadcast on Thursdays. It presents U.S. policy on Iran and features top-level U.S. policymakers on issues such as human rights, diplomatic engagement, and Iran's nuclear program.

TSI has worked aggressively to combat satellite jamming by the Iranian Government by expanding BBG's transmission capabilities, placing PNN on four frequencies on four different satellites, and Radio Farda on five frequencies on five different satellites. TSI has also spearheaded counter jamming measures with innovative approaches to make it more difficult for the Iranian Government to block satellite transmissions. Combining forces with interagency partners and private broadcasters in the spring of 2011, the BBG joined with key stakeholders in a National Security Council-led process to counteract Iranian government satellite jamming and Internet blocking.

Although television is PNN's primary focus, it also has a strong presence on new media platforms. In 2010, PNN released a mobile device application that allows audiences inside Iran to download and send content to VOA via smart phone. IBB's Office of Digital and Design Innovation (ODDI) helped create iPhone and Android mobile applications to distribute PNN content with live streaming of the 24/7 broadcasts. This also enables Iran's "citizen journalists" to use their smart phones to send video and photographs to a secure website where PNN editors can review them for possible broadcast and web posting. Working closely with the ODDI, PNN has established a social media team designed to boost the scope and variety of user-generated content from inside Iran as well as the Iranian diaspora. The Persian-language version of *goEnglish.me*, an online destination to learn English, was also launched in FY 2010. In addition, PNN posts extensively on YouTube and has a wide following on Twitter and Facebook. *Parazit*, besides being one of the most popular television programs in Iran, has more Facebook fans — over 790,000 — than any other Facebook page in Iran. In January 2011, PNN launched a new 30-minute television program called *Ofoogh (Horizon)*, which provides in-depth analysis of U.S.-Iran relations and the most important news and developments of interest to Iranian audiences. The program has already gained more than 13,000 Facebook fans.

RFE/RL's Radio Farda includes newscasts at the top of each hour, followed by reports, features, interviews, and regular segments on youth, women, culture, economics, and politics. Radio Farda's unique format also includes music not available inside of Iran — not only western hits but pre-Revolutionary Persian favorites, music from the diaspora, and underground songs sent to Farda from young Iranians who can't get their music played on the radio in their country.

In 2010, Radio Farda introduced new programming and achieved new milestones in its online reach into Iran. Audiences can interact with Radio Farda personalities and programs through SMS, email, and Facebook. Radio Farda receives over 100,000 messages via SMS, email, and

voicemail annually, and it has one of the most popular Iranian news pages on Facebook with almost 150,000 fans. Radio Farda's popular new radio satire show, *Pas Farda*, has its own Facebook page with over 45,000 fans. Radio Farda's circumvention strategies to fight Internet blockage by the Iranian regime are proving successful. From June 2010 to May 2011, Farda's website logged more than 200 million page views.

In advance of the February 2011 "Day of Rage" anti-government protests in Iran, Radio Farda began to ramp up its normal news programming with extensive coverage of events taking place inside and outside the country. Radio Farda broadcast several interviews with senior advisors to both Mir-Hossein Moussavi and Mehdi Karroubi and, thanks to its local network of contacts, live reports on demonstrations in Esfahan, Mashhad, Rasht, Shiraz, Tabriz, and other cities, providing coverage that was banned on state-controlled media.

Farda also challenged the official version of protests erupting across the neighboring Arab world, providing continuous reporting, analysis, photos, and video. Farda solicited Iranians' own reactions to the Arab uprisings, broadcasting listener comments and hosting live, on-air forums where they could express their views. On *The Sixth Hour*, for example, listeners compared the Arab Awakening to Iran's Green Movement and discussed the impact of the unrest in Syria on Iran. Radio Farda also launched a dedicated web portal on the Arab Awakening, featuring user-generated photographs and videos from the region in addition to its reports.

In 2011 Radio Farda rang in the Persian New Year with the 200th episode of *Pas Farda* and live-streamed concerts by famous Iranian artists banned from performing inside the country. As a special treat, host Farshid Manafi was joined on the air by Kambiz Hosseini and Saman Arbabi, the hosts of VOA's hit television show *Parazit*, discussed above. *Pas Farda* and *Parazit* have become hugely popular in Iran, as both programs poke fun at both political and social mores inside Iran, providing a breath of fresh air in a media climate devoid of critical voices. Radio Farda also live-streamed several New Year's concerts from Dubai, where many Iranians travel to celebrate the New Year and attend concerts by artists who have been banned from performing in their home country.

Pas Farda host Farshid Manafi won two silver medals from the 2011 New York Festival's Radio Program and Promotion Awards, an annual competition recognizing excellence in international broadcasting. *Pas Farda* won in the categories for "Best Regularly Scheduled Talk Program" and "Best Announcer Presentation." Mr. Manafi is the first Iranian radio personality to win an award in these categories.

To enhance audibility and help overcome jamming, the BBG began leasing a second high-power medium wave transmitter for Radio Farda programs in January 2011. Having two medium wave signals into Iran makes it increasingly expensive for the government to jam both simultaneously. As a result, audience feedback suggests that people can listen with less interruption than before the second medium wave was brought on-line. In May 2010, TSI also completed work on a shortwave enhancement project at the same facility that included the installation of the first rotatable shortwave antenna in the IBB inventory which enhances Radio Farda's ability to reach Iranian audiences.

Broadcasting to Bangladesh

The VOA Bangla Service broadcasts to the world's fourth most populous Islamic country. Bangladesh faces the internal pressures of radical Islamic terrorism and economic uncertainty. According to Freedom House, although the constitution in Bangladesh provides for freedom of expression subject to "reasonable restrictions," the press is constrained by national security legislation as well as laws on sedition and criminal libel, and journalists have traditionally faced pressure from a range of actors, including organized crime groups, political parties and their supporters, and leftist and Islamist militant groups.

The Bangla Service broadcasts via shortwave, medium wave, and local FM affiliates and reaches an estimated 1.5 million listeners weekly. In July 2011, the Bangla Service added a second daily newscast with its FM affiliate, Radio Today. Electronic media options have soared in Bangladesh in the last decade, and television is fast becoming the dominant source of information for Bangla audiences. With its weekly television program, *Washington Barta*, VOA Bangla is well positioned to capture new audiences in the rapidly expanding television market. The program offers a weekly glimpse of important international issues, as well as interviews with prominent Americans and Bangladeshis, including top officials of both governments.

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Sub-Region Dynamics

Across Central Asia, in all five countries—Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, and Turkmenistan—Freedom House indices and other metrics for press freedom and corruption have remained low or even declined in the past five years. In Kyrgyzstan, once a beacon of openness and tolerance in the region, ethnic strife between Kyrgyz and Uzbeks erupted into serious violence in May of 2010. Through its surrogate broadcasts and network of bureaus and stringers, the BBG is uniquely positioned among international broadcasters to counter extremism and to promote democracy and civil society in Central Asia. RFE/RL broadcasts daily and maintains web sites to all the countries and in all the major languages of Central Asia.

The Caucasus remains a largely unstable region, with the security situation worsening. Although reconstruction continues in Chechnya, violence has intensified in neighboring Ingushetia and Dagestan. The possibility of resumed conflict in Nagorno-Karabakh increased in 2011 as the ceasefire on the front lines was violated several times. Georgia continues to rebuild after its 2008 war with Russia. Azerbaijan’s President Aliyev has ensured total government control over television and local radio channels in that country. BBG programming provides an important counterbalance to media reports that originate from the Russian Federation.

Broadcasting to Armenia

The BBG broadcasts to Armenia via radio (RFE/RL) and television (VOA). Television is the leading source of information in Armenia, and competition within the TV market is tight. Despite this competitive environment, VOA's weekly reach remains steady at 35.5 percent, according to a March 2011 survey by InterMedia. VOA programming concentrates primarily on the experiences of Armenian-Americans and on Armenia's relations with the United States, Turkey, Azerbaijan, and Russia. Members of Congress and other influential people are frequently interviewed. The VOA Armenian is also available on the Internet, which in 2010 surpassed radio as a daily source for news and information for Armenians. In addition to its web page, the VOA Armenian is also available on Facebook, Twitter, and YouTube.

RFE/RL's Armenian Service has been a consistent and dependable provider of independent information in Armenia for over 50 years. Armenian news agencies frequently cite RFE/RL's exclusive reports as the primary sources for their own stories. The Service enjoys double-digit audience ratings and a popular multi-lingual (Armenian, Russian, and English) website. RFE/RL's Armenian YouTube site gets more than 135,000 video views per month, which consistently places it among the top 10 most popular nonprofit YouTube sites in the world. In the first half of 2011, the YouTube site had 800,000 views, almost 10 times more than last year. On just one day, March 17, videos were viewed 26,000 times, a record number and particularly impressive for a small country like Armenia.

The RFE/RL Armenian Service is also aggressively leveraging the power of another popular new media platform called Livestream. Throughout June the Service used the "Virtual Studio," one of the most advanced digital video applications provided by Livestream, to cover major political events live. They embedded the Livestream player into their website, enabling tweeting options. Visitors can now watch an event and tweet their comments or simultaneously chat with one another. This is a very effective integration of various digital platforms into one location. The first live video webcast in March 2011 generated enormous interest, with 80,000 live video views.

Broadcasting to Azerbaijan

In an environment of total government control over national television and radio channels, the BBG's Azerbaijani services have a firm reputation as reliable sources of unbiased information and are considered the most professional media outlets in Azerbaijan. After the government's revocation of its FM license in 2009, Azadliq, RFE/RL's Azerbaijani Service, concentrated efforts on developing dynamic online content for its web platform such as the popular "corruption meter" page. The Service also began publishing a weekly newspaper in December 2009, now with 10,000 copies distributed at Baku metro stations.

Among Azerbaijanis who have access to TurkSat at home, Azadliq's weekly radio reach is 3.5 percent, compared to 1.9 percent among the general population. Despite having no access to local rebroadcasting inside of Azerbaijan, Azadliq manages to reach 2.5 percent of the adult population on radio or the Internet.

Azadliq's investigative report on the business investments of the Azerbaijani President's daughter highlighted the problem of cronyism and nepotism in Azerbaijan's ruling family. The

coverage was widely cited in international media. Other investigative reports uncovered alleged corruption in the government procurement process and agriculture. *KorrupsiaMeter*, the Service's signature anti-corruption/transparency portal, continues to be the leading resource on the subject in the country for those seeking to combat abuses of the system. This year, Azadliq worked in partnership with independent Azerbaijani lawyers to respond to users' questions about corruption and bribery and to publish the latest laws and regulations.

VOA also broadcasts to Azerbaijan, and as a result of the ban by the Azerbaijani authorities on affiliation between local and international broadcasters, it has reconfigured its radio and TV offerings to an Internet platform for delivery. The Service's enhanced site offers updated news as well as video and audio of the day's top news stories in the United States and the world. The site also offers English lessons and blogs that serve as platforms for audience engagement. The Service's social media sites on Facebook, YouTube, and Twitter send increasing number of visitors to VOA Azerbaijani web site. The daily video news roundup, the weekly Hollywood video wrap, the users' forum, the photo gallery, and the special program pages on Iranian Azerbaijan are among the most popular features on the site. The Service also recently launched a mobile site that offers audio and video clips. In addition, the audio and video products of VOA's Azerbaijani Service continue to be delivered via three shortwave frequencies and satellite to audiences in Azerbaijan and the neighboring, Azeri-speaking provinces of Iran.

Broadcasting to Georgia

Although the constitution and legal system in Georgia provide for protection of press freedom, a 2010 Freedom House report found that in practice the government has sought to stifle independent and opposition media, particularly broadcast media. The authorities have continued their efforts to control editorial and news content at all major television broadcasters in the country. During Russia's military incursion into Georgian territory, BBG broadcasters VOA and RFE/RL were invaluable sources of news and information.

VOA broadcasts reach viewers and listeners via Georgia's Public Broadcasting Corporation's TV and FM networks as well as via IBB shortwave frequencies. In FY 2011 the Georgian Service began to produce a weekly 15-minute television news and magazine show that is broadcast by GPB-TV Channel One. Also in FY 2011, VOA Georgian TV and radio broadcasts featured exclusive interviews with U.S. and Georgian newsmakers, including President Mikheil Saakashvili, Senator John McCain (R-AZ), Congresswoman Allyson Schwartz (D-PA), the State Department's Special Envoy for Eurasian Energy, Richard Morningstar, former Secretary of Defense Donald Rumsfeld and the former speaker of the Georgian Parliament and current leader of the political opposition in Georgia, Nino Burjanadze. The Service's video reports, along with its daily radio programs, are available on its revamped website with video and audio clips, polls, and comments from users. VOA Georgian Service is increasingly active on social media, especially Facebook, and its content is also distributed via YouTube and Twitter.

RFE/RL's Georgian Service has excellent FM radio delivery and coverage across the country. As Internet access and use continues to increase, RFE/RL's Georgian-language site is becoming recognized as a place for lively debates and discussions on key issues of importance within the country. RFE/RL's Georgian Service has fostered audience interactivity through its use of bloggers, the most popular of whom regularly garner thousands of comments. The Service's

weekly political/cultural TV program *Red Zone*, which is broadcast on Georgian Public Broadcasting, has brought accolades, awards, and new audiences to the Service.

In January 2011, RFE/RL's eighth television program debuted on the Russian-language, Georgian-state-funded satellite channel, PIK. The program, entitled *Free Chat*, is a joint venture between RFE/RL and PIK and covers the news, events, and issues of the week. Broadcast every Saturday evening, the 30-minute program targets Russian speakers across the Caucasus and features journalists from RFE/RL's Russian, Azerbaijani, Georgian, and North Caucasus services. The program has been drawing some of PIK's highest audience levels online and on the air.

Syndication partnerships with national print and online media have proven effective in raising awareness and driving traffic to the Service's website. Newspaper publication of web content (twice a month in both Georgian and Russian) has also helped RFE/RL raise awareness and reach new audiences.

Broadcasting to Kazakhstan

RFE/RL's Kazakh Service (Radio Azattyq) has been an important source of information for people in Kazakhstan for decades. In Kazakhstan, independent news organizations must deal with legal restrictions, prohibitive libel and defamation judgments, self-censorship, and harassment. The Kazakh Service's bilingual website is a place where audiences can directly ask prominent cultural figures their questions during live online conferences. Once a month a prominent figure is invited to chat online with the Kazakh Service's audience on any cultural topic he or she thinks is important. The Service also hosts independent bloggers on its *Blogistan* page, which attracts new and diverse audiences who in turn bring their friends to the page.

On the eve of Kazakhstan's presidential election campaign in 2011, RFE/RL's websites in the country, including its Kazakh-, Russian- and English-language sites, became inaccessible via connections through the country's largest Internet service providers. Despite these obstacles, the Service provided innovative coverage of the April 3rd election. Through crowd-sourcing, the Kazakh service reported on election violations around the country the New York Times and other international media relied on this reporting in their own coverage. Currently the Kazakh Service is the only media outlet in Kazakhstan devoting extensive coverage to a Kazakh police crackdown on Kazakh "Wahhabi" – a topic left untouched by other media due to government sensitivity regarding the issue.

Broadcasting to Kyrgyzstan

RFE/RL's Kyrgyz Service, (Radio Azattyk) is one of the most trusted sources of news and information in Kyrgyzstan, especially during periods of political turmoil. Azattyk's reports are regularly cited and reprinted by local and regional media.

While the political situation in Kyrgyzstan remains unstable, the Kyrgyz Service is taking full advantage of its position in the market as the leading source of independent news and information for elites and average citizens alike. The Service has re-launched its youth show with a new, innovative format, and its television program *Inconvenient Questions* continues to receive acclaim. Both shows have primetime broadcasts on National TV and currently enjoy a

combined weekly reach of almost 30 percent of the population. A December 2010 survey conducted by the Kyrgyz State National University showed that the Service is considered the most reliable Kyrgyz-language media outlet in the country. In addition, VOA's Uzbek Service reaches Kyrgyzstan's ethnic Uzbek minority in radio and television broadcasts via its affiliates, Almaz FM in Bishkek and Keremet TV in the southern city of Osh.

On the first anniversary of the June 2010 ethnic clashes between Kyrgyz and Uzbeks in southern Kyrgyzstan, the Kazakh service prepared a series of investigative reports based on interviews with residents of Osh, the site of some of the worst clashes, as well as with Uzbeks who fled Kyrgyzstan after the tragic events. The Service also developed a new radio and web program called *The Invisible Women of Osh*, which tells the stories of women who were assaulted or raped during the violence using original audio, video, and photographs. Kyrgyz President Roza Otunbayeva has praised the series and called for government action to assist victims of the violence.

Broadcasting to Tajikistan

RFE/RL's Tajik Service is the largest independent media outlet in Tajikistan and one of the top international broadcasters in the country. As the country's only source for unbiased information, the Tajik Service has been repeatedly criticized by the Tajik government for its coverage of local political, economic, and social issues. Over the past year the Tajik Service devoted extensive coverage to anti-terrorist operations in the east of the country, including breaking the news about the death of a member of Al Qaeda in Karategin Valley. The Service also closely followed important political, economic, and social issues such as the so-called "law on parent responsibility," which forbids children to pray in mosques and was criticized by the United States as a violation of religious freedom. While state TV gave ample airtime to supporters of the law, the Tajik Service offered alternative views and opinions and gave voice to those who opposed to the law.

The Tajik Service continues to develop its Web platform and to explore innovative uses of new media tools to engage with its audience. A significant achievement this year was the creation of a Russian-language site to complement its primary Tajik-language website. As part of a microsite on migration, the Service used "crowdmapping" to display where Tajik migrants work. Another special project, *I lived in the USSR*, included dozens of unique photos from the Soviet era and attracted hundreds of visitors to the site. To better involve readers in the daily work of the Service and to encourage citizen journalist contributions, the Service created a special web rubric called *Your Story*, which has become very popular in a short time. The Service also began distributing branded flash drives with pre-loaded content so that users can store web content on flash drives and minimize their time online at Internet cafés.

Broadcasting to Turkey

Although Turkey is a functioning multi-party democracy, Turkish media are only rated partly-free by Freedom House and other international organizations. Because of its position between Europe, the Middle East, and Asia, Turkey is strategically important to U.S. interests. In its Internet programs, VOA's Turkish Service covers US-Turkish relations; U.S. institutions; the American way of life with a focus on education, culture, science and technology; and the

experiences of Turkish-Americans. The VOA Turkish website offers English teaching programs, daily and weekly video news, audio clips, and features that allow users to post comments. VOA Turkish web blogs on American culture, education, and Turkish-Americans are increasingly popular among users. Internet and social media featured prominently in the service's coverage of the June 12, 2011 parliamentary elections in Turkey. Highlights of this coverage included a series of live, web-only video interviews and panel discussions as well as a citizen-journalism feature which allowed users throughout Turkey to interact with other users and share reports, video clips and pictures. VOA Turkish web content is also accessible on web-enhanced mobile phones and similar devices at www.voacep.com. In addition, VOA Turkish content is distributed on YouTube, Twitter, and Facebook, which gained substantially greater exposure for VOA in 2011.

VOA Turkish television programs are carried on TGRT News TV network, a leading all-news network in Turkey. In 2010, the Service increased the broadcasts of its 15-minute live TV news and analysis show from three to four times per week. The show often features in-depth interviews of U.S. officials, members of Congress, experts, and analysts on U.S.-Turkish relations. In addition, the service provides to the same network, Monday through Friday, a daily 5-minute live interactive video news wrap via broadband connection. VOA Turkish also produces a weekly 30-minute TV magazine show that is aired on TGRT News TV.

Broadcasting to Turkmenistan

Turkmenistan is ruled by one of the world's most repressive regimes and is perpetually rated "not free" in Freedom House's annual *Freedom of the Press* report. RFE/RL's Turkmen Service is the only independent source for news and information in Turkmenistan. RFE/RL is not allowed to have a bureau or even accredited journalists, and the Turkmen Service's "unofficial" reporters work under routine surveillance. Their phone access is often cut off and conversations tapped. Periodically reporters are called in for questioning and banned, along with their families, from travelling abroad or re-entering the country. In March 2011 Turkmen authorities confined an RFE/RL contributor to a psychiatric hospital after he criticized a local government official for corruption on the air. Despite these restrictions, the Turkmen Service increased its online traffic through new media techniques, including blogging, Facebook, and Twitter. In FY 2011 the Turkmen Service closely followed developments in the energy sector, reporting on the accord reached by governments of Turkmenistan, Afghanistan, Pakistan, and India for a new transnational pipeline to take Turkmen gas to India. The Service also devoted coverage to Turkmen authorities' tightening controls over secondary schools and universities.

Broadcasting to Uzbekistan

Uzbekistan is the most populous of the five countries in Central Asia. Sizable Uzbek-speaking minorities live in Afghanistan, Tajikistan, Kyrgyzstan, Kazakhstan, and Turkmenistan. The government of President Islam Karimov maintains control through harsh measures designed to prevent citizens from voicing any opposition to the authorities. Since the Karimov government does not allow the BBC and other Western international broadcasters to broadcast via in-country affiliates, VOA and RFE/RL rely on shortwave frequencies and FM and television affiliates based in Kyrgyzstan to reach the people of Uzbekistan.

The VOA Uzbek Service's daily 30-minute radio program is broadcast by Radio Almaz FM in Bishkek, the capital of Kyrgyzstan. Its 30-minute television show is carried twice a week in Osh, Kyrgyzstan. And, within the last year, the VOA Uzbek website has been enhanced with increased offerings of video and audio clips, along with more frequent uploads of news and analytical information. Internet users in Uzbekistan are provided with proxy addresses to help them securely bypass the content-filtering system that is used by the government to censor the Internet. Due to the Service's effective use of social media sites on Facebook, Twitter, and YouTube, the VOA Uzbek website receives steadily increasing number of redirected visitors from social networks. The Service also maintains a mobile site at *uzmobile.com*.

Despite the government's shutdown of its in-country bureau in 2005 and operational conditions reminiscent of the Soviet era, RFE/RL's Uzbek Service continues to provide news coverage from outside the country. The Uzbek Service is enhancing its interactivity with new citizen journalism initiatives, Facebook pages, and Twitter feeds. The Service's radio programs have been revamped to be more listener-friendly, with talk-shows, live interviews, and discussions.

RFE/RL's Uzbek Service was one of the few media outlets in Uzbekistan to cover the one-year anniversary of the ethnic conflict and gang violence that shook southern Kyrgyzstan in the spring of 2010. The Service sent two reporters back into Kyrgyzstan to get first-hand accounts from victims and to report on reconstruction and reconciliation efforts.

The RFE/RL Uzbek Service is leading the way in the use of Twitter in Uzbekistan and Central Asia as a whole. When two former anchors of Uzbek State TV, Malohat Eshonqulova and Saodat Omonova, decided to go on a hunger strike to protest censorship and corruption in State television and to demand President Karimov's attention, the Uzbek Service set up a Twitter account for them and wired their tweets live through its website, which made it more difficult for the Uzbek government to silence them.

Eurasia



Sub-Region Dynamics

In Eurasia, the BBG broadcasts to Russia (including Tatarstan, Bashkortostan, and the North Caucasus), Belarus, Ukraine, Moldova, and the Balkans. The current situation in these countries is mixed. In Russia, the government is exerting more control over all national television networks and has severely restricted access to both radio and television markets for international broadcasters. Media restrictions in Belarus are even more severe, and there was a government crackdown following the controversial reelection of President Alexander Lukashenko in December 2010. Ukraine had taken steps to increase media freedom over the last several years but in recent months that progress has slowed. And, in Moldova, the government restricts independent reporting and intimidates local journalists.

Conditions in the countries of the Balkan region vary widely. Macedonia and Montenegro have enjoyed relatively stable political environments and maintain hopes of joining NATO and the EU. Kosovo has applied but has yet to be admitted into the United Nations. In Bosnia, worries about the sustainability of its post-war political arrangements are mounting and corruption is endemic. Serbia, the most populous of the BBG's target countries in the Balkans, embarked on a path to democratization after the fall of Milosevic, and moderate political parties have been able to hold out against nationalist opposition groups. However, anti-EU and anti-Western forces are still active.

Broadcasting to Russia

Both VOA and RFE/RL broadcast to Russia, where authorities continue to exert significant influence on media outlets and news content through a vast state-owned media empire. Independent journalists remain unable to cover the news freely, particularly with regard to contentious topics like, government corruption, organized crime, police torture, the activities of opposition parties, and the country's human rights abuses in the North Caucasus.

As the Russian government tightens its control of the media, RFE/RL's Russian Service has become a key forum for those who lack access to other means of free expression. With the help of its extensive network of freelancers, the Service has provided uniquely balanced news and analysis regarding the uneasy coexistence of President Dmitry Medvedev and Prime Minister Vladimir Putin, the epidemic of kidnappings and killings in Chechnya, and the ongoing tensions between Russia and Georgia. RFE/RL's Russian Service has also extensively covered the trial of Mikhail Khodorkovsky, the violent clashes between nationalist soccer fans and police on December 11, 2010, and the devastating wildfires that spread across the western part of Russia in the summer of 2010.

Throughout 2010 and 2011, RFE/RL's Russian Service continued to distinguish itself with investigative reporting and new-media innovations. Highlights included:

- Coverage of Putin's illicit activities in St. Petersburg in a report called *Putin's File*, which was presented by a former head of the Investigation Commission of the Petersburg city дума.
- Coverage of Sergei Magnitsky, the Russian lawyer working for the embattled investment fund Hermitage Capital who died while in prison, the Russian Service's coverage of the case gained worldwide attention After it obtained a letter written by him in imprisonment.
- Coverage of the struggle for the Khimki forest which is a fascinating story about how an ecological protest has become an influential political movement.
- Coverage of the latest Khodorkovsky verdict; the Service was present in the courtroom and provided a live video feed to viewers.

In a country where most local affiliate stations have dropped RFE/RL content due to pressure from the Kremlin, the Internet has become an important delivery platform for the Russian Service's radio programming. Accordingly, the RFE/RL Russian Service's website has seen steady growth over the last couple of years. According to Google Analytics, from June 2009 to June 2011 the total number of site visits grew by 64 percent, the number of page views increased by 42 percent, and the time spent on the website doubled. As a result of innovative alternative-delivery strategies leveraging placements of the audio stream on municipal intranets as well as top Internet portals in major Russian cities, the Service effectively doubled its potential audience reach between June 2010 and June 2011. The Service has also launched new interactive apps in May 2011 for Facebook and Russia's most popular social network, VKontakte, which have been downloaded by almost 30,000 users in the first month.

