

Fiscal Year 2012 Budget Request



Broadcasting
Board of
Governors



Broadcasting Board of Governors

FY 2012 Budget Request

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Broadcasting Board of Governors Executive Summary

All around the world there are enormously courageous journalists and bloggers who, at great risk to themselves, are trying to shine a light on the critical issues that the people of their country face; who are the frontlines against tyranny and oppression.

*President Barack Obama
Oval Office, May 17, 2010*

Introduction

The **Broadcasting Board of Governors (BBG)** supports the broad foreign policy goals of the United States through its mission to promote freedom and democracy and to enhance understanding through multimedia communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas. The BBG encompasses all U.S. civilian international broadcasting, including the Voice of America (VOA), Radio and TV Martí, and grantee organizations Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). All BBG broadcast services adhere to the standards and principles of the International Broadcasting Act of 1994.

BBG programming is distributed via radio, TV, the Internet, and an increasing array of new media in 59 languages to over 100 countries. With its global transmission network, the BBG directly communicates with a worldwide audience of over 165 million. This reach is invaluable as the U.S. attempts to engage and build partnerships with people around the world. U.S. International Broadcasting is one of the highest yielding, low cost initiatives within public diplomacy. Over 80 percent of BBG language services cost less than \$5 million per year to operate, and approximately two-thirds of these cost less than \$2 million. The BBG serves as a catalyst in the global promotion of democracy, civil society, transparent institutions, and partnerships around the world.

The historic contribution of international broadcasting to the broad foreign policy interests of the United States is grounded in the belief that when given accurate information and a clear understanding of their own countries, of the United States, and of the world, people will make informed decisions that, in the long run, will be in their own interests and those of the United States. Given access to full, balanced, and objective information, people around the world will be more likely to embrace democratic ideals, respect for the rule of law, principles of free trade, non-proliferation of weapons of mass destruction, environmental responsibility, and other values that, combined, will result in a more prosperous, healthy, and secure world.

When events dictate, the BBG has been able to respond to crises worldwide with temporary surges in broadcasting. On short notice, BBG language services add broadcast hours and create rich content to effectively and accurately inform affected populations. As regional and localized

crises develop, often without warning, the BBG responds quickly and decisively in accordance with the situation and the available media resources.

The BBG's FY 2012 budget submission focuses resources on maintaining and developing critical broadcasting infrastructure. News media delivery methods are constantly evolving. To stay relevant in competitive markets and serve both current and future audiences, the BBG must invest in cutting-edge technology. At the same time, 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. The impact of not investing in infrastructure improvements will be the loss of capability and the loss of audience.

In this budget request, the BBG is proposing to restructure its broadcasting to China and to eliminate VOA Croatian language broadcasting. These decisions are based on extensive research findings¹ about media habits, and an attempt to maximize the effectiveness of BBG resources.

Regional Accomplishments

The BBG has established long-term performance objectives based on regional priorities. The following highlights each of the performance objectives, significant recent accomplishments, and proposed program changes.

Reach critical audiences in the Middle East and North Africa.

- Through social media, MBN reached out to engage with the people of the region in a discussion of topics covered on Alhurra and Radio Sawa. During the recent Iraqi elections and Sudanese referendum, audience election stories posted on Alhurra and Sawa's Facebook pages were shared on the air, developing a communal experience with audiences throughout the countries.
- Through its flagship program *Al Youm*, which is broadcast live from studios in Dubai, Beirut, Cairo, Jerusalem, and MBN's headquarters, Alhurra provided news of the day, framed the demonstrations in Egypt and Tunisia, discussed compelling social issues, presented unique perspectives from across the **Middle East** and from the U.S., and profiled personal success stories from across the Middle East region.
- Radio Sawa, Alhurra, RFE/RL's Radio Free **Iraq**, and VOA Kurdish provided extensive coverage of the 2010 Iraqi National Parliamentary elections and subsequent negotiations to form a coalition government, featuring interviews with voters, election officials, analysts, and Iraqi VIPs.

¹ Please note that all research referenced in this document has been verified by the BBG's Office of Research, which maintains a contract with InterMedia, a global media research firm, to provide independent qualitative and quantitative audience data on U.S. international broadcasts.

Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.

- VOA's Persian News Network (PNN) is the top international broadcaster to Iran with 19.6 percent of the adult population watching at least once weekly. PNN launched a weekly satirical show, *Parazit (Static)*, which has become the most popular **Iranian** page on Facebook. To aid with distribution in Iran, the Office of Technology, Services, and Innovation deployed a new client-based anti-censorship tool to users of PNN and Radio Farda. Radio Farda's efforts to fight Internet blockage have been very successful with about two million users from Iran visiting *radiofarda.com* in December 2010.
- In June, VOA and Express 24/7, a 24-hour English-language cable news channel in **Pakistan**, launched a joint TV program on a trial basis, which focuses on key issues in the U.S.-Pakistan relationship and the fight against terrorism. The twice-weekly program, co-hosted from Islamabad and Washington, is the first English-language TV talk show to be jointly produced by stations in Pakistan and the U.S.
- In January, RFE/RL launched Radio Mashaal, a targeted stream in the Pashto language directed specifically at audiences in the Pashtun border regions of **Afghanistan and Pakistan**. VOA's Deewa Radio has become a media market leader and one of the most popular stations for Pashtuns living along the Pakistan/Afghanistan border region. The BBG's medium wave system in eastern Afghanistan became fully operational in March, serving a wide audience in this critical region. While they were begun with FY 2009 supplemental funding, available through FY 2010, the BBG has continued to fund Radio Mashaal and the expansion of Deewa Radio and is requesting funding to continue these critical broadcasts.

Focus broadcasting to audiences of strategic priority in East and Southeast Asia.

- RFA and VOA each broadcast five hours of daily radio programming to **North Korea**. To further improve medium wave service into North Korea, BBG increased transmissions from a leased facility in January 2010 and added transmissions from another leased facility in March 2010.
- 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, and video and audio podcasts. RFA Mandarin Service has been aggressively incorporating citizen journalism into its editorial content and in the past year, the Service has produced an average of two exclusive stories per week based on leads submitted by listeners and/or citizen journalists.
- VOA **Indonesian** reaches more than 25 million people each week (16 percent of the adult population of Indonesia) through hundreds of affiliate radio stations and dozens affiliate television stations.

Target African broadcasting to areas prone to terror incidents, genocide, or failed states.

- VOA's **Somali** Service achieved a 62 percent weekly audience in Mogadishu. The Service airs daily programs covering news and current affairs, topical discussions, entertainment, and sports to one of the world's most hostile environments, despite direct threats to VOA journalists from militant groups.
- The Hausa Service has one of VOA's largest radio audiences: 36 percent of the Hausa-speaking population in **Nigeria** listens to VOA at least once a week. The Service organized town hall meetings in Nigeria where thousands of attendees received health information from medical experts and government officials.
- VOA and the Office of Technology, Services, and Innovation (TSI) responded to jamming by the **Ethiopian** government with the launch of a morning surge program in Amharic, expansion of short wave frequencies for Amharic, Afan Oromo, and Tigrigna, satellite transmissions for these languages, and email newsletters to get around website blocking.

Expand audience reach in strategic locations of Latin America.

- After the January earthquake in Haiti, VOA's Creole Service provided unprecedented news coverage. The Service added a 90-minute special program within hours after the quake. A sustained radio programming surge began the next day, along with an Internet hotline for survivors and their families on the Service's website. Overall programming hours increased from 1.5 hours to 10.5 hours Monday through Friday, and from one hour to 9.5 hours Saturday and Sunday.

Align essential support functions with broadcasting implementation strategies and performance goals.

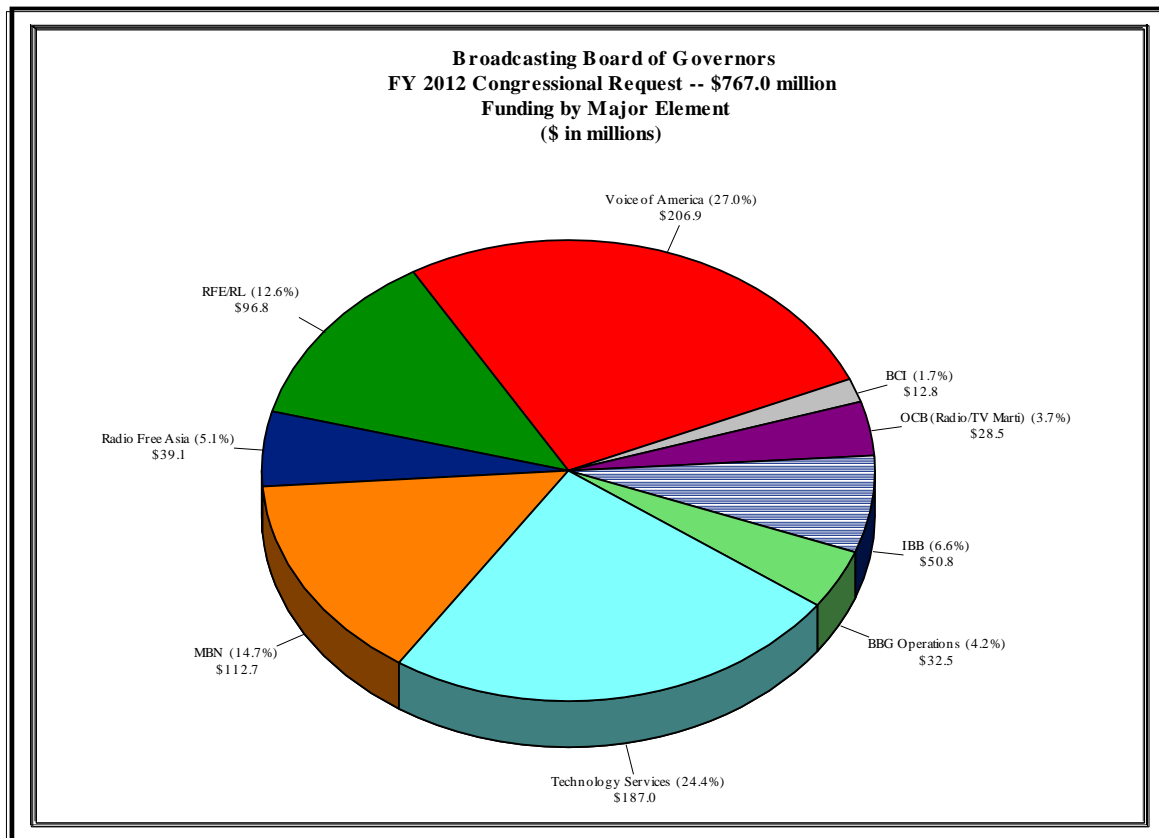
- The Office of Technology Services and Innovation continued the phased implementation of a digital video system for VOA, which manages the entire news production workflow and allows journalists to operate in a fully digital mode from video production to on air presentation. TSI has fully rolled out the DaletPlus Video ingest, production, and playback system for all live VOA programming and is working towards further expansion of video storage and archiving by improving the Agency's video storage infrastructure and capability.
- IBB's Office of New Media oversaw the migration of all VOA language services to a new content management system that provides a more stable and interactive platform for displaying multimedia content, launched 20 new VOA mobile websites featuring multimedia content, and developed new learning English websites for Mandarin, Persian, and Russian speakers with state-of-the art voice recognition technology and active social networking components.
- 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.

Summary of Funding Request by Account

The Broadcasting Board of Governors requests a total of \$767.0 million for FY 2012.

The FY 2012 request includes:

- \$754.2 million for International Broadcasting Operations, which includes funding for all broadcasting and support services. Increased funding will continue current programming operations into FY 2012 and will fund the following initiatives: consolidating servers; launching a global news-sharing network; developing new media products; and continuing VOA's digital media conversion. These increases are offset by reductions related to the restructuring of broadcasting to China, eliminating the VOA Croatian Service, and optimizing the BBG's transmission network. Please note that more in-depth details are provided in the **Program Increases and Decreases** section contained in this budget.
- \$12.8 million for Broadcasting Capital Improvements (no-year funds). This includes funding for maintenance, repairs, and improvements to existing systems, and the following initiatives: a Cohen Building essential maintenance study, BBG broadcast disaster recovery, digital media conversion, server conversion, and a BBG global satellite upgrade.



**Broadcasting Board of Governors
Summary of Resources
FY 2010 - FY 2012**

(\$ in thousands)

	<u>2010 Actual</u>	<u>2011 Estimate</u>	<u>2012 Request</u>	<u>2011-2012 Difference</u>
<u>International Broadcasting Operations</u>				
BBG Operations	28,189	27,321	32,466	5,145
International Broadcasting Bureau				
Voice of America	208,792	205,948	206,930	982
Office of Cuba Broadcasting	29,630	28,450	28,475	25
Office of Technology, Services, and Innovation	187,643	185,192	187,035	1,843
IBB Management and Support	45,092	47,040	50,817	3,777
Total, IBB	471,157	466,630	473,257	6,627
Independent Grantee Organization				
Radio Free Europe/Radio Liberty	96,187	92,816	96,818	4,002
Radio Free Asia	37,479	37,566	39,052	1,486
Middle East Broadcasting Networks	112,601	111,296	112,668	1,372
Total, Grantees	246,267	241,678	248,538	6,860
Total IBO Resources	745,613	735,629	754,261	18,632
SUMMARY OF RESOURCES				
Appropriated P.L. 111-117/Estimate	733,788	733,788	754,261	20,473
Balances from Transfer from DOS Georgian/Russian Internet Initiatives P.L. 110-329	1,337	-	-	-
Balances from Appropriation transfer from DOS Afghanistan/Pakistan Border Region P.L. 111-32	9,970	-	-	-
Supplemental Appropriations Act, 2010 P.L. 111-212	1,159	1,841	-	(1,841)
Transfer to Broadcasting Capital Improvements	(641)	-	-	-
Total, IBO Resources	745,613	735,629	754,261	18,632
<u>Broadcasting Capital Improvements</u>				
Appropriated P.L.111-117/Estimate	12,622	12,622	12,769	147
Transfer from International Broadcasting Operations	641	-	-	-
Total, BCI Resources	13,263	12,622	12,769	147
Grand Total, Broadcasting Board of Governors Resources/Request	758,876	748,251	767,030	18,779

Broadcasting Board of Governors
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	746,410
Represents the FY 2011 Continuing Resolution estimate for all BBG elements.		
FY 2011 Additional Resources	+	1,841
Supplemental Appropriations Act, 2010 P.L. 111-212		
Other Wage Requirements	+	15,547
Provides for the annualization of salary and benefits to continue programming into FY 2012, including workers compensation, health care costs, mass transit, and other allowances.		
Inflation	+	2,654
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	967
Built-in Requirements	+	13,020
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Rent/Utilities/Security/Infrastructure Maintenance		5,247
b) Contractual Service Agreements		3,275
c) Event Coverage -- Elections and Conventions		1,200
d) Program Delivery		1,686
e) Consolidated Research		985
f) International Cooperative Administrative Support (ICASS)		477
g) Life Cycle Replacement of Equipment		150
Non-Recurring Costs	-	(12,053)
The following costs are non-recurred in FY 2012:		
a) Non recurring one time costs		(10,796)
b) Non recurring Haiti Supplemental operating expenses		(1,257)
FY 2012 Program Changes	-	(389)
Program Decreases	-	(10,114)
<i>Language Service Reductions</i>		
a) Restructure Broadcasting to China		(8,050)
b) Eliminate VOA Croatian		(957)
<i>Support Related Reductions/Efficiencies</i>		
a) Optimize BBG Transmissions		(565)
b) Other Operational Savings		(542)
Program Increases	+	9,725
Reflects the increase above base operations to fund the following enhancements:		
a) Digital Media Conversion		2,000
b) New Media Development		1,800
c) BBG Broadcast Disaster Recovery Capability		1,750
d) BBG Global Satellite Upgrade		1,700
e) Server Conversion		1,000
f) Global News Network		1,000
g) Cohen Building Essential Maintenance Study		475

TOTAL FY 2012 BROADCASTING BOARD OF GOVERNORS REQUEST		767,030
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Broadcasting Board of Governors
Explanation of Change
FY 2011 - FY 2012
(\$ in thousands)

	FY 2011 Estimate ^{1/}	FY 2012 Requirements			FY 2012 Continuing Operations	Program Decreases	Program Increases	FY 2012 Request
		Wage Requirements	Inflation	Other Net Built-in Changes				
International Broadcasting Operations								
BBG Operations	27,321	2,112	81	1,952	31,466	-	1,000	32,466
International Broadcasting Bureau								
Voice of America	205,948	5,317	510	739	212,514	(5,984)	400	206,930
Office of Cuba Broadcasting	28,450	104	81	140	28,775	(300)	-	28,475
Technology, Services, and Innovation	185,192	2,287	740	1,745	189,964	(3,729)	800	187,035
International Broadcasting Bureau Management and Support	47,040	2,276	162	(60)	49,418	(1)	1,400	50,817
Independent Grantee Organizations								
Radio Free Europe/Radio Liberty	92,816	1,236	431	2,435	96,918	(100)	-	96,818
Radio Free Asia	37,566	924	110	452	39,052	-	-	39,052
Middle East Broadcasting Networks	111,296	1,291	465	(384)	112,668	-	-	112,668
Subtotal, IBO	735,629	15,547	2,580	7,019	760,775	(10,114)	3,600	754,261
Broadcasting Capital Improvements	12,622	-	74	(6,052)	6,644	-	6,125	12,769
Total, BBG Request	748,251	15,547	2,654	967	767,419	(10,114)	9,725	767,030

1/ Includes \$1.841 Million from P.L. 111-212, Supplemental Appropriations Act, 2010.

**Broadcasting Board of Governors
Summary of Positions and FTE
As of September 30, 2010-2012**

	FY 2010 Actuals		FY 2011 Authorized		FY 2012 Request	
	Positions	FTE	Positions	FTE	Positions	FTE
<u>International Broadcasting Operations</u>						
BBG Operations	64	59.0	91	66.7	91	83.2
American Salaries	64	59.0	91	66.7	91	83.2
<u>International Broadcasting Bureau</u>						
Voice of America	1,230	1,215.1	1,322	1,237.5	1,273	1,239.6
American Salaries	1,206	1,201.1	1,291	1,223.5	1,242	1,225.6
Foreign Nationals DH/Personnel Service Agreements	24	14.0	31	14.0	31	14.0
Office of Cuba Broadcasting	128	126.8	136	129.0	136	129.0
American Salaries	128	126.8	136	129.0	136	129.0
Office of Technology, Services, and Innovation	465	364.6	545	420.0	547	438.6
American Salaries	195	193.2	222	199.8	224	218.4
Foreign Nationals DH/Personnel Service Agreements	270	171.5	323	220.2	323	220.2
IBB Management and Support	177	170.4	200	178.0	205	193.9
American Salaries	167	165.4	189	173.0	194	188.9
Foreign Nationals DH/Personnel Service Agreements	10	5.0	11	5.0	11	5.0
Subtotal, BBG Federal Employees	2,064	1,935.9	2,294	2,031.2	2,252	2,084.3
<u>Independent Grantee Organizations</u>						
Radio Free Europe/Radio Liberty	545	-	551	-	551	-
Employees	545	-	551	-	551	-
Radio Free Asia	266	-	286	-	286	-
Employees	266	-	286	-	286	-
Middle East Broadcasting Networks	753	-	846	-	846	-
Employees	753	-	846	-	846	-
Subtotal, Grantees Employees	1,564	-	1,683	-	1,683	-
Total, Broadcasting Board of Governors	3,628	1,935.9	3,977	2,031.2	3,935	2,084.3

Broadcasting Board of Governors **Program Increases and Decreases**

Every day, BBG delivers programming through multiple media platforms in 59 languages to nearly every corner of the globe. The BBG constantly evaluates its program delivery to reach audiences via their preferred delivery platforms. In pursuit of this objective, the BBG's FY 2012 Budget Request aligns the Agency's resources with its broadcasting priorities, while finding efficiencies across the entities and furthering the vital ongoing efforts to bring the BBG fully into the digital age. It seeks to balance discrete priorities and U.S. national security strategy with the Agency's overall mandate to provide news, represent American society, and present and discuss U.S. policy everywhere the BBG broadcasts.