In response to the pressure exerted on its affiliate stations, VOA's Russian Service has successfully transitioned from a radio and TV broadcaster to a web based outlet for news and information. The Office of Strategy and Development has established and administered advertising campaigns with Yandex, Facebook and Google that have dramatically boosted visits to VOA Russian websites to more than 30,000 visits daily, or more than one million each month. With its multimedia website as a base, VOA Russian reaches out to its audience through multiple Internet distribution channels. It seeks to enhance understanding of American policies, politics and culture, and views of Russia through web-based discussion and dialogue and the presentation of timely, trustworthy news, information and analysis of the U.S.-Russian relationship, as well as global events relevant to Russia. It accomplishes this mission by providing interactive, high-quality and timely content in Russian, offering insights into U.S. policy and American life, including American reactions to events in Russia, Central Asia and the rest of the world.

The Service provides continuous expert analysis of current events on the VOA blog, while its staff actively participates in social networking and microblogging communities, including VKontakte, Moy Mir, RuTvit, Twitter, and Facebook. A multimedia mobile website, which automatically adapts to each user's mobile phone, targets cell phone users in the quickly growing Russian mobile web market. In April 2011, the Service rolled out a new iPhone app that, in addition to delivering the latest news and information, allows citizen journalists to use their mobile devices to upload and share short reports, photos or video about key events in their target region. Finally, Russian audiences embed VOA videos on other websites and blogs and video is also reproduced on video sharing sites, YouTube and *Newstube.ru*. By combining this diverse array of tools with a network of full-time correspondents based in Washington, New York, and Moscow, freelance reporters in target regions, and policy experts at think tanks and academic institutions the Service is able to produce provocative material that inspires lively conversation among its audience.

The Service's widespread digital media presence provides excellent opportunities for innovation in covering breaking news events. In December 2010, for example, the Service "crowd-sourced" the Belarusian elections—and the ensuing violent breakup of protests—by soliciting reports from the ground through Twitter, Facebook, and a Ushahidi crowd-mapping platform. The coverage was widely redistributed in major Russian and Belarusian news sites, and also became a topic of conversation on Twitter and popular Russian blogs. In April 2011, on the occasion of the 25th anniversary of the Chernobyl nuclear disaster, the Russian Service solicited through a Posterous platform the personal stories of those who live in the region where the disaster took place. Posterous was so impressed that it featured the work of VOA Russian on its main blog on April 25, 2011, saying, "With the Japanese nuclear crisis still unfolding, we were inspired by the Voice of America's use of Posterous to ensure that voices from Chernobyl continue to be heard." VOA Russian also reported extensively on the negotiations, and eventual ratification, of the new START arms control treaty, including interviews with then-White House Press Secretary Robert Gibbs, Russian Deputy Foreign Affairs Minister Sergei Ryabakov, Special Assistant to the President Michael McFaul, and Sen. John McCain (R-AZ). The Service also conducted exclusive interviews with President Roza Otunbaeva of Kyrgyzstan, BBG Governor Dana Perino, U.S. Representative Alcee Hastings, and prominent Russian journalists Vladimir Pozner and Oleg Kashin.

In March 2011, the Service launched a Russian edition of VOA's popular *goEnglish.me* language learning program. The on-line program is aimed at Russian speakers who are interested in learning how English is spoken in everyday American life. The site also includes forums, blogs and group pages that allow users to interact with each other and with VOA.

Broadcasting to Belarus

In a country that has been referred to as "Europe's last dictatorship," RFE/RL's Belarus Service (Radio Svaboda) is one of the leading news websites and one of the few media outlets accessible to Belarusians in their own language. In 2011 the Service provided breaking-news coverage and in-depth analysis of Belarus's December 2010 disputed presidential election, which was followed by street protests and a bloody government crackdown on the media and political opposition. The Service pursued a multi-platform approach, with integrated radio, television and web coverage. The day after the crackdown, Radio Svaboda's website recorded a fivefold increase in unique visitors, and the Service's coverage was widely quoted by prominent worldwide media outlets including CNN, the New York Times, and the BBC. In September 2011, the Service also restarted its popular weekly Belarusian television program, a joint production with Polish-government-funded BelSat satellite TV.

In one of its many notable programs, Radio Svaboda created *Voices of Solidarity*, a project with dozens of U.S. and international leaders, such as former U.S. President George Bush, who read on the air the names of the more than 700 people detained in the crackdown. In addition, the Service also used Google Maps to illustrate where political prisoners were taken into custody. Graffiti is now visible in Belarus with Radio Svaboda's website address prominently visible. "I will not keep silent," reads one wall of graffiti in Minsk. "The truth is on the Internet - svaboda.org."

Most recently, on July 3, 2011, hundreds of Belarusians took to the streets in nationwide protests of President Alyaksandr Lukashenka's government and his serious mishandling of the nation's economic crisis. Organizing the protests through Facebook and Twitter, young activists called on people to take part in peaceful hand-clapping gatherings to mark Belarus's Independence Day. During a violent crackdown by Belarusian police a number of RFE/RL freelancers and stringers were either detained, jailed or fined for covering "silent" protests in various Belarusian cities.

In addition to traditional means of delivery, Radio Svaboda continues to reach audiences through alternative distribution methods and, as such, has published collections of radio programming as well as original content in its Liberty Library books, which are distributed and shared among friends at regional events and at book clubs held in people's homes. The books are also available for download from the Belarus Service's website or as pre-loaded content in branded flash drives.

Broadcasting to Moldova

For over 55 years, Radio Europa Libera, now RFE/RL's Moldova Service, has been a dependable source of information and news. This is important in a country that restricts independent reporting and intimidates reporters who report stories critical of the authorities. The Moldova Service has a substantial presence in Moldova and is frequently cited in local media. In addition to placing Romanian-language programs on a top Russian-language radio station (as

well as on its traditional Romanian-language affiliates), the Service also produces a Russian-language weekly program called *Dialogues*, which is comprised of two 15-minute segments, one in Romanian and one in Russian. The show airs on several radio stations in the contested region of Transnistria and a number of Moldovan affiliates, including the National Public Radio. *Dialogues* has been one of the only windows onto what is going on in Moldova and the region for the people of this isolated enclave, who otherwise receive news and information only from Moscow-based media. Similarly, news coming from the Service's correspondents in Transnistria filters back into the traditional programs for Moldova, thereby allowing citizens to understand what is happening in this closed region. With the recent launch of its revamped website, the Service has committed to posting comments and blogs in both Romanian and Russian, which reinforces its status as a resource for all of Moldova.

In the fall of 2010, the Service increased cooperation with ProTV Moldova, a leading private TV channel with a weekly reach of 44%, by providing coverage of the parliamentary elections. And, in December 2010, the Moldova Service covered the formation of a new, democratic governing coalition.

Broadcasting to the North Caucasus (Avar, Chechen, Circassian)

Broadcasting in the Avar, Chechen, and Circassian Languages, RFE/RL's North Caucasus Service reports the news in one of the most violent and dangerous regions in the world, a place where media freedom and journalists remain under severe threat. As it is often the only media outlet to report on human rights abuses in the region, the RFE/RL North Caucasus Service is uniquely positioned to provide an alternative view to the official Kremlin line on events.

Trusted for its accuracy and objectivity by all major players in the region—republican governments, rival insurgent factions, and local NGOs alike—the North Caucasus Service was the only media outlet contacted by the moderate (anti-Umarov) wing of the insurgency to share details of its August 2010 attack on Chechen Republic head Ramzan Kadyrov's home village of Khosi-Yurt. RFE/RL's reporting was widely quoted by other media outlets. Kadyrov himself referred several times to RFE/RL's coverage of the attack, deploring the fact that RFE/RL knew more details than he had been given by his own Interior Minister.

Broadcasting in Tatar and Bashkir

RFE/RL's Tatar-Bashkir Service (Radio Azatliq) is the only major international broadcaster in the Tatar and Bashkir languages, and it provides listeners and readers with objective news, information, and analysis that emphasize the peaceful coexistence of different religions, traditions of tolerance, and democratic values. The Service discusses life in Muslim communities in Western countries, problems associated with integration, and how various countries are dealing with these challenges. The Service has worked to make its website a virtual meeting place where people can discuss controversial issues like Islam and its compatibility with Western traditions and values, relations between different Islamic organizations and state structures, and gender issues. Over the past year Radio Azatliq opened its site to user-generated content and has seen a significant increase in the number of reader comments.

At the end of 2010, Radio Azatliq aired an interview with Russia's highest Muslim authority, mufti Rawil Gainutdin, in which he criticized the attitude of Russian authorities towards Russia's Islamic community. Several days later he was called to the Kremlin, where he was persuaded to retract his statement. Six months earlier the Kremlin had a similar reaction when Tatarstan's former president gave an interview to Azatliq in which he touched on the sensitive issue of federalism in Russia and Tatar-Bashkir relations in particular. Russian authorities are apprehensive of Tatar-Bashkir audiences actively participating in discussions on federalism, ethnic and religious minority rights, and corruption.

Broadcasting to Ukraine

With hundreds of state and private media outlets, Ukraine's media sector is diverse compared with those of other former Soviet republics, but it also faces many challenges. Transparency of media ownership remains poor, and harassment of journalists continues. The BBG broadcasts to Ukraine via RFE/RL radio programming and VOA television programming. Both RFE/RL and VOA utilize the Internet to provide audiences with an alternative way to receive credible news and information.

By providing up-to-date information on television and the Internet, VOA's Ukrainian Service attracts a weekly audience of 11.6 percent (over 5 million people). VOA broadcasts *Chas-Time*, a news and information program that features international news as well as stories on developments in the United States and relations between Ukraine and the United States. It also produces *Window on America*, a 20-minute program broadcast on weekends that takes a closer look at trends in American society. These programs are seen on national networks and regional affiliates. The Service also provides special reports to some of Ukraine's biggest networks. To complement its website, which is formatted for access from both computers and mobile phones, the Service actively engages users on its Facebook page, using its television programming to solicit input. Original video, provided on VOA Ukrainian's YouTube channel, is frequently embedded on other popular news sites in the target region.

RFE/RL's Ukrainian Service (Radio Svoboda) is one of the country's most popular and trusted international broadcasters. On the 25th anniversary of the Chernobyl disaster in April 2011, Radio Svoboda produced a special video report, *25 Years in the Exclusion Zone*, taking an in-depth look at the area today and the lives of villagers directly impacted by the event. On a regular basis, the Service's website showcases an impressive selection of video reports from all over the country. Faced with a shrinking number of radio affiliates due to political pressure, the Service has significantly expanded its multimedia presence, including on such social media sites as Facebook and YouTube. With the closure of BBC's Ukrainian Service, RFE/RL was able to move to BBC's former affiliate, the country's only talk radio station, Era, in May 2011.

Broadcasting to the Balkans

VOA is by far the leading international broadcaster in the Balkans, with a weekly reach ranging from 10 percent in Bosnia to 45 percent in Albania and 66 percent in Kosovo. VOA serves as a full-service broadcaster to the Balkans, delivering content on all platforms – radio, television, and the web. Recognizing advances in media freedom and the increased stability of political, economic, and social structures in Croatia, VOA ceased operations in Croatia in late 2011 and concentrated its resources on the rest of the region. In other languages, VOA's Balkan Services continue to provide timely and objective coverage of a wide range of issues of high relevance to audiences.

RFE/RL's Balkan Service has a unique program offering a one-hour daily regional program in Serbian/Bosnian/Montenegrin/Croatian with contributions from bureaus in each country, including the Macedonian and Albanian sub-units, as well as broadcasts into five target countries (Bosnia, Serbia, Montenegro, Kosovo, Macedonia). With six regional bureaus and a network of correspondents in the field, RFE/RL's Balkan Service stands out in creating radio, TV, and web products aimed at informing users about developments across the former Yugoslavia as a whole. In a region where genuine media freedom remains elusive and where many media outlets remain divided along ethnic lines, RFE/RL's Balkan Service serves as a bridge connecting the disparate countries of the former Yugoslavia. In fact, the Service's most popular program is called *The Bridge*, and it has had a profound impact across the region.

By taking a regional approach to its programming, *The Bridge* brings people together from across the former Yugoslavia and encourages dialogue and understanding. Some examples of guests who spoke with one another for the first time include the mayors of Sarajevo and Belgrade; politicians from Serbia and Kosovo; the public prosecutors of Serbia and Bosnia; and the presidents of Serbian and Bosnian veterans' associations. In a number of cases, *The Bridge* has served as a catalyst for further dialogue and the resolution of disagreements. For instance, in September 2011 Serbia and Bosnia-Herzegovina were to sign an agreement regarding the prosecution of persons accused of war crimes following a discussion first begun on *The Bridge*.

Broadcasting in Albanian

VOA's Albanian Service's total media reach in Albania is 45.6 percent, in Kosovo 66.2 percent, and in Macedonia 22.3 percent. All three countries are nascent democracies with weak and vulnerable institutions, and all three have media that are highly politicized and subject to control and influence by the government, political parties, and powerful oligarchs. In this politicized media market, VOA's Albanian Service plays an important role as an unbiased, balanced, and trusted source of information. In addition to *Ditari*, a daily half-hour TV show, the Service has two live interactive shows a week. The Service's radio programs are carried on FM and shortwave frequencies, and its television broadcasts are carried by affiliates in Albania, Kosovo, and Macedonia. In addition to its multimedia website, the service provides video reports on its popular YouTube channel, engages its audience on Twitter and Facebook, and sends out a daily newsletter to more than 5,000 subscribers. VOA Albanian's impressive audience reach ensures its access to top political leaders from around the region. Kosovo's first female president, Atifete Jahjaga, gave her first interview after her election in April 2011 to VOA's Albanian Service.

RFE/RL's Kosovo programming, *Radio Evropa e Lire (REL)*, provides the Kosovo audience with the opinions of international experts and regional news. An important issue in Kosovo is the need to find a way to coexist with the Serb minority, which is very much influenced by Belgrade. A major focus of *REL* is to broadcast as many real-life stories as possible in order to fight people's fear of "others" and continue to be an ice-breaker on sensitive issues of culture, language, religion, and heritage. The depth and inclusiveness of *REL*'s programming makes an impact in Kosovo, as evidenced by the thousands of local press articles that republish *REL*'s coverage and by research indicating that over 90% of regular users talk about what they hear on *REL* on a weekly basis. *REL*'s programs can be heard on an IBB FM transmitter as well as on dozens of local FM affiliates in both Kosovo and Macedonia, where there is a large minority Kosovar population. The *europaelire.org* website has a stable audience of 150,000 visitors per month.

Broadcasting to Bosnia

More than 15 years after the Dayton Agreement ended the war in Bosnia-Herzegovina, the country still struggles with divisions between its three major ethnic groups—Muslims, Serbs, and Croats. The nation's lack of institutional capacity, as well as its tense and fractured political life, is reflected in the media as well. Due to political pressures, public broadcasters are often unable to provide objective accounts of the news, while commercial entities, which are largely owned by post-war tycoons, frequently act as the mouthpieces of the political elites. Both RFE/RL and VOA broadcast to audiences in Bosnia, providing a credible source of news and information.

RFE/RL's Bosnian programming stresses diversity and tolerance of views beyond any particular majority ethnic group. Topical, in-depth programming like *At the Gates of Europe*, which covers EU integration and inter-entity cooperation on concrete projects across the Balkans, is unique in the media landscape. The Service also devotes substantial programming to the lives of real people, the issues they face in obtaining public health care and education, and the plight of the minority Roma population. More than 20 TV affiliates across Bosnia carry two successful RFE/RL Bosnian television programs. Bosnians can also access RFE/RL programming online and via mobile phones, and have ample opportunities to engage one another on RFE/RL's regional website and Facebook.

Since June 2010, RFE/RL's Balkan Service regional website has registered a 35% increase in the number of visits. It became a major tool in promoting radio programming. The arrest of Bosnian General Jovan Divjak in Vienna in March 2011 was covered by articles, blogs, opinion pieces and was picked up by other media in the region. A commentary published on the 100th day of Divjak's detention in Austria was picked up by 78 websites in Bosnia and Serbia, as well as by a number of print and electronic media. In a region where the balance of power--or powers--is the only thing preventing outright violence and war, RFE/RL offers a balance of voices on civic tolerance, rule of law, human rights, and democracy.

VOA's Bosnian Service, with its timely, accurate, and balanced news and information, has a strong following in Bosnia. New InterMedia survey data from Bosnia in September 2011 indicate that VOA's reach in that country has almost doubled, with weekly audiences rising from 12.9 percent in 2010 to 21 percent in 2011. *Studio Washington*, VOA Bosnian's half-hour television program, is broadcast Monday through Friday. VOA Bosnian also produces a weekly

live-to-tape TV interactive for the nationally broadcast and top-rated BHT1 network. This interactive segment is part of a political and foreign affairs show that airs Sunday in Bosnia in prime time. In addition to its multimedia website, the Service engages audiences on Facebook and Twitter, and provides video on YouTube.

Broadcasting to Greece

VOA's Greek Service has provided in-depth reporting on the country's economic crisis and the demonstrations that came in its wake. VOA Greek produces seven five-minute live news satellite programs each week that are simulcast by Greece's top-rated news and information radio station, Radio SKAI (Sky) of Athens, and by Radio City International in Thessaloniki, Greece's second largest city. VOA news feeds are also carried by several of Radio SKAI's own affiliates, as well as on the Internet by a network of informal program partners. Television is Greece's dominant medium, and the Service has found a niche for its television programming. Its show, *Reportaz Apo Washington (Washington Report)*, is broadcast five to ten minutes a week on the Service's television affiliate in Greece, TV Halkidiki. The program also airs on informal affiliates SKAI TV of Athens and CYBC-1 TV of Nicosia. VOA's Greek Service also provides content on YouTube and engages its audience through its website and social networks.

However, given that Greece is a stable democracy and member of the European Union and NATO, it no longer meets the criteria that would justify the acute presence of U.S. international broadcasting. It has therefore been proposed for elimination in this budget request.

Broadcasting to Macedonia

Macedonia is an important contributor to regional stability in the Balkans and a supply route for the NATO mission in Kosovo. VOA's Macedonian Service has a large presence in Macedonia. According to InterMedia research, VOA Macedonian has an "all media" reach of 25.1 percent of adults weekly, making it the top-rated international broadcaster in Macedonia. The Service reaches over 31 percent of ethnic Macedonians per week. It has earned that audience in large part because its interactive media mix of web and television programming provides what the local media do not: accurate, timely, and balanced news. VOA's flagship *NewsFlash* program provides regular television programming to the people of Macedonia. The VOA Macedonian service also produces a weekly interactive program with A1 TV, the most popular network in Macedonia, and provides a daily online video product with news updates on the United States, *VOA 60*, which is syndicated to a major web portal in Macedonia. In addition to its television programming, VOA Macedonian manages a website and engages users on Facebook, Twitter, and YouTube.

RFE/RL's Macedonian subunit is a reliable, independent voice that provides objective news and analysis and allows both majority and opposition parties and non-government organizations an opportunity to present their views. RFE/RL's Macedonian-language radio broadcasts reach nearly 9 percent of adults weekly while the Macedonian unit's website continues to attract larger audiences, many of whom come there from Facebook and Twitter. RFE/RL radio programming covers most of the Macedonian territory and is considered a reliable and professional source of information. RFE/RL's popular *Sunday Interview* is broadcast by two national TV broadcasters and seven local TV stations in the country as well as posted on RFE/RL's Macedonian-language

web site. RFE/RL Macedonian's website gives audiences a rich source of content, provides the ability to listen online or download podcasts, and features video clips from RFE/RL's weekly TV shows.

Broadcasting in Montenegro

Much of Montenegro's industry and real estate has been sold to Russian oligarchs and the country continues to experience numerous social problems, including police mistreatment of suspects, abusive and arbitrary arrests, widespread corruption in law enforcement agencies and the judiciary, harassment of journalists, human trafficking, and discrimination against ethnic minorities. In an environment in which most media are owned by commercial interests and depend on government advertising, RFE/RL is considered a model of professional journalism, providing a voice for non-governmental organizations, the opposition, and human rights activists. RFE/RL produces targeted radio programs for the Montenegrin market and enjoys strong national distribution, covering nearly all of the country. The RFE/RL Montenegrin website is increasingly recognized as an important source of news and information. Mobile phone usage is very high in Montenegro, especially among young people, so RFE/RL Montenegrin also offers a mobile version of its website.

Broadcasting to Serbia

VOA's Serbian Service broadcasts to large audiences in Serbia, Montenegro, Kosovo, Bosnia-Herzegovina, Croatia, and Macedonia. According to InterMedia, VOA Serbian is the most popular international broadcaster in Serbia and Montenegro, attracting an estimated weekly audience of 11.3 percent in Serbia and 23.5 percent in Montenegro. Indicative of the Service's popularity, over fifty television affiliates carry its 30-minute television programs *Otvoreni Studio* (*Open Studio*) and *Vikend Studio* (*Weekend Studio*). The Service also has a weekly interactive program with B92 and TV Avala, two of the most influential nationwide media outlets in Serbia, and a weekly interactive program with Montenegro's public broadcaster, the most popular news network in that country. In addition, the Service offers 1.25 hours of audio podcast programming a week and is also heard on radio through simulcasts of its television programming.

The VOA Serbian blog on B92's popular site engages thousands of local bloggers who actively participate in discussions. In addition to its website, the Service's popular YouTube channel provides video reports and interviews. The Service also engages its audience on the most popular social media platforms in Serbia, including Facebook and Twitter.

RFE/RL provides accurate and objective coverage of events in Serbia and the region and, through in-depth, investigative journalism, supports the process of reconciliation and healing in Serbian society following the wars of the 1990s. RFE/RL's coverage exposes the ways in which Serbian media continue to refer to Kosovo as "Serbia's Southern Province" and sheds light on the deep disagreements over whether Serbia should seek integration with Europe or look to Russia as a "protector." In addition to its radio programming, RFE/RL's regional website has developed a solid market position. Web use in Serbia is on the rise, and the mobile version of the site provides a new way to connect with audiences. Through forums, Facebook, and other social networks, RFE/RL provides an opportunity for listeners/readers to contribute to the

content of major stories. In addition, journalists are using social media to viralize content by tweeting headline news stories.

The arrest and extradition of war crimes suspect General Ratko Mladic by Serbian police in late May 2011 was an important story for both RFE/RL and VOA and a good example of the BBG's continuing relevance in providing accurate and objective journalism to a region still coming to terms with war crimes of its not-so-distant past. VOA Serbian provided extensive coverage of Mladic's capture and his subsequent transfer to the Hague Tribunal. On the day Mladic was arrested, the U.S. Deputy Assistant Secretary of State for Europe and Eurasia, Thomas Countryman, a fluent Serbian speaker, appeared live in *Otvoreni Studio*, saying that with Mladic's capture one of the biggest obstacles in Serbia's path toward a European future had been removed. RFE/RL was the only media outlet in Serbia to air both news of the charges against Mladic and the voices of survivors of Srebrenica and of the siege of Sarajevo. Almost half of the population of Serbia does not consider Mladic guilty of any crime, and some consider him a Serb hero. By exposing the crimes of Mladic through interviews with survivors, human rights lawyers, and the family members of victims, RFE/RL is helping to change the dominant perception of the recent Balkan wars.

FY 2013 Performance Objectives

- Reach younger audiences in Central Asia and the Caucasus, through Russian-language satellite TV and mobile applications.
- Meet audience media preferences by shifting to TV-centered delivery in Kurdish and Georgian.
- Reduce duplication between VOA and RFE/RL and increase coordination in countries where both entities broadcast.

**Broadcasting Board of Governors
East & Southeast Asia**



- EAST & SOUTHEAST ASIA**
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 - English (VOA)
 - Indonesian (VOA)
 - Khmer (VOA, RFA)
 - Korean (VOA, RFA)
 - Lao (VOA, RFA)
 - Mandarin (VOA, RFA)
 - Thai (VOA)
 - Tibetan (VOA, RFA)
 - Uyghur (RFA)
 - Vietnamese (VOA, RFA)

East and Southeast Asia

Regional Dynamics

The East Asia region contains China, including the Tibet Autonomous Region (TAR) and Xinjiang Uyghur Autonomous Region (XUAR), North Korea, and the nations of Southeast Asia. The region is a crucial focus for U.S. foreign policy: it is home to almost one-third of the Earth's population; accounts for nearly one-third of global GDP; and now is home to key American trading partners. Yet despite its significant economic growth and vitality, East Asia faces a number of challenges that include uneven growth, poverty, and authoritarian governments. These are compounded by security threats that include proliferation of weapons of mass destruction, the rise of extremist groups in Southeast Asia, and ongoing territorial disputes. BBG content is crucial to deepening ties between the region and the U.S., countering extremist voices, and, most importantly, providing East Asian audiences with access to credible news coverage of their countries and the world and information about the United States.

Throughout this target region, media are subject to official censorship, with most authorities maintaining a tight grip on all information outlets. There is significant and continuous government jamming of radio signals, blocking of Internet websites, email, and mobile phone surveillance in many of the target countries. Press freedom is retreating throughout much of East Asia. Even those countries with relatively open media environments, such as Cambodia and Thailand, have seen reporters harassed and threatened by the authorities with increasing regularity. And Freedom House's lowest ranking for media freedom in 2011 was North Korea which was 196th out of 196 countries evaluated; China was 184th. Despite continued obstacles in reaching audiences in areas of jamming or government restriction, the BBG has expanded its reach in this critical region of the world, with particular attention to North Korea, Burma, and China.

Although the scale of political repression within many East Asian countries makes it extraordinarily difficult for the BBG to conduct reliable research studies of its audience, the Agency estimates a weekly total media audience of approximately 54 million for the region. There are also significant audiences for Tibetan and Korean broadcasts despite the fact that those disseminating or receiving news outside government-controlled channels face restrictions and even severe punishment. And in those markets, like Indonesia, where the BBG is able to conduct comprehensive research efforts, findings show an audience of more than 38 million for BBG programs.