Adjustments to the Base

\$19.2 million

The Agency's FY 2011 Estimate is based on a full year Continuing Resolution (Public Law 111-242) with adjustments to base funding.

The BBG's FY 2011 estimate includes the realignment of \$9.2 million to continue enhanced broadcasting capabilities to the Afghanistan/Pakistan Border Region (\$7.9 million) and the Georgian/Russian region (\$1.3 million). These initiatives were funded by Supplemental Appropriations (Public Law 111-32 and 110-329), and the Agency's FY 2011 CR Level did not include resources to fund these programs. In addition in FY 2011, the BBG has continued to fund surge-level broadcasting in Persian, Burmese, and Spanish to Venezuela and the Andes region. To sustain the costs associated with continuing the operations of these priority programs and to meet the other mandatory cost adjustments to salaries, benefits, rent, power, leases and other contractual services, the Agency has taken significant steps to realign funding. The BBG has enacted an across-the-board reduction, implemented a limited hiring freeze, reduced RFE/RL support positions and operating expenses, and implemented the Agency-wide acquisitions cost savings target of 4 percent, as included in the FY 2011 Budget Request.

The increased costs in FY 2012 of \$31.2 million have been offset by non-recurring costs of \$12.0 million from Broadcasting Capital Improvements projects, one-time costs associated with MBN capital equipment purchases, and the completion of the Haiti initiative. The BBG's FY 2012 Budget Request includes a net increase \$19.2 million to maintain current services and sustain broadcasts initiated with supplemental funding. These adjustments include annualization of salary and benefits to continue programming into FY 2012, and provide mandatory cost increases for rent, program delivery, ICASS, other contractual agreements and inflation, and funding for VOA and MBN's joint coverage of the 2012 U.S. Presidential campaign.

Program Increases and Decreases

(\$.4 million)

BBG media markets are rapidly evolving, necessitating customized local strategies and expert implementation to enhance BBG competitiveness. National security imperatives and ever-changing media environments require constant changes to the way the BBG operates. The BBG continually assesses how best to scale and shape operations, including the right mix of language services and media platforms, to meet new challenges while enhancing performance.

In this effort to streamline its operations, improve efficiency throughout its global transmission network and modernize its capabilities and reach, the BBG has identified a number of reductions to meet the Agency's critical need to invest in its aging physical and broadcast infrastructure. These reductions include: realigning Agency resources to implement a cost-effective and market-specific strategy to effectively reach target audiences in China; eliminating VOA broadcasts to Croatia, one of the Agency's lowest-level priority programs; optimizing the BBG's worldwide transmission network; and finding efficiencies within current entity operations. These program changes allow the Agency to meet its mission objectives and provide flexibility to support critical infrastructure initiatives.

Critical program increases include expanding efforts launched in FY 2010 to move VOA to an all-digital broadcast platform, rolling out new media technologies across the Agency, ensuring broadcast disaster recovery capabilities, and enhancing the Agency's global satellite transmission backbone infrastructure.

Language Service Reductions

Restructure Broadcasting to China

Positions: 45 (\$8.0 million)

The Agency has identified a significant cost saving strategy by realigning its transmission network and resources for broadcasts to China. Research indicates that China has the largest number of Internet users in the world, and despite blocking by the Chinese government, many survey respondents access BBG websites through proxy servers. The BBG's customized strategy for broadcasting to China, will allow the Agency to achieve significant cost savings by optimizing TSI broadcast operations and ensuring that audiences in China will still receive unbiased news and information through their preferred media. The restructuring of broadcasting to China will capitalize on the growing market for content via the Internet but will continue to employ traditional distribution methods like shortwave radio broadcasting.

The Agency will shift VOA Mandarin from traditional radio and television broadcasting to a web-only platform utilizing new media technologies. This strategy recognizes the growing importance of new media in China, and targets niche audiences for VOA Mandarin content. VOA will concurrently increase funding for content for mobile devices and technical support for censorship circumvention initiatives. VOA will continue to produce audio and video programs which will be distributed on web and mobile platforms. As VOA shifts delivery of Mandarin content to the web and other new media, the BBG will strategically consolidate the network's shortwave transmissions to ensure availability of peak listening hours for RFA Mandarin. RFA will continue its radio broadcasting in Mandarin and exchange some of its off-peak hours for VOA's preferred broadcast hours, while realizing a significant reduction in its overall transmission expenses. This will be accomplished by decreasing the number of frequencies utilized simultaneously and minimizing the power levels used for each transmission.

Further, the BBG proposes to eliminate VOA's Cantonese Service, which has struggled to reach its target audience in China's Guangdong Province, Hong Kong, Hainan Province and parts of the Guangxi Autonomous Region. Cantonese audiences would still be served by RFA Cantonese radio broadcasts and VOA Mandarin's website since Cantonese and Mandarin have a common written language.

Eliminate VOA Croatian**Positions: 6 (\$1.0 million)**

This program change has been deferred to FY 2012 under the FY 2011 Continuing Resolution. Croatia is a member of NATO, remains a candidate for membership in the European Union (EU), and has a Freedom House press ranking of partly free. As research shows a relatively low total weekly reach of 4.9 percent in Croatia compared to VOA broadcasting in other Balkan languages (Albanian 29.8 percent; Bosnian 11.1 percent; Macedonian 15.5 percent, Serbian 14.3 percent), the Agency proposes to end VOA broadcasts in Croatian.

Support Related Reductions and Efficiencies**Optimize BBG Transmission****Positions: 0 (\$0.6 million)**

This reduction will capitalize on various efficiencies and realignments of the BBG's worldwide transmission network. It assumes reductions throughout the BBG broadcast entities in transmissions that have low impact on audience levels.

Realize Other Operational Savings**Positions: 0 (\$0.5 million)**

The BBG will achieve operational savings by reducing OCB guard services and realizing efficiencies at RFE/RL and VOA. OCB will reduce its guard service costs by one-half. The Federal Protective Service conducted a site survey of OCB's facilities and determined that this reduction is feasible; the IBB Security Office has also approved the plan. RFE/RL and VOA will reduce their current general operating expenses by realizing efficiencies in support programs, such as enterprise agreements for news agencies, wire services, and capital purchases.

Program Increases**Digital Media Conversion****Positions: 1 \$2.0 million**

This initiative continues VOA's ongoing transition from an analog to a digital file-based system that transforms and integrates workflows across the Agency. This project, part of a multi-year initiative launched in FY 2010, expands the digital asset management system already implemented across various VOA language services to fully support all of VOA. In addition, this new system allows for increasing vital storage space, adding multiple distribution channels such as automated web delivery, and the strengthening of network infrastructure to support the required complex multimedia files. VOA's transition to a tapeless, all-digital production environment has become increasingly more critical as the Agency responds to the growing market demands for multimedia content and platform distribution in various languages across the globe. This initiative also prepares the Agency with the foundation and flexibility to respond to its audiences' demands for High Definition (HD) content. Further, technical support for VOA's legacy analog media systems is no longer available and parts/components are becoming more difficult and expensive to obtain. TSI estimates that all VOA services and bureaus will be integrated into the digital system by FY 2014. The Agency will continue to monitor and assess network and storage requirements as the transition to digital technologies continues.

Performance Goals	FY 2012 Target	FY 2013 Target	FY 2014 Target
Increase High Definition (HD) capacity (# of hours of HD content broadcast per week)	7 hours/week	28 hours/week	60 hours/week

Increase storage capacity (Amount of video material stored)	860 TB	1080 TB	1300 TB
Improve broadcast production network infrastructure (% network HD compatible)	50%	75%	100%
Transition services and bureaus to integrated digital system (% of language services and news bureaus successfully migrated)	30%	95%	100%

New Media Development

Positions: 2 \$1.8 million

BBG entities have historically reached audiences through the traditional format of radio and have significantly expanded reach via television. However, even in remote and less-developed locations, new media platforms are leading to very different broadcasting environments than those in the past. BBG market research indicates the number of countries where mobile is a viable content delivery platform that will continue to grow sharply over the next five years. The BBG must position itself to be prepared to provide this service to its target audiences as their markets dictate. The Agency must be at the forefront of innovation to attract its audiences and proposes to continue investments in new media development to expand the distribution of BBG content via mobile devices around the world. This program increase will provide for scaled-up hosting and server capacity, usability testing of new products, competitive analytics tools, training, mobile anti-censorship tools, and a syndication specialist. As part of this enhancement, VOA proposes to create audio/video and web content for distribution on mobile devices in Iran and China, two key target countries where Agency priorities and projected mobile device growth converge. This program initiative will also support the new media strategy for broadcasting to China.

Performance Goals	FY 2012 Target	FY 2013 Target	FY 2014 Target
Conduct mobile usability testing and incorporate results into design changes	Select key markets for annual testing; conduct initial tests; benchmark task completion rate and time to task completion	Conduct annual testing on key markets; maintain or increase task completion rate, maintain or decrease time to task completion; expand to spot-check select other mobile sites for at or near benchmark performance	Conduct testing on key markets; continue to maintain or increase task completion rate, continue to maintain or decrease time to task completion; spot-check select other mobile sites for at or near benchmark performance
Apply analytics tools across mobile sites in order to improve and optimize mobile design and content and measure performance across all BBG entities' mobile websites	Implement mobile analytics on all mobile websites; determine benchmarks for mobile performance measurements	Work with entities to provide common sets of data for BBG-wide reporting; increase or maintain overall mobile performance	Increase or maintain overall mobile performance from previous year; perform in-depth analyses of 2 functional areas of mobile design and behavior
Expand VOA audience in China through outreach on new media and mobile applications	Direct visits: 500K/month 3 in-country mobile placement product lines with 10,000 subscribers	Direct visits: one million/month 6 in-country mobile placement product lines with 30,000 subscribers	Direct visits: two million/month 10 in-country mobile placement product lines with 60,000 subscribers

BBG Broadcast Disaster Recovery Capability

Positions: 0 \$1.8 million

The Agency has established a disaster recovery site in Maryland (COOP), but the site does not support newer broadcast technologies. This effort is necessary to develop capabilities to support video and new media technologies and to develop plans and procedures for transitioning to the facility in the event of an emergency. The current infrastructure at the COOP facility allows for

the continuation of very limited program distribution. The Agency is currently assessing best practices to expand the capabilities of this facility, including broadcast technologies and IT infrastructure, to meet the requirements of the BBG broadcasting continuity plan. This multi-year initiative will further develop disaster recovery and business continuity capabilities to sustain the round-the-clock nature of programming to BBG’s global audiences. This effort will leverage network and security technology to increase real-time access to information should an emergency impede operations at the Washington DC facility. The BBG is currently shifting resources to eliminate dependency on in-house, building-specific technologies by expanding its “cloud” computing capabilities. This program increase will allow the Agency to procure equipment, systems, and services that will facilitate the real-time replication of audio and video content at the COOP site. In addition, programming staff will be able to acquire, edit, produce, and playout materials via remote access to the COOP-based systems, thereby removing the constraint that all staff must operate from the headquarters facility.

Performance Goal	FY 2012 Target	FY 2013 Target	FY 2014 Target
Increase percentage of identified/targeted language services and Agency business functions supported by disaster recovery	25%	75%	100%

BBG Global Satellite Upgrade

Positions: 0 \$1.7 million

The BBG’s Global Satellite Distribution System supports the delivery of all television and radio programming to BBG stations and affiliates around the world and Direct-to-Home (DTH) satellite service. This system has been operating at maximum capacity for the past seven years as VOA and MBN have expanded television offerings to meet market demands. The current system lacks adequate capacity to accommodate increases in VOA and MBN content or to allow for the expansion of RFE/RL and RFA content as they begin satellite television broadcasting. The Agency also must ensure a dependable broadcast foundation to be poised to respond with surge broadcasting to global crises. This program increase implements a multi-year effort to upgrade the global satellite delivery system to satisfy the growing requirements for all BBG entities by establishing a reliable and flexible infrastructure. This initiative begins the required expansion of the Agency’s satellite network digital bandwidth, channel capacity and its overall satellite reach. The initiative also will introduce more economical compression techniques in the network. The Agency will convert its distribution system to use MPEG4 technology, which requires only half of the bandwidth of the current MPEG2 technology in use. This conversion will free up current bandwidth on the network to provide for additional capacity to meet the BBG’s growing needs. The Agency’s proposed investment in its satellite network infrastructure will allow the BBG to move away from leasing additional satellite capacity at a much higher cost. The project also supports the replacement of obsolete and unsupported satellite network equipment.

Performance Goals	FY 2012 Target	FY 2013 Target	FY 2014 Target
Improve satellite reach, as measured by Satellite Effectiveness Index ¹	10.88	15.3	16.24
Increase total digital bandwidth of satellite network	No increase	Increase of 462 Mb/s	Increase of 491 Mb/s
Increase channel capacity of satellite network	Audio: 593 (no increase) Video (standard): 69 (Increase of 4) Video (HD): 0	Audio: 998 Video (std): 69 Video (HD): 18	Audio: 1046 Video (std): 69 Video (HD): 21

Server Conversion

Positions: 1 \$1.0 million

IBB has gradually added servers to its network as they were needed. Managing this ad hoc array of servers is costly; it includes the hardware, maintenance, and human resources needed to manage, operate, and administer the Agency’s server infrastructure on a daily basis. In FY 2010, IBB has began to implement the modern technique of server consolidation and virtualization throughout the network and ultimately plans to achieve higher server use, increased operational efficiency and lower total costs of ownership for these essential services. This modern technique, a best practice throughout the information technology industry, allows a smaller number of efficient, high-capacity computer servers to take the place of a much larger number of older, smaller, maintenance-intensive, and less-efficient machines. Through server virtualization, the server administrator uses a software application to divide one physical server into multiple isolated virtual environments, known as partitions or virtual private servers. This distributed architecture reduces CPU usage overhead and isolates partitions. This process also ensures that a failure or security breach in one partition is not able to affect the other partitions. After the initial cost of purchase and installation is sustained, long-term costs are greatly reduced through server consolidation and virtualization. The workload of managing many individual servers is reduced, and IT resources are able to focus on more significant activities.

Performance Goals	FY 2012 Target	FY 2013 Target	FY 2014 Target
Consolidate operations from 10 computer rooms into 3 datacenters (% complete)	50%	100%	100%

¹ 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 (formerly the Office of Engineering) 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.

Performance Goals	FY 2012 Target	FY 2013 Target	FY 2014 Target
Reduce June 2010 number of physical servers by 50% (% complete)	50%	100%	100%
Downsize the number of storage platforms to a maximum of 3 (number of storage platforms)	4	3	3

Global News-Sharing Network

Positions: 0 \$1.0 million

The BBG’s five broadcasting networks constitute one of the largest news-gathering and reporting enterprises in the world. Each network generates rich original daily content, primarily in vernacular languages, that is distributed through multimedia platforms to target audiences. Most of this original content is not versioned into other languages for use across the five broadcast networks, and thus not utilized to reach wider global audiences. This proposal would coordinate and consolidate the highest priority web-based news and information content from each entity to reach new audiences around the world with high-quality, original reporting and features from across BBG entities. This initiative would push the BBG to the forefront of global information sharing, as communities around the world would have access to high quality reporting on a range of topics, for every medium, including social media platforms that would provide information from the BBG networks and host postings from members of BBG’s global audience.

Performance Goal	FY 2012 Target	FY 2013 Target	FY 2014 Target
Increase global audience for BBG original reporting	Establish baseline for number of visitors to English language BBG entity websites	Increase number of visitors by 5% over FY 2012 levels	Increase number of visitors by 10% over FY 2012 levels

Cohen Building Essential Maintenance Study

Positions: 0 \$0.5 million

The BBG Washington, D.C. headquarters, the Wilbur J. Cohen Building, not only houses Voice of America’s operations but also broadcasting support for all the broadcast entities. The building also is home to the BBG Network Control Center (NCC) that routes at least eighty-five percent of all BBG broadcasts, including MBN Alhurra TV, MBN Radio Sawa, all VOA programming, all RFA programming, and some RFE/RL and OCB programming. The antiquated building is barely adequate to meet current Agency demands and will be inadequate to support the mandatory changes to broadcasting in the digital age. If the BBG does not address the modernization of the building’s infrastructure, it risks significant broadcasting downtime. This program increase supports a study to develop requirements for the required mechanical and electrical upgrades for critical broadcast equipment throughout the aging Cohen Building. The study seeks to address continued requirements for power, and Heating, Ventilation and Air Conditioning (HVAC) as the Agency continues to migrate to high technology broadcast and IT systems.

Performance Goals	FY 2012 Baseline	FY 2013 Target	FY 2014 Target
Increase in Central Cooling Plant Reliability	Establish baseline reliability	60% increase in reliability	95% increase in reliability
Increase in Power Plant Reliability	Establish baseline reliability	75% increase in reliability	95% increase in reliability

Broadcasting Board of Governors Middle East & North Africa



Broadcasting Board of Governors

Middle East and North Africa

Regional Dynamics

BBG programming is playing an important role in a region that has faced decades of conflict. A range of serious issues confronts the Middle East and North Africa, including growing instability in Egypt and across the region, the ongoing Arab-Israeli conflict, continued hostilities in Iraq and Yemen, the presence of Al-Qaeda and its affiliates, inadequate human rights protections, and absent or weak democratic institutions. In the fledgling democracy of Iraq, continued political progress and the ongoing withdrawal of U.S. forces are threatened by extremist efforts to ignite sectarian tensions and undermine democratic institutions. Amid this difficult environment, BBG content provides a crucial channel of communication with Arabic-speaking audiences and a means for advancing freedom and democracy while countering widespread extremism and anti-American sentiment in the region.

BBG attracts a weekly total media audience of approximately 36 million people across 22 Middle Eastern and North African countries through Alhurra television, Radio Sawa, Radio Free Iraq, and VOA English broadcasts. This represents 22 percent of the BBG global audience. The BBG is by far the leading international broadcasting organization in the region. BBG draws its largest audiences in Iraq, where three-quarters of the adult population, or approximately 14 million people, tune in to Alhurra television, Radio Free Iraq, Radio Sawa, or VOA Kurdish at least once a week.

Over the past decade, media choices across the region have increased exponentially through the explosion of satellite television and Internet access. Despite the multitude of pan-Arab and international media outlets, self-censorship and state censorship still pervade in many countries. Privately owned local channels and state-run media provide much of the daily news and information to their national audiences. Considering the critical national security priority of the region, the accessible media environment provides U.S. international broadcasting a powerful, cost-effective opportunity to affect the region's future.

Middle East Broadcasting Networks (MBN) has continued to enrich its programming and 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 MBN's audience throughout the Middle East. MBN's coverage of current events and key issues at stake in the Middle East provides a forum for objective discussion and the introduction of viewpoints not routinely aired on domestic media in the region. The network's performance has achieved the most fundamental goal: to be a credible channel of communication and a vital voice in the debate in the Middle East.

Alhurra is distributed digitally via Arabsat and Nilesat, satellites 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.

Performance Objective: Reach critical audiences in the Middle East and North Africa.