Linking Resources and Results	FY 2011 (Actual)	FY 2012 (Target)	FY 2013 (Target)
Audience (millions)	53.8	53.8	54.2
Funding (millions)	\$82.1	\$85.4	\$76.5

Major Program Accomplishments

- VOA Mandarin utilized diverse new media platforms to reach audiences in China, including popular social networking platforms, an interactive website for learning English, a mobile website, an iPhone app that allows user generated content to be uploaded to VOA, and video and audio podcasts with first-hand reporting from inside China and about the United States.
- RFA and VOA both experienced steady increases in web traffic on their Vietnamese sites. VOA's Vietnamese website traffic more than doubled this past year to more than two million site visits in June 2011. RFA Vietnamese increased its video production this year with daily webcasts which received a total of 14.5 million views during the year.
- RFA's coverage of spirited anti-China demonstrations during the summer allowed for a record 18.5 million direct visits to the site during 2011, an increase of 10% over 2010.
- VOA and RFA's Burmese Services reach 26 percent and 24 percent of the adult population in Burma respectively via radio, television, and the Internet, according to a January 2011 national survey.
- VOA Indonesian reaches more than 38 million people each week (25 percent of the adult population of Indonesia) through more than 200 affiliate radio stations and more than 30 affiliate television stations.

Broadcasting to China and North Korea



Sub-Region Dynamics

The BBG broadcasts to China through VOA and RFA in four languages and dialects: Mandarin, Cantonese, Tibetan, and Uyghur. The Chinese government exerts tight control over all media in the country. It jams BBG services' radio programming, blocks its Internet offerings, delays or denies its staff postings to China, restricts and harasses its correspondents in China, and bans Chinese media outlets from carrying BBG programs. Conditions in the Tibet Autonomous Region and the Xinjiang Uyghur Autonomous Region are even more repressive. Yet VOA and RFA continue to provide comprehensive reporting through in-depth coverage of U.S.-China relations, live call-in shows, local news, and a variety of new Internet-based techniques, including proxy servers and mirror websites, to circumvent efforts by the Chinese government to create an electronic firewall.

The BBG reaches North Korea through both VOA and RFA broadcasts. North Korea remains the most closed society in the world in terms of media access. The government owns all media, attempts to regulate all communication, and rigorously limits the ability of North Koreans to access information. North Korea ranked 177 out of 178 countries in the World Press Freedom index published by Reporters Without Borders in October 2010.

Broadcasting in Mandarin

Both VOA and RFA carry Mandarin language programming to China. BBG broadcasts in Mandarin face vigorous domestic media competition from Chinese government-funded

television and radio stations. They also face significant obstacles, including jamming of radio signals, blocking of Internet sites, and harassment of journalists.

VOA's Mandarin Service broadcasts via medium wave, shortwave, and satellite television and maintains a website updated around the clock with mobile, podcast and social networking services. VOA Mandarin produces unique and authoritative content from inside China and about the United States and its relations with China. This type of information is largely unavailable through other sources in China due to heavy media censorship. In addition to its Internet site, VOA Mandarin pushes its content via Facebook, Twitter, and YouTube. VOA Mandarin also has extensive placement of news and information programs on television, radio, websites and social media. VOA Mandarin also produces English language learning materials that are very popular in China. These materials are available for Internet download, and Chinese bookstores throughout the country sell them in both electronic and print formats. VOA Mandarin's new cross-cultural English teaching web feature, *OMG! Meiyu*, is a runaway success, and it has gone viral on the web. The host has been featured on CNN and in The Washington Post, and one segment attracted more than two million views on Chinese sites. The short humorous lessons are posted on Chinese social media sites, as well as YouTube, Facebook, Twitter and the VOA Mandarin site.

RFA Mandarin broadcasts to China via shortwave, medium wave, satellite, and the Internet. Its editorial content is also available via an iPhone app and multiple China-based micro-blogging accounts. Chinese whistleblowers and citizen journalists enable RFA Mandarin to remain at the forefront of surrogate reporting on China. RFA Mandarin reports are routinely cited by international news organizations, as well as Chinese-language media outlets in Hong Kong and Taiwan.

Mandarin webcasts continue to grow site traffic, and RFA is adapting almost all of the services feature programs to webcasts, using a combination of studio shots, archival footage, and still and motion graphics. In 2012, the Service plans to launch a webcast talk show that features Chinese dissidents, scholars, and artists. The program will aim to reflect contemporary realities in China through the timely presentation of news, opinion and analysis. Also in the planning stages is a video series documenting perilous working conditions in Chinese coal mines.

In light of the recent self-immolations by protesting Tibetans, RFA Mandarin plans to recruit a Dharamsala-based Mandarin-speaking Tibetan stringer in order to enhance its coverage of Tibetan issues with the long-term goal of deepening cross-ethnic understanding.

In September 2011, RFA Mandarin launched a weekly radio segment on Chinese citizens reactions to hot topics and current events. Through this program, listeners in China living on the other side of the digital divide are kept informed of how their "wired" counterparts are responding to issues and problems of their immediate concern.

RFA Mandarin provides news, information and analysis that directly impact its audience. In February 2011, a long-time RFA Mandarin listener in Nanjing fled China. After much trial and tribulation, he was granted political asylum in the United States. In an interview with RFA Mandarin, he stated that it was RFA's Mandarin broadcast that inspired him to "embark on the road to freedom and democracy."

In 2011, RFA Mandarin produced its first long-form video documentary on the fate of Petitioners in Beijing. Based in large part on citizen reporting content, the documentary was distributed online and on TV, via the AsiaSat satellite.

Broadcasting in Cantonese

Cantonese is the dominant language for tens of millions of people in the Guangdong and Guangxi provinces, Hong Kong, and Macau. Perhaps due to its geographic distance from Beijing and its vibrant market economy, Guangdong province is home to some of China's most influential national media outlets. The BBG's Cantonese Services reach an audience of elite entrepreneurs, businessmen, students, as well as rural residents who either do not understand Mandarin well or who prefer their native dialect of Cantonese.

RFA reaches its Cantonese-speaking audiences through shortwave radio, satellite transmissions and the Internet. RFA's broadcasting strategy incorporates the use of new media technologies and popular social networking sites like Facebook, Twitter, YouTube and Chinese microblogs to spread its content.

In 2011, RFA Cantonese launched a weekly Q&A segment titled "How to Scale the Chinese Firewall." Aimed at educating the audience on circumvention technologies, the show has received overwhelmingly positive response. Also in 2011, the Service began featuring a multi-media series focusing on the plight of petitioners in China. On the heels of its award-winning video series on pollution on the Dong River, RFA Cantonese plans to launch in 2012 a documentary on food safety in China.

VOA Cantonese Service produces content for shortwave and television distribution. The Cantonese Service has various radio affiliates in Hong Kong, and VOA Cantonese's TV program, *American Report*, is carried on Asia TV in Hong Kong and Asia3 with an audience of more than a quarter million Chinese viewers each week in just four cities, including Guangzhou and Shenzhen according to January 2011 market research based on CSM People Meters. The Service's programming is also available on the Internet, via podcasts and mobile phone applications. In an effort to reduce duplication in BBG broadcasts, this budget request eliminates VOA's Cantonese service. RFA will continue the programming and broadcast hours of VOA's Cantonese Service.

Broadcasting in Tibetan

Both VOA and RFA provide news and information to Tibetan-speaking peoples within the Tibetan region. This region continues to appear on Freedom House's "worst of the worst" list for political rights and civil liberties. BBG programming to Tibet provides news and information about the world, and it also focuses on local Tibetan topics such as youth, health, democracy, human rights, and rule of law.

Both VOA and Radio Free Asia interviewed the Dalai Lama in Washington in July 2011; in each case, the Nobel Peace Prize laureate reiterated his Middle Way approach to seeking greater autonomy for Tibet. The interview was webcast live on RFA's Mandarin and Tibetan websites and broadcast on shortwave, medium wave, and satellite to listeners in China. Some of the

issues explored included the impact of the Jasmine Revolution on the Tibetan cause, recent unrest in Inner Mongolia, and continued crackdown on minority rights in China.

RFA Tibetan has consistently been a trusted source of breaking stories from Tibet. Working closely with local citizen journalists, who phoned in story leads that were later independently confirmed, RFA Tibetan's fast, accurate and informative coverage of the series of self-immolation incidents in Tibetan areas in 2011 was cited by numerous international media outlets, including CNN and *The Washington Post*.

To promote cross-ethnic understanding, RFA Tibetan in 2011 began featuring Chinese perspectives on Tibet through interviews with Han-Chinese scholars. Also in 2011, the Service initiated a series on Chinese historical figures whose express purpose was to broaden and deepen Tibetans' understanding of the dominant Han culture.

In November 2011, RFA Tibetan acquired an affiliate in Dharamsala, India, the seat of the Tibetan government-in-exile. This cooperative arrangement facilitates content delivery and distribution of eight of the Service's feature programs to the Tibetan-speaking populations of Dharamsala through a local community radio station.

At the end of the year, RFA launched an iPhone app, streaming all Tibetan programming in three dialects. The app was pulled from the China app store by Apple which claimed the content "violated Chinese law." But it remains available in all other countries app stores.

The VOA Tibetan Service produces television and radio programs to Tibet with regular newscasts and seven weekly features shows that cover such topics as youth, health, democracy, freedom, and exile society. In April 2010, the Service launched a TV segment called *Cyber Tibet*, which looks at the Tibetan blogosphere, Tibet-related websites, and Tibetan content on social media networks both inside and outside of China such as YouTube, Baidu, and Facebook. VOA Tibetan TV was particularly important to those coming from the Amdo region (Qinghai Province), where more than 19 percent of those surveyed said they watched VOA TV on a weekly basis, and recent reports from Lhasa, Tibet's capital, suggest that people there are beginning to find ways to access VOA TV.

In the run-up to the Tibetan Government-in-Exile's prime ministerial election, VOA's coverage included a first-of-its-kind televised debate, organized and moderated by VOA's Tibetan Service from the Newseum in Washington. The debate featured three candidates vying to become Prime Minister (Kalon Tripa) of the exiled Central Tibetan Administration based in Dharamsala, India. The audience included the leading Tibetan social, cultural and political organizations from around North America. The debate was broadcast by satellite to China and was made available online. In addition to questions posed by debate moderators, the three candidates, Lobsang Sangay, Tashi Wangdi, and Tenzin N. Tethong, answered video questions gathered by VOA from the Tibetan public around the world.

VOA Tibetan is constantly seeking new ways to circumvent Chinese shortwave jamming and censorship. The Service uses Facebook and YouTube where VOA Tibetan TV programs can be viewed without having to go through VOA's website, which remains blocked. In addition, the Service maintains an externally-based Tibetan language blog that delivers VOA television content. In June 2011, the Service established presence on China's largest Twitter-like service,

Sina Weibo, to stream its video programs and engage followers. The account had more than twenty thousand followers within weeks. Visits to the VOA Tibetan website have grown from 14,500 visitors a month in 2007 to more than 95,000 a month in May 2011.

Broadcasting in Uyghur

RFA Uyghur is the only independent Uyghur-language news source on violations of religious freedom, human rights, and other social issues that affect the lives of the 8.4 million Uyghur Muslims in the Xinjiang Uyghur Autonomous Region (XUAR), an area that comprises over one-sixth of China's territory. RFA Uyghur has consistently broken stories from the XUAR. Its in-depth coverage of the December 2011 armed clashes in Xinjiang was cited by multiple news organizations, including *The New York Times*.

RFA Uyghur offers a wide range of content, from breaking news and in-depth analysis to special features on Uyghur history, culture and language. In August 2011, RFA Uyghur began featuring original history and culture content on Saturdays and Sundays. These programs aim to debunk Chinese government's version of historical events and issues that impact the Uyghur people. The segments are featured on several overseas Uyghur-language websites through hyperlinks to the original RFA Uyghur stories. A leading Uyghur scholar has stated that RFA Uyghur provides not only valuable news and information to ordinary citizens but also dependable resources for academic research.

The RFA Uyghur website provides continuously updated news in all three scripts used to convey the Uyghur language – Arabic, Latin, and Cyrillic. RFA Uyghur broadcast content is also available on the Service's website through live audio stream.

Broadcasting to Korea

RFA and VOA Korean face the challenges of broadcasting into one of the most repressive countries in the world. North Korea continues to be among the worst countries in areas of independent media, religious freedom, trafficking in persons, and global peace index. RFA and VOA Korean Services each deliver five hours of daily, in-depth news and information on developments in and around North Korea. The Services broadcast on two medium wave frequencies and multiple shortwave frequencies.

In 2010, the BBG commissioned the first ever reception study inside North Korea, utilizing a South Korea-based research partner with networks inside North Korea. The results of this study confirm that in spite of the Pyongyang government's severe restrictions on listening to international broadcasts, shortwave and medium wave broadcasts are clearly audible in North Korea. Research also suggests that government enforcement of media restrictions is inconsistent; many North Koreans seem willing to accept the risk to access outside information. Although impossible to quantify, it is clear that North Koreans are listening to international radio. In 2010, a BBG-commissioned survey of 250 North Korean defectors from different regions of the country showed more than 22 percent listened to BBG Korean broadcasts before they left North Korea.

Both VOA and RFA Korean concentrate on providing North Koreans with information their government does not want them to hear, from international news to information about human

rights conditions inside the country, to the security threats posed by the Pyongyang government's nuclear and missile programs and its provocative actions against South Korea.

In order to help audiences understand the sentiment of the U.S. Congress, and the positions of the U.S. government, VOA Korean goes directly to key American policymakers on North Korea issues. Along with other top U.S. officials, the Service interviewed Senator John McCain; Robert Einhorn, State Department Ambassador on non-proliferation; Robert King, the Special Envoy on North Korea Human Rights and former Director of National Intelligence, Dennis Blair. Through its high level sources in the administration, Congress and the think tank community, VOA Korean Service consistently provides the latest and most authoritative news and analysis on U.S. policy towards North Korea in the Korean language. VOA's reports are often quoted by major South Korean news agencies.

For the first time, VOA's Korean Service was allowed to report live from inside North Korea in the summer of 2011. VOA's reporter filed daily radio spots over the telephone on the International Taekwondo World Championships in Pyongyang and returned with seven hours of video and prepared reports on the life of ordinary North Koreans.

Both VOA and RFA provided coverage of the death of North Korean leader Kim Jong Il. RFA Korean kicked into 24/7 emergency mode and featured five hours of live original broadcast for three consecutive days after the announcement of Kim's death around midnight on December 18, 2011. Utilizing its Seoul-based staff, RFA's Korean Service's website also featured round-the-clock updates. RFA's coverage included interviews with North Korean defectors, academic experts, and North Korean refugees living in China. VOA Korean covered the outpouring of grief by North Koreans, and also interviewed experts that talked about the ways in which Washington could deal with the change in leadership and how Kim's death might affect U.S. Korean relations in the future. Both RFA and VOA featured expert analysis of Kim Jong-Un's succession to power.

RFA Korean's strength in surrogate reporting lies in its use of North Korean defectors. Working closely with an extensive network of contacts inside the target area, defectors add value to the Service's broadcast content. More importantly, on a daily basis, they verify the accuracy and evaluate the credibility of information originating in North Korea.

The Service's feature stories highlight the human rights situation both inside and outside North Korea, including that in China, where many North Korean refugees stay in hiding. In 2011, RFA Korean posted on its website a video documenting the trafficking of North Korean women for prostitution. Filmed on location in China, the exclusive footage brings to light the full extent of the desperate plight faced by some North Korean refugees.

Since Internet access is not readily available in North Korea, RFA Korean has initiated an effort to reach out to the growing number of mobile phone users, now estimated to number more than one million in North Korea. In May 2011, the Service released its first iPhone app that plays RFA Korean's most current programming. The app can be downloaded in China, the most important transit country for North Korean defectors.

Broadcasting to Southeast Asia



Sub-Region Dynamics

In Southeast Asia (Burma, Indonesia, Cambodia, Laos, and Vietnam), the BBG attracts a weekly total media audience of approximately 52 million. This represents 29 percent of BBG's global audience. Audiences are particularly strong for VOA TV in Indonesia (25 percent or approximately 38 million weekly viewers) and for RFA and VOA Radio in Burma (10 million weekly listeners) and Cambodia (2.8 million weekly listeners). In FY 2010, the IBB Office of Performance Review expanded audience and media measurement activities in a number of important but previously unsurveyed markets, including the first survey of rural Vietnam, the first national survey of Burma, and the first survey in Taiwan.

Broadcasting in Burmese

Shortwave radio remains the most effective way to reach the Burmese people even as the authoritarian government has begun to slowly ease censorship. Some 10 million Burmese tune in to VOA and RFA radio broadcasts each week. Both VOA and RFA have continued the surge broadcasting they began during the Saffron Revolution in late 2007 and are delivering news via their websites, blogs, YouTube, Twitter, and Facebook. VOA also broadcasts a weekly television program, and RFA is broadcasting regular TV webcasts.

VOA's Burmese Service plays a key role in the lives of the Burmese people by providing international news and the American perspective as well as coverage of local issues. According to a 2011 national survey, the Service reaches 26.1 percent of the adult population in Burma via

radio, television, and the Internet. In November 2010, during Burma's first national general election, the VOA Burmese Service aired four one hour special television programs with footage obtained from inside Burma as well as worldwide reactions. During the national election coverage, traffic to the VOA Burmese website tripled from a year ago to 740,000 in November 2010.

Perhaps the most prominent member of that audience is Burmese opposition leader and Noble Laureate Aung San Suu Kyi. After her release on November 13, 2010, she said in an interview, "Listening to the radio took up a lot of hours every day because I didn't want to miss any of the news about Burma. I listened to the Burmese service on the BBC, VOA, RFA, that was about five or six hours every day. It was a big chunk out of my day but I couldn't afford to miss it." Both RFA and VOA feature a weekly radio segment with Aung San Suu Kyi. And, in September 2011, VOA was allowed to send two accredited reporters into Burma who interviewed Aung San Suu Kyi in her home on camera for the first time.

Most of RFA's programs focus on events and issues that local Burmese media are not allowed to report, such as fighting between ethnic rebels and government forces, the impact of damming the Irrawaddy River, the continued detention of political prisoners, and the plunder of Burmese natural resources. Now as the new government has begun to work with Aung San Suu Kyi, much of RFA's coverage focuses on changes inside Burma. In an exclusive interview, the head of the Burmese censorship board told RFA that he felt censorship was no longer needed and that his government agency should be disbanded.

For several years, RFA Burmese has broadcast programs weekly in the seven main ethnic languages, and has furthered its reach into Burma by broadcasting from four FM guerrilla stations inside the country. Additionally RFA's Burmese Service is working on producing a daily satellite TV news program that could begin within a month. RFA also utilizes their website, a mobile site, YouTube, Facebook, Twitter, and blogs to deliver news and information on Burma.

Broadcasting in Indonesian

The VOA Indonesian Service reaches more than 38 million people each week—25 percent of the adult population of Indonesia—primarily via affiliate television and radio stations. Its radio programming is delivered through a network of more than 230 affiliate FM and medium wave stations, 107 of which carry VOA's *Headline Newscast* several times a day. The Service's TV products can now be seen regularly on nine of Indonesia's 11 national TV stations and more than 20 local and regional TV stations. *Dunia Kita* (Our World), a 30-minute TV magazine show featuring American culture and life that is in its 10th season, reaches 4.9 percent of adults per week. Beyond the Indonesian Service's regular weekly programming, it produces special series and covers special events throughout the year. Indonesia has the world's largest Muslim population, and reaching this audience is an important tool for better understanding between the U.S. and the Muslim world. The Service produces, for example, an annual TV series on Muslims in America for special Ramadan and Eid ul-Fitr programming.

The Indonesian Service has a robust and growing new media presence that is keeping pace with the rapid growth of 3G mobile phones and social network platforms in Indonesia. It constantly updates its website with headline news, features, video clips and audio programming. Headlines

are also emailed to subscribers twice daily. Social networking is extremely popular in Indonesia, and the Service maintains a lively presence on Facebook (250,000 fans), Twitter, and YouTube. Since there are more than 130 million mobile phones in Indonesia, the Service also offers a mobile version of its website and SMS headlines.

Broadcasting in Khmer (Cambodia)

While Cambodia enjoys more freedom than neighboring Vietnam and Laos, in 2011 Freedom House rated the country as “not free” due to the government’s consolidation of control over all aspects of the electoral process, its increased intimidation of civil society, and its apparent attempt to influence the Khmer Rouge tribunal. The domestic media was also rated as “not free” with a ranking of 141 out of 196 countries which makes the role of the international media even more vital.

VOA Khmer is broadcast via radio affiliates as well as medium wave and shortwave frequencies. The Service’s TV programs are carried on Cambodia’s two most important television stations, the Cambodian Television Network (CTN) and Television Kampuchea (TVK). VOA Khmer’s weekly TV audience tripled to 6.9 percent of the adult population in 2010. VOA Khmer’s twice-daily radio broadcasts attract huge audiences with a combination of local and international news. According to 2010 InterMedia research, 20.7 percent of adult Cambodians listen to or watch VOA Khmer at least once each week.

VOA Khmer has taken advantage of the opportunities offered by new digital media. It maintains a Facebook fan page with daily updates, and it manages Twitter feeds with original VOA Khmer news headlines about Cambodia. The Service also maintains a Khmer language news website and an English language website devoted to Cambodia.

Coverage of the U.N.-assisted Khmer Rouge Tribunal has been a focus of RFA and VOA Khmer reporting. Victims of the 1970s regime that killed 1.5 million Cambodians have struggled to be meaningfully involved in the Tribunal, something the government has tried to prevent. VOA and RFA Khmer have concentrated much of their attention on the government crackdown against voices critical of its policy, and have also reported on the lives of top-ranking members of the infamous Khmer Rouge regime who face possible arrest for their role in connection with the genocide. A VOA Khmer Service correspondent that reported on the Khmer Rouge Tribunal from inside Cambodia in July and August 2011 learned of the identity and charges against the suspects from confidential tribunal documents. RFA has provided gavel-to-gavel coverage of Tribunal hearings via their webcasts.

RFA Khmer plays a unique role in Cambodia as a surrogate broadcaster using its in-country bureau to station reporters throughout the country to report exclusively on the local issues and events that Cambodian journalists are either afraid, or not allowed, to cover. These issues include continued land grabs by the country’s elite, the border dispute with Thailand, children barred from school due to poverty, the deadly stampede which killed hundreds at a festival, and how dams and other environmental factors are impacting the Mekong.

RFA Khmer’s reporting has especially focused on human trafficking, deforestation and the lack of basic human rights and rule of law. In a number of cases, RFA Khmer’s reporting has

functioned as a governmental and societal watchdog that has been able to prompt positive action and solutions to common problems.

As Internet connectivity grows in Cambodia, so does the traffic to RFA's Khmer website. The service is now producing webcasts five days a week that highlight video reports from around the country; and Internet traffic from Cambodia has grown 47% in daily unique visitors over last year.

Broadcasting in Lao

The BBG reaches Laos, one of the five remaining communist countries in the world, via RFA and VOA radio broadcasts on medium wave, shortwave, and FM frequencies, and the Internet. VOA and RFA are the only two international broadcasters still providing independent news and information in the Lao language. The Lao government rigidly controls all news media publications, and expressions of political dissent are dealt with harshly. Under the Laotian criminal code, a journalist who spreads news the government believes is harmful to the state receives a long prison sentence. In addition, Laos is one of the most impoverished countries in the region.

In this environment, RFA Lao broadcasts have prompted the government to address numerous issues that would have been ignored otherwise, including expropriation of private property, violations of contracts by foreign investors, impacts from dam building on the Mekong and its tributaries, and human trafficking. RFA Lao also reports on the increasing influence of China in Laos and all of SE Asia—influence that begins with economic ventures and leads inevitably to political pressure. For example, RFA reported on how the Chinese were dumping untreated waste into the Mekong within Laotian borders. RFA Lao also publishes on its website, its mobile site, YouTube, and Facebook.

VOA Lao Service broadcasts accurate, timely and objective news about the United States and the world to audiences in Laos. VOA Lao programs are carried by medium wave and shortwave frequencies and can be heard inside Laos via FM affiliates that are located in Thailand along the Lao border. The VOA Lao Service regularly covers important issues affecting the lives of the Laotians today, including poverty, drug trafficking and the environmental impact of hydrological projects. The Service also tells the story of America by featuring Laotian Americans and their participation in American political, economic and social lives in its programs. The Lao National Radio airs a regular, VOA Lao program on learning English.

Internet access is still fairly limited in the country; however, cell phone and even smart phone usage is growing steadily. In June 2011, RFA Lao broadcast programs were made available for download on an iPhone app. RFA and VOA Lao Services continue to work to reach people with these new technologies and find more ways to circumvent government censorship.

Broadcasting in Thai

Although the media environment in Thailand is considered partly free, political demonstrations in early 2010, among the bloodiest demonstrations in the country's history, led to a crackdown by the government and tight media censorship remains in place. VOA's Thai Service reaches listeners on local AM and FM affiliate radio stations in Thailand as well as through television and the Internet. In a highly competitive media market, the VOA Thai Service maintains a 2.1 percent weekly audience. Many of its radio affiliates broadcast in the predominantly Muslim South, where thousands have been killed since 2004 by separatist Thai Muslims who want to establish an Islamic state. The Service's two TV programs, *Report from America* and *Eye on America*, are carried on an affiliate that reaches all of Thailand as well as more than 110 countries across Asia, Europe, Australia and Africa. The two TV programs reached 3.6 percent of adults weekly in those cities included in the latest survey. The Service has a website, is available on YouTube and Facebook, and also offers a daily email newsletter. The Service also reaches mobile phone users in Thailand with a daily SMS news update.

Broadcasting in Vietnamese

Although it is currently transitioning to a more market-based economy, Vietnam is one of only five remaining Communist states and remains hostile to democratic reform. Broadcast media in the country are all state-run, censors closely watch print media, and the government blocks websites it deems unfriendly. Critics of the state are promptly arrested

RFA Vietnamese has embraced a wide variety of new technologies and is now reaching more people online than on air. Traffic to the Vietnamese website continues to increase in spite of censorship, and in December 2011, the website received 1.4 million direct visits. A lively network of bloggers writing for RFA, including one from Hanoi, has garnered a loyal following of readers and commentators. While access to the RFA Vietnamese website is sporadically blocked inside Vietnam, YouTube access has remained open to Vietnamese netizens. RFA has capitalized on this, increasing its production of daily webcasts of breaking news and citizen reports. Although young and urban populations primarily use the Internet to get information from RFA, rural listeners, which account for 70 percent of Vietnam's population, still use radio to access RFA even though the government has jammed the signal since the first broadcasts in 1997.