Linking Resources and Results	FY 2010 (Actual)	FY 2011 (Target)	FY 2012 (Target)
Audience (in millions)	36.2	38.3	39.3
Funding (in millions) ¹	\$130.1	\$129.9	\$131.7

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Major Program Accomplishments

- Through social media, MBN reached out to engage with the people of the region in a discussion of topics covered on Alhurra and Radio Sawa. During the recent Iraqi elections and Sudanese referendum, audience election stories posted on Alhurra and Sawa’s Facebook pages were shared on the air, developing a communal experience with audiences throughout the countries.
- Through its flagship program *Al Youm*, which is broadcast live from studios in Dubai, Beirut, Cairo, Jerusalem, and MBN’s headquarters, Alhurra provided news of the day, framed the demonstrations in Egypt and Tunisia, discussed compelling social issues, presented unique perspectives from across the **Middle East** and from the U.S., and profiled personal success stories from across the Middle East region.
- Radio Sawa, Alhurra, RFE/RL’s Radio Free Iraq, and VOA Kurdish provided extensive coverage of the 2010 Iraqi National Parliamentary elections and subsequent negotiations to form a coalition government, featuring interviews with voters, election officials, analysts, and Iraqi VIPs.
- Alhurra addressed issues not covered by other stations including issues involving human rights, the rights of women, freedom of speech, and freedom of the press and covered issues often avoided in the region. Alhurra’s broad array of current affairs shows provided realistic pictures and stories of American culture, values, and experiences.

In the face of a dynamic, competitive media environment, U.S. international broadcasting is strategically focused to expand its impact in the region. Through its radio and television broadcasts, the web, and social media, BBG is:

Engaging and communicating directly with the people of the Middle East

MBN has been exploring opportunities to use not only new media, but also traditional media to directly engage its audience. As MBN matures and grows as a multimedia organization, so does

its ability to connect with its audience. Through social media, MBN is reaching out to engage with the people of the region in a timely discussion of topics covered on Alhurra and Radio Sawa. MBN has initiated a plan to take advantage of the ripe new media environment in the Middle East—with research indicating that the use of new media is substantially increasing every year throughout the region, particularly in Qatar, UAE, Israel, Lebanon, Bahrain, and Iraq. As such, MBN is improving its web presence and has launched social networking efforts—focusing initial efforts on Facebook, Twitter, Audio and Video on Demand, RSS feeds, and mobile apps.

During 2010, Alhurra launched a segment called *Alhurra and the People* that connects people across the region from all walks of life by asking them to broadcast their response to a single question-of-the-day related to political and social issues like, “What does democracy mean to you?” Radio Sawa engages through *Ask the World Now*, a regular program that provides answers to key questions that listeners have about U.S. policies as they relate to the Middle East. MBN has been developing a pilot television program that brings together young adults in the Middle East and in the U.S. via direct satellite connection to discuss issues of common interest and societal relevance, such as gender-based freedoms, the importance of higher education, and family values.

Alhurra’s dedicated YouTube channel provides viewers access to reports and programs they may have missed on television. Both Alhurra and Radio Sawa have Facebook pages dedicated to the latest news and information including headlines from Radio Sawa’s all news website, links to Alhurra’s video reports and information about upcoming programs and guests. Facebook fans of Alhurra and Radio Sawa are encouraged to comment on stories. Alhurra programs have developed their own Facebook pages including *i-TECH*, *Al Youm*, and *Eye on Democracy*. Each program tailors the page and discussion to the topics covered on their shows, whether it is the latest technology update, an emerging social issue, or freedom of the press. Viewers can interact with the hosts of the programs and engage directly with them. From the Iraqi elections in 2010 to the recent referendum voting in Sudan, Alhurra and Radio Sawa used social media to engage audiences. Audiences went on Facebook to post their election stories on fan pages, then Alhurra and Radio Sawa shared those stories on the air, developing a communal experience with audiences throughout the country.

Correcting misperceptions of America and fostering mutual understanding

For many in the region, images and perceptions of America begin and end with Washington, D.C. and Hollywood. Alhurra has worked to broaden the region’s understanding of America’s people and culture through programming and to reach its audience on a personal level.

A broad array of current affairs shows, including *Al-Majela* and *Al Youm*, provide realistic pictures and stories of American culture, values, and experiences. News talk shows provide insight into and context for U.S. policy in the region. Alhurra’s documentary series, *The Americans*, is designed to broaden understanding of the United States. Recent episodes include: a two-part program on religion in America that examined the country’s foundation of religious freedom and how it has grown as a pluralist society accepting of many faiths and traditions; and a five-part program that told the often complex and diverse stories of Arab-Americans from their initial wave of immigration in the 1800s through the post-9/11 environment. The program was

capped off by a town hall meeting in Dearborn, Michigan where Arab-Americans discussed their lives and the issues facing their community.

Journalist Shirzad al-Yazidi from *Al-Hayat*, the pan-Arab newspaper, praised *The Americans*, stating, “The series on Arab Americans is an accurate documentary based on solid, objective research deserving of appreciation. The series focuses on Arab-American society, exploring its conditions and hopes and pains with evident professionalism. It presents dozens of stories and experiences that encapsulate the path of the Arab-Americans, including their hardships and successes, from their initial emigration to their integration and assimilation in America’s national and social fabric.”

In tandem, MBN also has worked to develop programming that demonstrates Americans’ understanding and respect for regional issues and peoples. *Al Youm* has included stories profiling personal success across the region. In addition, MBN retooled its current affairs programming to develop a series that focuses on regional social and cultural issues of concern. *Report with Akram* follows the veteran Arab journalist Akram Khozam throughout the Middle East as he interviews everyday people on social topics and religious traditions, both old and new, with balance and candor.

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. In FY 2010, VOA English hosted a public forum at VOA, which was webcast and integrated with our other media offerings, with an Egyptian democracy advocate and a representative of the Egyptian embassy.

Continuing to be one of the best sources of news and information for the people of Iraq

MBN’s Radio Sawa and Alhurra-Iraq, and RFE/RL’s Radio Free Iraq have made a definitive impact in Iraq with extremely successful programming designed exclusively for the local target audiences.

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 provides listeners with significant information. Radio Sawa’s Iraq stream has an interactive element that is tailored to the Iraq audience. Radio Sawa’s all-news website has a page dedicated to news and information from Iraq.

Alhurra-Iraq is transmitted via satellite, with terrestrial transmission in several key cities, broadcasting Iraq-specific programming. More than a third of the Alhurra-Iraq schedule is localized, targeted news and information programming specific to Iraq—including a daily Iraqi newscast, a daily talk show and programs that provide weekly roundups of the latest political and social issues. Many of these programs are taped in Alhurra’s Baghdad bureau and hosted by local journalists.

Iraqis tune into Alhurra and Radio Sawa daily for programs that they cannot find elsewhere, reports on topics in the Iraqi dialect that have a direct impact on their lives and which are presented without bias. Perhaps an Iraq diplomat who visited the BBG said it best: “If you want to think Iraq is a bed of roses, watch Al Iraqiya. If you want to think that Iraq is in the midst of hell, watch Al Jazeera. If you want to know the truth about Iraq, watch Alhurra.” Iraqi journalists have commented that Iraqi officials will not start a press conference until the camera crew from Alhurra has arrived, knowing that they will reach the most viewers if Alhurra covers an event.

RFE/RL’s Radio Free Iraq also provides news and information to the people of Iraq. It reaches a weekly audience of almost 20 percent of the Iraqi adult population through radio and the Internet. The journalists of Radio Free Iraq provide reliable, in-depth news and analysis of Iraq’s tumultuous transition to democracy. Radio Free Iraq reaches across sectarian divides and seeks to reconnect a fractured and traumatized society. Its civic-minded programming promotes national unity and the universality of human rights. In 2010, Radio Free Iraq has concentrated on three major themes: the aftermath of the March 7 elections and the subsequent effort to form a new government; the security situation before and after the withdrawal of U.S. combat troops from Iraq; and the national census as a step toward steady political development. Radio Free Iraq has also examined the religious and secular components of politics and sectarianism, efforts to combat extremism and terrorism, and attacks against religious minorities such as Christians.

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 FM transmitters in each of Iraq’s major Kurdish-populated cities. VOA Kurdish programming is also broadcast over medium wave from Kuwait.

In 2010, as part of its new media efforts, the Kurdish Service increased the number of Internet video reports it produced. 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. During the 2010 parliamentary elections in Iraq, VOA’s Kurdish Service utilized a national network of stringers, and interviewed at least 30 candidates from different parties and coalitions. A special series of in-depth original reports on the elections had exclusive interviews with Iraqi, Kurdish, and American newsmakers, including Foreign Minister Zebari and the then-U.S. Ambassador to Baghdad Christopher Hill. Iraqi President Jalal Talabani and Foreign Minister Hoshyar Zebari have expressed their appreciation to VOA for taking the lead in presenting objective, balanced, and comprehensive news and information to Kurdish audiences in the Middle East.

IBB’s Office of Technology, Services, and Innovation (TSI) provides comprehensive FM and television distribution of VOA, MBN, and RFE/RL programming in Iraq. Each BBG FM site in Iraq has two FM transmitters, one dedicated to Radio Sawa and one to RFE/RL and VOA (Kurdish). In March 2010, the BBG’s fourteenth FM station in Iraq became operational. To

improve operational reliability, coverage, and security, TSI relocated key FM and TV broadcasting equipment in three conflict-ridden Iraqi cities to more secure locations in 2010. TSI continues to operate four terrestrial television stations and lease another facility, all of which carry Alhurra television broadcasts.

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

Embodying the tradition of a free press, Alhurra addresses issues not covered by other stations including issues involving human rights, the rights of women, freedom of speech, and freedom of the press. Alhurra stands apart by giving voice to issues and dialogue avoided by censored or self-censored media outlets prevalent in the region. Alhurra was the first Arabic-language television network to have a program dedicated to the rights of women. *Equality* provides a platform to address topics such as women in Islam and politics. In April 2010, New America Media wrote:

If you are a single mother, or a victim of rape or domestic violence, chances are you will not show up on Arab television. Those topics are taboo even for channels like Al-Jazeera Arabic, except for occasional segments. Perhaps these problems pale in comparison to the war in Iraq or the Israeli-Palestinian conflict. Or perhaps the media shy away from controversial topics that could show Arab society in a bad light. But now some of the remarkable women who are challenging these taboos have found a new forum. Ironically, it is Alhurra (The Free One), the U.S. Congress-financed television channel that is giving these women a chance to tell their stories on the air in an hour-long weekly program called *Musawat (Equality)*.

Alhurra has enlarged its platform for dialogue on important social and cultural issues through programs such as *Eye on Democracy*, *Gulf Talks*, and *Hunna (Women's Views)* as well as *Al Youm*. In 2010, for example, Alhurra became one of the only Arabic-language media outlets to address the humanitarian crisis facing the Darfurian refugees. In the Alhurra-produced documentary, *Konoungo: The Darfurian Exile*, the network presented viewers with an inside look at the lives of displaced Sudanese refugees at the Konoungo refugee camp in Eastern Chad. The documentary focuses on the first-person accounts of refugees, to hear their personal experiences of leaving Darfur and the difficulties living in a camp originally set up as a temporary shelter, but a place they still call home after seven years. Many who were interviewed expressed their disbelief and anger at the lack of interest from Arab media, governments and humanitarian aid organizations, but say they still have hope for the future. Alhurra also examined the challenges facing international aid agencies assisting with the efforts to help the refugees. The documentary prompted debate in the media and blogosphere. In addition, MBN's daily *Afia Darfur* program provides vital news and information to the people of Darfur and eastern Chad.

Spotlighting the democratic process through comprehensive, balanced election coverage

Alhurra and Radio Sawa continue to provide comprehensive coverage of elections in the U.S. and throughout the Middle East. MBN election coverage is purposefully extensive to underscore and illuminate the democratic process. Both networks provided extensive coverage of the

Egyptian Parliamentary elections, Sudanese elections and referendum, and U.S. mid-term elections.

An example of the depth and breadth of election coverage is MBN's programming around the 2010 Iraqi National Parliamentary elections and subsequent negotiations to form a coalition government. For the weeks leading up to these elections, Alhurra-Iraq and Radio Sawa's Iraq stream broadcast in-depth interviews with key candidates to discuss the political platforms of their parties. Alhurra and Radio Sawa provided extensive coverage of Iraq's national parliamentary elections, using scores of correspondents throughout the country.

Alhurra had 18-hours of live coverage on Election Day, including in-depth discussions with experts about election laws and how they pertain to current elections, as well as an examination of the issues of concern for the Iraqi people. Alhurra's coverage looked at the role women and minorities would play in the election, as well as the impact of sectarianism and security. The network's coverage included reports from correspondents in Jordan, Austria, Lebanon, Turkey, Belgium, Sweden, United Kingdom, Egypt, and the United States, countries with large voting Iraqi communities. It included interviews with American experts, election observers and officials from civil society associations regarding their desire for free and fair elections, local experts, and voters.

Radio Sawa's Election Day coverage included reports from Baghdad, Basra, Kirkuk, Suleimaniya, and Najaf. Radio Sawa's Iraq stream dedicated 13 hours of coverage and included nearly 75 interviews, including the top candidates from the various political parties. Radio Sawa's other streams extended their newscasts with reports from Iraq throughout the day. Radio Free Iraq also broadcast marathon coverage of the Iraqi parliamentary elections, including interviews with voters, election officials, analysts, and Iraqi VIPs.

Alhurra and Radio Sawa's Internet presence also provided up-to-the-minute reporting throughout Iraq providing the latest details on the Iraqi election. Additionally, the networks took advantage of the social media platforms beyond their regular news distribution functions. Alhurra and Radio Sawa encouraged Iraqis to report their observations and thoughts about the historic day. Alhurra and Radio Sawa's audiences engaged in discussions and analysis of the elections through Alhurra and Radio Sawa's Facebook and Twitter pages. In addition, MBN posted the latest headlines from Election Day.

Major Program Changes

- No major program changes are proposed.

FY 2012 Performance Objectives

- Engage audiences directly through New Media to broaden the range of perspectives on discussion of critical issues affecting the future of the region.
- Provide news, discussion, and unique perspectives to audiences across the Middle East through *Al Youm* and Alhurra's other original programming, including accurate and comprehensive information about America and Americans.

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



EURASIA

- Albanian (VOA, RFE/RL)
- Belarusian (RFE/RL)
- Bosnian (VOA, RFE/RL)
- Croatian (VOA, RFE/RL)
- English (VOA)
- Greek (VOA)
- Macedonian (VOA, RFE/RL)
- Montenegrin (RFE/RL)
- Romanian (RFE/RL)
- Russian (VOA, RFE/RL)
- Serbian (VOA, RFE/RL)
- Ukrainian (VOA, RFE/RL)

NEAR EAST AND CENTRAL ASIA

- Armenian (VOA, RFE/RL)
- Avar (RFE/RL)
- Azerbaijani (VOA, RFE/RL)
- Bashkir (RFE/RL)
- Chechen (RFE/RL)
- Circassian (RFE/RL)
- Crimean Tatar (RFE/RL)
- English (VOA)
- Georgian (VOA, RFE/RL)
- Kazakh (RFE/RL)
- Kyrgyz (RFE/RL)
- Tajik (RFE/RL)
- Tatar (RFE/RL)
- Turkmen (RFE/RL)
- Turkish (VOA)
- Uzbek (VOA, RFE/RL)

SOUTH AND WEST ASIA

- Bangla (VOA)
- Dari (VOA, RFE/RL)
- English (VOA)
- Pashto (VOA, RFE/RL)
- Persian (VOA, RFE/RL)
- Urdu (VOA)

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

Regional Dynamics

With a handful of exceptions, media trends in the region of the Near East, Central Asia, South and West Asia, and Eurasia are 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, both geographically and politically, in the region is the shadow of Russia. Within Russia, tight government control over television, print and radio media outlets persists and political dissent is quickly quashed. Meanwhile, the five former Soviet republics of Central Asia continue to experience issues with ethnic conflict, Islamic fundamentalism and harsh authoritarian regimes.

This region includes four VOA divisions: 1) Near East and Central Asia; 2) South Asia; 3) Persian News Network; and 4) Eurasia. It also includes all broadcasting by RFE/RL, with the exception of Radio Free Iraq. These regions encompass areas of strategic importance where freedom and democracy are threatened, restricted, or newly emerging and 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.

Performance Objective: Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.

Linking Resources and Results	FY 2010 (Actual)	FY 2011 (Target)	FY 2012 (Target)
Audience (in millions)	44.2	44.7	46.6
Funding (in millions) ¹	\$171.9	\$167.1	\$171.9

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Major Program Accomplishments

- VOA's Persian News Network (PNN) is the top international broadcaster to Iran with 19.6 percent of the adult population watching at least once weekly. PNN launched a weekly satirical show, *Parazit*, which has become the most popular Iranian page on Facebook. PNN also launched a new 30-minute TV news analysis program called *Ofogh (Horizon)*, which airs four days each week.
- To aid with distribution in Iran, IBB's Office of Technology, Services, and Innovation deployed a new client-based anti-censorship tool to users of PNN and RFE/RL's Radio Farda. Radio Farda's efforts to fight Internet blockage have been very successful with about two million users from Iran visiting *radiofarda.com* in December 2010.

- In June, VOA and Express 24/7, a 24-hour English-language cable news channel in Pakistan, launched a joint TV program on a trial basis, which focuses on key issues in the U.S.-Pakistan relationship and the fight against terrorism. The twice-weekly program, co-hosted from Islamabad and Washington, is the first English-language TV talk show to be jointly produced by stations in Pakistan and the U.S.
- In the four years since its launch, VOA's Deewa Radio has become a media market leader and one of the most popular stations for Pashtuns living along the Pakistan/Afghanistan border region and overseas. In January, RFE/RL launched Radio Mashaal, a targeted stream in the Pashto language directed specifically at audiences in the Pashtun border regions of Afghanistan and Pakistan. The BBG's medium wave system in eastern Afghanistan became fully operational in March, serving a wide audience in this critical region.
- VOA and RFE/RL expanded their reach 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 experienced large increases in traffic in the past year. In 2010, IBB's Office of Technology, Services, and Innovation expanded its FM network, building new transmitters in eight Afghan cities.
- In March, RFE/RL's and VOA's Russian Services devoted substantial coverage to the suicide bombings in the Moscow metro, including on-the-ground reporting and reactions from officials. RFE/RL's Russian Service's website has seen steady growth in the past two years, with triple the number of page views and site visits. VOA's Russian Service has successfully transitioned from a radio and TV broadcaster to a thriving web-based outlet for news and information. The Service has used their widespread digital media presence to solicit on-the-ground reports of breaking news through Twitter, Facebook, and a new crowd-mapping platform.

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: 24/7 TV news programming aimed at a mass audience is increasingly available as cable connections increase.

In Iran, jamming of satellite radio and TV 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. Local television and radio stations are becoming more professional, offering an appealing mix of news and entertainment, and are also more trusted.

Broadcasting to Afghanistan

The people of Afghanistan face not only a volatile security situation, but ongoing economic and political uncertainty. The BBG provides this critical audience reliable news and information. The BBG's broadcasting to Afghanistan consists of VOA's Afghanistan Service which broadcasts via radio (FM, medium wave, and shortwave), television, and Internet and RFE/RL's Radio Free Afghanistan Service (Radio Azadi) which broadcasts via radio and Internet. VOA and RFE/RL have complementary radio services; each provides twelve hours of content for the BBG's 24/7 radio broadcasts to Afghanistan. The BBG services are among the leading media outlets in Afghanistan today, reaching more than 65 percent of the Afghan population on a weekly basis.

RFE/RL's Radio Azadi provides breaking news, in-depth reporting and analysis, and programming emphasizing the promotion of democracy, the rights of women and minorities as well as religious tolerance. Radio Azadi also focuses on corruption, narcotics, kidnapping, and other issues. In addition to reporting on major terrorist attacks in Kabul and other provinces, Radio Azadi provided live and extensive coverage of several major national events, including the 2010 presidential and parliamentary elections, the international conference held in July in Kabul, as well as the consultative peace Jirga of June 2010. In April 2009, Secretary of State Hillary Clinton answered questions from Radio Azadi listeners on air.