VOA's Vietnamese Service broadcasts radio programming via medium wave. VOA is one of the few media outlets that provide unbiased news on U.S. policy, U.S.-Vietnam relations, and Vietnam itself. The Service not only informs listeners about international news, but also assists them in learning English. In addition to its daily broadcast via radio, VOA Vietnamese reports stories on the Internet, through journalist blogs, Facebook, Twitter, Yahoo 360, YouTube, podcasts, RSS Feeds, and an e-newsletter. VOA's Vietnamese website has been one of the most successful in the agency. Traffic to the site increased to over two million visits in June 2011.

Broadcasting in English

VOA English radio programming reaches listeners in East and Southeast Asia through shortwave, the Internet, affiliates, and podcasts. VOA has two programs designed specifically for audiences in Asia.

Daybreak Asia is a fresh, fast-paced morning news show that airs for 30 minutes Monday through Friday, and is followed with 30 minutes of *World News*. – These programs provide a seamless one hour of the latest news and feature the latest breaking news from East Asia and South Asia, with more emphasis on East Asia in early editions, and more on South Asia in later editions of the show, as the sun moves westward. Programming showcases analysis and commentary on issues and events from newsmakers and citizens in the region. Rich with stringer reporters, it includes the latest business, environmental and technology updates. An active, targeted website for East Asia/Pacific, South Asia, Central Asia and Southeast Asia is updated continuously and includes YouTube, Facebook and Twitter feeds.

Crossroads Asia is a highly interactive evening news show to Asia that airs for 30 minutes Monday through Friday. It is paired with 30 minutes of *World News Now* to provide regional and international news to Asian audiences. English Website and radio programming include updates on the major stories of the day from East Asia and South Asia, as well as comments from a range of newsmakers and members of the audience who are invited to participate via SMS text messaging.

Programming highlights included: six stringer reports from Rangoon during the Burmese elections; a four part series on life inside North Korea, using interviews with Kang Cheol-hwan, a defector from North Korea, and Kim Kwang-jin, a visiting fellow with the Committee for Human Rights in North Korea; continuous and full coverage of President Obama's Asian trip including bilateral breakouts, and outlines of country-by-country issues; in-depth coverage of the earthquake and tsunami in Japan that resulted in an increase in web page visitors from Asia to more than 2.1 million in 15 days, more than twice the usual number of monthly visitors from Asia.

FY 2013 Performance Objectives

- Reduce duplication between VOA and RFA and increase coordination in countries where both entities broadcast.

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Broadcasting Board of Governors Sub-Saharan Africa



Sub-Saharan Africa

Regional Dynamics

Sub-Saharan Africa as a whole has experienced an impressive wave of democratic transitions over the past 20 years, including the creation of the new nation of South Sudan and democratic transitions in South Africa, Botswana, Ghana, and Liberia. It has seen impressive economic growth and rapid development of new communications technology, including new fiber optic networks, the use of social media, and the growth of private sector broadcasting and mobile telephony. Africa is now the fastest growing mobile market in the world. The region's story has not, however, been one of uniform and unidirectional progress. Considerable disparities in the pace of political and economic development have resulted in "worrying signs of backsliding", in the words of Assistant Secretary of State for African Affairs Johnnie Carson.¹ These signs include flawed elections in the Ivory Coast, harassment of opposition groups in Ethiopia and Zimbabwe, attempts by presidents to extend their term limits in Senegal and elsewhere, and military coups that threaten progress toward democracy and good governance.

Africa faces endemic poverty, continuing health crises, the effects of climate change, a demographic bulge of unemployed youth, urban migration, and the rise of mega-urban zones. It struggles with failed states such as Somalia, and gender violence in Congo, central Africa, and other parts of the continent. Most of its governments are not transparent, freedom of information is rigorously repressed in Ethiopia and Zimbabwe, and censorship sanctioned by governments is evident in many countries. For African audiences, BBG programming helps to promote democracy and good governance; it counters extremism and ethnic conflict; it focuses on human rights including the rights of women and girls; it counters the growing influence of China in Africa; and, it deepens ties to the U.S.

The BBG targets the 48 countries in sub-Saharan Africa through VOA broadcasts. These broadcasts attract a weekly total media audience of approximately 46 million across the 15 countries in the region for which audience data exist. VOA programming provides comprehensive local news, often acting as a source of surrogate news, within tightly controlled media environments such as Somalia, Zimbabwe, and Ethiopia, or other countries during times of crisis or high political tension. VOA listeners in, for example, Ghana, Nigeria, and Tanzania also enjoy programming that focuses upon educational and development topics beyond hard news. This type of programming is particularly important to women, a key target group.

The growth of new audiences has been accompanied by strong competition for those audiences from Radio China and Al Jazeera. To retain influence in this increasingly competitive environment, VOA has adapted to media consumption patterns and sought new ways to engage its audiences. Radio remains a key medium for reaching BBG audiences in sub-Saharan Africa. Twenty-two million VOA radio listeners in Nigeria (in English and Hausa) represent the second-largest BBG audience, after Indonesia. Since FY 2010, the IBB Office of Technology, Services, and Innovation (TSI) has operated a radio via satellite channel for the Horn of Africa Service.

¹ Carson, Johnnie (Assistant Secretary of State, Bureau of African Affairs). "U.S. Priorities for Sub-Saharan Africa." Diplomacy Briefing Series: Conference on Sub-Saharan Africa. Washington, DC. 14 June 2010.

The audio sub-channel on Arabsat, called VOA 24, provides audio and text news called “Picture with Audio” in Amharic, Somali and other languages in real time over a changing slate of culturally appropriate visuals from the target region.

In addition to radio and satellite, the BBG has continued to expand its use of digital platforms to develop and distribute news and information. All Africa services now provide audio news on mobile platforms accessible by cell phones. Many provide video mobile news. In 2009, TSI successfully developed VOA Express, a web-based system for distribution of VOA programming to affiliate stations in Africa, and in 2010, TSI expanded this capability to other locations on the continent. For 2011, TSI modified its Newsroom Computer System to allow for the exporting of news feeds in XML formats for easy incorporation into blogs and other RSS-based news widgets (i.e., stand-alone modules that can be inserted into a web page).

Linking Resources and Results	FY 2011 (Actual)	FY 2012 (Target)	FY 2013 (Target)
Audience (millions)	49.0	49.0	49.8
Funding (millions)	\$17.5	\$17.5	\$17.8

Major Program Accomplishments

- In collaboration with Citizen Global, VOA launched the Congo Story Project, a reporting and public awareness campaign aimed at ending rape as a weapon of war in the eastern Democratic Republic of Congo. The Project uses social media, crowd sourcing, and co-creation techniques in new and innovative ways to build an oral history of the crisis. The Paley Center for Media described the project as “use of social media to distribute gripping stories of gender-based violence in Congo”.
- VOA’s Zimbabwe Service reached 15 percent of the adult population and remains the strongest player among international broadcasters in Zimbabwe and an important source of information for many Zimbabweans. During 2010, its flagship *Studio 7* radio news program was strengthened with the expansion of the *LiveTalk* call-in program, which has developed very strong audience participation.
- VOA’s Somali Service achieved a 62 percent weekly audience in Mogadishu. The Service broadcasts to one of the world’s most hostile environments, and its journalists regularly receive threats from militant groups.
- To enhance penetration into the market in Zimbabwe, VOA and TSI launched a new direct-to-home 24/7 satellite stream, *VOA Southern Africa*, in July 2011. The new stream, carried on the popular Intelsat 10 satellite, features the Zimbabwe Service *Studio 7* programming.
- The IBB Office of Strategy and Development negotiated important English-language placement agreements with NN24, a vibrant new TV outlet in Nigeria, the home of VOA’s largest audience. In addition, the Office of Strategy and Development placed programming on affiliates in South Sudan as it joined the world community as a new nation.

- TSI launched a VOA 24/7 FM station in Bangui, the capital of the Central African Republic.
- The Africa Division launched a new daily video feature *VOA60 to Africa*. The 60-second video presents the top news videos of the day from sub-Saharan Africa and the United States, and includes videos on American pop culture and sports. Research has shown an increased appetite in sub-Saharan Africa for video as a primary news source. A mobile version will be available by the end of summer.

Broadcasting to Central Africa

The Central Africa Service broadcasts in the Kirundi and Kinyarwanda languages to Burundi and Rwanda, the core countries of Africa's Great Lakes region. The programming, delivered via FM and shortwave frequencies, is also heard in the northwestern part of Tanzania and the eastern part of the Democratic Republic of Congo. According to a 2010 research survey, the Central Africa Service reaches 26 percent of Rwanda's adult weekly audience, one of the highest listening rates of all VOA services. The same survey estimated that 14 percent of Burundi's adult population listens weekly. Ninety-six percent of survey listeners rated the Service's Kinyarwanda programs "very" or "somewhat" credible.

The Service was created in 1996, two years after the genocide in Rwanda in which hundreds of thousands were killed, and has covered Rwanda's post-genocide recovery, conflict in the Democratic Republic of Congo, Burundi's civil war, and its transition to a multi-ethnic democracy. Kirundi and Kinyarwanda language broadcasters also feature popular health, entertainment, and youth segments that have helped make Voice of America one of the leading broadcasters in the Great Lakes region.

Broadcasting in English to Africa

The English-to-Africa Service provides news and information to an audience of approximately 14 million in radio, television and on the Internet. The Service produces a rich array of news, discussion, and music programming about Africa, the United States, and the world for its diverse audience in 19 officially Anglophone African countries and in many other African countries where English is spoken. Recently, English to Africa has introduced more interactive social media by setting up Facebook pages for its "celebrity" hosts; running blogs on youth issues, sports, and African music history; and providing SMS content delivery to mobile subscribers in Ghana and Nigeria through a pilot project in partnership with commercial provider in the region.

Through an interagency agreement with the State Department, VOA launched a new radio program in September 2010 targeted at audiences in South Sudan. This 30-minute English show offers accurate news about their country, the region, and the continent. *South Sudan in Focus* is available via shortwave, FM, and Internet and is co-hosted from Juba and Washington. VOA organized three well-attended Town Hall Meetings during the past year in Juba, the capital of South Sudan, aimed at facilitating dialogue between citizens and their leaders in the run-up to the historic referendum and Independence Day. VOA provided special coverage of South Sudan's independence celebrations on July 9, 2011, including live reports from the ceremonies, reactions from citizens around the country, and analysis by experts from the region. Audiences in South Sudan are also served by MBN's Afia Darfur programming.

Broadcasting in French to Africa

VOA's French-to-Africa Service broadcasts on radio and television to 22 sub-Saharan countries with a combined population of more than 250 million. The Service targets West and Central Africa where state-owned media have dominated most of the airwaves and private media have struggled. Although independent radio and television stations have fostered greater freedom of the press, they occasionally face government pressure for such alleged transgressions as incitement of ethnic hatred. The French-to-Africa Service gives political activists and other actors a forum for uncensored discussion.

The Service has significantly increased its distribution through traditional and new media. The Service's respected television program, *Washington Forum*, now uses more remotes from foreign locations. The Service has also expanded its use of digital platforms, including social media like Facebook and Twitter. The latest is a partnership with AudioNow, a mobile phone program distributor in the United States that allows audiences in Guinea to dial a telephone number and listen to a three-minute pre-recorded VOA French broadcast of news about Guinea, West Africa and the U.S. The pilot will scale up to include other sub-Saharan African countries over the next six months.

The French-to-Africa Service continues to adapt to cover major issues that touch the daily lives of target audiences. During the Côte d'Ivoire political/military crisis when the incumbent president, Laurent Gbagbo, refused to relinquish power after his electoral defeat, the Service made extensive use of its call-in shows to give voice to the people. These shows sometimes preempted regular programs, as they did when the Arab Spring started in Tunisia. The first complete survey of the urban Democratic Republic of the Congo by the IBB Office of Performance Review (OPR), completed in 2011, showed that the listeners appreciated the Service's unique coverage of the Tunisia uprising. OPR also commissioned a survey in Côte d'Ivoire during the violent post-election stand-off to improve BBG's understanding of how information flows during political crises.

The Service's regular radio lineup includes informative shows covering a wide array of topics. *Le Dialogue des Religions* (Dialogue of Religions), is an interactive program that features theologians, religious leaders, and listeners who participate via phone and email. *L'Amérique et Vous* (America and You), another interactive call-in show, deals with American institutions, culture, and foreign policy. The show enables members of the African diaspora in the U.S. to discuss their experiences with listeners. French to Africa has a weekly comprehensive program on the latest developments in health and science; the Service is working on the launch of a new TV health program, and is producing a weekly HIV/AIDS program exclusively for Congolese affiliates.

Broadcasting in Hausa

VOA Hausa broadcasts to several countries in western Africa, including Cameroon, Ghana, and Niger, but it is in oil-rich Nigeria—one of Africa's most populous and economically significant countries—that the impact of VOA's Hausa broadcasting is greatest. Hausa is spoken or understood by more than half of the Nigerian population, and the latest survey data indicate that 36% of Hausa speakers listen to VOA Hausa weekly – an audience of more than 21 million

people. In Niger, 38 percent of the adult population listens to VOA Hausa weekly. The Service broadcasts 13 hours of original radio programming every week via FM affiliates, medium wave, and shortwave frequencies, and offers live and on-demand streaming on the Internet. VOA has made major advances building its mobile audience in northern Nigeria. Dedicated staffing will enable VOA Hausa to take advantage of the explosion in mobile ownership, and the growing sophistication of telecommunication infrastructure, networks and service in northern Nigeria. The VOA Hausa mobile site can be visited at *hausavoa.mobi*.

VOA broadcasts are essential for countering religious extremism and censorship, two of the greatest challenges to the free flow of information in the region. The Hausa Service serves the largest Muslim population in Africa. Given the growth of extreme Muslim fundamentalism around the world, maintaining a news and information presence to this population is important to U.S. interests and policies. In addition, censorship is a serious issue for private broadcasters in Nigeria, especially in the Muslim north of the country, where most of VOA's listenership is based. By providing accurate and balanced news and analysis, VOA Hausa ensures that its vast audiences hear all sides of every issue. This is important when the local media are reporting a story in a one-sided and inflammatory manner.

VOA Hausa has the potential to become the preeminent international broadcasting source for news in Hausa-speaking West Africa. Programming highlights include such successful campaigns as *Muryoyin Ramadan* (Ramadan Voices) and *Musulmi Da Kirista* (Muslim and Christian), an interfaith dialogue between Imam Mohammed Nurain Ashafa and Pastor James Wovel Wuye.

In addition to its radio broadcasts and new media platforms, Hausa reaches its audience by holding town hall meetings that facilitate substantive public discussions between experts, opinion leaders and listeners. In 2011, the Hausa Service hosted town hall meetings on health topics in four Nigerian cities: Kaduna, Mina, Sokoto, and Abuja. Participants included medical experts and government officials discussing maternal and child mortality, malaria, cholera, HIV/AIDS, polio, and other major health challenges. The meeting in Kaduna was attended by the nation's health minister and the vice president's wife, Hajia Amina Mohammad, who called maternal mortality "a global menace which is preventable and avoidable." The experts, besides giving their talks, also answered questions from the audiences. The service has also hosted smaller town halls and two-day journalism workshops. One in Kano dealt with the more than 9.5 million children who are recruited away from their families to attend Islamic boarding schools to study the Koran and end up begging in the streets of Nigeria; another in Sokoto dealt with girls' education.

Broadcasting to the Horn of Africa (Amharic, Tigrigna, Afaan Oromoo)

The Horn of Africa Service broadcasts 12 hours of news and features in three languages (Amharic, Afaan Oromoo, and Tigrigna) on shortwave each day and posts daily content to its three language websites. In addition, the Service has, for the second year in a row, continued to air all broadcasts twice a day on VOA24, carried by the region's popular satellite delivery system, Arabsat. The Horn of Africa's soft launch of mobile service immediately attracted 30,000 users without the benefit of any promotions, demonstrating the high demand for the Service's news and features among satellite and mobile users. The Horn of Africa Service

distributes an electronic newsletter of the best of the week's broadcasts and has expanded use of proxies to circumvent Ethiopian government blocking of its websites.

These additional measures are necessary because of the almost constant harassment by the Ethiopian government, which accuses VOA Amharic of being an opposition mouthpiece. In a six month period in 2010, government jamming blocked the Horn's current events programs in all three languages and all other programming, such as VOA Amharic's *Cultural Mosaic*, the *Mestawot* youth and health programs, VOA Tigrigna's popular *People to People* cross-border citizen discussions, and VOA Afaan Oromo's efforts to strengthen the cultural education of the large Oromo population of Ethiopia.

In a move to counter the jamming in 2010, VOA began providing Amharic, Afaan Oromoo, and Tigrigna programs via a 24-hour stream on the Arabsat satellite. Blanket jamming of VOA was replaced by occasional, selective jamming of specific current events programs, and VOA continues to use the satellite feed, which has proved to be widely popular in the Horn region. With this direct-to-home radio transmission, TSI is incorporating a new technology, "Picture with Audio", - a rolling slate that changes every 20 seconds to include appropriate video content and promotional information in regional languages. At present there is no evidence of interference with telephone call-ins from listeners or satellite transmission of Horn programming.

Blocking of the Afaan Oromoo, Amharic and Tigrigna websites continues. TSI continued the web proxy established in 2010 for VOA's Horn of Africa Service. This product allows users to access the VOA website without having software installed on their computers. Potential censors can only tell that users are accessing the system, not which websites users are visiting. Beyond hampering program delivery, the Ethiopian government continues to impede VOA reporters by refusing to grant reporting licenses to new VOA stringers. Government ministries such as foreign affairs, health and agriculture respond to interview requests but others frequently decline Amharic interviews with VOA stringers and reporters in Ethiopia and Washington, D.C.

In addition to its coverage of local, regional and international news, the Horn of Africa Service offers its target audience timely and relevant programming on health and development issues. With USAID funding for reporting on women's and girls' health, a Horn broadcaster in Washington traveled to Ethiopia for two weeks of field reporting and coordinated further coverage now being performed by the Horn's three stringers. Topics include the challenges of child brides in tradition-bound Amhara, school drop-outs in many communities, child-spacing and the risks of deliveries without medical assistance, victims of fistula in Oromiya, female circumcision in arid Afar, and the promise and challenges facing a revolutionary Ethiopian health delivery program that placed more than 30,000 young health extension workers in rural Ethiopian communities.

Broadcasting in Portuguese to Africa

VOA's Portuguese-to-Africa Service broadcasts via FM, medium wave, and shortwave to the five countries of Lusophone Africa—Angola, Mozambique, Guinea-Bissau, Cape Verde, and Sao Tome and Principe—as well as several other African countries where there are sizable Portuguese-speaking communities, such as South Africa, Botswana, Malawi and Senegal. VOA Portuguese simulcasts all of its programming on the web and publishes it on a mobile platform. The media environment in the target area is mixed, with Angola still rated as "not free."

Reaching audiences that span both sides of the African continent and four time zones, VOA Portuguese provides objective journalism on many issues that are either manipulated by local interests or not properly reported on in the local media.

Portuguese program line-ups include news, discussions, interviews and a wide variety of features, including music and art features. The Service broke a major news story when Bank of America closed the Washington accounts of the Angolan embassy, and was cited for its exclusive by the *Wall Street Journal*, *Bloomberg News* and many Portuguese language news services. The launch of a new live call-in show, *Angola, Just Say It*, has proven popularity, as has a weekend program on HIV/AIDS launched in 2006 targeting young people in Mozambique. All shows are available on both radio and the Internet, and Maputo's Top Radio 104.2 FM airs VOA's news and current events reporting, and the health show, *Vida Sem Medo*.

In Angola, VOA enjoys an important advantage as the only international broadcaster permitted to cover events beyond the capital city. Similar to all other media in Angola, VOA Portuguese operates in a heavily censored environment. On March 3, 2011, an Angolan court convicted VOA contract reporter, Armando Chicoca, of libel and defamation and sentenced him to a year in prison for reporting charges of a judge's improper conduct. The Committee to Protect Journalists called the legal proceeding "highly suspicious," and his lawyers have filed an appeal.

Broadcasting to Somalia

Somalia's strategic significance to regional security and U.S. policy interests is undeniable. The country lies at the crossroads of sub-Saharan Africa and the Middle East. At the same time, southern and central Somalia has been the scene of almost constant conflict for the past 20 years, making it a prime breeding ground for international terrorism.

The United States does not maintain an embassy or diplomatic presence within Somalia. However, through VOA Somali the U.S. government communicates directly with the Somali people to counter terrorist ideology, foster reconciliation, promote democratic ideals, and achieve greater understanding of U.S. policy, American life, and American ideals. U.S. interests include fighting piracy, promotion and support of regional stability and representative government, elimination of a platform for al Qaida or other terrorist operations, and providing humanitarian assistance in the wake of last year's severe drought and famine.

Independent audience research shows that the Somali Service has achieved a 62 percent weekly audience in Mogadishu since its launch in 2007. The Service distributes programs covering news and current affairs, topical discussions, entertainment, and sports via FM, shortwave, the Arabsat satellite, and the Internet. In addition, the Somali Service sends two SMS messages every day to approximately 250,000 cell phone users in Somaliland and Puntland.

The Service airs daily programs to one of the world's most hostile environments. In 2011 at least one journalist was killed, two were wounded, and several others were imprisoned. Many Somali journalists including VOA stringers inside Somalia receive threats. Despite these threats, the Somali Service has developed creative means to obtain and disseminate vital news and information. The Service provides a safe forum for Somalis across the political spectrum to express their views on the quest for peace.

In November 2010, the VOA Somali Service launched a new program called American Affairs, a segment that reports on U.S. politics, culture, technology and immigration with interviews of Somalis in America – as well as cultural challenges, music, education, immigration and integration. The Somali Service has aired at least 14 mini-series, covering Somali piracy; the lives of young Somali girls; the impact of regional drought; young Somali offenders in U.S. jails; education for disabled Somalis; Somalia’s route to state collapse; psychological warfare in the region; the Arab Spring; Somalia in African sports; human trafficking; the Djibouti presidential election; and, how diaspora Somalis participate in their homeland. Other major reports included the Somali government’s agreement with a foreign private security company; the impact of counterfeit and expired drugs in the medical marketplace; bribery in prisons; and the relationship between President Sharif Ahmed and House Speaker Sharif Hassan. Threats from Al Shabab and media restrictions imposed by some Somali leaders have hampered the Service’s reporting from the region. In spite of the obstacles, VOA maintains a strong audience in Mogadishu and its surrounding areas.

The IBB Office of Technology, Services, and Innovation (TSI) continues to provide technical support to an FM affiliate in Somalia. FM broadcasts from Hargeisa began in late FY 2009, but major security issues in Mogadishu have prevented the establishment of a transmitter in the capital.

Broadcasting in Swahili

Swahili broadcasts play a unifying role in a region where the proliferation of ethnic radio has resulted in fragmentation of views on local issues. Swahili has long been the national and official language in Tanzania and Kenya and, since 1994, Uganda. It is also widely spoken in Rwanda, Burundi, and the Democratic Republic of Congo. Swahili broadcasts cut through ethnic differences and engage listeners in dialogue. The Swahili Service broadcasts radio programming via FM and shortwave. The media environments in Kenya and Tanzania are relatively competitive and robust, but still subject to government interference.

Two top-rated FM stations in VOA Swahili’s target region now carry its programming live, and the Service also distributes targeted audio and video programming through mobile devices. As elsewhere in Africa, mobile distribution is increasingly important for the Service; data show more people own mobile phones than access the Internet via personal computers. Beside radio and the web, Swahili offers a portfolio of text, audio and video products for mobile phone users.

Broadcasting to Zimbabwe

The Zimbabwe Service broadcasts in English, Ndebele, and Shona, offering 30-minute news broadcasts in each language Monday-Friday (20 minutes each on weekends), followed by a 30-minute call-in/call-back program called *LiveTalk*. The Service delivers programming on one medium wave and three shortwave frequencies, and has introduced satellite transmission to capitalize on robust growth in ownership of free-to-air receivers in the country.

The Zimbabwe Service and TSI launched direct-to-home satellite broadcasts in July 2011. The Service’s *Studio 7* and *LiveTalk* programs are now beamed to Zimbabwe and the entire southern Africa region by the Intelsat satellite and can be picked up on low-cost home receivers. Research indicates 28 percent of Zimbabwe’s households have such receivers. The most recent market

survey conducted by InterMedia shows that VOA's Zimbabwe Service remains the strongest player among international broadcasters in Zimbabwe, and an important source of information for many Zimbabweans. The research also showed that *Studio 7* has a market share of 15.1 percent. The Service has also resumed SMS messaging of *Studio 7* text bulletins to approximately 11,000 subscribers, and continues to post programming on the Service's website.

Media liberalization under the Global Political Agreement, which created the current unity government, has progressed in fits and starts. Two independent daily newspapers now publish alongside the state-controlled *Herald: Newsday* and *The Daily News*. The Broadcasting Authority of Zimbabwe has solicited applications for two commercial radio licenses, but may not issue them before the next elections, expected in 2012. Political tensions have been running higher in anticipation of the ballot and members of Movement for Democratic Change, a political party, have been targeted by the police and prosecutors.

FY 2013 Performance Objectives

- Increase engagement with African audiences through reporting on local news and other relevant issues, including health, business, and technology.

**Broadcasting Board of Governors
Latin America**



LATIN AMERICA
Creole (VOA)
Spanish (VOA, OCB)

Broadcasting Board of Governors FY 2013 Budget Request

Latin America

Regional Dynamics

Latin America represents a critical BBG target market, and its nations are linked to the United States by geographical proximity, economic integration, and shared history. Although stable democratic institutions, rule of law, and respect for human rights have become the norm in Latin America, freedom of the press in the region faces mounting threats from censorship and intimidation from both state and non-state actors. According to Freedom House, only seven countries in Central and South America have a fully free press.

Venezuela offers a notable example of state repression: in recent years, the state has shut down many radio and TV stations and implemented restrictive laws that amount to near complete control over media. Beyond their borders, Venezuela and Cuba have sought to exploit popular dissatisfaction with economic conditions to incite anti-democratic sentiments across the region. Meanwhile Haiti, the Western Hemisphere's poorest nation, remains crippled by poverty, poor governance, and inadequate infrastructure in the wake of the January 2010 earthquake. In these countries and elsewhere in Latin America, BBG programming provides audiences with reliable, credible news and information. While diverse and sophisticated media markets exist in some Latin American countries, others are less developed. Scant coverage of U.S. news is common in these less developed markets. These deficiencies in robust information flows leave an opening for the professional and reliable reporting of BBG broadcasts.