Radio Azadi has also launched SMS and citizen journalism projects and just recently launched the Intelligent Voice Recognition project with the help of the Etisalat telecommunications company. In the first three months since Radio Azadi launched SMS daily headline news, nearly 100,000 people have subscribed to receive the free texts every day, and Radio Azadi now receives an average of 250 SMS messages each day. With its dual-language programming and its tone of moderation, Radio Azadi plays a critical role in promoting national unity.

VOA's Afghanistan Service, which also broadcasts in both Dari and Pashto, is a vital source of credible news for the people of Afghanistan. VOA delivers radio programming, seven days per week, and its television news program, *TV Ashna*, is delivered live throughout Afghanistan on RTA, Afghanistan's state-owned television network. The first half hour is in Dari; the second in Pashto. The Service's Dari and Pashto language websites have more than doubled their traffic since 2009, with more than 110,000 visits in December 2010.

VOA's *TV Ashna* continues its dominance in urban markets, where almost half of all adults watch the newscast at least once a week. 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 as well as members of Congress are frequent guests. 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 spoke out strongly against the new law—were Senator Barbara Boxer and Melanne Vermeer, the U.S. Ambassador-at-Large for Global Women's Issues.

On September 10, 2010, VOA launched another 30-minute youth oriented TV show to Afghanistan called *Karwan*. It 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. The program highlights what young people are doing in both countries.

Both VOA and RFE/RL have stringers spread 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 some Taliban leaders who have contacted stringers and threatened to kill them and members of their families unless they stopped reporting for the Services. Undeterred, VOA and RFE/RL stringers and reporters continue to file stories.

To improve broadcast capability to Afghanistan, the Office of Technology, Services, and Innovation (TSI) initiated an expansion of its FM network in 2010. This expansion included building new transmitters in eight Afghan cities, with additional FM transmitters planned for deployment in FY 2011 and FY 2012. With completion of the planned expansion, the BBG will operate FM transmitters in 22 Afghan provincial capitals.

Broadcasting to the Afghanistan-Pakistan Border Region

The BBG has established itself as a leading source of news to the more than 30 million Pashto-speaking listeners in the Pakistan-Afghanistan border region. This 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. The BBG received 2009 supplemental funding, available through 2010, to support and expand its broadcasts to this critical area of the world and is requesting funding to continue these critical broadcasts.

Launched in 2006, VOA’s Deewa Radio provides a nine-hour evening and morning broadcast that is heard seven days a week on medium wave, shortwave, and the Internet. In the more than four 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 and one of the most popular stations for Pashtuns living along the Pakistan/Afghanistan border region and overseas. A network of about 27 stringers operates in target regions, providing extensive daily coverage of the tribal areas, including live reports from the refugee camps which house many internally displaced people (IDPs) who have fled from war zones in Waziristan and the Swat Valley. The stringers also provided comprehensive coverage of the floods in Pakistan. 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 (formerly known as the Northwest Frontier Province) 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. A strong emphasis is put on interaction with the audience through call-in shows and message recording.

In the past year, Radio Mashaal not only provided news and information on this year’s devastating floods in Pakistan, it has become a source of public service information in the region by broadcasting special programs focusing on reconstruction work. The Radio Mashaal team in Prague moderated discussions of the tragedy and broadcast opinions from experts on disaster

relief. Mashaal also examined the role of religious groups and the United Nations in relief efforts.

Radio Mashaal also closely covered Pakistan's June 2010 ban on Facebook, which was later lifted after the Ministry of Information Technology gave assurances that no blasphemous material would be allowed to be shown on it. Mashaal's coverage included live reports from the region; reactions from religious parties in Pakistan and rights groups; and a debate with socio-political experts and technology professionals. Another noteworthy story occurred at the end of May, when terrorists attacked two Ahmadi mosques in Lahore, Pakistan, leaving more than 80 people dead. A few days later, the militants targeted Lahore's Jinnah Hospital to "free or kill" one of their associates who was injured in the earlier attack and was being treated at the hospital. Radio Mashaal covered the events with reports from correspondents in Lahore and Islamabad and analyses from experts on Pakistan.

The BBG'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 BBG established a 200 kW medium wave transmitter in eastern Afghanistan. Despite major logistical and security challenges, this important facility became operational at half-power in February 2010 and at full power in March 2010, enabling it to reach a wide audience in this critical region. Planning and procurement activities are underway to increase the capabilities of this system in FY 2011 to sustain broadcasting 24 hours per day, seven days a week.

Broadcasting to Pakistan

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 that airs weeknights in Pakistan on Geo TV, Pakistan's top-rated 24-hour news channel. The show is called *Khabron se Aage*, or *Beyond the Headlines*. In June 2010, VOA and *Express 24/7*, a 24-hour English-language cable news channel in Pakistan, launched a joint TV program called *The Platform*, which focuses on key issues in the U.S.-Pakistan relationship and the fight against terrorism. The show has proven so popular that it now airs in prime time. The Urdu Service's radio programming, *Radio Aap ki Dunyaa (Your World)*, airs seven days a week, 12 hours a day. VOA Urdu also provides two 30-minute shows—a current affairs program and a roundtable discussion—for PBC (Pakistan Broadcasting Corporation, a state radio). In a country where news broadcasting by private radio stations is restricted, this Service's programs, available on shortwave, medium wave and FM, are an important and popular alternative in a controlled media environment. To expand its broadcast reach into Pakistan, the BBG's Office of Technology, Services, and Innovation is working with the Urdu Service to use a dial-up radio system originally developed for African services to enable listeners in Pakistan to hear short audio news updates with the latest headlines or top story via telephone.

The Urdu Service has audiences in both urban and rural Pakistan, including in the northwest provinces of the FATA and the Khyber Pakhtunkhwa (previously known as the North-West Frontier Province). An indication of the Service's importance came in November 2010 when Pakistan's former president, General Pervez Musharraf, came to VOA studios in Washington to be interviewed by the Urdu Service. The former president answered candid questions about the war in Afghanistan and Pakistan's relations with the United States and India. The interview aired on *Khabron se Aage* and was widely reported in Pakistani newspapers the next day. Another indication of the popularity of VOA programming is that the IBB Office of Marketing and External Liaison successfully extended agreements with Pakistan Broadcasting Corporation for carriage of VOA Urdu's "Radio Aap ki Duniya" and with GEO TV for "Beyond the Headlines" despite orders from the Pakistani government to all private FM stations to cease the rebroadcast of news from international broadcasters.

Broadcasting to Iran

The political climate in Iran has grown more repressive and volatile since the disputed presidential election of 2009. In its 2010 report on press freedom, Freedom House found that in Iran, constitutional provisions for freedom of expression and the press are not upheld 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. During the past year, the government detained, jailed, or fined hundreds of publishers, editors, and journalists, including those working in internet-based media. 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 VOA's Persian News Network (PNN). Radio Farda and PNN also both 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.

VOA's Persian News Network is a 24/7 television and radio network that broadcasts television via satellite and radio via medium wave, shortwave, and satellite to audiences in Iran. Research conducted for VOA's Persian News Network in 2010 shows that it is far and away the top international broadcaster in Iran with 19.6 percent of the adult population watching at least once a week. By way of comparison, BBC's weekly audience is 10.2 percent. The majority of those weekly viewers find PNN's content trustworthy and say it has increased their understanding of events in the Mideast, Iran, the United States, and the rest of the world. The data also show that PNN now has more viewers in the 15-34 age group than in the over-35 bracket, with a virtual 50-50 split among men and women.

During 2010, PNN provided coverage of a wide variety of subjects in addition to its daily news coverage. June 12 marked the first anniversary of Iran's disputed presidential election. PNN remembered the day with special programs that included phone interviews from Iran, and PNN correspondent reports from Paris, Rome, Washington, Dubai, and elsewhere. The service also re-established a special webpage devoted to Neda Agha-Soltan, the young woman who became a symbol of Iran's post-election protests when images of her dying moments were recorded on video by mobile phones and shown around the world. On March 20, PNN broadcast a three-hour special from the Newseum to mark *Nowruz*, the Persian New Year. The highlight of the three-

hour program was an appearance by singer-songwriter Mohsen Namjoo, sentenced in absentia in Iran to five years imprisonment for his music. Viewers in Iran and around the world hailed the special broadcast. To mark the 30th anniversary of the seizure of the U.S. Embassy in Tehran, PNN provided special programming for a full week. Abolhassan Bani-Sadr, Iran's president during the embassy seizure, gave an exclusive interview to PNN, and PNN interviewed four of the American hostages held for more than a year following the embassy seizure, including then Chargé d'Affaires Bruce Laingen and Press Attaché Barry Rosen. The BBG produced regular television editorials specifically designed for PNN. *The View from Washington* 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 the satellite jamming of the Iranian Government by continuing actions begun in 2009 to establish additional frequencies on different satellites to allow PNN to beam TV programs on as many as six satellites with eight different distribution channels. TSI has also spearheaded counter jamming measures with innovative approaches that make it more difficult for the Iranian Government to block satellite transmissions.

Though television may be 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 New Media helped create the 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. 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. In fact, PNN's satirical *Parazit (Static)* program, besides being one of the most popular television programs in Iran, has more Facebook fans—nearly 250,000—than any other Facebook page in Iran. In January 2011, PNN launched a new 30-minute television program called *Ofogh (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 200,000 Facebook fans.

RFE/RL's Radio Farda is one of the few remaining sources of uncensored news and information for people in Iran. Daily programming includes newscasts at the top of each hour, followed by reports, features, interviews, and regular segments on youth, women, culture, economy, and politics. Radio Farda covered the massive protests against the official results of the June 12, 2009 presidential election and the crackdown on students and other protesters that followed, as well as important domestic stories that did not get much attention outside Iran, including strikes by workers and intensifying crackdowns against journalists, students, and women's rights activists. Radio Farda has also produced a special series of weekly programs on a century of U.S.-Iranian relations that aims to dispel the deliberate misinformation and myths pervading the propaganda of the Islamic regime.

To enhance audibility and help overcome jamming, the BBG began leasing a second high power medium wave transmitter for Radio Farda programs in FY 2011. In addition, TSI moved an unused 600 kW medium wave transmitter and antenna towers to a new medium wave facility in

a neighboring country and began broadcasts in June 2010. 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.

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 the most popular Iranian news page on Facebook with 100,000 fans. Radio Farda's efforts to fight Internet blockage by the Iranian regime met with huge success in 2010. The Farda website became more and more popular throughout the year by utilizing Internet proxy systems in Iran. In December 2010, about two million users from Iran visited *radiofarda.com*, which has been blocked in Iran since 2003.

Broadcasting to Bangladesh

The VOA Bangla Service serves Bangladesh, 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 sedition and criminal libel laws, 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 12 million listeners weekly. 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. After the mid-term elections in the U.S., the Service broadcast an interview with the first U.S. Congressman of Bangladeshi descent, Hansen Clarke (D-Mich).

Near East and Central Asia



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 in the North Caucasus worsening. Although reconstruction continues in Chechnya, violence has intensified in neighboring Ingushetia and Dagestan. In the South Caucasus, the possibility of resumed conflict in Nagorno-Karabakh increased in 2010 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). 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 and English) website to which Russian was added in 2010. In 2010 the Armenian Service paid close attention to the evolving relationship between Armenia and Russia, and also sent correspondents to Turkey to give in-depth coverage to an event organized by Turkish and Armenian scholars and intellectuals to promote understanding and reconciliation on the issue of the 1915 Armenian genocide. In addition, in May 2010, the Service launched a daily video summary of the main news events, which is available on the web and often used by local TV stations.

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 exceeds 36 percent, according to a March 2010 survey by InterMedia. Service 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 Service 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 Service is also available on Facebook, Twitter, and YouTube. In the words of Tatul Margarian, Armenia's Ambassador to the United States, the VOA Armenian Service is regarded as "a very credible news organization and a window on the West for Armenian viewers."

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. Reporters for RFE/RL's Azerbaijani Service delivered eyewitness accounts of voting fraud during the controversial March 2009 referendum that abolished presidential term limits, and closely followed the case of two activist bloggers who received prison sentences on charges of "hooliganism." After the government's revocation of its FM license in 2009, the Azerbaijani Service concentrated efforts on its web platform which is less controlled by the government, developing dynamic online content, including new initiatives 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. And, in November of 2010, the Azerbaijani Service covered the parliamentary elections on its newly launched Azadliq WEBTV. The coverage of elections included reports from polling stations, interviews in the studio, and video reports.

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 also 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 world. 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.

Following Russia's movement into Georgian territory the BBG received supplemental funding, which remained available through FY 2010, for broadcasts to the Georgia/Russia region. With this funding, VOA doubled the Georgian Service's daily radio broadcasts to Georgia from 30 minutes to one hour; this surge in broadcast hours remains in place. And RFE/RL launched a one-hour Russian language program targeted to the region. The BBG is seeking funds in this budget request to continue these critical broadcasts.

VOA broadcasts reach listeners via Georgia's Public Broadcasting Corporation's FM network, which is the country's most powerful FM distribution facility, and via IBB shortwave frequencies. Additionally, in FY 2010 the Georgian Service began to produce Georgian-language video reports, which have been based on exclusive interviews with U.S. and Georgian newsmakers, including Senator John McCain (R-AZ), Congresswoman Allyson Schwartz (D-PA), the State Department's Special Envoy for Eurasian Energy, Richard Morningstar, 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. In 2010, in response to strong interest, VOA Georgian started producing a weekly 15-minute TV program that is broadcast by Georgia's Public Broadcasting Corporation.

Along with VOA's Georgian broadcasting, RFE/RL's Georgian Service is widely regarded as an unbiased source of information in Georgia. In November of 2009, RFE/RL's Georgian Service launched a daily one-hour Russian-language program, *Echo of the Caucasus (Ekho Kavkaza)*, targeted primarily to the breakaway regions of South Ossetia and Abkhazia that seeks to overcome misconceptions and mistrust between the peoples of these conflict zones and the people of Georgia. Correspondents across Georgia (including South Ossetia and Abkhazia) and Russia contribute to the program, which is produced in Prague. The program is complemented by an interactive Russian-language website with news, photos, audio clips, and video. *Ekho Kavkaza* also touches upon various aspects of Muslim life and faith. It regularly covers events of the North Caucasus, including those that are related to the Islamic underground. RFE/RL's Georgian Service has fostered unprecedented audience interactivity through its use of bloggers, the most popular of whom garner thousands of comments.

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 such as RFE/RL must deal with legal restrictions, prohibitive libel and defamation judgments, self-censorship, and harassment, as well as the overwhelming extent of partisan ownership and

presidential influence in the media sector. Despite these difficulties, in 2009, the Kazakh Service won the prestigious 2009 Online Journalism Award for “standing in defense of citizens’ rights to seek and receive information.” The Kazakh Service’s new 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 they think is important. Also in FY 2010, the Kazakh Service broadcast a series of reports in June about one of the Kazakh government’s worst-kept secrets: the widespread use of torture in its prisons. Although Kazakhstan has faced international criticism over prison torture, the country’s human rights activists and journalists often avoid the topic out of concern for their personal safety. But when a YouTube video surfaced in June capturing alleged brutality against a prison inmate, the Kazakh Service broke the story and ran a series on torture in the notorious Dolinka prison in central Kazakhstan.

Broadcasting to Kyrgyzstan

RFE/RL’s Kyrgyz Service, (Radio Azattyk) is one of the most trusted sources of news and information in Kyrgyzstan, especially at times of political turmoil. Azattyk’s reports are regularly cited and reprinted by local and regional media. In April 2010, as a popular revolt in Kyrgyzstan toppled the government of President Kurmanbek Bakiev, the Kyrgyz Service provided swift, accurate, and objective coverage, including on-the-ground reporting, an interview with the ousted President, and the first video interview with Roza Otunbayeva, the Chairperson of the Interim Government. RFE/RL’s Bishkek bureau chief was later named head of the National TV and Radio network. While the political situation 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. A December 2010 survey conducted by the Kyrgyz State National University showed that the Service is considered the most reliable information source among Kyrgyz-language media.

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 where media freedom and journalists remain under severe threat. The North Caucasus Service is often the only media outlet to report on human rights abuses in the region. RFE/RL’s North Caucasus broadcasting is uniquely positioned to provide an alternative view to the official Kremlin line on events. RFE/RL devoted extensive coverage to the two suicide bomb attacks on the Moscow metro, which took place on March 29, killing 40 people. The North Caucasus Service had two Moscow correspondents covering the bombings in Moscow. The North Caucasus Service also had a correspondent in Dagestan who reported from the scene of the March 31 suicide bombings in Kizlyar, which killed 12 people.

Broadcasting to Tajikistan

RFE/RL’s Tajik Service attracts a young, influential audience with its timely, locally focused reporting. The 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 has created several programs that have been welcomed by listeners, including *One Day with You*, *Three Views on One Event*, *Religion and Tolerance*, and *Person of the Week*.

The Tajik Service provided coverage of Tajikistan's February parliamentary elections that listeners could not get from domestic media. In addition to straight news reports, the Service broadcast debates, roundtable discussions, and exclusive interviews with election officials, the leaders of political parties, and analysts. RFE/RL's unique status in the country was underscored on February 25 when the leaders of Tajikistan's political parties marked the official end of the electoral campaign with a press conference that was hosted by the Tajik Service. RFE/RL's Tajik Service also covers cultural issues, in January it assessed the increasing use by Tajik women of the niqab, or full-faced Muslim veil. Just as some European countries are exploring the enactment of bans on the niqab, it is becoming more popular in Tajikistan.

Broadcasting to Turkey

VOA's Turkish Service broadcasts on FM radio and television, and 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. In 2010, in order to better respond to media trends in Turkey, where radio listenership is declining and Internet access via broadband and wireless is rapidly increasing, the Service continued to divert more resources from radio broadcasts to its website. The VOA Turkish website offers English teaching programs, a daily web radio program, video and audio clips, and features that allow users to post comments. It is also accessible on web-enhanced mobile phones and similar devices at voacep.voa.mobi. In addition, VOA Turkish content is distributed on YouTube, Twitter, and Facebook.

VOA Turkish programs are carried on TGRT TV-News network, which is one of the top five all-news networks in Turkey, and on NTV FM, Turkey's largest privately owned news radio network. 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, and experts and analysts on U.S.-Turkish relations. VOA Turkish also produces a weekly 30-minute TV magazine show that is aired on TGRT TV.

Broadcasting to Turkmenistan

RFE/RL's Turkmen Service, the only independent source for news and information in Turkmenistan, gives special emphasis to topics such as democracy, rule of law, and human rights. In Turkmenistan, not only media, but all sorts of institutions and public activities remain under tight control. 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 they, together with their families, have been banned from travelling abroad or re-entering the country. Despite these restrictions, the Turkmen Service increased its online traffic through new media techniques—blogging, social networking on Facebook and Twitter, interactive forums, and multimedia. In FY 2010 the Turkmen Service covered the third anniversary of the inauguration of President Gurbangul Berdimukhammedov with a critical look at his term so far. The Service also reported on the new natural gas pipeline that connects Iran and Turkmenistan.

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 stability by harsh measures designed to prevent citizens from voicing any opposition to 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*.

Lacking an in-country bureau since 2005, and operating under conditions reminiscent of the Soviet era, RFE/RL's Uzbek Service continues to provide news coverage and programming in support of democracy promotion. The Uzbek Service is enhancing its interactivity with new citizen journalism initiatives, and it utilized Facebook pages to interact with its audiences. RFE/RL's Uzbek radio programs have been revamped to be listener-friendly, with talk-shows, live interviews, and discussions.