Media markets in Latin America and the Caribbean are evolving rapidly. With the exception of Haiti, television is the dominant medium, and cable television use is increasing rapidly throughout the region; over 80 percent of the population receives its news through television. Use of FM radio has surpassed traditional shortwave and medium wave bands. Mobile phone use is virtually universal in the Andean region, and smart phones like the Blackberry are becoming more common as barriers to their entry continue to lessen. Similarly, use of Internet and social media platforms are substantial and increasingly important in public discourse, particularly among young urban populations. VOA is aggressively developing mobile and digital capabilities to reach these strategically important audiences.

BBG broadcasts target the Andean region of Latin America, Cuba, and Haiti, and attract a weekly total media audience of approximately four million across areas where research has been conducted. This represents around two percent of BBG's global audience. Audience reach is high for BBG radio broadcasts in Haiti, with 62.1 percent of adults tuning in weekly.

Linking Resources and Results	FY 2011 (Actual)	FY 2012 (Target)	FY 2013 (Target)
Audience (millions)	4.6	4.6	4.6
Funding (millions)	\$34.2	\$36.2	\$29.2

Major Program Accomplishments

- *Voanoticias.com* has dramatically expanded its reach in the region; in the last year the number of visitors to the site has increased by over 50 percent and the number of visitors from Venezuela, a target country in the region, has grown by more than 70 percent. *Voanoticias.com* also added a blog to which students, especially those in Venezuela, post entries about political, social, and economic issues.
- The Creole Service held training sessions for Haitian journalists on topics of importance to the Haitian people. In response to the cholera epidemic that began toward the end of 2010, the Service conducted a two-day training session for more than 30 journalists who report on health issues. Cholera was also the subject of a VOA-produced town hall meeting.
- Since August 2011 OCB, in coordination with the IBB's Internet anti-censorship efforts, has been sending thousands of text messages and e-mails to the Cuban people. Months of effort was required to gather valid e-mail addresses and mobile phone numbers.
- OCB launched *Avanza Cuba* (Cuba Forward), a series of special programs that brings together opinion leaders from both within and outside Cuba to discuss topics affecting Cuban society. This free exchange of ideas seeks to move beyond the typical topics concerning Cuba by embracing the change that is already taking place in the island.
- In FY 2011 the IBB Office of Policy released for broadcast 39 Punto de Vista television editorials for use by VOA Spanish. These unique, Spanish language editorials present United States policy in the Western Hemisphere and around the world.
- As the fiscal year began, the IBB Office of Strategy and Development inaugurated its Latin America Regional Marketing Office in Miami.

Broadcasting to Cuba

The Office of Cuba Broadcasting (OCB) broadcasts to audiences in Cuba via radio (*Radio Martí*) and television (*TV Martí*). Radio Martí and TV Martí aim to provide news, features, and information denied by the government to the Cuban audience. Their goal is to promote a better understanding of democratic values, human rights, market economies, free media, and freedom of expression. Radio/TV Martí programs provide an uncensored, comprehensive, and balanced perspective on current events through roundtable discussions and expert analysis on political, economic, social, and religious issues. Many programs emphasize human rights, and feature in-depth discussions about the Cuban opposition and political prisoners.

TV Martí is currently revamping its entire on-air look, adding new programs, upgrading productions and developing a new branding strategy that will enable it to more effectively engage with the Cuban audience. The rebranding campaign captures the forward looking ethos of the new Radio and TV Martí. In addition to major aesthetic improvements, several new programs are planned.

Consistent with the BBG's revised strategic plan, interactive participation and social media have been a cornerstone of the Martí's various enhancements since late 2010. OCB is leveraging

social media in conjunction with enhanced broadcasts to create more timely and informative exchanges with its audiences, especially younger audiences. On a number of programs, viewers and listeners now participate via the *Martinoticias.com* website, phone, email, Facebook, Twitter, and SMS messaging. Instant commentary and discussion is essential to the new live programs. Weekday live broadcasts now include 13.5 hours of original news, information and entertainment programming, plus one hour of *A Fondo*, a live joint production broadcast live on VOA and rebroadcast later on Radio Martí. New media and the innovative use of traditional communications media also enable OCB programs to more quickly and effectively make use of information and reports from Cuban dissidents, independent journalists, and bloggers.

On April 6, 2011, in a historic broadcast, Radio Martí and RFE/RL's Belarusian Service, Radio Svaboda, established a live-on air link presenting a radio bridge between the Belarusian and Cuban people, from Havana and Minsk. Well-known Cuban blogger Yoani Sanchez and Belarusian democracy activist Nasta Palanshanka talked about their experiences with government repression and current events in their respective countries. An RFE/RL reporter based in Minsk provided translations.

OCB's website, *Martinoticias.com*, now includes live streaming audio and video of Radio/TV Martí. The workflow of the site, newly migrated to the Clickability platform used by VOA, is able to respond immediately to breaking news. In the past year, the site added up-to-the-minute information on the repression of bloggers in Cuba. *Martinoticias.com* has also launched its own YouTube Channel, Facebook page, and Twitter feed. Work is under way to expand the number of Internet domain extensions for *Martinoticias.com* to make it more difficult for the Cuban government to block access to the website.

In addition to multiple web domains, OCB uses anti-censorship tools such as web-based proxies to reach Internet users in Cuba. These proxy sites enable unobstructed delivery of e-mails containing news, information, and instructions for circumventing government Internet filters. SMS messaging is a promising new solution for communicating with audiences in Cuba, as the medium allows OCB to easily "push" information to most mobile phone users in a manner that is difficult to filter. OCB is also exploring the use of virtual chat rooms tied into SMS messaging efforts. Average daily traffic into *martinoticias.com* has increased over 1,000% since February of 2011.

OCB continues to cooperate closely with the Latin America Division of VOA. OCB shares its Radio and TV Martí studios, journalists, and producers with VOA, and OCB uses some VOA-produced reports in its programs. TV Martí has produced segments and provided studio support to the VOA Latin America program *Foro Interamericano (Inter-American Forum)*. The VOA newscast, *El Mundo al Día*, regularly carries interactive reports with journalists from TV Martí who lend their expertise to news reports regarding Cuba. The websites *Martinoticias.com* and *voanoticias.com* also regularly share material.

Broadcasting in Spanish to Latin America

Unlike many other VOA services which target one country or part of a country, VOA Spanish serves most of Latin America. The Service broadcasts live daily reports via television, radio, the Internet, and new media to the entire region. In addition, a wide network of affiliates in the region rebroadcast Spanish Service programs on radio and television stations.

Although democracy has made great strides in Latin America, political developments in Venezuela, Ecuador and Bolivia make the Andean region the focus of attention for international media. Threats to democracy and freedom of the press continue in these areas, as well as Central America. For example, since 2000, Venezuelan authorities have carried out a campaign to limit press freedom. Over the course of several years, regulations that govern the media inside Venezuela have become more restrictive—more than 40 radio and TV stations have had their licenses revoked since 2009. In response, the VOA Spanish Service has increased its presence in Venezuela via the Internet and placement of its television products on major Venezuelan networks. The rise of violence related to drug trafficking is also a source of concern in the region, especially Mexico.

VOA Spanish is giving greater attention to news and information about the United States, especially news about the Latin American diaspora in the United States. This “Washington Bureau” strategy mentioned above is already showing results, according to a recent IBB Office of Strategy and Development (OSD) marketing trip to Colombia and Mexico. The service is now affiliated with one of the largest media organizations in Spanish-speaking Latin America, El Tiempo of Bogota. Recently El Tiempo launched a 24-hour TV news station with national coverage and is featuring numerous TV packages produced by the Spanish Service in its newscasts throughout the day. VOA Spanish programs and segments are regularly featured on major stations such as the pan-regional all news network NTN 24 in Colombia, Radio Formula in Mexico, and Radio Carde in Uruguay. VOA Spanish has also increased its audience reach in Venezuela and Central America.

To aid in program distribution, OSD and the Office of Digital Design and Innovation (ODDI) are supporting VOA Direct, an online initiative intended to provide VOA news and information to hundreds of radio and television stations throughout Latin America and worldwide. Launched in late FY 2011, VOA Direct will enable the Service to offer its radio and TV products to stations in key target countries that until now have been underserved due to limitations on the current satellite delivery system. It is also an effective way to deliver content in smaller segments - for use by higher-rated radio and television stations that may not be interested in traditional long-form programs.

Broadcasting to Haiti

The Creole Service broadcasts to Haiti via 13 FM affiliate stations. The lead affiliate, Radio Ginen, covers most regions in the country and has been ranked number one among the most popular stations, according to survey data. The Creole Service also delivers news and information on its website, YouTube, and social media platforms.

VOA Creole has continued to respond to the devastating January 2010 earthquake in Haiti. By providing an immediate lifeline to Haitians during the disaster and the ensuing humanitarian crisis, VOA’s Creole Service, with support from OCB, has proven more important than ever to its audience. VOA increased its Creole programming from 1.5 hours to 10.5 hours Monday through Friday and from 1 hour to 9.5 hours Saturday and Sunday. The Service also broadcast a special weekly two-hour call-in show. The increases to Creole broadcasting were funded with supplemental appropriations that expired at the end of FY 2011.

Supplemental Appropriations provided to the BBG in fiscal year 2010 also made possible BBG efforts to stabilize Haiti's domestic media environment. A portion of the funds provided satellite receivers to affiliates to re-establish distribution of VOA content. Beginning in late FY 2010 and throughout FY 2011, IBB's Office of Technology, Services, and Innovation (TSI) and OSD began providing major assistance to 16 VOA affiliates in Haiti by restoring broadcast capabilities destroyed in the earthquake and by improving broadcast capabilities to expand coverage to the region. This assistance will continue in FY 2012. In addition, OSD and VOA further promoted VOA news with an SMS news alert system. Both endeavors successfully contributed to high listenership rates: after the earthquake, nearly two-thirds of the island's population over the age of 15 listened to at least one VOA program each week. Digicel reported 15,000 subscribers to the SMS service in its first two weeks of operation, and plans to use VOA news in its other Latin America and Caribbean operations.

Research figures from 2011 show that 97 percent of weekly listeners of Voice of America's Creole Service consider it a "very" or "somewhat trustworthy" source of news and information. The survey also shows that the Service's call-in show is very popular: about half of VOA Creole's weekly listeners report hearing the weekly program. Survey data also show that even though Internet access is increasing at a slow pace in Haiti, traffic to VOA Creole's website has increased significantly since 2009; ten percent of respondents visited the website in the past 12 months, compared to three percent in 2009. VOA Creole also delivers news and information on its social media sites; the Service's Twitter account currently has about 4,500 followers.

FY 2013 Performance Objectives

- Integrate VOA Spanish and OCB program outputs to create a more efficient, collaborative organization.

Cross-Cutting Initiatives and Support Services

Activities in this ‘cross-cutting’ section are not specific to any one region, but instead support programming and services throughout the BBG organization. They are funded through both the International Broadcasting Operations (IBO) and Broadcasting Capital Improvements (BCI) appropriations.

BBG support functions are dedicated to facilitating the Agency’s broadcast mission in accordance with its strategic goals, implementation strategies and performance objectives. To satisfy the evolving requirements of U.S. International Broadcasting with the most effective technologies, the BBG continually assesses the effectiveness of its transmission network assets and makes changes to meet new programming requirements, serve priority audiences, and satisfy media preferences. Other essential support offices address numerous Agency-wide initiatives such as strategic planning, Internet circumvention, marketing and program placement, program review, financial services, and other administrative functions.

Linking Resources and Results	FY 2011	FY 2012	FY 2013
Funding (in millions): ¹			
Operations	\$307.4	\$305.7	\$300.6
Capital	\$6.9	\$7.0	\$8.6

¹Includes expenses for BBG technical, administrative, and program support functions.

Providing Strategic Direction and Leadership for the Agency

In FY 2011, the BBG Board undertook a year-long strategic review which culminated in a new Strategic Plan, which covers fiscal years 2013 through FY 2016. The review considered the Agency’s mission, the global operating environment, and distribution and technology efforts. It also included in-depth regional reviews that covered every language service and entity within U.S. International Broadcasting. During this process, the BBG took care to maintain the journalistic firewall which protects the professional independence and integrity of the Agency’s broadcasters. The new strategic plan can be found in a later section of this budget request.

The core idea of the new strategic plan revolves around achieving impact through innovation and integration of BBG language services. The way news and information are communicated throughout the globe is constantly changing, and the BBG must be equipped to adapt quickly and effectively to evolving delivery platforms. To this end, the Board is making agency management more efficient and effective by pursuing ways to move from a stove-piped bureaucracy of separate, semi-autonomous entities to an integrated media network with multiple brands. The Board also seeks to end language services in countries with more developed, independent media, or that are no longer strategic priorities. And where U.S.-funded media properties overlap, the BBG will look to provide complementary content and share bureaus, stringers, and distribution networks.

The Board is also committed to reaching audiences on their preferred media platform, and therefore will devote resources to the platforms audiences prefer – television, Internet, FM radio,

and social media – as well as maintaining shortwave broadcasts in regions where it remains a critical platform.

Maintaining and Sustaining the BBG’s Global Transmission Network

The BBG regularly assesses the effectiveness of its transmission resources to better serve priority audiences, respond to evolving media preferences, and meet new programming requirements. The IBB Office of Technology, Services, and Innovation (TSI) manages a global network of over 80 transmitting sites which deliver shortwave, medium wave, FM, and TV broadcasts. TSI also leases broadcast time at 22 transmitting facilities in 14 countries. To assess the technical effectiveness of radio and Internet transmissions at distant stations, the BBG uses satellite, telephone, and Internet-based monitoring systems. The BBG’s worldwide monitoring offices, which include 45 human monitors working part-time and 75 remote monitoring systems, collect over 50,000 observations of BBG broadcasts weekly. TSI uses these observations to verify program reception and audibility, confirm compliance with transmission scheduling, validate leasing and placement agreements, assess the impact of jamming, and avoid interference with other international broadcasters.

The BCI Maintenance and Repair program addresses essential maintenance requirements to ensure the reliability and availability of BBG’s worldwide network of transmitting stations. As the BBG has consolidated and streamlined its radio transmitting facilities worldwide, the need to keep the remaining network in prime operating condition has become even more critical. Infrastructure in remote locations that are exposed to extreme and corrosive environments requires costly upkeep to prevent failure.

Recent and planned activities include:

- Reducing network power costs. TSI began installing energy-saving technology on many transmitters in the global network in FY 2010, and this initiative continued in FY 2011 with a few additional installations planned for FY 2012. Despite major increases in the cost of buying or producing the electricity needed to operate the global network of transmitting stations, the BBG achieved approximately \$1.2 million in power cost savings in FY 2011.
- Protecting the BBG’s facilities in Tinian and Saipan. TSI began painting the structurally refurbished antenna towers and related structures in FY 2010 and expects to complete work in FY 2012.
- Replacing legacy PBX switches. Eight of the IBB’s major global stations use more than 20-year old ROLM Redwood PBX switches. Replacing them with VoIP (Voice over Internet Protocol)-based integrated communications systems will enable the IBB to migrate from a voice-only system to one that supports voice, data, and video over existing IBB satellite network or future MPLS (Multiprotocol Label Switching) circuits.
- Improving broadcast flexibility from the Commonwealth of the Northern Marianas by upgrading and automating the problematic antenna control system. TSI will initiate this project in FY 2012 with completion anticipated in FY 2013.

- Maintaining circuit breaker and relay calibration throughout the network. This project is required to maintain a safe and reliable broadcast system and is scheduled for completion in FY 2012. The next round of system-wide electrical maintenance will commence in FY 2013.
- Refurbishing the Agency’s transmission infrastructure. This initiative will replace the corroded metal roofs on the transmitter building in Sao Tome; overhaul three generators sets at Tinian; overhaul a 250 kW generator in Bangkok; and refurbish a medium wave antenna array in Kuwait. In FY 2012, TSI will refurbish the remaining generator set in Tinian; will replace main circuit breakers panels in Bangkok; and will upgrade fuel storage in Saipan. Corrosion remediation and painting work will start on the antenna system in Sri Lanka; this work will be performed in phases through FY 2014. In FY 2012, replacement parts will be purchased to maintain the existing TCI shortwave antennas in Sao Tome.
- Implementing a “green” initiative to examine more efficient use of energy. In FY 2011, TSI began a pilot project to collect one year of wind data at Tinian. TSI will follow this analysis with an economic feasibility study and concept design in FY 2012. If economically feasible, TSI will initiate action to start installing wind turbines in FY 2013. Other “green” projects planned for BBG facilities include water efficiency projects at Kuwait and Sao Tome and potential solar energy systems at selected FM stations. Transmitting stations will continue installing power monitoring through FY 2013.

Leveraging New Program Delivery Technologies

Satellite Delivery

In addition to traditional radio and television transmissions, TSI maintains and operates multiple delivery platforms in order to take advantage of new opportunities for delivering programming, interacting with audiences, and countering jamming. TSI’s program distribution vehicles include a far-reaching satellite network, Internet capability, global transmitting sites, mobile devices, and anti-censorship efforts.

TSI’s satellite distribution network links the main production centers in Washington, Miami, and Prague (Czech Republic) to shortwave and medium wave transmission stations around the world, regional FM and TV affiliate stations, and direct-to-home audiences in many markets. The BBG leases transmission services on different satellites and adjusts this capacity to serve changing broadcast requirements. With expanded capacity and the conversion of circuits from analog to digital, TSI has dramatically improved the overall effectiveness of the satellite network. Digital transmission offers greater capacity, flexibility, and economy in overall network operation. As BBG transmitting stations have closed over the past several years, TSI has reused satellite equipment across the network for more efficient and effective service worldwide. In addition, TSI acquires and maintains fiber optic and microwave circuits for program delivery to complement the satellite network where such links are cost effective.

TSI operates the BBG Network Control Center (NCC), the 24/7 operations hub and central distribution point for all BBG transmission systems. The NCC manages the flow of electronic signals from various broadcasters to their audiences as well as the scheduling and switching of over 700 separate satellite and fiber circuits that carry BBG programming.

The encoders used for Internet live and on-demand streaming also are located in the NCC. In 2010, TSI began efforts to replace obsolete and unsupported Scientific Atlanta (SA) legacy encoder systems in the NCC with newer, state-of-the-art SA systems. At the remote Continuity of Operations (COOP) facility, TSI will begin replacing the obsolete SA systems in late FY 2011, and expects to complete work in FY 2012. In addition to the new equipment, TSI has established a laboratory that will enable the Agency to create standards, address multiple interface issues, and design the expanded global satellite backbone.

TSI is in the implementation stage of establishing a global satellite monitoring and control (M&C) system at the Cohen Building. TSI expects the initial M&C system to be completed in the first quarter of calendar year 2012. TSI is also installing new M&C systems at satellite gateway stations. M&C contracts are expected to be completed for the Lampertheim site in Germany and for the Tinang site in the Philippines by the end of calendar year 2012.

Starting in 2010 TSI began a multi-year effort to separate VOA and RFE/RL distribution. In FY 2010, TSI modified the Asiasat-3 (AS3) Direct-To-Home (DTH) satellite distribution system, providing RFE/RL-dedicated radio stereo pairs for the region. The dedicated pairs facilitate channel location by the DTH audience. The modification also removed the VOA-RFE/RL shared channel mix and dramatically reduced switching requirements throughout the global network, decreasing the possibility of switching-related failures. In FY 2011, TSI modified the Eutelsat HotBird (HB) DTH satellite distribution system to provide RFE/RL the dedicated stereo pairs and benefits previously implemented on the AS3 satellite. The HB modifications also included the implementation of an RFE/RL 24/7/365 video channel and a low-speed video slate channel for Radio Farda distribution.

Improvements to the satellite network were continued by:

- Beginning to convert the remaining MPEG2/DVB channels on the transatlantic and transpacific backbones to the more bandwidth-efficient MPEG4/DVB channels. This effort will free up digital capacity for a new video network targeting Asia, and is expected to be completed by June 2012.
- Developing plans for converting the transatlantic backbone system from the current DVBS technology to DVBS2. This conversion will provide 25 percent additional capacity on this very congested link at no further recurring cost. The conversion to DVBS2 requires the replacement of digital receivers at nearly 100 Department of State and affiliate locations throughout Africa and Europe. In addition, the conversion involves modifications to the transatlantic fiber optic cable connectivity to remove old, inefficient, fiber interface technology to accommodate the expanded satellite capacity.
- Initiating a new process to monitor and control FM broadcast sites in Afghanistan using Internet Protocol connectivity and low-cost satellite capability at the Germany Transmitting Station and in its Washington headquarters. If successful, TSI will expand this monitoring and control methodology to other FM sites as funding allows. Seven new Afghan FM facilities are expected to be operational by the end of 2012. TSI also has deployed FMs in the Central African Republic and Libya using existing IP connectivity.

- Establishing a new FM capability in Bangui, Central African Republic, officially launching VOA’s popular French and English broadcasts on July 4, 2011. Another new FM facility began carrying Radio Sawa broadcasts from Benghazi, Libya, in October 2011. TSI expects a second FM facility in Libya to go on the air in Tripoli in FY 2012. In addition, seven planned FM facilities in Afghanistan should be operational by the end of FY 2012.
- To enhance broadcast coverage into Iran, TSI added 12 hours of broadcast time for Radio Farda on a leased medium wave facility in the United Arab Emirates on January 1, 2011.

Digital Media

Delivering programs to global audiences through multiple media and formats requires the BBG to manage an evolving mix of traditional and cutting-edge technologies. Two-way platforms such as mobile devices and personal computers have joined the one-way delivery platforms of radio and television to expand audiences’ ability to receive news and interact with broadcasters. Online social networks such as Twitter, Facebook, and YouTube offer users new ways to engage and stay connected, form communities, and broaden viewpoints. Text messaging allows language services to disseminate targeted content at low cost to the recipient. On-demand delivery technologies enable multimedia listeners and viewers to access content at any time. Syndication makes Internet material available to other websites through feeds that can be updated frequently with the latest news and information.

The Office of Digital Design and Innovation (ODDI) is tasked with maintaining the websites for Voice of America (www.VOANews.com), the Office of Cuba Broadcasting (www.martinoticias.com) and the BBG (www.bbg.gov). ODDI also develops mobile platforms, provides guidance for social media, and maintains specialized websites such as goEnglish.me (www.goEnglish.me), an English learning site. In FY 2011, ODDI was at the forefront of innovation services to the Agency with the development of cutting-edge multimedia strategies and technologies.

Recent Accomplishments in the Digital media arena include:

- Providing a stable and interactive content management system for displaying multimedia content. Several language services that were previously English-only are now operating in local languages, including Bangla, Khmer, Lao, and Tibetan, which has driven record online traffic for VOA and the OCB websites. VOA traffic was especially high in the spring – exceeding 18 million visits per month, or double the previous year – as users eagerly sought information about the Arab uprisings and Japanese earthquake.
- Approving the selection of RFE/RL’s content management system, Pangea, to be used as the common Internet platform for all but one of the U.S. international broadcasting networks. Work has already started on the resulting Pangea migration project. Successful completion of the project will result in lower costs, reduced systems duplication, expanded in-house capabilities and improved coordination among the networks.
- Developing “Learning English” websites for Mandarin, Persian, Russian, and Indonesian speakers. ODDI has also developed iPhone and Android mobile applications for Mandarin

and Persian. This site teaches colloquial, American English and provides insight into American culture using state-of-the-art voice recognition technology. The program includes a social networking component allowing users to post blogs and share their experiences. This initiative attracted 70,000 registered users and an even greater number of unregistered users within the first few months of its launch.

- Establishing 75 BBG mobile websites featuring text, audio, video, and photo content. ODDI designed these interactive mobile sites specifically for universal-device support for the various BBG target audiences. Already, mobile traffic is approaching one million visits per month for BBG, with some language services, such as VOA Hausa, attracting more mobile traffic than desktop traffic. ODDI has also developed iPhone and Android news apps for the VOA Russian and Chinese Services
- Developing and marketing “VOA Direct,” an online method of distributing VOA news and information to hundreds of radio and television stations worldwide. The "VOA Direct" platform is an effective tool to offer VOA content to stations that up until now have either been underserved or unable to use content delivery via satellite. It is also a useful way to deliver content in smaller segments - for use by higher-rated radio and television stations that may not be interested in traditional long-form programs. The Service launched ahead of schedule in the fourth quarter of FY 2011, and is in widespread usage among radio and television stations in Indonesia; marketing efforts are underway in Central and South America, and the product has been embraced by television broadcasters in Ukraine even in advance of its official rollout.
- Implementing “thePlatform,” a new system to improve the process for syndicating content globally. This platform is now being used by VOA, MBN and OCB to transcode audio and video file formats and enable simultaneous distribution of media to multiple destinations with one click. RFA integration is underway.
- Improving the Agency’s video storage system through the creation of an asset archiving system capable of supporting all media, not just video files. TSI’s management of this improved digital storage will support centralized sharing and archiving of online, near-term, and long-term files.
- Continuing to upgrade the network infrastructure necessary to transmit large video files.
- Improving network security. TSI is strengthening firewalls, procuring intrusion detection devices, participating in an inter-agency program that collects and analyzes network traffic for security events, procuring and testing tools that identify system and network vulnerabilities, and acquiring a web security gateway that protects users from malicious Internet traffic.
- Continuing to explore novel ways to place and distribute BBG programming. The IBB office of Strategy and Development struck deals with a number of innovative new media delivery systems, including Audio Now, which permits mobile-phone users in many countries of the world to dial up VOA newscasts.

Implementing an Internet Anti-Censorship Program

For over 60 years U.S. International Broadcasting has fought censorship in all its forms. Today, a key strategic priority for the BBG is to assist the world's citizens to gain access to information on all platforms, and in every place where governments routinely censor information for political purposes. Through its web anti-censorship program, the BBG has successfully helped millions of Internet users across the globe access news and information that otherwise would be filtered or censored by certain foreign governments.

The BBG's Anti-censorship program has been an extraordinary success story for global Internet freedom. There have been increases in the number of web users in censored countries who now have nearly unrestricted access to content, and the BBG has expanded the range of useful tools with which to access our content. The main beneficiaries of the program are not only the citizens of China and Iran, but a dozen countries around the world, including Vietnam, Burma, Uzbekistan, Cuba and Somalia. Various country-specific tools are used that take into account the technical sophistication of the regimes' filtering mechanisms with the browsing habits of the citizens.

For example, during the Arab Spring, BBG tools sustained dissents, allowing citizens of countries in turmoil to express their opinions, build alliances with like-minded citizens of other countries, and receive real-time information. Iranian citizens are highly active and will embrace the latest techniques for getting past the increasingly sophisticated Iranian firewall. In December, a new Virtual Private Network (VPN) tool was released for Radio Farda and Voice of America's Persian News Network; within six weeks, over 150,000 users employed this VPN every day, and growth is continuing. In China, both VOA and RFA are beaming programs that include the latest information on circumvention techniques to the satellite dishes of millions of Chinese citizens.

Looking to the future, the BBG believes an appropriate growth strategy involves a broad-based approach to the deployment of emerging technologies and partnerships with cutting-edge experts, developers and in-country networks. The BBG plans to remain nimble, build on its successes and open up the Internet platform for all countries in closed societies. The BBG will share all successes, tools and lessons learned across all five of its entities.

Expanding Digital Production Capabilities

Enhancing the production tools available to the broadcast entities is an ongoing priority of the BBG. TSI continues to work closely with VOA broadcasters to create centralized production capabilities that integrate news management, digital asset management, storage, archiving, and ingest/play out for both audio and video.

In 2011, TSI continued moving VOA closer to a tapeless broadcasting environment that will enable journalists and producers to manage digital content (both audio and video) from initial production to on-air presentation to archiving of material. TSI has completely migrated VOA to a fully digital ingest system for feed material and correspondent data, replaced the Newsroom Computing System, provided full digital play-out for programming, and integrated the system to allow for full digital archiving. Other significant improvements in 2011 included:

- Continuing the transition of VOA language services to the comprehensive DaletPlus Digital Media Systems that integrate many functions previously supported by stand-alone systems.
- Completing the implementation of the DaletPlus system by adding hardware and software designed to provide 24/7 system availability and deploying the DaletPlus Video ingest, production, and playback system for all live VOA programming.
- Installing all necessary support software on Agency computers and working with VOA to provide training to users.
- Enhancing remote access capabilities of the DaletPlus system so that most users can access core components from the field while teleworking.

Expanding BBG Disaster Recovery Efforts

To enable the BBG to partially address local emergencies that disrupt TV program production at the Cohen Building, the Agency is working on several technical areas that address both data recovery and continuity of operations. A “cloud-based” email system was implemented and removes all email-related IT equipment from the Cohen Building headquarters. TSI currently is working on a distributed storage system that will store and replicate files between Washington and Prague, the headquarters of RFE/RL. An Internet cloud using a protocol called MPLS (Multiprotocol Label Switching) is being established to link multiple programming offices with many of the overseas radio transmitting stations. A pilot program is underway to allow full program production to take place on laptops, using small cameras and cloud-based editing and production software. Following the results of the pilot program, the BBG may expand limited program production to all language services, eliminating dependency on the Cohen Building infrastructure and reducing dependency on the Continuity of Operations (COOP) facilities in northern Maryland.

Moreover, in connection with the satellite facility at COOP, TSI completed construction of the infrastructure for additional broadcast capability at the COOP site. This additional space, which includes a TV shelter and adjacent trailer, allows for limited in-place radio and television broadcasting. TSI has been furnishing the new space with two full TV and radio studios as resources permit. As the Agency continues its upgrade of VOA TV Master Control at the Cohen Building, older equipment is being repurposed to furnish the COOP TV shelters.

Presenting U.S. Policy and Information about America

BBG English programming helps the BBG fulfill its mandate to project America and its values to audiences worldwide. VOA’s Learning English is divided into two sections: the time-tested *Special English* and the very new *The Classroom*. Special English programs are intended primarily for listeners who are studying English or who speak English as a foreign language. Although Special English is not designed to teach English, millions of people around the world continue to find that listening to Special English is a good way to gain valuable information about the United States and the world and learn the language at the same time.

Special English is broadcast around the world seven days a week, six times a day. The half-hour broadcasts begin with the latest news followed by feature programs about science, medicine,

technology, agriculture, and the environment as well as American history, culture, idioms and stories. The worldwide audience for Special English is varied and broad -- from students in grade schools in Nigeria to professors in medical schools in Mongolia. English language students in some universities in countries such as China, Vietnam and Iran are required to listen to Special English. The Special English website is consistently among the most heavily visited of all VOA sites.

Special English made efforts to expand distribution in 2011. VOA collaborated with organizers of the first Southeast Asian English Olympics to promote VOA and the English Olympics across radio, TV, and social media platforms. Nepal TV and Radio Sagamartha in Kathmandu began carrying Special English programming. Special English expanded its new media offerings both for teaching and for news-gathering. For example, comments solicited through Facebook were used in stories about the Egyptian revolution and the Japanese earthquake and tsunami. VOA also launched a new multimedia mobile site.

The Classroom is VOA's new English Learning website. It provides customized, interactive English lessons and activities for beginners, intermediate, and advanced English speakers. The lessons are based on real-life situations and current issues in the news. The Classroom also offers interactive word books to help students build a solid English vocabulary. In early March, *The Classroom* began using Facebook to teach English twice a day. Since the beginning of this new *Faceteaching* initiative, well over 100,000 users have participated, doubling the program's Facebook users from 30,000 to over 70,000 users in just over 90 days. In fall 2011, *The Classroom* will be available as a module on a CD or flash drive so that traditional media affiliates will be able to use the content and co-brand around it.

Pursuant to VOA's mandate to "present the policies of the United States clearly and effectively," the IBB Office of Policy substantially increased the number of editorials provided to VOA language services during FY 2011 and significantly improved their timeliness, relevance, diversity, and production value. In FY 2011, the Office of Policy produced 48 *Policy Brief* TV editorials on a variety of policy issues. Interviews and event coverage were also used for radio editorials. The Office of Policy also produced 52 *Rewards for Justice* Public Service Announcements for radio. These PSAs provide information concerning fugitive accused terrorists and war criminals wanted by U.S. and other authorities.

During FY 2011, the Office of Policy significantly ramped up its web presence through an improved editorial website and added focus on social networking venues. Editorials and policy briefs are now regularly posted to YouTube, Facebook, and Twitter.

Measuring and Improving Program Performance

The IBB Office of Strategy and Development coordinated approximately 350 quantitative and qualitative studies to provide timely, comparable, and regular data from BBG broadcast regions. The research guides BBG strategic planning at all levels, specifically on-air program development, program reviews, and the Agency's comprehensive annual strategic review of all language services. This allows the BBG to more effectively reach its audiences with the news and information they need.

The Office of Performance Review (OPR) undertook several major initiatives in 2011 to expand the Agency's knowledge base in dynamic media markets and improve the effectiveness of program reviews.

OPR updated and reformed the annual program review process in 2011. BBG standardized evaluation criteria, procedures, and scoring methods. OPR also examined several key support offices within VOA and IBB for performance and effectiveness, offering strategic recommendations for improving efficiency, reducing costs, and enhancing Agency performance.

OPR worked with the research directors of other major international broadcasting agencies in developing a new common survey questionnaire that will be used to further harmonize measurement methods and allow greater cost-sharing when conducting survey research. In addition, OPR conducted its first-ever media survey of Yemen and commissioned flash surveys of Egypt and Bahrain during the street protests in the early weeks of the Arab Spring.

Enhancing Information Technology

TSI oversees the virtual and physical infrastructure that serves as the foundation for the BBG's broadcast activities. Information technology, cyber- and physical security, telecommunications, onsite facility management, and continuity of BBG's broadcasting are critical responsibilities. Agency infrastructure activities in FY 2011 included:

- Migrating all Washington headquarters users to an external mail service (Office 365). In addition, TSI has started a beta program for users of a cloud-based computing environment that will integrate email, Instant Messaging, audio conferencing, and video conferencing. These "cloud" applications will ultimately reduce costs and build continuity of operations functions into the network operation.
- Providing technical support for innovative delivery formats such as podcasts, text messages, online chats, and other multimedia applications.
- "Virtualizing" existing servers and consolidating storage systems to standardized platforms. These activities have allowed TSI to reduce the number of data centers, consistent with OMB's Federal Data Center Consolidation mandate.
- Continuously monitoring and reporting of the security posture of Agency information systems as required by FISMA. TSI maintains multiple layers of security for the BBG's information systems and continuously works to improve the overall security posture of the Agency.
- Upgrading the Agency's intrusion detection systems by procuring an enterprise-wide security log and analysis tool that scans for security relevant events. TSI plans to expand this capability by adding more sensing technology to the tool.
- Installing a web-filtering product to block access to harmful websites, monitoring malware attempting to plant itself in BBG's network, and protecting users from malicious Internet traffic.

- Replacing several HVAC units at BBG’s headquarters (the Cohen Building in Washington) and making additional repairs to the building’s emergency generator.
- Maintaining a reliable electrical supply at its Washington headquarters for its around-the-clock broadcast mission. Moving the Agency to an all-digital media platform places significant new demands on power consumption and emergency backup requirements. In FY 2011, TSI completed several upgrades to the electrical infrastructure for the technical area in the Cohen Building. And, TSI is researching possible alternatives for a backup generator.

Other Administrative Highlights

In an effort to invest in its workforce, the IBB began implementation of a five-year Human Capital and Succession Plan by launching new efforts in internal communication, an improved awards program, and new performance management initiatives. In addition, an eight-month Leadership and Communications training project was conducted in FY 2011 in an effort to improve communications between supervisors, subordinates, and peers.

FY 2013 Performance Objectives

- Expand reach and impact of BBG social media products through real-time/near-time translation and new analytics tools.
- Increase reach among targeted audiences around the world with high-quality, original reporting and features from across BBG entities through global news-sharing network.
- Realign BBG transmissions to maximize the effectiveness of program delivery resources.
- Upgrade VOA’s digital media management and infrastructure and support VOA new media programming.
- Increase awareness of BBG programs in high priority markets through advertising and promotion.
- Use research to identify appropriate target audiences and their preferred media, with the formats and content that would appeal to them.
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.
- Support initiatives to improve financial, performance, and budget integration as well as improve financial and acquisition processes.
- Carry out BBG’s mission and goals with a workforce that is agile, skilled, diverse, well-led, and motivated.

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Performance Budget Information

Introduction

This Performance Budget includes a summary of the BBG strategic plan, a summary of the status of the Agency's current performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section, together with the accomplishments, performance goals, and resource information in the regional sections, connects the BBG strategic goal, performance objectives, and budget presentation and fulfills requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. The Agency's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the BBG website, bbg.gov. The 2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget identifies the lower-priority program activities under the GPRM Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

Summary of the 2011-2016 BBG Strategic Plan

The mission of the Broadcasting Board of Governors is to inform and engage people around the world in support of freedom and democracy.

The BBG's 2011-2016 strategic plan is an ambitious roadmap to refine and expand the reach and impact of U.S. international broadcasting in support of U.S. strategic interests. The plan informs the FY 2013 budget request and continues the integration of performance, budget planning, and management of the BBG.

The primary strategic goal of U.S. international broadcasting is to be the world's leading international news agency by 2016, focused on our mission and impact. In support of that goal, a primary performance goal is to reach a global weekly audience of 216 million by 2016. The BBG's programs are designed to foster greater understanding and encourage the widest possible exchange of ideas regarding local situations, the world context, and American values, culture, and policies. The BBG's primary strategic goal is funded by the BBG's appropriations as presented below.

BBG Budget by Account (\$ in millions)

	FY 09 Actual ¹	FY 10 Actual ²	FY 11 Actual	FY 12 Actual ³	FY 13 Request
International Broadcasting					
Operations	\$708.23	\$745.61	\$740.02	\$744.50	\$711.56
Broadcasting Capital					
Improvements	\$12.05	\$13.26	\$6.86	\$7.03	\$8.59

¹ Includes funding pursuant to the FY 2008 Supplemental Appropriations Act, 2008, P.L. 110-252 (\$7.9 million). Also includes transfers from Department of State \$4.2 million for P.L. 110-329 Georgian/Russian Initiatives (\$2.863 million was utilized in FY 2009) and \$10 million for P.L. 111-32 enhanced programming to the Afghanistan-Pakistan Border region (\$0.030 was utilized in FY 2009). Reflects transfer of \$.750 million from International Broadcasting Bureau to Broadcasting Capital Improvements.

² Includes carryover balances from FY 2009 transfers from Department of State for P.L. 110-329 Georgian/Russian Initiatives \$1.337 million and P.L. 111-32 enhanced programming to the Afghanistan-Pakistan Border region \$9.97 million. Includes funding pursuant to the Supplemental Appropriations Act, 2010, P.L. 111-212. (\$3.0 million) of which \$1.159 million was utilized in FY 2010. Reflects transfer of \$.641 million from International Broadcasting Bureau to Broadcasting Capital Improvements.

³ Includes funding pursuant to the Appropriations Act 2012 P.L. 112-77 (\$4.4 million) for Overseas Contingency Operations/Global War on Terrorism.

The strategies identified in the BBG strategic plan include

- Engaging, as well as informing, to foster freedom and democracy through free expression as well as free press,
- Restructuring the agency to provide a more unified, efficient organization, while maintaining the broadcast brands that audiences trust, and directing reporting assets to regions to provide capacity to meet local audience needs and to nurture global news reporting,
- Resolving and merging overlap language services with differentiation by function,
- Setting product mix and delivery methods strategically to market demands,
- Launching a global news network to aggregate original BBG news reporting,
- Implementing more than a dozen targeted strategic initiatives to exploit specific market opportunities for greater reach and impact.

The regional performance goals for the 2011-2016 Strategic Plan are

- Reach critical audiences in the Middle East and North Africa.
- Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.
- Focus broadcasting to audiences of strategic priority in East and Southeast Asia.
- Reach new audiences with increased engagement in Africa.
- Expand audience reach in strategic locations of Latin America.
- Align essential support functions with broadcasting implementation strategies and performance goals.

Accomplishments, performance targets, budget figures, and program changes for each of these goals are outlined in the regional and support narrative sections.

Current Context of BBG Broadcasting

When U.S. international broadcasting began in 1942, programs were broadcast via shortwave. Over time, the number of transmission options has grown and listener preferences and media access have changed. The technology driving transmitting and receiving broadcast signals is constantly improving and changing. The BBG has kept up with these technological developments, which offer extraordinary new opportunities for unfiltered, direct dialogue with audiences around the world. Today, the BBG transmits programs through radio (shortwave, medium wave, FM, and satellite), terrestrial and satellite television, the Internet (web pages with streaming audio and video, Twitter, Facebook, and YouTube), and numerous types of mobile technology including SMS and mobile web.

In order to serve audiences in less developed areas of the world, the BBG must continue to broadcast via traditional technologies such as shortwave and maintain capability on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve both current and future audiences, the BBG must also invest in new cutting-edge technology. In areas where the BBG has ceased to broadcast, or where ownership and usage of shortwave radios has declined significantly, the BBG has closed transmission stations, repurposed equipment, and invested these savings in new media technology and new high priority programming.

In addition to changes in delivery methods, consumers of news and information now have an unprecedented array of options from which to choose. For example, citizen journalism provides broadcasters with opportunities collect information and disseminate information while interacting with audiences. In many regions, BBG broadcasts face growing competition from local news sources and international broadcasters. While this information explosion seems to point to more openness and freedom, the trends in recent years have been toward less press freedom and growing Internet censorship in key markets.

The BBG relies on extensive market research to identify audience preferences and the most appropriate programming mix and delivery options for specific target audiences. In addition to research about the effectiveness of current programming, the BBG commissions research on the overall media market in its broadcast countries to better understand how these markets are developing and the capabilities that each BBG entity will need to remain competitive. As new technologies emerge and in some instances become dominant, quality market research enables the BBG to be forward-thinking and strategically positioned to fulfill its mission. The Board undertakes a comprehensive assessment of the languages in which the BBG entities broadcast each year during its Language Service Review. This review examines qualitative and quantitative research on the performance of programming; audience reach and impact; and media usage and ownership. The review forms the basis for proposing to enhance existing language services, start new ones, or in some instances end broadcasts.

In FY 2011, the LSR was incorporated with the year-long, comprehensive review of the Agency led by the Board's Strategy and Budget Committee. This review considered the Agency's mission, the global operating environment, and distribution and technology efforts, and it included in-depth regional reviews that covered every region, language service, and entity within

U.S. International Broadcasting. The review culminated in the creation of the new FY 2011-2016 Strategic Plan which is contained later in this document.

The BBG FY 2011-2016 Strategic Plan gives highest priority to strategically setting the program mix and delivery platforms in order to meet market demand. This is critical to ensure that the BBG achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives by communicating standards for human rights, civil society, religious tolerance, and transparency of government via the most effective delivery systems.

BBG Performance Indicators

Delivering accurate news and information to significant audiences in target countries is the BBG's core definition of success. This requires first that BBG programming convey information in a manner attractive to listeners or viewers and second, that programs reach large numbers of people on a regular basis. The BBG has implemented performance indicators to measure these equally important elements at the entity level, together with other secondary measures. Scores for the performance indicators and secondary measures are recorded for each language service annually and then aggregated at the entity level to summarize the accomplishments of each entity.

Overall Weekly Audiences: This indicator measures the number of people in target areas listening to or viewing BBG programming on a weekly basis. The measure is obtained for each language service and for the countries served by the BBG. It is based upon the measurement of the "regular listening audience," a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV or Internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample.

Depending on the political, social, and media conditions in each country, measurement of audience size may be easily attained, attained with difficulty, or impossible. For both financial and logistical considerations, the most statistically robust research is not always possible for all areas. Where full probability surveys cannot be done, the best feasible sampling method is used. These may cause some estimates to have a somewhat wider margin of error, and the BBG seeks to accurately identify the margin of error for each survey, taking into account effects of different sample designs. Technical reports for each survey contain these details.

In certain countries, however, political conditions or funding constraints may preclude any research from taking place in a given year. Therefore, performance values for the BBG as a whole and for each BBG broadcast entity include the most recent survey data from each country, most of which is from the current or prior year, although it may go back as far as five years.

Internationally accepted statistical methods are used to estimate audience size from sample survey data. In rare cases when the BBG is only able to sample particular regions or urban areas, data is projected on the sample population not the national population.

The increasing reliance on local rebroadcasts via affiliate radio stations and the addition of television outlets to the broadcast distribution scheme further complicate measurement in many

countries. For example, when shortwave was the only program delivery the BBG used in a given country, it meant that a single national survey could be used to produce an accurate audience measurement. As more of the listening audience have tuned in via local FM or TV affiliates, multiple city surveys are required.

Another factor that complicates the measurement and reporting of audiences for U.S. international broadcasting is that estimates must be unduplicated as they are aggregated. Inevitably there is a certain amount of overlap in listeners among international broadcasters, which increases when television and the Internet are also considered. The BBG’s methodology avoids counting the same listener or viewer twice when consolidating country, region, or worldwide audience figures.

Because of the limitations of reliable survey data in Cuba and many of the countries that Radio Free Asia broadcasts to, it is not possible to estimate a listening audience for OCB or RFA.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Regular Listening/Viewing Audiences: Number of people (in millions) in target areas listening or viewing at least weekly by program element						
VOA	124.5	122.5	120.6	141.1	141.1	141.1
MBN (Radio Sawa)	16.4	17.6	17.6	14.9	15.0	15.0
MBN (Alhurra)	27.7	26.2	27.0	26.7	27.0	28.0
RFE/RL	17.6	18.4	21.0	24.3	24.3	20.9
RFA	NA	NA	NA	11.9	11.9	12.3
OCB	NA	NA	NA	NA	NA	NA

Affiliations and Transmitters: As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. The affiliation indicator counts only those stations with contracts that regularly rebroadcast identified programs of U.S. international broadcasting entities on competitive media, in or near prime time in an uncensored manner, either nationally or in strategically important parts of the country. The transmitter indicator counts IBB-owned and -operated local transmitters—TV, FM, and medium wave.

The number of VOA, MBN, and RFE/RL Radio Transmitters did not meet targets in FY11 because of ongoing budgetary, political, and security constraints on construction of planned new facilities. Increases are planned for future years but they also will be subject to these ongoing constraints. The planned number of MBN TV Transmitters will remain at the current level of 5 for the foreseeable future.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Affiliations and Transmitters: The count of high impact and high quality radio and TV stations regularly carrying U.S. government programming, and of IBB-owned and -operated local transmitters, TV, FM, and AM.						
VOA – Affiliates	342	360	365	370	375	382
RFE/RL – Affiliates	46	62	67	68	70	73
RFA – Affiliates	3	7	8	9	12	15
VOA – Transmitters	33	34	42	35	44	56
MBN (Radio Sawa) – Transmitters	39	40	46	40	42	48
MBN (Alhurra) – Transmitters	5	5	5	5	5	5
RFE/RL – Transmitters	19	20	29	20	27	34

Program Quality: This indicator presents the percentage of an entity’s language services whose programming is assessed as being of good-or-better quality. Ratings are based upon two broad criteria: (1) content and (2) presentation. The content and presentation criteria include evaluations of accuracy, reliability, authoritativeness, objectivity, comprehensiveness, and other variables reflecting distinct statutory, policy, and mission mandates for the different stations and separate sub-criteria for each production unit unique to its media and the program. These are averaged and summarized on a scale from 1-4, where 1.0-1.3 = poor; 1.4-1.6 = poor to fair; 1.7-2.3 = fair; 2.4-2.6 = fair to good; 2.7-3.3 = good; 3.4-3.6 = good to excellent; 3.7-4.0 = excellent.

Measuring program quality requires developing standardized criteria applicable to very different media and methods of delivery while minimizing subjective judgments on content and presentation. The BBG uses a single outside research organization, and it has harmonized standards and schedules for program reviews. The monitoring panels of regular listeners who can detect changes in the quality of programs and the expert listener both contribute components to the ultimate score by listening to a sample of programming. These are further balanced by reviews of other sections of programming conducted by in-house analysts.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Program Quality: Assesses the U.S. interest, content, balance, accuracy, and quality of presentation of program material. Score is percent of services whose programs overall are rated “good or better.”						
VOA ¹	100	100	100	100	100	100
MBN (Radio Sawa)	NA	100	100	NA	100	100
MBN (Alhurra)	100	NA	100	NA	100	100
RFE/RL	100	100	100	96	100	100
RFA	100	100	100	100	100	100
OCB	50	100	100	100	100	100

Program Credibility: This indicator is determined by the survey question about “trustworthiness of news and information” of those sampled respondents who listened at least once a week to each station. The answers are registered on a five-point scale—very trustworthy, somewhat trustworthy, neither trustworthy nor untrustworthy, somewhat untrustworthy, or very untrustworthy. The credibility index is the percent of those answering the question in the survey (excluding those who did not respond or did not know) who endorsed very or somewhat trustworthy.

The mix of target countries underlying a credibility estimate for a BBG broadcaster as a whole is held constant so that changes in the value are attributable to survey data only, and not to a changing mix of countries surveyed from year to year. As local conditions under which surveys are conducted often change dramatically, the ability to re-survey is occasionally restricted or inhibited. As with the audience estimate, if a survey was not performed in a country in the current year, the most current value was used up to five years prior. Also, credibility estimates are not included for countries where the number of regular listeners is so small (n = <50) that the estimate is unreliable. Typically, because the audience is so small, these exclusions do not affect the overall credibility rating of a BBG broadcast entity as a whole.

Because of the limitations of reliable survey data in Cuba, it is not possible to reliably measure program credibility for OCB.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Program Credibility: Consists of the percent of those listening at least once a week who consider the station's news and information "very trustworthy/reliable" or "somewhat trustworthy/reliable" in an annual survey.						
VOA ¹	91	94	95	93	94	95
MBN (Radio Sawa)	82	90	90	92	92	92
MBN (Alhurra)	85	86	87	88	90	90
RFE/RL	87	92	92	92	93	94
RFA	95	91	95	92	95	95
OCB	NA	NA	NA	NA	NA	NA

¹ Prior to FY 2010, VOA program credibility scores cover radio only. For FY 2010 and beyond, they include both radio and television.

Understanding: This indicator is determined by the survey question asking weekly listeners/viewers whether the broadcasts have "increased their understanding of current events." The answers are registered on a four-point scale – a great deal, somewhat, very little, or not at all. The understanding indicator measures the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose "a great deal" or "somewhat." This indicator is one of the three principal measures outlined in the BBG's Strategic Plan. It was reported for the first time in the FY 2010 Performance and Accountability Report.

Because of the limitations of reliable survey data in Cuba, it is not possible to reliably measure understanding for OCB.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Understanding: Consists of the percent of those listening or viewing at least once a week who say that the broadcasts have "increased their understanding of current events" "somewhat" or "a great deal" in an annual survey.						
VOA	NA	85	85	86	86	86
MBN (Radio Sawa)	NA	70	75	70	75	75
MBN (Alhurra)	NA	69	75	70	75	75
RFE/RL	NA	85	87	88	89	90
RFA	NA	89	90	83	88	90
OCB	NA	NA	NA	NA	NA	NA

Signal Strength: This statistic refers exclusively to radio signal monitoring by IBB staff of cross-border shortwave and medium wave signals in or near target areas. Signal strength is an

important register of whether the programs are capable of being heard by the target audiences. The IBB routinely compiles a program reception statistic for each language service. Typically, this is done for each of the two broadcast seasons: April to September, and October to March. The summary statistic aggregates the most recent readings for each service and averages them. While signal delivery lends itself well to GPRA measurement, since monitoring data is regularly collected, U.S. international broadcasting continues to examine this approach with an eye to improving its accuracy, sensitivity, and usefulness as an analytical tool. Survey research data provides an independent source of data, yet to be integrated into the statistic. The Radio Signal Strength Index only measures shortwave and medium wave transmissions, thus reflecting the shortwave reductions across most of the global network. The scale is 1-1.5, nil; 1.5-2.5, poor; 2.5-3.5, fair or average; 3.5-4.5, good; and 4.5-5, excellent.

The Radio Signal Strength Index increased in FY11 rather than declining as predicted. This increase resulted from effective re-scheduling of available network assets, in particular to overcome jamming and interference. However, an overall decline is likely to continue in future years as temporary shortwave surge transmissions are removed, broadcasting requirements are shifted from shortwave to more effective media, and as constrained available network capabilities reduce scheduling options.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Radio Signal Strength Index: This overall network level indicator applies only to cross-border shortwave and medium wave radio signals, and measures whether programs can be heard by target audiences. Based on a 5-point scale.						
BBG	2.74	2.80	2.75	2.92	2.90	2.90

Satellite Effectiveness Index: This index provides a quantitative measure of the ability of the satellite network to access the population of TV households. The measure accounts for TV population, total satellite network capacity, signal strength, and prime-time flexibility. This index considers five criteria: 1) Coverage of the satellite in channel-hours; 2) Coverage to small (3 meters or less) antennas; 3) Time-zone flexibility to ensure prime-time coverage; 4) TV households reached; and 5) Ability to feed other satellites as part of the network. The index was developed by the Office of Technology, Services, and Innovation in cooperation with the Broadcasting Satellite Users' Board to improve on an earlier index. The Satellite Effectiveness Index represents a refined, more useful planning tool than the original formula. The upper limit of the index is unknown since the potential number of TV channels and TV audiences around the world may change in the future.