Eurasia



Sub-Region Dynamics

In Eurasia, the BBG broadcasts to Russia (including Tatarstan and Bashkortostan), 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. The independence of Kosovo has yet to be recognized by the global community. 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, 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. In recent years, pressure from the Kremlin has forced many BBG affiliate stations to drop VOA and RFE/RL programming. Independent journalists remain unable to cover the news freely, particularly with regard to contentious topics like human rights abuses in the North Caucasus, government corruption, organized crime, police torture, the activities of opposition parties, and the country's economic crisis.

As the Russian government tightens its control of the media by state authorities, RFE/RL's Russian Service has become a key forum for those who lack access to other means of free expression. In March 2010, the Russian Service devoted substantial coverage to the suicide bombings in the Moscow metro, including on-the-ground reporting and reactions from officials. 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 Russian 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.

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 Russian Service's website has seen steady growth over the last couple of years. According to Google Analytics, from May 2008 to May 2010 the number of page views more than tripled, the total number of site visits tripled, and the number of "listens" more than doubled.

Due 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. With its multimedia website as a base, VOA Russian reaches out to its audience through multiple Internet distribution channels. The Service provides continuous expert analysis of current events on the VOA blog, while its staff actively engages 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. Finally, Russian audiences embed VOA videos on other websites and blogs and video is also reproduced on a Russian video news site, *newstube.ru*. 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's output provokes widespread conversation among its audience.

This widespread digital media presence provides unique 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 new 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. VOA Russian also reported extensively on the negotiations, and eventual ratification, of the new START arms control treaty, including interviews with 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).

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. Established in 1954, the station is on the air eight hours a day and, in partnership with Poland’s Belsat television company, produces a popular weekly half-hour television news and current affairs program. In 2010, RFE/RL’s Belarus Service provided around-the-clock coverage of Belarus’s December 19 presidential elections and the violent crackdown on opposition protests that followed.

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. The Moldova Service used radio, video, and photographs to cover the “Twitter Revolution,” when thousands of young demonstrators clashed with police and ransacked government buildings to protest the Communist Party’s victory in national elections. And, in December 2010, the Moldova Service covered the formation of a new, democratic governing coalition.

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 web page 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.

Broadcasting to Ukraine

With hundreds of state and private television and radio stations and numerous print outlets, Ukraine’s media sector is very diverse compared with those of other former Soviet republics, but it also faces many challenges. Transparency of media ownership remains poor, and threats 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.

RFE/RL's Ukrainian Service (Radio Svoboda) is one of the country's most popular and trusted international broadcasters. Throughout January and February 2010, the Ukrainian Service used audio, video, photos, Twitter, and even cartoons to provide its audiences with in-depth, multifaceted coverage of the presidential campaign and election. The Service's website featured a special election page that was updated around the clock. The Service also used its Twitter page to keep its many followers abreast of the latest developments in the campaign. Following the election of Viktor Yanukovich to the presidency, the Service has broadcast daily reports on Ukraine's pursuit of closer ties with Russia and the growing threat of a return to authoritarian rule including an exclusive interview with former president Victor Yushchenko, who expressed concern that new President Yanukovich is turning Ukraine into a Russian zone of influence. Faced with decreasing radio affiliates due to increasing political pressure, the Service has significantly expanded its multimedia presence, including on such social media sites as Facebook and YouTube.

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. The Service has seven television affiliates and also provides occasional special reports to some of Ukraine's biggest networks. Indicative of the Service's prominence on the Ukrainian scene, Myroslava Gongadze, the host of *Chas-Time*, was named one of the 100 most influential women in Ukraine by *Focus* magazine, a popular Ukrainian newsweekly, for the second year in a row. 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.

Broadcasting to the Balkans

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 promotes the values of democracy, human rights, and freedom of expression and serves as a bridge connecting the disparate countries of the former Yugoslavia.

RFE/RL's *The Bridge* show is consistently rated its most popular program and also one which has had profound impact and influence across the region. By taking a regional approach to its programming, *The Bridge* brings people together from across the region and encourages dialogue and understanding. Some examples of the guests that have been brought together over the years and who spoke with one another for the first time include: authorities from Sarajevo and Banja Luka; representatives of hard core nationalist parties from Croatia and Serbia; the Mayors of

Sarajevo and Belgrade; and politicians from Serbia and Kosovo. As part of its coverage of events in the Balkans, RFE/RL's Balkan Service provided extensive coverage of a February 2010 anti-terrorist sweep of the village of Maoce, looked at radical Islam in Bosnia, and examined the growing influence of Wahhabism in Macedonia.

Broadcasting in Albanian

VOA's Albanian Service's total media reach in Albania is 45.6 percent, in Kosovo is 66.2 percent in Macedonia is 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's Albanian Service's impressive audience reach ensures its access to top political leaders from around the region. On July 23, 2010, the day after the International Court of Justice affirmed the legality of Kosovo's unilateral declaration of independence from Serbia, Kosovo's prime minister, Hashim Thaci, gave an interview to the Albanian Service in which he hailed the decision as a "historic victory for Kosovo and the region."

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, 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 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.

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.

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, are 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.

VOA's Bosnian Service, with its timely, accurate, and balanced news and information, has a strong following in Bosnia. According to InterMedia, the Service's TV and Internet programming reaches 12.8 percent of adults weekly. *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 Croatia

VOA Croatian broadcasts radio and television programs on affiliates throughout Croatia. The Service's radio programming is carried by FM affiliates in Croatia as well as affiliates in areas of Bosnia that have significant Croatian-speaking populations. The Service also broadcasts 35 minutes of television per week, maintains a website, and provides video on YouTube, and manages Twitter and Facebook accounts. The BBG proposes to end VOA broadcasts in Croatian. Croatia is a member of NATO, remains a candidate for membership in the European Union (EU), and has a Freedom House press ranking of partly free. In addition, RFE/RL's Balkan Service will continue to broadcast in Croatian.

Broadcasting to Greece

In 2010, VOA's Greek Service provided in-depth reporting on the country's economic crisis and the demonstrations that came in its wake. From Monday to Friday, VOA Greek produces seven daily, five-minute live news satellite programs 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.

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. Among ethnic

Macedonians, the Service reaches over 31 percent 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. In addition to its television programming, VOA Macedonian manages a website and engages users on Facebook and Twitter. It also places video on 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 radio programs reach almost all of the country, and its popular TV program *Sunday Interview* enjoys comprehensive coverage across the country on two national TV networks. RFE/RL's Macedonian subunit's website, upgraded in 2009, gives Macedonian audiences a rich source of content as well as 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 perception of corruption in law enforcement agencies and the judiciary, harassment of journalists, trafficking in persons, 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 Montenegro produces targeted radio programs for the Montenegro market and enjoys strong national distribution, covering nearly all of the country. The RFE/RL Montenegro 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 Montenegro also offers a mobile version of its website.

Broadcasting to Serbia

VOA's Serbian Service broadcasts to an audience of more than 10 million 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, one 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 audience is also engaged 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 divisions within Serbian society over integration with Europe versus the need to see Russia as a "protector" with whom Serbia shares a religion and Slavic roots. 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.

Major Program Changes

- Increase VOA audio/visual and web content for distribution on mobile devices in Iran.
- Eliminate VOA Croatian

FY 2012 Performance Objectives

- Expand outreach to the strategically critical audience in Iran through new media and social networking efforts.
- Provide an alternative source of information for the people in the Afghanistan-Pakistan border region through the 24/7 stream of VOA and RFE/RL Pashto programming .
- Offer critical news and information to audiences in Afghanistan through the daily 24-hour program stream in the Dari and Pashto languages.

Broadcasting Board of Governors East & Southeast Asia



- EAST & SOUTHEAST ASIA**
- Burmese (VOA, RFA)
 - Cantonese (VOA, RFA)
 - 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)

Broadcasting Board of Governors

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 is plagued by 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 information-deprived East Asian audiences with access to credible news coverage of their countries and the world.

Throughout this target region, media are subject to official censorship, with 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. 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 2010 was North Korea which was 196th out of 196 countries evaluated; China was 181. Despite continued obstacles to 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. In order to continue this expansion, this budget request supports a restructuring of the BBG's broadcasting to China which will move VOA Mandarin to an all web format and improve RFA transmissions.

In an effort to improve broadcast capability and overcome jamming in East Asia, the BBG's Office of Technology, Services, and Innovation (TSI) augmented its delivery system at the leased Tajikistan radio facility by adding a high-power shortwave transmitter and antenna system. Facility modifications and installation of equipment began in late FY 2008. Work was completed in 2010, and broadcasting from this enhanced facility began in May 2010. In addition, the IBB added 52 new radio and television affiliates to the East Asia portfolio. These included several high-profile affiliations—including the national television broadcaster in Cambodia (for VOA Khmer), Western Cambodia radio affiliations for RFA, and a mainland Chinese television station (the Agency's first ever signed China affiliate)—and the signing of a major popular music affiliate in Indonesia for VOA Indonesian.

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 one million for its Mandarin broadcasts in China. 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 over 38 million for BBG programs.

Performance Objective: Focus broadcasting to audiences of strategic priority in East and Southeast Asia.

Linking Resources and Results	FY 2010 (Actual)	FY 2011 (Target)	FY 2012 (Target)
Audience (in millions) ¹	38.1	38.6	38.9
Funding (in millions) ²	\$83.7	\$82.1	\$76.2

¹Audience figures do not include data for the Cantonese, Korean, Tibetan, and Uyghur language services due to the limitations of reliable surveys.

²Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Major Program Accomplishments

- RFA and VOA each broadcast five hours of daily radio programming to North Korea. In 2010, to further improve medium wave service into North Korea, BBG replaced less effective medium wave transmissions with more effective medium wave transmissions from leased facilities in the region.
- 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, and video and audio podcasts. RFA Mandarin Service has been aggressively incorporating citizen journalism into its editorial content and in the past year, the Service has produced on average two exclusive stories per week based on leads submitted by listeners and/or citizen journalists.
- RFA and VOA both experienced steady increases in web traffic on their Vietnamese sites. RFA’s webcasts and video production helped the Vietnamese Service achieve a 41 percent increase in monthly unique visitors from December 2009 to December 2010, with well over one million people accessing the site every day. VOA’s Vietnamese website traffic more than doubled this past year to about 1.5 million site visits in December 2010.
- VOA and RFA’s Burmese Services together reach 24 percent of the adult population in Burma via radio, television, and the Internet, according to a 2009 national survey. In advance of the November 2010 general elections, RFA Burmese added new programs to educate and inform the public about the constitution, voting rights, and election laws. VOA’s Burmese Service aired four special television programs with footage obtained from inside Burma and worldwide reactions.
- VOA Indonesian reaches more than 25 million people each week (16 percent of the adult population of Indonesia) through hundreds of affiliate radio stations and dozens affiliate television stations.

Broadcasting to China and North Korea



Sub-Region Dynamics

The BBG broadcasts to China through VOA and RFA in four languages: Mandarin, Cantonese, Tibetan, and Uyghur. The Chinese government exerts tight control over the media by jamming BBG Services' radio programming, blocking its Internet offerings, delaying or denying its staff postings to China, restricting and harassing its correspondents in China, and banning 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.

BBG Programming 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 produces content for distribution via medium wave, shortwave, and television, and it also maintains a website. VOA Mandarin produces unique and authoritative content 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. It also has a mobile website and offers video and audio podcasts.

Given its success with new media distribution, and listenership of only 0.1 percent via medium wave, shortwave, and television in FY 2012 the BBG is proposing that VOA Mandarin move to an all new media distribution strategy, including web-based and other mobile platforms. This strategy recognizes the growing importance and success of new media in China, and targets niche audiences for VOA Mandarin content. VOA will concurrently increase funding for content for mobile devices and technical support to essential mobile device development, including circumvention initiatives. VOA Mandarin will continue production of audio and video programs that will be distributed on web and mobile platforms. As VOA shifts Mandarin content to web and new media delivery, the BBG will strategically consolidate the network's overall shortwave transmissions to ensure availability of RFA Mandarin at peak listening hours. RFA will continue radio broadcasting in Mandarin and assume VOA's preferred broadcast hours.

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 format.

RFA also broadcasts to China via shortwave, medium wave, and the Internet. Over the past year, the RFA Mandarin Service has been aggressively incorporating citizen journalism into its editorial content. The Service has produced on average two exclusive stories per week based on leads submitted by listeners and/or citizen journalists. Topics covered range from contaminated vaccines to land-expropriation schemes, from petty theft to grand corruption, from police brutality to judicial injustices. These locally important reports have enabled RFA to impact the daily lives of Chinese citizens. In addition, RFA is at the forefront of exposing China related human rights stories.

In FY 2010, RFA Mandarin also focused on expanding its presence on social networking sites. It has a full-time outreach specialist who disseminates Mandarin editorial content on China-based blogs and microblogs, interacts with readers, and redirects traffic to the Mandarin Web page. In response to audience feedback, RFA Mandarin launched a new program, *Forum for Women and Children*, which explores topics such as domestic violence, gender discrimination, child abuse, and women's health issues.

Both RFA and VOA Mandarin Services covered the critical story around the 2010 Nobel Peace Prize winner: imprisoned Chinese dissident Liu Xiaobo. On October 8, 2010, BBG broadcasters immediately initiated plans to provide in-depth coverage regarding the award-winner. VOA Mandarin broadcast original television, radio, and web reports about Liu, his advocacy for peaceful political reform and his treatment at the hands of the Beijing government. These reports

included interviews with Liu's family and friends, as well as with those responsible for his legal defense. During the Nobel Peace Award ceremony in Oslo, VOA and RFA reporters sent live tweets with photos and provided real-time reporting on Facebook showing how the international community celebrated Liu's achievements.

During the past year, the BBG broadcasters in Mandarin have focused their efforts on enhanced website and multimedia products. RFA launched its new web layout—the site now features a daily webcast of RFA Mandarin's current-affairs reports. Mandarin newsletters are now distributed on a daily basis to China-based email accounts. In addition, a mobile phone-friendly version of the RFA and VOA Mandarin websites can now be accessed by millions of smartphone users in China.

BBG Programming 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. Visits to the RFA Cantonese website grew by 27 percent during the three months ending June 30, 2010, and the number of monthly unique visitors increased by 39 percent, compared to the same period the prior year. Further RFA efforts to reach a younger Cantonese-speaking demographic included the replacement of traditional call-in show capabilities with Skype, a voice-over-Internet-protocol (VOIP) technology that provides viewers a less risky and discreet way to contact the broadcaster. This new technology also allows listeners to send RFA text messages and upload photos and videos.

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. The Service's programming is also available on the Internet, via podcasts and mobile phone applications. Due to low listenership and viewership, the BBG proposes to eliminate VOA's Cantonese Service as part of its plan to restructure broadcasting to China. Cantonese audiences would still be served by RFA Cantonese and VOA's website since Cantonese and Mandarin have a common written language.

BBG Programming 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 not only provides news and information about the world, in particular the United States, it also focuses on topics such as the youth, health, democracy, human rights and rule of law. While audience surveys inside Tibet are

impossible, recent InterMedia research among Tibetan travelers indicates that 7 percent of those surveyed tune in to VOA Tibetan TV or radio on a regular basis, and 5 percent listen to RFA radio, and that there is a growing trend of listening to radio programs via satellite audio sideband, which is heard without jamming interference. Tibetan society has a tradition of sharing news and information by word of mouth, which also increases the BBG's impact in Tibet considerably.

In 2010, the RFA Tibetan website launched regular webcast news programming in all three Tibetan dialects. Video clips and photos from overseas reporters and citizen journalist are incorporated in these weekly productions. These webcasts have increased traffic to the Tibetan website with 18 percent growth in visits and 36.5 percent in unique monthly visitors, when compared to the same period a year prior.

For several years RFA Tibetan has produced *Evolution of Democracy*, a weekly program introducing the principles and practices of democracy. The program was so popular among Tibetan exiles that the program host has become a household name and this year is the front-runner for Prime Minister in the Tibetan exile government election. RFA Tibetan will again host a series of debates and town hall meetings in India and Nepal during the 2010/2011 government-in-exile elections.

RFA Tibetan aired exclusive stories and hourly updates from morning to midnight during the April 2010 earthquake in Yushu, a mostly Tibetan-inhabited area in China's Qinghai province. Locals and relief volunteers contacted RFA to report first hand information about the devastation of the earthquake, and the deliberate denial by the Chinese government of the relief efforts and active volunteer work done by other non-government Tibetan volunteers, particularly the monks. RFA's Kham dialect broadcasts were particularly effective in getting information from the site and reporting back to the local people in local dialect.

The VOA Tibetan Service produces programs for distribution via radio and television to Tibet. In addition to regular news programming, VOA Tibetan broadcasts seven weekly feature 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 such as YouTube, Baidu, and Facebook. VOA Tibetan TV was particularly important among those coming from the Amdo region (Qinghai Province), where more than 19 percent of those surveyed said they watched VOA TV on weekly basis, and recent reports from Lhasa, Tibet's capital, suggest that people there are beginning to find ways to access VOA TV.

VOA Tibetan is constantly seeking new ways to circumvent Chinese shortwave jamming and censorship. With the help of TSI, VOA Tibetan is circumventing Chinese shortwave jamming by adding shortwave transmissions to its regular Asia-based transmissions. 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. Visits to the VOA Tibetan website have grown from 14,500 visitors a month in 2007 to more than 76,000 a month in 2010.

BBG Programming in Uyghur

The RFA Uyghur Service is the only independent Uyghur-language news source to report on violations of religious freedom, human rights, and other social issues that affect the lives of the millions of Uyghur Muslims in the Xinjiang Uyghur Autonomous Region of China and Central Eurasia. The Turkic Uyghurs have faced extreme repression from the government since the Chinese took control of their home territory, and have endured an even greater level of oppression following the 2009 Urumchi uprising.

The Uyghur Service continues to report on the lack of human rights within the region. In a recent news story, RFA reported on 13 Uyghur residents who were detained after helping local residents hit by huge rainstorms and massive flash flooding. A spokesman for the World Uyghur Congress said the 13 residents had been detained on public order charges after local officials said their assistance efforts had too strong a religious flavor.

RFA received the American Women in Radio & Television's Gracie Allen Award this year for "Half the Xinjiang Sky." This multimedia web presentation focused on in-depth coverage, images, and video relevant to Uyghur women following the deadly events in China's Xinjiang Uyghur Autonomous Region and Guangdong province in the summer of 2009.

Broadcasting to Korea

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.

For five hours a day each, RFA and VOA Korean Services deliver 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, to further improve medium wave service into North Korea, the BBG replaced less effective leased transmissions with more effective transmissions from stations closer to North Korea.

The VOA Korean Service concentrates 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 the audience understand the sentiment of the U.S. Congress, and the positions of the U.S. government, VOA Korean goes directly to key policymakers on North Korea issues. Along with other top U.S. officials, the Service interviewed Senator John McCain; Robert Einhor, State Department Ambassador on non-proliferation; Robert King, the Special Envoy on North Korea

Human Rights. In the summer of 2010, the Service produced a series of feature programs telling the stories of how North Korean refugees resettled in the United States.

RFA Korean Service programming ranges from news to cultural features to music programs. In addition to its regular programs, the Korean Service has carried a number of special series during the past year, including those featuring the lives of North Korean defectors in South Korea, the U.S., China, and European countries. RFA's Korean Service includes more than a dozen defector contributors, including a staff member based in DC. Two defector consultants, based in London and Washington, examine the dire North Korean economic situation with the humor and slang currently used in the Hermit Kingdom.

The RFA Korean Service focuses on empowering its North Korean audience with news and information they would otherwise be denied. Feature stories highlight the human rights situation both inside and outside of North Korea, especially in China where many North Korean refugees stay in hiding. Other programming offers human interest stories, such as the value of a happy family, the role of parents, and education and human rights, especially the rights of women. In a recent story, RFA Korean reported that anti-government sentiment is escalating among North Koreans, who are prevented from making a living due to the crackdown on the use of foreign currency and the closure of markets in North Korea.