The Satellite Effectiveness Index exceeded its target in FY11 because of adjustments to overcome PNN satellite jamming and the addition of audio services to Zimbabwe and "Picture with Audio" services to Africa and China. The index will increase modestly in future years as some satellite television capacity is added to satisfy growing requirements.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Satellite Effectiveness Index: Assesses whether the BBG satellite delivery is keeping pace with global media developments						
BBG	10.4	10.4	10.4	10.9	11.0	14.2

Transmission Network Consumable Expense: This indicator is equal to the total annual cost of power, maintenance, and repair to operate the transmitters in the BBG network around the world. Jamming by host governments drives the number up, as does a proliferation of media in the target market areas that requires more diverse delivery systems to successfully compete there.

The operating costs for the BBG’s transmission network cost did not decline as much as predicted in FY11 due to costs incurred to overcome jamming and interference and continue surge transmissions. Costs are expected to decline in the future because of network operating economies and the expected decreased use of shortwave transmissions. However, the turbulent world economy could still produce unanticipated large increases in the fuel and electricity costs as well as foreign exchange rates in the coming years.

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Target	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Transmission Network Consumable Expense: The cost (in millions) of power and parts to operate the IBO transmitter						
BBG	\$34	\$35	\$34	\$35	\$34	\$26

Verification and Validation of Indicators

The performance indicators are a best effort to measure each broadcast entity’s level of performance now, and to project how effective they will be in FY 2012 and FY 2013. To achieve maximum objectivity, measurements are performed independently of the elements being evaluated. VOA, OCB, RFE/RL, RFA, and MBN audience research is carried out by InterMedia, an outside research provider under contract to the BBG. The Broadcasting Satellite Users’ Group, a multi-element working group not affiliated with the Office of Technology, Services, and Innovation, calculates the Satellite Effectiveness Index. Evaluation of program quality is initially conducted by InterMedia Survey Institute and presented at program reviews for each entity. The appropriate entity research director or BBG research coordinator computes entity-wide performance values, and sends them to InterMedia for verification.

The standards of the Conference of International Broadcasting Audience Researchers and other standards-setting organizations are followed for the design and conduct of sample surveys. A technical report is produced for every survey, which describes the sampling plan, the problems encountered in the field and the methods of resolution, and these are being improved to allow computation of margins of error that include design effects where feasible.

New Media Performance Metrics

The Internet and other forms of new media have become key delivery platforms for BBG broadcasts in many media markets. The BBG collects and analyzes various metrics to understand how audiences use these platforms to access and share news and information. While Internet access varies widely across the BBG broadcast regions, the new media metrics presented on the following pages give some indication of the impact of new media efforts by showing the total number of direct visits and visitors to the BBG language service websites during fiscal year 2011, and also the average time spent on the site during each visit. These numbers do not count most traffic to proxy servers, which can be significant in areas where Internet access is censored

or restricted. These numbers also do not capture the further distribution of digital content through online social networks or informal word-of-mouth.

**Broadcasting Board of Governors
Digital Media Metrics**

Language Service	Total Visits	Total Visits	Total Pages	Total Pages	Average Time	Average Time
	FY 2010	FY 2011	Viewed FY 2010	Viewed FY 2011	on Site FY 2010	on Site FY 2011
Voice of America						
Africa Division						
Central Africa (Kinyarwanda, Kirundi)	325,922	368,396	737,162	609,940	01:50	02:01
French To Africa Service	176,367	258,484	413,997	541,663	02:33	02:45
Hausa Service	519,269	950,584	1,197,646	2,245,901	02:57	05:03
Horn Of Africa (Amharic, Tigrigna, Afaan Oromo)	2,069,145	n/a	4,038,490	n/a	00:44	n/a
Amharic	1,414,406	4,104,024	2,856,546	7,539,933	01:34	02:21
Tigrigna	251,963	1,312,218	624,042	3,100,254	01:01	03:18
Afaan Oromoo	93,116	219,569	247,993	539,243	01:10	03:18
Portuguese Service	163,530	493,956	378,964	1,194,794	03:06	03:55
Somali Service	3,269,593	5,761,961	7,242,161	11,550,184	03:13	03:55
Swahili Service	74,051	145,982	156,280	260,659	03:14	02:40
Zimbabwe/Shona/Ndebele/English						
Zimbabwe	484,688	621,823	836,945	1,024,777	03:15	02:03
Shona	30,063	50,021	60,486	89,787	03:26	02:51
Ndebele	18,828	33,394	37,752	50,348	02:42	02:21
East Asia & Pacific Division						
Burmese Service	4,303,376	7,020,383	10,358,872	17,002,358	07:11	04:02
Cantonese Service *	n/a	93,434	n/a	206,853	n/a	02:33
Indonesian Service	753,480	1,431,899	1,684,958	2,763,418	08:33	02:45
Khmer Service	1,095,478	1,407,152	2,964,614	2,891,851	08:33	03:12
Khmer English	243,102	639,221	552,484	1,282,363	08:46	02:39
Korean Service	509,120	487,066	1,748,694	1,472,918	07:04	02:56
Lao Service	321,083	482,865	1,029,203	1,700,744	08:55	05:58
Mandarin Service	6,120,844	9,719,958	21,760,705	30,679,972	09:44	04:39
Thai Service	312,741	248,452	560,329	429,815	07:18	01:51
Tibetan Service	363,296	709,567	886,849	1,492,554	05:22	03:23
Tibetan English	223,483	363,463	513,612	720,559	07:45	02:48
Vietnamese Service	10,947,979	20,141,170	52,786,318	74,122,401	10:51	05:39
Eurasia Division						
Albanian Service	1,637,554	1,632,858	4,326,917	4,258,559	05:40	03:18
Bosnian Service	210,268	178,820	451,134	347,693	05:36	02:14
Croatian Service	243,573	279,685	421,225	446,961	05:17	01:22
Greek Service	99,497	104,475	180,962	170,065	05:20	01:29
Macedonian Service	39,309	81,340	97,225	167,210	06:41	02:11
Russian Service	6,319,060	11,954,104	13,286,066	27,919,931	08:18	03:18
Serbian Service	498,428	589,488	1,120,683	1,192,978	05:49	02:03
Ukrainian Service	240,555	565,430	542,710	1,091,840	07:17	02:08
Latin America Division						
Creole Service	163,351	213,578	364,867	394,479	08:09	02:34
Spanish Service	1,520,961	2,758,925	2,422,156	4,317,369	06:59	01:16
Near East & Central Asia Division						
Armenian Service	56,901	149,345	111,551	270,541	05:24	02:14
Azerbaijani Service	109,599	261,364	246,320	544,680	07:05	03:00
Georgian Service	70,301	225,486	154,819	453,346	07:18	02:46
Kurdish Service	153,939	296,233	438,378	711,749	06:59	03:23
Kurdi	42,317	68,101	96,077	142,965	06:16	02:42
Turkish Service	417,131	555,885	852,724	1,001,605	05:59	01:50
Uzbek Service	249,808	283,414	609,849	598,447	08:59	03:38

* partial year - launched or closed during FY 2011

Broadcasting Board of Governors						
Digital Media Metrics						
Language Service	Total Visits	Total Visits	Total Pages	Total Pages	Average Time	Average Time
	FY 2010	FY 2011	Viewed	Viewed	on Site	on Site
			FY 2010	FY 2011	FY 2010	FY 2011
South Asia Division						
Afghanistan Service						
Dari	511,179	717,186	1,422,079	1,834,007	07:35	04:06
Pashto	557,860	872,599	1,445,444	1,974,844	08:35	04:17
VOA Radio Deewa (Pashto)	122,401	170,175	318,796	398,807	08:13	04:43
Bangla Service	135,371	153,213	269,843	285,234	05:35	02:39
Urdu Service	799,938	1,342,264	2,733,801	4,199,379	08:48	06:01
Persian News Network	19,073,652	29,082,818	46,744,994	62,445,069	07:15	03:17
English Division	34,254,591	51,399,856	67,273,339	84,032,058	08:32	01:44
Special English	n/a	19,952,416	n/a	55,509,923	n/a	04:30
Office of Cuba Broadcasting						
Radio & TV Marti	569,509	1,002,901	1,638,002	2,385,976	02:44	03:25
Radio Free Europe Radio Liberty						
Armenian	1,769,040	3,223,709	7,862,693	11,104,981	09:08	11:40
Armenian Russian*	n/a	296,842	n/a	965,680	n/a	04:40
Azerbaijani	2,882,792	5,612,327	13,211,125	18,801,031	08:49	09:05
Azerbaijani Russian	n/a	728,558	n/a	2,511,629	n/a	05:51
Balkans (Bosnian, Macedonian, Serbian, Montenegrin, Albanian)	4,333,413	2,718,258	15,144,203	8,526,681	03:19	06:39
Kosovo	n/a	1,902,330	n/a	5,047,840	n/a	04:33
Macedonia	n/a	739,020	n/a	1,370,467	n/a	02:00
Belarusian	1,609,226	5,439,552	6,464,433	19,165,929	07:16	08:51
Georgian	1,002,576	1,295,913	4,138,198	3,823,576	08:36	11:58
Ekho Kavkaza (Russian)	n/a	1,012,379	n/a	3,151,313	n/a	05:06
Kazakh	3,814,081	4,936,457	11,352,156	13,451,668	05:28	05:32
Kyrgyz	2,038,512	2,284,257	11,030,681	8,653,188	13:03	13:41
Kyrgyz Russian*	n/a	134,842	n/a	366,050	n/a	04:16
Moldovan	534,483	632,837	1,775,980	1,626,490	03:57	04:11
North Caucasus (Avar, Chechen and Circassian)	n/a	2,010	n/a	5,318	n/a	10:14
Radio Farda (Persian)	46,316,904	72,359,905	173,529,095	229,579,228	08:22	11:10
Radio Free Afghanistan (Dari and Pashto)	1,091,084	1,733,598	5,488,638	5,811,678	10:18	12:07
Radio Mashaal (Pashto to Pakistan)	17,270	61,033	161,715	196,094	15:30	13:30
Radio Free Iraq (Arabic)	474,225	688,724	1,120,237	1,265,452	02:44	02:38
Russian	28,996,902	41,736,294	98,010,223	92,150,163	09:47	10:16
Tajik	1,782,137	2,996,175	8,972,510	12,015,142	11:11	11:16
Tajik Russian*	n/a	91,587	n/a	257,169	n/a	04:40
Tatar-Bashkir	301,597	429,309	1,417,693	1,637,863	07:57	07:34
Turkmen	110,715	236,607	600,478	903,027	07:49	07:16
Ukrainian	4,155,192	5,590,837	8,782,336	10,987,835	02:46	03:04
Uzbek	2,299,207	4,594,521	10,132,986	17,564,792	10:14	09:35
Radio Free Asia						
Burmese Service	3,007,349	4,580,264	7,785,570	12,319,871	06:11	06:49
Cambodian Service	5,005,770	5,565,056	15,742,477	17,550,260	07:33	08:29
Cantonese Service	203,817	226,813	558,366	526,647	07:55	07:11
Korean Service	288,308	432,753	1,303,584	1,824,944	09:44	09:02
Laotian Service	474,275	510,065	1,749,925	2,065,433	07:24	07:47
Mandarin Service	2,785,850	4,355,307	11,905,179	13,396,337	09:15	09:01
Tibetan Service	529,800	634,965	1,831,633	2,114,048	09:37	09:02
Uyghur Service	666,708	619,722	2,986,401	2,725,036	10:57	11:00
Vietnamese Service	12,564,656	18,231,930	45,100,602	61,414,909	09:11	09:38
Middle East Broadcasting Networks						
Alhurra	2,880,558	6,172,902	14,461,095	18,932,594	04:56	04:31
Radio Sawa	24,591,481	19,503,076	70,422,180	66,031,158	06:04	06:42

* partial year - launched or closed during FY 2011



Broadcasting
Board of
Governors

Impact through Innovation and Integration

BBG Strategic Plan 2012-2016



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Preface to the New BBG Strategy

Impact through Innovation and Integration is the third strategic plan of the Broadcasting Board of Governors since its inception as an independent agency in 1998, and the first under the direction of the Board that took office in July, 2010.

As with previous agency strategic plans, this one encompasses the missions and operations all five BBG media properties – the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia, (RFA), the Office of Cuba Broadcasting (OCB – Radio and TV Martí), and the Middle East Broadcast Networks (MBN – Alhurra TV and Radio Sawa).

The BBG's first strategic plan, entitled “Marrying the Mission to the Market,” called on U.S. international broadcasting to adjust to major market forces with the end of the Cold War, specifically to distribute programming across ever-larger networks of affiliate stations as such outlets were exploding in number and influence.

The first plan was timely in aiding the BBG to meet post-9/11 challenges – producing mission-driven products that could attract significant audiences. From 2002 onward, the agency launched numerous new media outlets in the Middle East and beyond, including 24/7 Alhurra TV and Radio Sawa in Arabic.

The second plan built on the first, taking stock of a world affected by extremism but by persistent authoritarianism as well. In the dynamic of market factors and mission imperatives, it recalibrated BBG's approach to renew emphasis on the latter.

From 2001 to 2009, BBG's budget grew from \$425 to more than \$750 million, and worldwide audiences surged from 100 to 175 million.

All the while, the agency contended with longstanding structural challenges associated with the legacies of broadcast organizations created at different times and for different reasons over nearly 70 years. Distinct legal frameworks and personnel and administrative procedures across both federal and non-federal entities, language service duplication, and complex chains of command have inhibited operational effectiveness.

The new (July 2010) BBG board has prioritized addressing these issues. The fiscal situation in the federal government has made doing so urgent.

The BBG has substantial resources trapped in bureaucratic inefficiency and redundancy. Rationalizing the enterprise to put more assets on the front lines of our multimedia operations in more than 100 countries worldwide is critical to future success.

Thus, as with the U.S. government overall, the BBG needs a fiscal strategy and a growth strategy. We have to realign agency structures and finances to accomplish the mission Congress has asked us to do.

This is the immediate context for this third BBG strategy. It is predicated on the dual aims of fiscal and structural reform and assertive audience growth and mission fulfillment.

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Summary of the Plan

The BBG's Strategic Plan, 2012–2016, addresses the critical challenges and new opportunities marked by worldwide political and economic upheaval and a historic communications revolution now facing the agency and our brand name organizations – Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Alhurra TV and Radio Sawa, and Radio and TV Martí.

The global demand for objective news, analysis, and engagement remains high. The U.S. capacity to fill that demand – through the most dynamic media technologies and news-gathering strategies – must advance to meet both our nation's foreign policy requirements and our audiences' information needs.

To have impact today, the BBG must innovate as never before. To have the resources and management structures to enable such innovation, the agency must integrate its operations. These core imperatives are reflected in the title of the new plan, ***Impact through Innovation and Integration.***

An Updated Mission Statement

In light of the new operating environment, the BBG has revised its mission statement: To inform, engage, and connect people around the world in support of freedom and democracy.

The mission upholds the agency's role as a journalistic organization and advances the utility of accurate, credible news and information to support democratic transformation across the Middle East, North Africa, and elsewhere; to counter extremist propaganda in Afghanistan, Iran, North Korea, Pakistan, Somalia, and Yemen; and to throw a light on human rights abuses in Belarus, Burma, China, Cuba, North Korea, Russia, and beyond.

The new mission also acknowledges and seeks to drive the BBG's growing role in facilitating our audiences' own contributions to news and information flows and to encourage them to share this content with us and with one another. Citizen journalism, user-generated content, and peer-to-peer sharing are vital components of the new information space. The BBG will nurture these activities by taking important strides forward in social as well as traditional media.

All this the BBG does to carry forward the agency's mandates from Congress to: (1) provide accurate, comprehensive news; (2) to represent U.S. society and culture; and (3) to present and discuss U.S. policy. By adapting the agency's work to the realities of today's evolving media and audience circumstances, we will best be able to fulfill these imperatives going forward.

Ambitious Strategic and Performance Goals

Our aspirations are large. The BBG already is one of the world's largest news-gathering and reporting enterprises with more than 80 language services, 50 overseas news bureaus, 4000 employees, and 1500 stringer reporters. Our five media entities generate original reporting every day from and around the world's hotspots, primarily in vernacular languages for target audiences in these areas.

Yet too little of this rich content is translated and shared across the BBG to augment international news coverage for other agency vernacular services, or made available to other global audiences in English. We aim to change this by harnessing agency editorial output for internal sharing and launching a Web-based aggregation platform for external distribution.

The BBG believes that by taking this and other key steps, we will be able to accomplish our over-riding strategic goal: *To become the world's leading international news agency by 2016, focused on our mission and impact.*

The goal refers to the BBG's focus on countries that lack free media as well as freedom and democracy and, as such, constitute U.S. national security imperatives. In service to these places, the agency aims to be the leader (not to rival U.S. commercial broadcasting entities).

The agency's performance goal in support of this objective is equally ambitious: *To reach 216 million in global weekly audience by 2016.*

Key Tactical Steps

The goals we have set are bold given the intensely competitive global information environment, real-world limitations on our ability to report and disseminate the news from countries that deny our journalists visas and jam our broadcasts, and the difficult federal government budget environment.

To meet the targets, the BBG will pursue an implementation plan that combines both restructuring and growth steps. The former seek to end a system of U.S. international broadcasting that traps resources in inefficiency and duplication and fails to leverage our collective strengths. The latter aim to enhance our performance at the language service level and take advantage of opportunities across our broadcast territories to expand reach and impact in fulfillment of our mission and congressional mandates.

For the 2012-2016 period, there are a dozen key tactical steps:

- Unify the Agency into one organization, many brands
- Launch a Global News Network
- Seize targeted growth opportunities
- Focus on the global democracy wave and pockets of extremism
- Rationalize program delivery
- Combat Internet censorship and jamming

- Elevate and expand social media innovation
- Employ leading-edge communication techniques and technologies
- Engage the world in conversation about America
- Nurture a dynamic, dedicated workforce
- Spur development through targeted media Initiatives and training
- Sharpen understanding of impact through state-of-the-art research.

The BBG's year-long strategic review has identified specific organizational reforms to create a more robust and efficient broadcast organization. These include establishing a CEO to manage the agency's day-to-day affairs; consolidating all senior administrative and management functions into one, integrated network management operation; assessing the feasibility of merging the three grantee organizations (RFE/RL, RFA, and MBN), and exploring the de-federalization of VOA and OCB as well as the International Broadcasting Bureau, the federal BBG components. The aim is to maximize operational flexibility, efficiency, and compatibility to drive fulfillment of our mission.

Growth does not hinge exclusively on restructuring, however. Better results will come in the first instance from actions we take in our markets to improve the positioning, branding, audience targeting, distribution, and other factors of our language services.

The BBG will thus execute on a wide range of on-the-ground priorities while pursuing restructuring, keeping in mind the broad goal to become the world's leading international media organization working to support free, open, democratic societies with a five-year target of 216 million regular users of our content worldwide.

Performance Goals and Measures

In implementing the Plan, the agency will chart performance through our ability to: (1) increase global audience reach; (2) produce high-quality, credible, and relevant content; (3) ensure effective, strategic program delivery; and (4) achieve substantive impact within the target audiences and societies consistent with a multi-factor measure to be developed over the course of the Plan.

Audience reach, reflected in the 216 million goal, will be a key success measure, as will audience perceptions of the quality and reliability of our news and the degree to which we enhance our audiences' understanding of current events. With a new global research program to be in place in FY 2012, we will begin an assertive effort to measure performance using a robust set of new performance indicators, including whether we are driving news and discussion agendas in key markets.

Impact through Innovation and Integration

BBG Strategic Plan, 2012-2016

Narrative

Our Impact in the World

At the historic junction of global political and economic upheaval and a sweeping revolution in communications, U.S. international broadcasting faces exciting opportunities and critical challenges in its core mission to promote freedom and democracy. The global need for objective news, analysis and free debate has never been more timely or relevant:

- In the Middle East and North Africa, vibrant but uneven democratic transformation is being fueled by vital, instant news and information.
- Extremist propaganda – within or from Afghanistan, Iran, North Korea, Pakistan, Somalia, Yemen, and elsewhere – stokes threats to U.S. national security by inciting violence against America and its allies.
- Country after country, from Belarus to Burma to Russia, represses human rights and restricts free flows of information.
- Governments that censor the news and seek to control the media act with increasing impunity. From China to Cuba, countries have declared war against the Internet and traditional media, including increased jamming of radio and satellite broadcasts.
- Millions in Africa, Haiti, and elsewhere who suffer the ravages of famine, natural disasters and disease desperately need humanitarian information lifelines.

Our nation's overseas media outlets – Voice of America, Radio Free Europe/Radio Liberty, Alhurra TV and Radio Sawa, Radio Free Asia, and Radio and TV Martí – are vital, cost-effective national security assets whose impact is felt by some 187 million people weekly everywhere on the globe where critical U.S. interests are at stake. U.S. international broadcasting has evolved over six decades as broadcasting initiatives were created to meet national security challenges. To provide resources to increase our impact and meet future challenges, consolidation and rationalization are necessary.

U.S. international broadcasting supports societies in transition and in crisis. It provides an antidote to censored news; technologies to break through government information firewalls; and timely, life-saving information critical during humanitarian emergencies.

With global press freedom at a two-decade low, our value-added is to support freedom of press and expression, essential to fostering and sustaining free societies. Promoting the development of healthy, stable, democratic societies through credible, accurate journalism supports U.S. national interests.

Unconstrained by the demands of a commercial model – but fully independent editorially – BBG is responsive to U.S. foreign policy priorities. We reach people in their languages of

choice; in countries where advertising revenue to support independent journalism is limited or not available; where there are severe obstacles to developing relevant programming and hiring and training journalists; and where governments jam broadcasts and censor the Internet. In short, we go where other media outlets are reluctant to go, and we leave when the media environment provides the population what they need.

The New Global Information Environment

As vital as our mission is, retaining and increasing our audiences and our impact will not be easy in the face of intense competition from traditional media outlets and expanding digital and social media alternatives.

Across the world, commercial, cable and satellite TV and FM radio stations continue to proliferate. TV remains the world's dominant medium for news and entertainment. Use of shortwave and AM radio continues to decline worldwide (although shortwave remains important to the BBG to reach critical audiences in a number of priority countries). The Internet continues to grow. Social media usage is increasing exponentially. Ownership of mobile phones has reached near saturation levels in even the poorest countries.

It is crucially important that we reach audiences on their preferred media platforms. Almost always, this means using multiple platforms simultaneously. Yet we do not have unfettered access to these platforms or unlimited resources. Governments routinely deny access to local TV and radio broadcasting, or local media laws restrict the type of content foreign sources can distribute. Some countries – including Iran, China, North Korea, Cuba and Ethiopia – jam our broadcasts and block our Internet sites.

Information technology and access has empowered citizens to develop their own news and stories independently of traditional channels. Information and ideas now flow largely through networks, not hierarchies. Online communities and conversations abound amid growing information chaos and clutter. Going forward, it will be increasingly difficult for any one organization to drive the news or discussion agenda. Just getting heard will be hard.

Yet while the world is awash in media, press freedom stands at a two-decade low, according to Freedom House. More media does not necessarily mean better journalism. In many countries, the Internet is under wholesale assault. Reporters Without Borders cites China, Cuba, Iran, Saudi Arabia, Syria, Turkmenistan, and another half-dozen countries as “enemies of the Internet.” The absence of free flows of credible information in many of our markets, despite the proliferation of media, further points up our relevance and opportunity.

Against this backdrop are the activities of other government-sponsored international media. Western government-supported media are experiencing severe budgetary pressures leading them to eliminate language services, terminate distribution networks, and lay off journalists. At the same time, China, Russia, Iran, Qatar, and other countries are well-financed and expanding their international media efforts. China has a multi-billion dollar global information campaign underway, strengthening the Xinhua News Agency as well as China Radio International and CCTV. Qatar, building on the Al Jazeera brand in Arabic and English, is soon to launch services in Serbo-Croatian, Swahili, and Turkish.

Non-state actors, most notably those who support violent extremism, are also active in global media. Al Qaeda, the Taliban, and their affiliates carry out aggressive campaigns of disinformation and propaganda, not only in the Middle East and South Asia but in East and West Africa and around the world via the Internet.

Compounding the challenge is the burgeoning global youth population. In nearly every one of our markets, the median age of the population is between 18 and 30. New audiences have to come from among the hundreds of millions in this cohort. For the most part these people have never heard of our traditional radio and TV stations, or our Web sites. Their media use strongly favors digital platforms. Their interest in news, our traditional strength, is very limited.

The Urgency of Innovation

We have to innovate as never before to remain strategically relevant in the current geopolitical context and to compete effectively in the new global information space. The innovation we need is not just about new content or products; it's about creating altogether new ways of doing business to accomplish the agency's mission.

Innovation means, for example, harnessing our original reporting now spread across 59 different language services to power an unprecedented Web-based global news network. It means developing automated translation that will allow users anywhere in the world to tap into this new network and consume our products in their native language. It means exploiting delivery technologies newly prominent in key markets, such as satellite-delivered video for China, Central Asia and Southeast Asia.

It means launching a prototype TV channel in Latin America that features crowd-sourced content targeted to youth. It means working with other elements of the U.S. Government, such as placing FM antennas at U.S. embassies in Africa as a low-cost, high-impact solution for badly needed additional distribution. And it means partnering with other Western international broadcasters in global research efforts to share research techniques and costs in ways that will expand our audience and market knowledge base to inform strategies.

A Leader in Internet Censorship Circumvention and Anti-Jamming

For over 60 years U.S. international broadcasting has fought censorship in all its forms. Today, a key strategic priority for the BBG is to assist the world's citizens to gain access to information on all platforms, and in every place where governments routinely censor information for political purposes. BBG's efforts to counter Internet censorship have grown exponentially in the past few years, with significant results for the millions of users who now have unfettered access to the Internet. BBG also seeks to raise a strong voice on the international stage in order to expose the issues of satellite jamming, censorship and Internet blocking. BBG's efforts are complemented through close coordination with the State Department.