The Agency's Korean Services face unique online challenges as Internet access is not available in North Korea. RFA and VOA websites rely on "human proxies" and the South Korean press to redistribute content, which includes breaking news and special features relevant to the people of North Korea. A growing number of mobile users, estimated to be more than 120,000 in major cities in North Korea, offer the Agency new opportunity to use mobile technology as an alternative, effective means to reach the North Korean audience.

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 37 million. This represents 22 percent of BBG's global audience. Audiences are particularly strong for VOA TV in Indonesia (15.9 percent or approximately 25 million weekly viewers) and for RFA and VOA Radio in Burma (8 million weekly listeners) and Cambodia (2.5 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.

BBG Programming in Burmese

The authoritarian Burmese government discourages the use of individual satellite dishes and blocks access to the Internet in an effort to put international news websites out of reach, thus shortwave remains a vital tool to reach the Burmese population. The BBG constantly seeks to strengthen its ability to reach audiences in Burma via radio (VOA, RFA) and television (VOA). Both VOA and RFA have continued the surge broadcasting they began during the Saffron Revolution in late 2007.

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 2009 national survey, the Service reaches 22 percent of the adult population in Burma via radio, television, and the Internet. In addition to its website, VOA Burmese programming is available on YouTube, Twitter, Facebook, and the VOA Burmese Blog. In November 2010,

during Burma's first national general election, the Burmese Service aired four special television programs with footage obtained from inside Burma as well as that of worldwide reactions.

Perhaps the most prominent member of that audience is Burmese opposition leader and Noble Prize winner 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." Following her release from house arrest, VOA's Burmese Service secured the first exclusive interview with her. The Service conducted the interview in English and Burmese and shared it with all VOA language services. Video from the interview was featured in the VOA Burmese weekly television magazine show and put on the Service's website (which received over 700,000 visits in November, a new record). RFA Burmese immediately began the first regular radio program with Aung San Suu Kyi in which she answers questions from the Burmese people every Friday on RFA. It is one of the few ways the Burmese people can learn about her activities as the junta has restricted what local media can report on her. RFA Burmese plays a vital important role in facilitating dialogue, and providing information, ideas and a diversity of opinion to the Burmese people

By continuing surge broadcasting that began during the Saffron Revolution, RFA has been able to provide as much news and information as possible to listeners inside Burma. RFA reports on the daily struggles of the Burmese people to feed their families, find water to drink and pay for substandard health care. It also reports on the young boys pressed into military service, peasants forced into labor illegally, the plunder of Burmese natural resources, and the vicious attacks waged by the military against minority ethnic villages. In FY 2010, RFA Burmese added new programs to educate and inform the public about the constitution, voting rights, and election laws as the junta carried out elections that were denounced as a sham by most democratic nations. .

BBG Programming in Indonesian

The VOA Indonesian Service reaches more than 25 million people each week—16 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*, 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 building positive relations between the U.S. and the Muslim world. The Service produces, for example, an annual special 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.

BBG Programming in Khmer (Cambodia)

While Cambodia enjoys more media freedom than neighboring Vietnam and Laos, Freedom House's 2010 Freedom of the Press Index rated the country's status as "not free" due to increasing government crackdowns on journalists. As the domestic media becomes more restricted, the role of the international media as sources of news and information is even more vital. The BBG reaches audiences in Cambodia through RFA and VOA radio broadcasts and through VOA television broadcasts. RFA and VOA also maintain a robust Internet presence.

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 twice-daily radio broadcasts attract huge audiences with a combination of local and international news. According to InterMedia research, nineteen 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 the Service's 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 Khmer has concentrated much of its attention on the government crackdown against voices critical of its policy, and it has 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.

RFA Khmer plays a unique role in Cambodia by using its only in-country bureau to station reporters throughout the country to report extensively on the numerous issues facing Cambodia as it struggles to establish itself as a democracy. These issues include corruption, land grabs by the country's elite, election fraud, degradation of the natural environment by industrial pollution and illegal logging, no rule of law, and the lack of basic human rights. In a number of cases, RFA Khmer reporting has functioned as a governmental and societal watchdog that has been able to prompt positive action and solutions to common problems.

RFA Cambodian Service listenership has grown over the years making it, along with VOA, the most popular international broadcaster in Cambodia. But this popularity comes at a price. Corrupt officials have targeted RFA journalists using not only personal attacks and threats, but also the Cambodian court system, by bringing numerous baseless defamation claims. RFA continues to fight lawsuits in the Cambodian courts.

BBG Programming 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, the lack of environmental regulations, 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, unfortunately, Lao officials have been powerless to investigate.

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 the environmental impact of hydrological projects, poverty and drug trafficking. 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. RFA and VOA Lao Services continue to work to reach people with these new technologies and find more ways to circumvent government censorship.

BBG Programming in Thai

Although the media environment in Thailand is considered partly free, political demonstrations in early 2010, one of 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. 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 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.

BBG Programming 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.

RFA Vietnamese has been steadily jammed since it first began broadcasting in 1997. But that has not stopped a loyal group of listeners from tuning in for news and information that isn't reported in the Vietnamese media such as the repression of religious organizations, free speech, labor and political dissent. At the same time, Vietnam has embraced a wide variety of new technologies which have made it possible for RFA Vietnamese to reach audiences via news webcasts. These webcasts provide the audience with the latest information and video from important news events and issues.

The Vietnamese Service has long published RFA's most popular website despite its being blocked from direct access within Vietnam. The site provides audio of all radio broadcasts, supplemental content including audio, text, video and links, and a forum for interaction with a vibrant and growing Web-based audience. RFA Vietnamese also provides audiences with encrypted e-newsletters, proxy addresses to circumvent blockage, and links to social media sites, podcasts, RSS feeds, message boards and blogs. In spite of severe censorship, the Vietnamese website saw a 41 percent increase in Daily Unique Visitors from December of 2009 to December of 2010 with well over one million people accessing the site monthly.

VOA's Vietnamese Service broadcasts radio programming via medium wave and shortwave. 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.

Broadcasting in English

VOA English radio programming reaches listeners 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 features the latest breaking news from East Asia and South Asia. Crossroads Asia is a highly interactive evening news show to Asia. Special programming this year included a roundtable discussion on Chinese President Hu Jintao's visit to U.S. and a four-part radio and web series on defectors from North Korea.

Major Program Changes

- Increase VOA audio/visual and web content for distribution on mobile devices in China.
- Restructure broadcasting to China, including eliminating VOA Cantonese.

FY 2012 Performance Objectives

- Sustain the coordinated 10-hour VOA-RFA program stream to North Korea in shortwave and medium wave.
- Reach new audiences in China through new media and social networking.

Broadcasting Board of Governors Sub-Saharan Africa



SUB-SAHARAN AFRICA

- Amharic (VOA)
- Afan Oromo (VOA)
- English (VOA)
- French (VOA)
- Hausa (VOA)
- Kinyarwanda (VOA)
- Kirundi (VOA)
- Ndebele (VOA)
- Portuguese (VOA)
- Swahili (VOA)
- Shona (VOA)
- Somali (VOA)
- Tigrigna (VOA)

Broadcasting Board of Governors Sub-Saharan Africa

Regional Dynamics

Although the African continent has witnessed an impressive wave of democratic transitions over the past 20 years, it has recently shown, in the words of Assistant Secretary of State for African Affairs Johnnie Carson, “worrying signs of backsliding.”¹ A recent series of flawed elections, harassment of opposition groups, attempts by presidents to extend their term limits and military coups threatens Africa’s progress toward democracy and good governance. And despite impressive economic growth in recent years, Africa remains one of the world’s poorest regions and has been ill-equipped to combat health pandemics including HIV/AIDS and malaria. For African audiences, BBG programming helps to promote democracy and good governance, advance economic growth and development, counter extremism and ethnic conflict, and deepen ties to the U.S.

VOA, the BBG’s only broadcast entity targeting the 48 countries in sub-Saharan Africa, attracts a weekly total media audience of approximately 42.6 million across the 15 countries in the region for which audience data exist. This represents the largest single regional share of the BBG global audience (around 26 percent of the total BBG audience). VOA broadcasting primarily plays two roles within the African context. It provides balanced, comprehensive local (mainly political) news, often acting as a surrogate news provider, within tightly controlled media environments (such as Somalia, Zimbabwe, and Ethiopia) or during times of crisis or high political tension. VOA listeners also enjoy programming that focuses upon educational and development topics beyond hard news (for example, in Ghana, Nigeria, and Tanzania). This type of programming is particularly important to women, a key target group.

Radio remains the key medium for BBG audiences in sub-Saharan Africa. The over 20 million VOA radio listeners in Nigeria (in English and Hausa) represent the second-largest BBG audience, after Indonesia. The BBG continually seeks new ways to engage its radio audiences. In FY 2010, the Office of Technology, Services, and Innovation (TSI) set up a call and record capability for listeners to several African language radio shows. Listeners are provided with a telephone number they call collect and record comments on VOA broadcasts or other topic. The comments are then available for immediate use during VOA programs.

In addition to radio, the BBG has continued its strategy of developing and distributing news and information through digital platforms. 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.

TSI also continued to implement a new video production system for VOA that has streamlined digital workflows and allows for easy creation and repurposing of video content for delivery through the Internet or wireless mobile devices. The use of mobile devices in Africa is on the rise, and in FY 2010, the IBB Office of Marketing and Program Placement signed an agreement

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.

with a mobile content aggregator that serves 20 African nations, to include VOA’s audio, video, and text content in its offerings to cell phone customers. News is now distributed in text, audio, and video on mobile platforms to cell phone owners in a number of African countries.

Performance Objective: Target African broadcasting to areas prone to terror incidents, genocide, or failed states.

Linking Resources and Results	FY 2010 (Actual)	FY 2011 (Target)	FY 2012 (Target)
Audience (in millions)	42.6	43.3	44.0
Funding (in millions) ¹	\$16.4	\$16.7	\$17.3

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Major Program Accomplishments

- 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 airs programs covering news and current affairs, topical discussions, entertainment, and sports every day to one of the world’s most hostile environments, despite direct threats to VOA journalists from militant groups.
- The Hausa Service has one of VOA’s largest radio audiences: 36 percent of the Hausa-speaking population in Nigeria listens to VOA at least once a week. The service organized town hall meetings in Nigeria where thousands of attendees received health information from medical experts and government officials.
- VOA and the Office of Technology, Services, and Innovation (TSI) together responded to jamming by the Ethiopian government with the launch of a morning surge program in Amharic, expansion of shortwave frequencies for Amharic, Afan Oromo, and Tigrigna, satellite transmissions for these languages, and email newsletters to get around website blocking.

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. It is also heard in the northwestern part of Tanzania and the eastern part of the Democratic Republic of Congo. The Service provides its audiences radio programming via FM and shortwave frequencies. Its listenership is

strong in Burundi, reaching 12 percent of the adult population weekly, according to a March 2010 survey, and far better in Rwanda where the latest research shows a 71 percent weekly audience rate—one of the highest listening rates of any VOA service. Ninety-six percent of listeners surveyed rated the Service’s Kinyarwanda programs “very” or “somewhat” credible. Created in 1996, two years after the genocide in Rwanda in which hundreds of thousands were killed, the Central Africa Service has covered Rwanda’s post-genocide recovery, conflict in the Democratic Republic of Congo, and Burundi’s civil war, as well its transition to a multiethnic democracy. Kirundi and Kinyarwanda language broadcasters also host popular health, entertainment, and youth segments that have helped make Voice of America one of the most popular broadcasters in the Great Lakes region.

Broadcasting 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, 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 *Sudan in Focus* in September 2010. This 30-minute English radio program offers audiences in southern Sudan accurate news about their country, the region, and the continent. *Sudan in Focus* is available via shortwave, FM, and Internet and is co-hosted from Juba and Washington. In mid-December, several leading members of southern Sudan’s civil society gathered in Juba, regional capital of southern Sudan, for a meeting organized by VOA. At issue was the January referendum in southern Sudan on whether it should remain part of Sudan. Audiences in Sudan are also served by MBN’s *Afia Darfur* programming, as described in the Middle East Broadcasting Networks section of this budget request.

Broadcasting in French to Africa

French is the official or semi-official language and is commonly used for business in 22 sub-Saharan countries with a combined population of about 130 million. VOA’s French to Africa Service broadcasts radio and television programming to the target area, and also distributes its programming through digital platforms. The Service targets programming to West and Central Africa where state-owned media have dominated most of the airwaves, while 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 where they can freely discuss relevant issues without any censorship.

The French to Africa Service covers major issues that are relevant to its target audiences. In February 2010, when a military coup took place in Niger, the Service kept the audience abreast of developments by providing a stream of text messages to mobile subscribers. The Service’s radio lineup also includes informative shows like *Le Dialogue des Religions* (*Dialogue of*

Religions), an interactive program that features theologians, religious leaders, and listeners who discuss, by phone and e-mail, religious issues that are important to VOA audiences.

Broadcasting in Hausa

VOA's Hausa Service broadcasts to several countries in western Africa, including Cameroon, Ghana, and Niger, but it is in oil-rich Nigeria—one of Africa's populous and economically significant counties—that the impact of VOA's Hausa broadcasting is greatest. Hausa is spoken by over 75 million Nigerians and 36 percent of them, according to research, listen to the Hausa Service at least once a week. 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 it also offers live and on-demand broadcasts on the Internet.

The Hausa Service broadcasts to a region that has 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 in Nigeria 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.

In addition to attracting a huge radio audience, VOA Hausa also attracts live audiences to its popular town hall meetings. These Town Hall Meetings are related to health, and they include medical experts and government officials who are invited to discuss health issues like Maternal and child mortality, malaria, cholera, HIV/AIDS, Polio, etc. Audiences are given opportunity to ask questions, and the goal is to enlighten the public about health issues. In January 2010, the Hausa Service conducted two town hall meetings in the Nigerian states of Adamawa and Taraba that were attended by thousands of people.

Broadcasting to the Horn of Africa (Amharic, Tigrigna, Afan Oromo)

The Horn of Africa Service broadcasts 12 hours of news and features to Ethiopia and Eritrea on shortwave each week and maintains a large Internet audience in the global diaspora. It does this in the face of almost constant harassment from the Ethiopian government, which accuses VOA Amharic of being an opposition mouthpiece. The most intense and enduring pressure began in February, as the country was gearing up for May elections. On February 22, 2010, the government started jamming shortwave transmissions and blocking Internet and telephone communications with between VOA and its Amharic audience.

Immediately after the jamming began, various BBG elements—the Africa Division, the Language Programming Directorate, Broadcast Operations, and the Office of Technology, Services, and Innovation (TSI)—mobilized to find other ways of reaching the people of Ethiopia and Eritrea. Within days, VOA had launched a 30-minute surge *Morning Show* for its Amharic audience. Later, when Ethiopia expanded its jamming to the Afan Oromo and Tigrigna broadcasts, VOA countered by expanding to 18 shortwave frequencies to carry Horn of Africa programming. Many of the Horn's five million listeners reported that, because of the new

frequencies, they were once again able to hear VOA on shortwave. When the Ethiopian government blocked the Horn of Africa English website—one of the Agency’s seven most popular sites—the Horn of Africa Service launched periodic email blasts offering subscriptions to a new web-based newsletter to listeners in Ethiopia. TSI also established a web proxy 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 specific websites users are visiting. In another move to counter the jamming, VOA began providing Amharic, Afan Oromo, and Tigrigna programs via a 24-hour audio stream on the Arabsat satellite. Though the jamming ceased in August, VOA continues to use the satellite feed, which has proved to be widely popular in the Horn region.

Though jamming has ended, other forms of harassment continue. The Ethiopian government continues to impede VOA reporters. It refuses to grant reporting licenses to new VOA stringers and usually declines interviews with VOA stringers and reporters in both Ethiopia and Washington, D.C. The government also continues to block VOA’s websites in Amharic, Afan Oromo, and Tigrigna.

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. 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 different 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. VOA Portuguese program line-ups include news, discussions, interviews and a wide variety of features, including music and art features. Since 2006, the Service has been airing a weekend program on HIV/AIDS targeting primarily the youth in Mozambique. All shows are available on both radio and the Internet. In Angola, despite having to operate in a heavily censored media environment, VOA enjoys an important advantage. It is the only international broadcaster that is permitted to cover events beyond the capitol city. The Service’s broadcasts also reach East Timor, a Portuguese-speaking country in Southeast Asia, and Brazil via shortwave and the Internet.

Broadcasting to Somalia

Somalia’s geographic location at the crossroads of sub-Saharan Africa and the Middle East makes it strategically important to the overall security and stability of the region. Its status as a failed nation makes it a prime breeding ground for international terrorism. The United States does not maintain any embassy or diplomatic presence within Somalia; however, through the VOA Somali Service, the U.S. government can communicate directly with the Somali people to counter terrorist ideology, help foster reconciliation, promote democratic ideals, and try to achieve understanding of U.S. policy, American life, and American ideals. The Service also provides a safe place for Somalis across the political spectrum to express their views on the search for peace.

Independent audience research shows that the Somali Service has achieved a 62 percent weekly audience in Mogadishu since its launch in 2007. The Service airs daily programs covering news and current affairs, topical discussions, entertainment, and sports to one of the world's most hostile environments. In 2010, at least one journalist was killed and two others were wounded, while several others were imprisoned. Direct threats were made against the Somali Service Chief by the militant Islamist group Al-Shabab. Despite these threats, the Somali Service has developed creative means to obtain and disseminate vital news and information. For example, the Service now relies on citizen journalists for some of its news reporting in Mogadishu and other parts of the country.

Al-Shabab also ordered local VOA and BBC affiliates to stop broadcasting programs and told all radio stations in Somalia to stop playing music and songs on the air. In spite of all these obstacles, VOA maintains a strong audience in Mogadishu and its surrounding areas. The Somali Service broadcast several special programs in the past year, including extensive coverage of the aftermath of a suicide bombing at a medical school graduation ceremony in Mogadishu in December 2010 where four Somali government ministers were among more than 20 people killed.

The Office of Technology, Services, and Innovation continues to provide technical support to an FM affiliate in Somalia. In FY 2009, TSI also worked closely with the IBB's Office of Marketing on new FM projects in Mogadishu and Hargeisa in the Somaliland region of the country. While FM broadcasts from Hargeisa began in late FY 2009, major security issues in Mogadishu have prevented the establishment of a transmitter in the capital.

Broadcasting in Swahili

VOA 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, it has also been Uganda's official language. It is also widely spoken in Rwanda, Burundi, and the Democratic Republic of Congo. Swahili broadcasts cut through ethnic differences and engage the 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 carry its programming live and the Service also distributes targeted audio and video programming through mobile devices. Mobile media is becoming an important delivery method for the Service: data show more people in Africa own cell phones than access the Internet via personal computers. In June 2010, VOA Swahili became the first service in the Africa Division to offer short video reports on a mobile platform when it launched *Mitaani (From the Streets)*, a new video feature produced exclusively for mobile phone users. With the launch of video clip capability, the Swahili Service now offers a full portfolio of news products on mobile phones, and mobile users can now access text, audio, and video clips. Some features have included *Ramadan Greetings*, *Eid Greetings*, and debates over the October 2010 elections in Tanzania.

Broadcasting to Zimbabwe

The Zimbabwe Service broadcasts in English, Ndebele, and Shona. 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. The Service delivers programming via FM, medium wave, and shortwave frequencies. The Service also has a website and periodically uses SMS as another distribution channel. The most recent market survey conducted by InterMedia showed that VOA's *Studio 7*, with a market share of 15.1 percent, remains the strongest player among international broadcasters in Zimbabwe and is an important source of information for many Zimbabweans.

Strict government control of the media continues, but there are some signs of liberalization. A new private newspaper was granted a license to print in May 2010—the first in seven years—and the newly formed Zimbabwe Media Commission, theoretically at least, has a mandate to reform the media sector. A power-sharing agreement went into effect in February 2009, between President Robert Mugabe's Zanu-PF party and the main opposition party, the Movement for Democratic Change, led by Prime Minister Morgan Tsvangirai. However, political tensions are likely to rise in Zimbabwe in 2011 as President Mugabe has announced he intends to call elections early in the year.

Major Program Changes

- No major program changes are proposed

FY 2012 Performance Objectives

- Offer audiences in Somalia vital news and information and the opportunity to express their own political views.
- Provide listeners in Zimbabwe with critical information and analysis through VOA *Studio 7* broadcasts.

**Broadcasting Board of Governors
Latin America**



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

Broadcasting Board of Governors Latin America

Regional Dynamics

The nations of Latin America represent a critical target market for the BBG: In addition to being the nearest neighbors of the United States, they also share with our country a common history of European colonization and of independence movements rooted in the ideals of the Enlightenment. Although stable and democratic political institutions, responsible economic management and respect for human rights have become the norm in Latin America, there remain troubling outliers. As Assistant Secretary of State for Western Hemisphere Affairs Arturo Valenzuela noted in testimony to Congress last year, Latin America has seen a “persistent erosion of democratic institutions and fundamental freedoms in several countries, particularly freedom of the press,” specifically citing recent developments in Venezuela and Cuba, the Western Hemisphere’s sole remaining Communist state.¹ Meanwhile, Haiti, the Western Hemisphere’s poorest nation, remains crippled by poverty and poor governance and in need of serious rebuilding 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.

BBG broadcasts target Cuba, the Andean region of Latin America, and Haiti and attract a weekly total media audience of approximately 4 million across areas where research has been conducted. This represents around 2 percent of BBG’s global audience. Audience reach is high for BBG radio broadcasts in Haiti, with 50 percent of adults (or approximately 2.2 million people) tuning in weekly.

The region’s media markets are very well developed; they are both saturated and somewhat resistant to outside influence. The political environment and strict media laws are obstacles for local placement, especially on television, in many areas. With the exception of Haiti, television is dominant with cable use increasing rapidly. Mobile phone use is virtually universal in the Andean region, and with smart phones like the Blackberry becoming more accessible, they will likely become a major source of news within the next few years. Similarly, Internet-based digital platforms are growing in usage and influence, particularly among young urban populations—including those of strategic interest to VOA in the Andean region.

Media markets in Latin America and the Caribbean are evolving rapidly, marked by widening use of digital technologies, greater use of FM radio over traditional shortwave and medium wave bands, and continued growth in television viewership. Through VOA and the Office of Cuba Broadcasting (OCB), the BBG reaches audiences in Latin America on three media platforms: television, radio, and the Internet. VOA is aggressively developing mobile capabilities to reach the rapidly expanding youthful audience—especially in the Andean countries—and is successfully engaging Internet users through its website, Facebook, YouTube, and Twitter. A major item on VOA’s strategic agenda for Latin America is to focus on development of new

¹ Arturo Valenzuela (Assistant Secretary of State, Bureau of Western Hemisphere Affairs). Statement to the House, Committee on Foreign Affairs, Subcommittee on the Western Hemisphere. *U.S. Policy Toward the Americas in 2010 and Beyond*, Hearing, 10 Mar. 2010. Available at: <http://foreignaffairs.house.gov/111/val031010.pdf>; Accessed: 9 Feb. 2011.

media, which are expected to supplant traditional VOA radio and television programming as the most effective methods to reach mass audiences in the years ahead.

Performance Objective: Expand audience reach in strategic locations of Latin America.

Linking Resources and Results	FY 2010 (Actual)	FY 2011 (Target)	FY 2012 (Target)
Audience (in millions) ¹	4.0	4.1	4.3
Funding (in millions) ²	\$36.0	\$35.2	\$35.1

¹Because of the limitations of reliable survey data, OCB audience numbers are not included in the above estimates.

²Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Major Program Accomplishments

- After the January earthquake in Haiti, VOA’s Creole Service began immediate unprecedented news coverage. The Service added a 90-minute special program within hours after the quake. A sustained radio programming surge, supported by OCB’s Radio Martí, began the next day, along with an Internet hotline for survivors and their families on the Service’s website. Overall programming hours increased from 1.5 hours to 10.5 hours Monday through Friday, and from one hour to 9.5 hours Saturday and Sunday.
- Radio and TV Martí hosted a debate between the Democratic and Republican candidates for Florida’s 25th Congressional District. Issues centered on U.S.-Cuban relations including the embargo and travel as well as current economic conditions and human rights in Cuba.
- To aid in program distribution, the IBB Offices of Marketing and Program Placement (OMPP) and New Media are developing *VOA Direct*, an online method of pushing VOA news and information to hundreds of radio and television stations throughout Latin America.
- VOA and OCB collaborated on a daily one hour news program, *A Fondo (In Depth)*. The program features live reports and expert interviews and news analysis, and it is broadcast on Radio Martí and Voice of America Spanish Radio. This new show is the first of its kind, originating from VOA studios in Washington and the Radio Martí studios in Miami, using the talents of both organizations to give depth of knowledge and content.
- Four new antenna towers for Radio Martí’s medium wave (AM Radio) Marathon Transmitter Station were installed, providing higher reliability, unlimited availability of 100kW power level, and a louder audio signal to listeners. During the initial Haitian crisis, the Marathon station was used to broadcast VOA’s Creole Service to Haiti for up to 4 hours daily.

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 information, denied by the government, to the Cuban audience. Newscasts, as well as news features and updates, figure prominently in daily schedules. Radio/TV Martí programs provide an uncensored, comprehensive, and balanced perspective of current events through roundtable discussions and expert analysis on political, economic, social, and religious issues. New programs seek to capitalize on the opportunities now available to a limited amount of small entrepreneurs and the burgeoning market for goods and services available online. Many programs emphasize human rights, and provide in-depth discussions about the Cuban opposition and political prisoners.

Currently TV Martí is revamping its entire on-air look, adding new programs, upgrading productions and developing a new branding strategy that will make it more relevant to the Cuban audience. In 2011, TV Martí will continue to offer a wide variety of sports and entertainment programming. Ranging from live broadcasts of Major League Baseball games to cultural films, documentaries, and musical showcases, these programs have become a key mechanism to reach target audiences throughout the country and to offer contemporary information about U.S. culture. TV Martí is broadcast via direct-to-home satellites, DirectTV, and AeroMartí, the airborne platform that is capable of broadcasting television programs in both Ultra High Frequency (UHF) and Very High Frequency (VHF).

The Office of Cuba Broadcasting seeks to broadcast programming that promotes dialogue through audience participation and interactive exchanges. In this effort, OCB launched its newly-formatted program *Con Voz Propia (With Your Own Voice)* which is a daily conversational program about women's issues that is hosted by four women. Other program highlights included OCB's live coverage of the 2010 Sakharov Prize awarded by the European Parliament to Cuban dissident, Guillermo Fariñas, who initiated a 134-day hunger strike in protest of the deteriorating human rights situation in Cuba, and the December 26, 2010 Catholic Mass ceremonies held in Puerto Rico for Cuba.

In an historic first, Radio and TV Martí hosted a debate between the Democratic and Republican candidates for Florida's 25th Congressional District. The Cuban-American candidates, Joe Garcia (D) and David Rivera (R), answered questions from independent journalists, economists and others in Cuba in an event that aired on Radio and TV Martí and streamed on the Internet. Veteran Martí journalist and news anchor Karen Caballero moderated the candidates' discussion of issues, which centered on U.S.-Cuban relations including the embargo and travel as well as current economic conditions and human rights in Cuba. OCB also created *El Revoltillo*, a program that informs listeners in Cuba about items available for sale on the island. This new program attempts to offer Cubans who have restricted Internet access the ability to engage each other in the sale/exchange of goods through an "open phone line" radio program.

TV Martí and Radio Martí have started broadcasting the Globo Vision Program *Alo Ciudadano*, an open forum where Venezuelan citizens openly denounce government corruption and violation of rights. It is currently among the most popular opinion programs for the Venezuelan opposition.

The Office of Cuba Broadcasting also reaches audiences in Cuba via the Internet, and it has improved its Radio/TV Martí website, *martínoticias.com*, by joining the Clickability platform used by other language services at the BBG. The new site will further enhance the Martí brand and improve the look and feel of the current site with a more open, user-friendly design. *Martínoticias.com* will increase the number of news articles it publishes and will feature new sections of general interest to the Cuban audience.

Martínoticias.com streams three new TV Martí shows on its site daily in addition to special programming produced specifically for the website. The use of other new media outlets such as YouTube, Twitter and Facebook is being expanded, attracting more visitors to the site. Additional efforts are also being made to use the latest technology to circumvent the Cuban government's effort to censor web access across the island.

OCB continues to increase its close cooperation 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*, also has regular interactive reports with journalists from TV Martí who lend their expertise to news reports regarding Cuba. The OCB show *Washington al Día* uses news reports produced by the VOA Spanish Service on a regular basis which gives Martí's broadcasts a broader Washington presence. The websites *Martínoticias.com* and *voanoticias.com* also share material on an ongoing basis. In addition, in FY 2011, the BBG plans to digitally link the OCB newsroom with the VOA Spanish newsroom giving each Service access to the other's stories which will make the flow of information smoother as cooperation between both entities grows.

In May, 2010, OCB upgraded its Marathon Transmitting Station with four new medium wave antenna towers. The new towers complement the new transmitter installed in FY 2009. These upgrades provide higher reliability, unlimited availability of 100kW power level, and a louder audio signal for listeners which should result in deeper signal penetration into Cuba with better sound quality. During the initial Haitian crisis, the Marathon station was used to broadcast VOA's Creole Service to Haiti for up to four hours daily.

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. A wide network of affiliates rebroadcast programs on radio and television stations throughout the region. Programs are regularly featured on such large stations as NTN 24 in Colombia. To aid in program distribution, the IBB Offices of Marketing and Program Placement (OMPP) and New Media are supporting an effort by VOA Spanish to establish *VOA Direct*, an online method of pushing VOA news and information to hundreds of radio and television stations throughout Latin America. In FY 2010, OMPP established a Latin America Regional Marketing Office at the OCB offices in Miami in order to better focus on expanding the reach of BBG Spanish content through affiliates and strategic program placement.

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. In FY 2010, The IBB Office of Performance Review worked closely with VOA Latin America to evaluate and improve the Division's renewed focus on the Andean region. Venezuelan authorities have initiated a campaign to limit press freedom since 2000. Over the course of several years, regulations that govern the media inside Venezuela have become more restrictive. Since 2009 more than 40 radio and TV stations have had their licenses revoked. In reaction to the recent closure of six news outlets, including the very popular and high profile television station RCTV in early 2010, the Spanish Service launched a new radio program called *A Fondo (In Depth)*. This one-hour weeknight program, filmed at both VOA's Washington studio and OCB's Miami studio, provides news and information to audiences in Latin America and the Caribbean by drawing from the talents of both organizations to provide in-depth knowledge, analysis and content. In the first quarter of FY 2010, South American-wide television network MGM placed *El Mundo Al Dia (The World Today)*, the Spanish Service's 30-minute newscast, on its programming schedule. MGM enjoys broad distribution throughout the region via both cable and satellite. *El Mundo Al Dia* is also on *CableNoticias*, an all-news network that has placement in key markets in the Andean region on cable and satellite.

Broadcasting to Haiti

The BBG responded quickly to the devastating January 2010 earthquake in Haiti. By providing an immediate lifeline to the people of Haiti during the disaster and the ensuing humanitarian crisis, VOA's Creole Service is more essential 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 featuring a Creole reporter on location in tent cities populated by earthquake survivors who lost their homes. The program enabled survivors to tell their stories and to talk with a psychologist and other experts provided by the Creole Service. The increases to Creole broadcasting were funded with supplemental appropriations that expire at the end of FY 2011. The BBG is not seeking continuation of Creole surge funding after FY 2011.

The Office of Cuba Broadcasting's (OCB) *Radio Martí* provided full support for VOA surge broadcasts to Haiti. OCB's journalists, producers, and broadcast technicians joined VOA in reporting the tragic news and the world wide relief effort. Brigadier General Hector Pagan, who led the U.S. Southern Command relief operation, participated in VOA programming on Haiti from the OCB studios in Miami. Radio Martí News conducted live interviews from Haiti, as well as with the large Haitian community in South Florida. OCB also provided VOA with the radio signal feed to Haiti through its Marathon, FL. transmitting station. In FY 2011, OCB continues to provide support to the Creole Service's surge broadcasting efforts.

The Creole Service's coverage of the earthquake and subsequent relief efforts received attention from many sources, and shortly after the earthquake, Senator Ted Kaufman (D-DE) issued a statement praising the Service for providing vital news and information to the people of Haiti. Supplemental Appropriations provided to the BBG in fiscal year 2010 allowed the BBG flexibility to respond to the humanitarian crisis in Haiti and maintain broadcasting at a level appropriate to provide value to its people. Further BBG efforts to stabilize Haiti's domestic

media environment have included providing satellite receivers to affiliates to re-establish distribution of VOA content.

VOA has long been the leading international broadcaster in Haiti—pre-earthquake research figures show a weekly audience of 50 percent of the adult population. The Creole Service broadcasts to Haiti via 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 Service also delivers news and information on its website and on social media platforms Twitter, Facebook and YouTube.

Major Program Changes

- No major program changes are proposed.

FY 2012 Performance Objectives

- Expand the reach of VOA Spanish content through affiliates and strategic program placement.
- Expand efforts in Latin America to engage growing Internet and mobile user populations on digital platforms.
- Improve Agency efficiency through increased collaboration between OCB and VOA Spanish.

Broadcasting Board of Governors Cross-Cutting Initiatives and Support Services

Broadcasting Board of Governors Operations International Broadcasting Bureau Management and Support Office of Technology, Services, and Innovation

Broadcasting Board of Governors Operations (BBGO), International Broadcasting Bureau Management and Support (IBB), and the Office of Technology, Services, and Innovation (TSI) work across the Agency to ensure broadcast standards and journalistic integrity meet market-specific broadcast requirements and to provide technical and administrative support to all the BBG’s broadcast entities. Activities in this section are funded through the International Broadcasting Operations (IBO) and Broadcasting Capital Improvements (BCI) Appropriations.

Performance Objective: Align essential support functions with broadcasting implementation strategies and performance goals.

Linking Resources and Results	FY 2010	FY 2011	FY 2012
Funding (in millions): ¹			
Operations	\$307.5	\$304.6	\$322.1
Capital	\$13.3	\$12.6	\$12.8

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

Major Program Accomplishments

- TSI continued the phased implementation of a digital video system for VOA, which manages the entire news production workflow and allows journalists to operate in a fully digital mode from video production to on air presentation. TSI has fully rolled out the DaletPlus Video ingest, production, and playback system for all live VOA programming and is working towards further expansion of video storage and archiving by improving the Agency’s video storage infrastructure and capability.

- TSI began a “green” initiative to examine more efficient use of energy with feasibility studies for wind power application at Tinian, Sao Tome, and Sri Lanka and a pilot project planned for Tinian. Other projects planned for BBG facilities include water efficiency projects at transmitting stations and may include solar energy systems at FM stations. To predict and control power usage, transmitting stations began installing power monitoring systems; this effort will continue through the next two fiscal years.

- The BBG 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.

- IBB's Office of New Media oversaw the migration of all VOA language services to a new content management system that provides a more stable and interactive platform for displaying multimedia content, launched 20 new VOA mobile websites featuring multimedia content, and developed new English-learning websites for Mandarin, Persian, and Russian speakers with state-of-the art voice recognition technology and active social networking components.
- 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.
- The BBG submitted its FY 2010 BBG Performance and Accountability Report (PAR) received an unqualified opinion on the audit of its FY 2010 financial statements.

Support functions throughout the BBG are dedicated to facilitating the Agency's broadcast mission in accordance with its strategic goals, implementation strategies and performance objectives. The BBG FY 2008-2013 Strategic Plan fully integrates operational planning of broadcast support and technical services within U.S. International Broadcasting while the centralized support functions of the Office of Technology, Services, and Innovation and the IBB Office of Marketing and External Liaison manage program delivery through the preferred media in targeted areas. 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 marketing and program placement, financial services, and strategic planning.

Providing Strategic Direction and Leadership for the Agency

In FY 2011, the Board is undertaking a year-long strategic review, which will culminate in the production of a new Strategic Plan. In FY 2010, BBG activities included:

- Maintaining the journalistic firewall to protect the professional independence and integrity of the Agency's broadcasters.
- Continuing to work with the entities to ensure that their strategic and long-term planning incorporates the Agency-wide strategic plan.
- Initiating efforts to promote transparency in the Agency's decision making processes by streaming official Board meetings on the BBG website.

Explaining American Policy

The IBB Office of Policy issues editorials to help audiences understand U.S. policy. In FY 2010, accomplishments of the IBB Office of Policy included:

- Substantially increasing the number of available editorials for VOA language services use and allowing services to broadcast more relevant editorials for their target markets.

- Creating TV and radio editorials from original interviews with key policymakers, including U.S. Trade Representative Ron Kirk; U.S. Deputy Assistant Secretary of State for Population, Refugees, and Migration David Robinson; Under Secretary of State for Democracy and Global Affairs María Otero; and providing original event coverage featuring Melanne Verveer, Ambassador-at-large for Global Women’s Issues.

Evaluating and Assessing Broadcasting Delivery and Content

The BBG provides analysis, evaluations, and makes recommendations to the broadcast entities on program content, delivery methods, and markets. Annual reviews of BBG programming include:

- The annual Language Service Review (LSR) conducted by the Board assesses two basic questions: (1) where should the BBG broadcast and (2) how well is the BBG broadcasting to fulfill the congressional mandate to “review, evaluate, and determine, at least annually, after consultation with the Secretary of State, the addition and deletion of language services.”
- Program Reviews, conducted for each language service, serve as annual quality control mechanisms based on field research and external analysis of program content and presentation. These reviews are conducted by the IBB Office of Performance Review for VOA and OCB and by research and evaluation offices at the other entities.

In addition to conducting LSR, other BBG research activities included:

- Coordinating about 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.
- Concluding an agreement to exchange survey data with the French international broadcasting oversight agency that provides access to audience data from African countries at no cost to the Agency.

In FY 2010, the IBB Office of Performance Review (OPR):

- Conducted nearly 40 reviews of VOA and OCB language services, recommending over 800 actions to improve output, distribution, and reach of VOA and OCB. For the first time, all FY 2010 reviews of VOA services included analyses of website and mobile delivery methods.
- Contracted for English translations of select content for an increasing number of services as part of the annual performance review process to provide more effective quality control of VOA and OCB output, particularly for services broadcasting to highly sensitive and high-profile target areas.

- Initiated new research projects to assess the Agency's new media efforts. These projects included studies on VOA Swahili's Short Message Service headlines service in Nairobi, VOA Russian's web presence, and new media "early adopters" in Indonesia, Vietnam, Jordan, and Russia, in addition to markets in Ghana and Columbia.

Expanding Digital and New Media Technologies

The Office of Technology, Services, and Innovation continuously streamlines and improves the tools available to the broadcast entities. TSI assists the broadcast entities by enhancing the technical tools needed to assemble programs.