The Need for Integration

Today's economic realities argue for correcting our organizational inefficiencies. The agency must be restructured and repositioned to provide a leaner, more streamlined and efficient entity to meet today's challenges and those that lie ahead.

The BBG is a complex amalgam of broadcast entities created by Congress at different points in time over the last 70 years in response to specific foreign policy challenges. It encompasses multiple media properties, some Federal and some non-Federal, with different legal and administrative frameworks; 59 languages but more than 80 language services with 40 percent overlap; nearly 4,000 employees; 50+ overseas bureaus; and 1,500 stringer reporters – all in organizational silos with little cross-cutting coordination.

The current structure complicates managing resources for highest impact as well as the integration and projection of core talents and capabilities. It obstructs efforts to transform the agency's assets into an integrated network that can take advantage of the wide-ranging, highly professional newsgathering activities done by each BBG entity. It also restricts our ability to merge our high-quality journalism with user engagement and peer-to-peer information sharing.

Integration must therefore accompany innovation as an operational imperative. We must break down a stove-piped bureaucracy of separate, semi-autonomous entities, and shape a robust, integrated, international media network with multiple brands targeted to markets where they still strongly resonate.

The BBG's year-long strategic review identifies a new organization through which a more effective broadcast organization can be built:

- The agency's part-time board of directors will attend to broad strategic issues, maintenance of the firewall to protect the independence and integrity of the agency's journalism, as well as oversight of the BBG mission; a CEO selected by the Board and subject to the Board's supervision will manage the agency's day-to-day affairs.
- All senior administrative and management functions including strategy, development, distribution, marketing, legal, communications, social media innovation, research and evaluation, will consolidate into one, integrated network management operation.
- The Agency has begun a study to explore the feasibility of consolidating the three grantee organizations (RFE/RL, RFA, and MBN), pending due diligence, into a single corporate structure sharing a unified administrative and legal framework, while retaining their journalistic missions. The due diligence will include a preliminary look at the short- and long-term financial ramifications and the other benefits and costs of consolidation.
- We will explore de-federalization of the federal agency components, beginning with a feasibility study to assess key legal and administrative issues. Optimally,

all BBG components will share the same legal and administrative framework to maximize operational flexibility and integration.

- We will end language services in countries with more developed, independent media, and that are no longer strategic priorities. Where we have two U.S.-funded media properties operating in a given country, now largely working in isolation of one another, they will cooperate, with shared bureaus, stringers, and distribution networks where feasible. Each will provide complementary, not duplicative, content.
- We will make wholesale changes to the way we distribute our content. We are currently configured largely as we were in the 1980s, with substantial resources devoted to shortwave broadcasting. Global media use now strongly favors TV, the Internet, and FM radio as well as social media. Shortwave is vital in a half-dozen countries. But elsewhere we will sharply draw down our shortwave capacity to reallocate the resources to the new platforms our audiences are using.
- We will forward deploy substantial news-gathering and reporting as well as program production assets away from Washington and towards the target markets, establishing strategic, efficient regional hubs and expanding overseas bureaus. This will enable more comprehensive and timely coverage of local issues and events which matter most to our audiences and will drive the planned global news network.
- We will seek the repeal of a decades-long ban on domestic dissemination contained in the 1948 U.S. Information and Educational Exchange Act (“Smith-Mundt” Act). Adopted in the age of cross-border communication via radio, this Act did not envision either the Internet or satellite broadcasting, which do not honor national boundaries. With all of the BBG’s 59 languages available via the web, the agency cannot comply with this outdated statute. In addition, to the extent that BBG-sponsored programming should be available to significant expatriate communities in the United States, we are unable to do so without acting counter to the limitation. To remedy this disconnect, the BBG has proposed, and the Administration approved, draft legislation to repeal the Smith-Mundt domestic dissemination ban as it applies to the BBG.

Our New Identity, Mission Statement, and Principal Goals

By fundamentally restructuring and repositioning the agency we will create a new organizational identity with a new name - “Broadcasting Board of Governors” dates to our establishment as part of the now-defunct U.S. Information Agency in the mid-1990s. It is confusing, and fails to convey the diverse media operation we represent. The new identity will be corporate in nature. Our current brands will remain the public faces for our audiences, who have come to know and trust them.

None of the proposed restructuring and new identity changes our mission. It remains solidly to support freedom of press and freedom of expression. Yet, as our new direction makes clear, in today’s global information environment we can’t simply focus on generating great

content, as important as it is. We must also embrace our audiences' content and the conversations they want to have.

We capture this in the following revised mission statement:

To inform, engage and connect people around the world in support of freedom and democracy.

We will aggressively pursue this mission across the Middle East and North Africa and elsewhere as democracy movements evolve and emerge; in China, Iran, North Korea and Cuba and all the places that deny their citizens access to independent news and information; in Africa and elsewhere not only to provide humanitarian relief but also to aid democracy formation and development; and in the face of extremist propaganda and hate speech from wherever they emanate.

Despite budgetary pressures, we will not accept that our audiences and our impact will shrink. Through the steps outlined here we intend to prepare and position the new agency for smart growth. Our strategic review of all agency broadcast operations over the last year has identified more than a dozen new media initiatives that will enable us to substantially expand global audience reach and impact at current resource levels.

Consistent with our review and future direction, we have set the following as our over-arching strategic objective:

*To become the world's leading international news agency by 2016,
focused on the agency's mission and impact.*

In support of this objective, and as a principal measure of its accomplishment, we have also set the following performance goal:

To reach 216 million in global weekly audience by 2016.

Implementation Challenges

The goals we have set are ambitious given the intensely competitive global information environment, real-world limitations on our ability to report and disseminate the news from countries that deny our journalists visas and jam our broadcasts, and the difficult federal government budget environment.

While much of the world's media is not free, its sheer abundance clutters the marketplace and makes breaking through to new audiences difficult. And other media organizations, public and private, are just as determined, as we are to succeed. Many of them enjoy competitive advantages due to funding, ideological and cultural affinities with target audiences, and other factors.

Change on the order we propose is inherently unsettling. There will be resistance within and outside the organization. Employees will naturally worry about their jobs; stakeholders will want to know about possible loss or diminution of service for specific countries. There will also be legitimate differences over strategies and tactics.

What would most keep us from achieving our goals, however, would be to perpetuate a system that traps resources in inefficiency and duplication, keeps people and programs stove-piped, and fails to leverage our collective strengths.

Gauging Success

We will measure success in new as well as traditional ways. Audience reach, reflected in the 216 million goal, will remain a key success measure, as will audience perceptions of the reliability of our news and the degree to which we enhance our audiences' understanding of current events. However, impact can seldom be reduced to a single quantitative factor. Impact is ultimately about whether we make a difference in the lives of our audiences in ways that correspond to the larger aims of our efforts. With a new global research program to be in place in FY 2012, we will begin an assertive effort to measure performance using a robust set of new performance indicators, including whether we are driving news and discussion agendas in key markets.

Call to Action

The Board, in setting forth the above actions and goals, is expressing its fundamental belief that the agency is up to the challenges. We believe we have the people and creativity and, if we restructure and reallocate resources strategically, the material resources to be what we aim to be: *the world's leading international news agency by 2016 with 216 million global audience, focused on the agency's mission and impact.*

The BBG, in the size and scope of our news-gathering and reporting, the daily broadcast hours, the number of language services, and many other criteria, is already a leading international news agency. Yet, due to inefficiency, redundancy, and lack of coordination, we have not lived up to our potential. It is time to do so.

Impact through Innovation and Integration

BBG Strategic Plan, 2012-2016

Tactical Steps

The following describe key tactical steps in support of agency strategy. Consistent with Board priorities, they incorporate both actions to restructure the enterprise and to expand agency reach and impact. Enterprise and growth strategies and tactics are inter-related. Launching a global new network, for example, is about both realigning editorial support and better serving audiences with BBG original reporting.

The purpose of restructuring is to streamline management and free up resources to enable growth of reach and impact at the language service level. Yet growth does not hinge exclusively on restructuring. Better performance also depends on expert positioning, branding, audience targeting, distribution, and many other factors.

The BBG will thus execute on a wide range of tactics while pursuing restructuring, keeping in mind the broad goal to become the world's leading international media organization working to support free, open, democratic societies with a five-year target of 216 million regular users of our content worldwide.

#1: Unify the Agency into One Organization, Many Brands

Owing to historical circumstance, the BBG is today a complex amalgam of diverse media properties with different legal and administrative frameworks headed by various full-time senior executives and a board of governors that also has supervisory authority. This structure inhibits effective intra-agency coordination, clear chains of command, and efficient sharing of news and program content. Back-office redundancy and inefficiency trap resources needed on the front lines of our media endeavors. Management and organizational integration is thus a prerequisite to drive innovation and impact. We must break down a stove-piped bureaucracy and shape a robust, unified, international media network. Optimally, all BBG components will share the same legal and administrative framework to maximize operational flexibility and integration. At the same time, the agency's brand names that still enjoy popularity with audiences and support by key stakeholders will continue. The aim of the reorganization is to strengthen the brands and support their execution with clearer direction and additional resources.

Specifically, we will:

- Restructure top agency management, appointing a single CEO to manage the agency's day-to-day affairs, with a part-time board of directors focused on strategy, budget, and public outreach.
- Reorganize senior administrative and management functions of the BBG and IBB front offices, including strategy, development, distribution, marketing, legal, communications, social media innovation, research and evaluation, to create one, integrated network operation.

- Explore the feasibility of merging the three BBG non-federal grantee organizations – RFE/RL, RFA, and MBN – into a single corporate entity with unified support systems (while retaining their distinct journalistic missions).
- Study options for de-federalizing the three BBG federal components – IBB, VOA, and OCB – to place them on an equal footing with the grantees (including careful review of any agency operations that would need to remain federal to ensure coordination in support of U.S. strategic interests).
- End language service duplication (and boost impact) by ensuring coordinated, complementary operations and content where two BBG broadcasters co-exist.
- Migrate separate operating systems for content management and other key functions onto common platforms to facilitate sharing and interoperability.
- Stress deployment of news-gathering and reporting as well as program production assets towards target markets, establishing regional hubs and expanding overseas bureaus, to enhance local service in vernacular languages and global service in English and other major international languages.
- Rename the agency to reflect its new character.

#2: Launch a Global News Network

The BBG is one of the world's largest news-gathering and reporting enterprises with more than 80 language services, 50 overseas news bureaus, 4000 employees, and 1500 stringer reporters. Each of the agency's five media properties generates original reporting every day from and around the world's hotspots – the Afghanistan-Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al – primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across the BBG to augment international news coverage for other BBG vernacular services (for example, MBN's Middle East reporting in Arabic for VOA and RFE/RL's Persian-speaking audiences in Iran) or made available to other global audiences in English. Creating a global news network at the BBG will seek to remedy both circumstances by harnessing agency editorial output for internal sharing and launching a Web-based aggregation platform for external distribution. The public-facing platform will focus on the BBG's original reporting with full attribution to BBG content providers (its aim is to supplement not replace current BBG news sites). Developing efficient, competent translation will be critical to the system overall.

Specifically, we will:

- Build the internal content-sharing network, aligning internal editorial support and coordination, as needed.
- Launch, with appropriate branding, a public-facing news aggregation site that distributes original reporting from across the BBG to global audiences in English (to start).
- Research and develop translation capacities, partnering, as appropriate, with outside organizations to access expertise and resources, as needed.

#3: Seize Targeted Growth Opportunities

Despite intensely competitive global media environments, there are significant, targeted opportunities to expand our reach and impact across the world, as reflected in the findings of the agency's 2010-2011 strategy review. Populations in our target countries are overwhelmingly young – a challenge but also a chance for us to connect with a demographic that in the main has never even heard of us. Our audiences now are 62% male and 38% female – an imbalance ripe for correcting. Use of satellite TV is spreading, including in repressive societies where we lack other direct means of delivering our programs – pointing to the importance of developing new video products. In some instances, new resources will be needed; in many cases, however, innovation and hard work will be the keys to success. Readjusting our thinking and our strategies, stopping what isn't working and taking a risk on what might work, is critical. Boldness and ambition are requirements to get to our goal of 50 million additional audience by 2016.

Specifically, we will:

- Add new and more effective distribution – e.g., satellite TV for Central Asia, China, and Southeast Asia; BBG owned-and-operated FMs and new FM affiliate partners in Africa.
- Reach out to the now under-served and under-reached audiences of women and youth with the kinds of content and conversation they wish to have beyond traditional news and information paradigms.
- Create country-specific content streams in existing languages to augment news and information for priority countries.
- Introduce service in selected new languages to reach sizeable new audiences in other important countries where our products are urgently needed.
- Develop a global mobile strategy to exploit the explosive growth of this key platform, incorporating the range of applications from SMS to Web-based products to Intelligent Voice Recognition for populations with low literacy.
- Satisfy the world's growing appetite for learning English through TV and radio programs, online instruction, printed instructional materials, and innovative short-form videos posted on the Web.

#4: Prioritize Support for Democracy and Countering Pockets of Extremism

A key geopolitical development of our day, and likely to remain so for the duration of this strategic plan, is the democratic transformation in the Middle East and North Africa and its repercussions for repressive governments across the world. U.S. foreign policy actively supports this movement. Secretary of State Clinton has noted: "The status quo is broken; the old ways of governing are no longer acceptable; it is time for leaders to lead with accountability, treat their people with dignity, respect their rights, and deliver economic opportunity. And if they will not, then it is time for them to go." Our agency, with a mission to inform, engage, and connect global audiences in support of freedom and democracy, has a critical role to play at this important juncture. We are active where democracy forces are at work, including Belarus, Burma, Cuba, China, Egypt, Iran, Libya, Yemen, Zimbabwe, and a host

of other countries. We must focus on these countries while sustaining and selectively expanding coverage as resources allow. We must also continue to focus on addressing areas beset by violent extremism, which is antithetical to democracy and U.S. national security. In Afghanistan, Pakistan, the Afghanistan-Pakistan border region, Somalia, and other places where Al Qaeda, the Taliban, and their affiliates operate, our accurate, credible news and information is an antidote to extremist propaganda.

Specifically, we will:

- Prioritize countries lacking freedom and democracy or faced with extremism where accurate, credible news and information are lacking; and boost service to these areas, where feasible.
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of the world's many models of free societies, including the U.S., to allow intellectually curious listeners to arrive at their own reasoned political views.
- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies and to external audiences through social media networks.
- Facilitate dialogue across religious, national and ethnic groups.

#5: Rationalize Program Delivery

Across the world, commercial, cable and satellite TV and FM radio stations continue to proliferate. TV remains by far the world's dominant medium for news and entertainment. The Internet continues to grow. Social media usage is increasing exponentially. Ownership of mobile phones has reached near saturation levels in even the poorest countries. It is essential that we reach audiences on their preferred media platforms. Yet the agency's distribution methods and means have not strategically tracked the shifts in media use. We must therefore align how we deliver our content with how consumers now access it. In the process, we must correct mismatches in resource allocations and redirect funds to support today's most effective distribution systems. This effort is to be research-driven but with close attention to intangibles such as the limitations in knowing in some countries how effective certain distribution methods are. Ultimately, the agency is platform-agnostic. We seek to do what works best for the market at hand to get our content to as many users as possible.

Specifically, we will:

- Make pragmatic, research-based decisions on which shortwave and medium wave radio transmissions and facilities to continue, and which to draw down or close.
- Reallocate resources from selected, less effective cross-border transmissions to support new initiatives in more popular media.
- Increase direct-to-home satellite distribution of video and audio content.

- Expand local distribution through affiliation with strong local television and FM radio stations and, where possible, installation of FM transmitters.
- Use online and mobile distribution to enhance and complement broadcast media, reaching new audiences and building stronger connections with listeners and viewers of our radio and television broadcasts.

#6: Combat Internet Censorship and Jamming

For almost 70 years U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including our own, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The Internet in particular is under assault. Freedom House, in its Freedom on the Net 2011 survey notes: "Cyberattacks, politically motivated censorship, and government control over internet infrastructures are among the diverse and growing threats to Internet freedom." Reporters without Borders cites China, Cuba, Iran, Saudi Arabia, Syria, Turkmenistan, and another half-dozen countries as "enemies of the Internet." As a national security asset of the United States, as well as a respected news source for 187 million people in more than 100 countries, the agency upholds the right of citizens everywhere to receive and impart information without restriction. We work on many fronts to make news and information accessible to our global audiences with the aim of enabling not only unfettered access to our own products but also the full spectrum of independent news sources on the Internet.

Specifically, we will:

- Lead in assisting the world's citizens to gain access to information on all platforms, and in every place where governments routinely censor information for political purposes.
- Fund technologies that counter Internet censorship and Internet blocking.
- Advocate on the international stage to expose censorship in all its forms, from satellite and radio jamming to Internet blocking to harassment of journalists.
- Coordinate within the U.S. government, other international broadcasters, and allies to complement BBG efforts to defeat Internet censorship and all forms of jamming.

#7: Elevate and Expand Social Media Innovation

New and powerful web, mobile, and social media tools are enabling increasingly diverse voices to be heard around the world. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. The role of social media in the Arab Spring, for example, has been a wake-up call on the role of media in the lives of global citizens. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society. Social media are

also changing the way news is gathered and distributed, requiring news organizations to adopt new work flows that allow them to use multiple platforms to deliver content to a global audience. Our agency must aggressively pursue an innovation agenda that develops the next generation of content, tools, and distribution platforms.

Specifically, we will:

- Enter into a “global conversation” with our audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.
- Build new partnerships to create tools that help us more efficiently and effectively translate content for a global audience around high-quality news and information.
- Identify the next generation of talent to create and present content that engages today’s audiences on the platforms most relevant to their lives.
- Use media and information to assist community leaders to build an open, civil society by delivering content that helps improve lives, such as information on health care and building entrepreneurship.
- Pursue partnerships with technologists around the globe who are building the next generation of digital media technology through mobile and social media.

#8: Employ Leading-Edge Communication Techniques and Technologies

Congress stipulates that BBG programs “be designed so as to effectively reach a significant audience” – a very different challenge today than a decade ago. Over the next five years, audiences increasingly will be splintered by new competition as local media markets mature. Additionally, audiences will segment as they migrate from traditional means of international broadcast distribution, such as shortwave, to FM, television, satellite, mobile phones, and new media. We must stay on the cutting edge of emerging technologies. Our diverse audiences have different information needs and different media consumption habits. We must therefore avoid a one-size-fits-all approach, and resist the assumption that the audience will come to us. Instead, we must go to them, with the content they want on the platforms they prefer. The aim is to expand audience reach while preserving the core mission of disseminating factual news and information.

Specifically, we will:

- Optimize the media mix country by country, to ensure the right balance of TV, radio, new media, and mobile; and re-deploy funds for each consistent with consumer preferences and market circumstances.
- Sharpen audience segmentation and targeting to better address gender and age demographics, as well as psychographic segments.
- Tailor format and presentation styles to audience needs and media usage habits, creating content that can break through ever increasing clutter; employ short-form and depth-on-demand tactics, where appropriate.

- Exploit the falling cost of video production, updating our broadcasting facilities to support growing audience appetite for TV and video.
- Integrate and digitize all content – e.g. text, audio, photos, graphics, and video – on a common content management system to facilitate use across platforms, support on-demand needs of the audience, and increase use via syndication to affiliates.
- Develop a suite of new media products that can be easily deployed by language services based on market consumption data, with an eye toward maximizing opportunities for user generated content, peer-to-peer sharing, and audience interactivity.
- Heighten effective requisition and utilization of audience and market research.

#9: Engage the World in Conversation about America

Representing American society and presenting and discussing U.S. policy are legislated mandates for the agency. Carrying them out requires sensitivity and creativity. Currents of anti-Americanism still run strong in some parts of the world, necessitating deft outreach on our part that stresses dialogue not monologue. The way people interact with media today, with emphasis on interaction, further affirms this approach. At the same time, America's still dominant role on the global stage makes our country a focal point of international attention, and our national language is the one tens of millions of people around the world seek to learn. Thus, obstacles to our engaging overseas audience are balanced by certain competitive advantages. VOA, in particular, is uniquely mandated and positioned to leverage these advantages to connect with diverse international audiences.

Specifically, we will:

- Serve as a Washington bureau for media outlets across the world that wish to engage with us interactively for news, analysis, and perspectives from the United States – on the model that has succeeded in Armenia, Bolivia, Turkey, et al.
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture.
- Meet the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process.
- Explore the development of global town halls that connect citizens abroad with citizens in America through an issues-based dialogue format facilitated by our media, including co-productions across our media organizations.
- Launch a series of regular contributions from leading voices in American society to communicate perspectives on technology, science, the arts and entertainment, sports, and other areas that research shows capture global attention, in conjunction with social media applications to foster feedback and discussion.

#10: Nurture a Dynamic, Dedicated Workforce

Our diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the agency's mission. Key to success in a rapidly changing, highly competitive global media environment is flexibility to develop innovative products for our target countries consistent with emerging priorities, programming formats, and advances in technology. Enhanced skill sets are required to program for and transmit via multiple media platforms – radio, TV, Internet, mobile, and though social media. Our employees are most effective when they are well motivated, trained, and led. While measures of employee satisfaction on the federal side of the agency show signs of improvement, continued efforts to equip and energize the entire BBG workforce are critical we confront mounting competitive pressures worldwide.

Specifically, we will:

- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency.
- Operate responsive, customer-oriented human resource departments.
- Step up recruitment of language-qualified talent and those with skills critical for multi-media, and retain them with an attractive combination of compensation, training, and a positive work environment, in the U.S. and at overseas locations.
- Maintain regular, two-way communications with employees about agency priorities, plans, and problems.
- Ensure a safe and secure work environment for all employees.

#11: Spur Development through Targeted Media Initiatives and Training

Professional, independent media, in addition to fostering freedom and democracy, nurture development – as the World Bank and other institutions increasingly acknowledge. As one of the world's largest international broadcasters, operating in mostly under-developed countries with restricted media, the BBG is an invaluable U.S. asset for advancing development on two main fronts: (1) human development through programming on health, education, science and technology, entrepreneurship, English learning, and other subjects; and (2) development of professional journalism and independent media through training of local journalists and media operators and standing up media initiatives. Providing people with information that improves their everyday lives is a mission imperative, and also serves to extend our reach and impact. Journalism training is a congressional mandate for the BBG. For years we have partnered with other government agencies and non-governmental organizations on mutually beneficial development projects, ranging from a single program series on HIV/AIDS to entire language services for crisis areas (e.g., Somalia) to workshops on reporting skills. The BBG has always retained editorial control (a fixed requirement) over its content. Outside support brings energy, ideas, and resources to enable mission-critical activity that we might otherwise not be able to undertake. Enlarging our collaboration with sister federal agencies, foundations, universities, and private corporations in carrying out development initiatives is a key strategic opportunity.

Specifically, we will:

- Broaden outreach across the government, to the U.S. Agency for International Development, Department of State, Health and Human Services, and Department of Energy, to partner on programs of shared interest on topics such as health, women's empowerment, nuclear security and safety, and disaster preparedness.
- Seek support from foundations to pursue common objectives of improving human living conditions, including prevention and mitigation of disease, improving water and sanitation, and conflict resolution.
- Recruit corporate sponsors for initiatives that will attract their support and benefit the BBG's mission on, for instance, entrepreneurial skills and small business development.
- Represent the BBG at international forums on media development, focusing attention on the positive correlation between professional media and development.
- Expand international journalism and media training to support professional indigenous media in BBG's target countries and to enhance our appeal to prospective media partners (i.e., training their journalists as an inducement for affiliating with us).
- Integrate the development into agency strategy at the country and regional level to make it a central component on par with marketing and program placement.

#12: Sharpen Understanding of Impact through State-of-the-Art Research

Gauging impact is critical to broadcasters, management, and stakeholders alike for strategic and budgetary purposes. Agreed-upon definitions of impact have been elusive. Audience size is a factor, but impact cannot be reduced to this or any other single variable. A new global research program, set to coincide with the start of this Strategic Plan, will incorporate an enhanced effort to better define and measure the impact of agency media. This will drive fulfillment of three key requirements: (1) to measure as accurately as possible the performance of our programs and brands and our ability to report the results clearly and confidently to Congress, the Office of Management and Budget, and the American public; (2) to provide the operational elements of the agency with business intelligence that will lead to improved strategies at the program level; and (3) to understand the effect of our work on the audiences, media markets, and societies we target.

Specifically, we will:

- Continue primary research among target populations, using multi-method surveys and qualitative data gathering.
- Expand analytical capacity and data integration to enhance audience segmentation and targeting.
- Boost access to, and simplify analysis of, data to support strategic and programmatic decision-making.
- Facilitate access to BBG data within the U.S. government.
- Stand up newly agreed-upon research collaboration with BBG's Western government broadcasting counterparts.

Consultation with Stakeholders

The BBG's Strategic Plan derives from the comprehensive strategy review that the agency undertook from September 2010 to May 2011 at the direction of the Board. Following that review, the agency engaged numerous stakeholders in Congress to solicit their views on agency draft plans. The agency has also briefed outside bodies that study public diplomacy and international communications. The current text incorporates all input received.

The agency's nine-month review examined all the BBG language services and target regions, covering each broadcast environment and challenges to transmission, program quality, program resources, and the ability to enhance program impact and relevance. The review began with in-depth consultations with senior agency management and language service heads and staffs at each of the BBG broadcast organizations, drawing on employee experiences and aspirations.

The review branched outside the agency to benefit from the advice of expert panels, assembled to comment on the political, economic, cultural, and journalistic environments in each BBG broadcast region, and to provide counsel on implementation strategies.

Some 75 people (current and former US ambassadors and other officials, academics, and representatives of think tanks) on a pro bono basis offered their assessment of leading strategic and media factors in the BBG's broadcast areas as well as their views as to the language services' unique value-added and impact. These sessions were open to staff of the language services. BBG Board members attended many of the review sessions.

The BBG's Strategy and Budget Committee called numerous meetings to hear interim reports and recommendations as the review proceeded, allowing senior broadcast management additional opportunities to express their views. The Committee then reported its findings to the full Board at its monthly meetings. The strategy elements in this budget request have driven the formulation of the agency's FY2013 budget.

In formulating its strategy, the agency has also reached out to key congressional committees, the employee union, and relevant think tanks to invite their input. Briefings have been provided to the Senate Foreign Relations Committee, the House Foreign Affairs Committee, and the House and Senate Appropriations Subcommittees on Foreign Operations. In addition, members of the Board have reached out to individual Members of Congress who on our key agency committees, or who have had a long-standing interest in the agency.



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