TSI is working closely with VOA broadcasters to create centralized production capability by designing a digital structure that integrates news management, digital asset management, centralized video storage, video archiving, and a video ingest/play out system. The DaletPlus system comprehensively manages the entire news production workflow and allows VOA journalists to operate in a fully digital mode from video production to on-air presentation. By the first quarter of FY 2011, TSI completely migrated VOA to a fully digital ingest system for feed material and correspondent data. TSI is currently working towards further expansion of video storage and archiving through the improvement of the Agency's video storage infrastructure and capability. Funding is included in the BBG's FY 2012 Request to continue the phased implementation of VOA's all-digital broadcast environment to all its language services. In FY 2010 and 2011, TSI activities to move VOA closer to its goal of creating this tapeless broadcast environment 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 DaletPlus Asset Management. All VOA language services use this system to access new feeds and other content.
- Expanding the phased installation of the DaletPlus system that has more extensive news management and video clip play out capability. This system builds off DaletPlus Asset Management and provides greater capability to the language services by enabling users the enhanced capability to search and download clips from ingested feeds and other video files. Clips can then be digitally transferred for final editing into news stories.
- Rolling out the DaletPlus Video ingest, production, and playback system for all live VOA programming and replacing the existing Newsroom Computer Management System.
- Installing all necessary support software on Agency computers and working with VOA to provide training to users.
- Implementing the DaletPlus modules that support digital video play-out. Currently, all VOA video programs can operate in a fully digital mode from video production to on-air.

TSI is also continuing digital and new media broadcast support efforts by:

- Improving the Agency's video storage system by creating an asset archiving system capable of supporting all media, not just video files. 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, upgrading intrusion detection devices, procuring an enterprise-wide analysis tool that searches data for relevant security events, and acquiring a web security gateway that protects users from malicious Internet traffic.
- Streaming material on the Internet for VOA and providing access for streaming on the Internet to the Office of Cuba Broadcasting, Radio Free Asia, Radio Free Europe/Radio Liberty, and MBN. In 2010, TSI began major steps to consolidate the Agency's Internet services in preparation for implementation of the government's Trusted Internet Connection (TIC) mandate for cyber-security. Funding is included in the BBG's FY 2012 Request to continue this initiative.
- Ensuring BBG broadcast products take advantage of cutting-edge communication services and emerging technical developments. From program production and distribution to audience interaction, TSI consistently seeks to use the latest technologies and delivery platforms to distribute BBG broadcast products overseas. Delivering programs to global audiences through multiple means and formats requires the BBG to manage an evolving mix of traditional and cutting-edge media technologies. Two-way delivery devices such as mobile phones, personal computers, and multimedia players have joined the one-way delivery platforms of radio and television to expand the BBG audiences' ability to receive news and interact with broadcasters. Online social networks such as Twitter, Facebook, and YouTube offer new ways to engage and stay connected, form communities, and broaden viewpoints. Text messaging, which can be more economical than traditional phone use for audiences, allows individuals to receive selected content. On-demand technical capability enables 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.

In FY 2010, the IBB Office of New Media (ONM) was at the forefront of innovation services to the Agency with the development of cutting-edge, multimedia strategies and technologies. Recent ONM initiatives include:

- Completing the migration of all VOA language services to a new content management system: Clickability. ONM is preparing for to integrate OCB into the Clickability system. This system provides a more stable and interactive platform for displaying multimedia content onto the VOANews.com website. Several language services that were previously English-only are now operating in local languages, including Bangla,

Khmer, Lao, and Tibetan. Traffic to VOAnews.com has increased more than 50% in the past year, hitting a new record high of almost 13.5 million visits per month. Funding to continue the rollout of this enhanced local language capability is included in the BBG's FY 2012 Request.

- Developing “Learning English” websites for Mandarin, Persian, and Russian speakers. ONM 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 “Learning English” Program includes an active social networking component allowing users to directly post blogs and share their experiences. This initiative has been well-received; attracting 70,000 registered users as well as an even greater number of unregistered users within the first few months of its launch.
- Establishing 65 BBG mobile websites featuring text, audio, video, and photo content. ONM designed these interactive mobile sites specifically for universal-device support for the various BBG target audiences. Funding is included in the BBG's FY 2012 Request to support and expand the Agency's mobile devices initiative. ONM has developed sites for VOA, RFA, RFE/RL, and MBN and will soon complete a mobile site for OCB.
- Developing “VOA Direct,” an online method of distributing VOA news and information to hundreds of radio and television stations worldwide. ONM and the IBB Office of Marketing and Program Placement launched this service for English, Spanish, and Indonesian. These services are currently piloting the use of VOA Direct with their affiliate networks, and the Agency plans to add more languages to the system.
- Launching “thePlatform”, a new system to improve means for syndicating content globally. This platform transcodes audio and video file formats and enables simultaneous distribution of media to multiple destinations with one click. VOA services are the first to use the system; MBN and OCB integrations are underway.

Maintaining and Sustaining the BBG's Global Transmission Network

The BBG regularly assesses the effectiveness of its transmission technologies and resources to make changes to better serve priority audiences, match evolving media preferences, and meet new programming requirements. 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 23 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 requirements to maintain the reliability and availability of a worldwide network of transmitting stations that carry the bulk of BBG programming to intended audiences. As the BBG has consolidated and reduced its radio transmitting facilities worldwide, the need to keep the remaining network in prime operating condition has become all the more critical. Remote locations and exposure to extreme and corrosive environments require costly upkeep and maintenance arrangements to prevent the complete breakdown of equipment and structures. Recent and planned activities include:

- Protecting the BBG's infrastructure investment at its facilities in Tinian and Saipan. TSI began painting the structurally refurbished antenna towers and related structures in FY 2010, with work scheduled for completion in FY 2012.
- Improving its broadcast flexibility from the Philippines by initiating a major project to upgrade and automate problematic antenna switch bay controls. This project will be completed in FY 2011.
- Maintaining the 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 2011. The initiative will replace the corroded metal roofs for the transmitter building in Sao Tome; overhaul one of the generator sets at Tinian; and replace circuit breakers in the Philippines.
- Refurbishing the Agency's transmission infrastructure. In FY 2011, TSI renewed the antenna towers in Sri Lanka and Kuwait. In FY 2012 the Agency will also refurbish two other generator sets in Tinian; will replace main circuit breakers panels in Bangkok; will upgrade fuel storage in Saipan; and will address several other critical infrastructure upgrades at transmission facilities in Botswana, Germany, Kuwait, Philippines, Sao Tome, and Thailand.
- Implementing a "green" initiative to examine more efficient use of energy. A feasibility study for wind power application at Tinian, Sao Tome, and Sri Lanka began in FY 2010, and a pilot project is planned for Tinian. This project includes an onsite wind analysis in FY 2011, followed by an economic feasibility and concept design in FY 2012. If feasible, TSI would 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 may include solar energy systems at selected FM stations. To predict and control power usage, transmitting stations began installing power monitoring systems in FY 2010. This effort is planned to continue through FY 2012. In FY 2010, TSI also began installing energy-saving technology called Amplitude Modulation Comanding on many transmitters in the global network.

To take advantage of new opportunities for program reception and audience interaction and to counter jamming, TSI uses multiple delivery platforms to distribute news and information worldwide. TSI's program distribution vehicles include a far-reaching satellite network, Internet capability, global transmitting sites, mobile devices, and anti-censorship efforts. Recent TSI activities include:

- Continuing the upgrade of VOA's television infrastructure. Installation of VOA's robotic camera system was completed at the end of FY 2010 and is fully operational. Construction of the new TV studio for VOA began in June 2010 and is on track to be completed by April 2011.
- Realigning the BBG's delivery platforms. Each year, TSI assesses the effectiveness of its delivery network and makes changes as the BBG's broadcast priorities and audience preferences shift. These efforts have included closing shortwave transmitting stations, realigning shortwave assets where shortwave remains an effective media, redeploying medium wave transmission assets to serve critical audiences, adding FM transmitters in key locations in the Middle East and elsewhere, streamlining the global satellite distribution network, and adding new production and distribution technologies.
- Managing a complex satellite distribution network to deliver BBG radio and television programming. This essential network links the main production centers in Washington, Miami, and Prague (Czech Republic) to large 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.
- Assessing and maintaining the BBG Network Control Center (NCC), the 24/7 operations hub and central distribution point for all BBG transmission systems. The NCC coordinates the flow of electronic signals from various broadcasters to their audiences. It also manages and coordinates 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 are also located in the NCC. In 2010, TSI began efforts to replace obsolete and unsupported Scientific Atlanta (SA) classic encoder systems in the NCC with newer, state-of-the-art SA systems. TSI completed work on replacing the LANet and AFSAT systems in the Cohen headquarters building in late FY 2010. TSI will begin replacing the obsolete SA systems at the remote Continuity of Operations (COOP) facility in mid-FY 2011, and expects to complete work in FY 2012. The Agency included funding in the BBG FY 2012 Request for this major project.
- Continuing to use satellite networks, uplink services, and the Internet to support live MBN television studio productions and VOA live-news feeds.

In FY 2010, TSI began a comprehensive analysis and design effort for a four-year project to enhance and expand the BBG's global satellite distribution network. With the BBG's current

satellite network stretched to its maximum capacity, digital bandwidth has become so scarce that even implementation of small audio channels is difficult. BBG broadcasters have plans to increase and enhance video transmissions. These advancements require substantial additions to the bandwidth of the global satellite distribution backbone that carries BBG satellite programming around the world. In 2012, TSI plans to double the capacity of the transatlantic and transpacific backbone. TSI will use the newest generation of SA encoder systems to feed this additional capacity. As part of the analysis to evaluate and determine HD video standards for the Agency, TSI will work with VOA Broadcast Operations to ensure HD camera compatibility with HD transmission systems. This massive undertaking also includes converting transmissions from the MPEG2 compression standard to the more efficient MPEG4 standard and the replacement of COOP SA encoder systems that do not support MPEG4 or HD transmission technology. To become familiar with the new SA encoder equipment, TSI is establishing a laboratory that will enable the Agency to create standards, address multiple interface issues, and design the expanded global satellite backbone. In addition, TSI is in the preliminary stages of establishing a global monitoring and control system at the Cohen Building, which will be followed by installations at satellite gateway stations and other locations over the coming years.

In FY 2011, TSI will initiate 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.

As transmitting sites have closed, TSI has carefully evaluated the best use of remaining broadcast equipment. In FY 2009, TSI dismantled and shipped four shortwave transmitters from the closed Delano Transmitting Station to the Philippines to replace old and inefficient transmitters at the Tinang site. TSI initiated installation of these transmitters in FY 2010. TSI installed solid-state modulators, taken from transmitters at the closed Morocco station, at its shortwave transmission facilities in Sri Lanka and Thailand. TSI shipped two high-power shortwave transmitters and related equipment from the closed transmitting station in Greece to Tajikistan's Teleradiocom's Orzu facility where the BBG leases broadcast time. Installation of one of these transmitters was completed in April 2010, which allowed BBG shortwave broadcasts from this facility to commence. The second shortwave transmitter was sent in FY 2009 to provide a readily available source of replacement parts to support installation of the primary transmitter or possible future operational use.

Implementing an Internet Anti-Censorship Program

In 2010, TSI continued to deploy tools to facilitate uncensored web access. Its Internet anti-censorship program counteracts activities undertaken by governments within such countries as China and Iran to restrict Internet access to VOA, RFA, and RFE/RL websites. Using a combination of technical controls, legal regulations, and surveillance, the Chinese government is continually expanding its sophisticated methods of limiting online access. Iran touts its detailed content monitoring tools and claims to inspect nearly all Internet traffic entering and exiting the country. In response, TSI constantly revises and updates its approaches and techniques to thwart Internet censorship.

TSI continues to send out over 8 million email newsletters daily to China and Iran containing news summaries, instructions for bypassing government filters, and links to proxy websites that allow users to connect to VOA, RFE/RL, RFA, and other censored websites. Following the 2009 election in Iran, VOA's Iranian web links were overwhelmed with traffic. In 2010, TSI deployed a new client-based anti-censorship tool to users of VOA's Persian News Network and RFE/RL's Radio Farda. After users download the tool, they are able to browse the web without censorship and without having to go to a special web address. In addition, TSI works with other organizations to produce and improve multimedia software customized for the BBG. Once downloaded, the software helps users access censored sites such as VOA.

To enhance the BBG's Internet anti-censorship program, the Agency entered into an interagency agreement with the Department of State to support Internet freedom for critical audiences in Iran and China. Funding enabled the BBG to seek out firms that specialize in developing, deploying, and supporting software tools that allow citizens of these countries circumvent Internet censorship and reach BBG content.

Enhancing Information Technology and Physical Infrastructure

TSI oversees the virtual and physical infrastructure that serves as the foundation for the BBG's broadcast activities at the Agency's headquarters in Washington and at other facilities around the world. Information technology, cyber- and physical security, telecommunications, onsite facility management, and continuity of BBG's broadcasting are critical responsibilities. Agency infrastructure activities in FY 2010 included:

- Providing technical expertise and operational support for the Agency's nearly 3,000 desktop computers at the BBG Headquarters and remote sites. The Agency network enables desktop computers in Washington to communicate internally as well as with computing devices in other parts of the world. The Agency servers, which also are managed by TSI, provide the central control and processing for software applications. In 2010, TSI implemented a new, more robust enterprise-wide email system. In FY 2011, TSI plans to upgrade the standard desktop to the Windows7 operating systems and to deploy Microsoft Office 2010 for all users. TSI also is examining the possibility of co-locating email and SharePoint services in a "cloud computing" environment to reduce total cost of ownership and build disaster recovery functions into the operation.
- Managing cutting-edge programs. TSI provides technical support for innovative delivery formats such as podcasts, text messages, online chats, and other multimedia applications.
- Deploying a virtualized server environment that will reduce requirements for power, cooling systems, and physical space. As part of its virtualization project, TSI plans to consolidate existing storage systems to standardized platforms and vendors while consolidating high-availability servers. These activities will eventually allow TSI to reduce the number of existing data centers. By so doing, the BBG is addressing OMB's Federal Data Center Consolidation mandate.
- Complying with the new Federal Information Security Management Act (FISMA) requirement to perform continuous monitoring and reporting of the security posture of

Agency information systems. TSI established multiple layers of cyber security for the BBG's information technology infrastructure and computer systems and improved 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.
- Acquiring a web security gateway product that protects users from malicious Internet traffic.
- Preparing for implementation of the Federal Trusted Internet Connection (TIC), which mandates agencies to reduce the number of gateways to the Internet to as few as two or three connections so they can secure and monitor data traffic more effectively, TSI made major progress on the development of security plans and on the certification and accreditation of high risk systems. The State Department's Office of Inspector General conducted its annual FISMA audit and complimented the BBG and TSI for their improvements and unprecedented cooperation during the review process.
- Maintaining the heating, ventilation, air conditioning, and electrical requirements of BBG facilities. In FY 2010, TSI replaced several HVAC units at BBG's headquarters (the Cohen Building in Washington) and made additional repairs to the building's automatic transfer switches and emergency generator. Repairs included replacing an automatic transfer switch and installing a fuel filtration system on the emergency generator to increase its reliability and longevity. In FY 2012, the Agency will continue its preventive maintenance programs and its systematic replacement of aging equipment in the Cohen Building to reduce and/or eliminate down time and preserve the reliability and integrity of BBG broadcasts.
- Ensuring adequate power capabilities at the BBG headquarters in Washington, D.C. The BBG must maintain 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 2009, plans for an additional backup generator entered the design phase with work scheduled to continue into FY 2011. In FY 2010, TSI completed several upgrades to the electrical infrastructure for the main computer rooms in the Cohen Building and will continue to upgrade aging infrastructures into 2011. Funding has been included in the BBG's FY 2012 Request for a large-scale study to develop requirements for the mechanical and electrical upgrades to support critical broadcast equipment throughout the aging Cohen Building. The study seeks to address continued requirements for power and HVAC, as the Agency continues to migrate to digital broadcast technologies and IT systems.
- Focusing on building safety and health issues and property management, both in Washington, and abroad. These behind-the-scenes activities improved the efficiency of broadcast operations and enabled BBG staff to perform their jobs effectively.

- Continuing to provide security support services to BBG's overseas and domestic facilities, IBB's Office of Security is working to ensure that Agency personnel and assets are protected in accordance with applicable federal standards.

Expanding BBG Disaster Recovery Efforts

The BBG's FY 2012 Request includes a Program Increase to the *BBG Broadcast Disaster Recovery Capability*. Currently in its planning phase, TSI established a broad team of specialists to analyze the current media production workflows within the IBB and VOA. This team is charged with establishing a plan that takes into account current and future investments in the Agency's multimedia Digital Asset Management system (Dalet) and the extensive training that has been provided for more than 1,500 employees and contractor staff worldwide. This comprehensive plan will be used to address the survival of broadcast capabilities under a wide range of disruptive scenarios, and take advantage of new communication tools such as broadband communication links (MPLS) between various operating units.

To enable the BBG to partially address local emergencies that disrupt TV program production at the Cohen Building, the Agency is working with FEMA at the Continuity of Operations (COOP) facility to upgrade the FEMA TV facility with IBB TV equipment. In addition to the IBB TV equipment, FEMA procured a producer-talent intercom system that allows the control room operator to talk to individuals on stage. The BBG and FEMA are jointly installing this system. This upgrade, scheduled to be complete in late FY 2011, will provide one basic TV studio for COOP broadcasts and for local emergencies at the Cohen Building.

In FY 2009, TSI completed construction of the infrastructure for additional broadcast capability on the FEMA COOP site. This additional space, which includes a TV shelter and adjacent trailer, allows for limited in-place radio and television broadcasting. TSI plans to furnish the new space with two full TV and radio studios, as resources permit. Without this additional radio and television capability, the Agency cannot address both local and federally declared emergencies at COOP. 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.

Ensuring a Dynamic and Capable Federal Workforce

In FY 2010, the IBB Director's Office began the implementation of a five-year Human Capital and Succession Plan (HCSP). This plan, crafted by a team of managers based on employee input from all levels across the Agency, will be updated twice a year to reflect implementation progress and organizational changes.

The IBB HCSP's initial efforts include:

- Improving and enhancing the employee awards program.
- Revamping efforts in internal communications.
- Launching new performance management initiatives.

The IBB Office of Human Resources (OHR) works in coordination with elements to ensure the strategic staffing of essential skills and knowledge to address the Agency's fast-paced environment and evolving requirements. To meet this critical need, FY 2010 activities of OHR included:

- Conducting an end-to-end study of the Agency's recruiting processes to identify and eliminate unnecessary steps. This information will be used throughout FY 2011 and 2012 to create a more efficient hiring process.
- Initiating a major project through the Training Office to develop a competency-based curriculum for VOA broadcasters. This initiative is designed to meet the needs of the Agency's dynamic global media environment.
- Expanding training in core journalistic and broadcasting skills, including TV production, web page management, writing and editing techniques, Internet enrichment, and other new media initiatives. The Agency also offered more technical and equipment-specific skills courses for technicians and increased personal development training opportunities.
- Migrating paper-based personnel records system to electronic format. The new electronic Official Personnel Files (eOPFs) enable employees to access, review, and print their official documentation from any location and whenever needed.

Further employee training was provided by the IBB Office of Contracts in partnership with the Offices of the BBG Chief Financial Officer (CFO) and General Counsel (GC). These training courses provided VOA Division management and administrative staff with vital information on federal laws and regulations for properly establishing and managing contracts and ensuring prompt payment for services.

The IBB Office of Civil Rights (OCR) sponsored a series of Diversity Workshops and celebrated an Annual Diversity Day to promote the internal development of employees through training, cultural exhibits, and educational awareness.

Also, the BBG continued to develop the employee blog *Tune In* as a venue for dialogue and communication within the Agency. Since September 1, 2009, the blog's popularity has grown with a 21 percent increase in new visits, up to 500 visitors for live and on-demand web streams of Agency events, and responses to numerous questions submitted anonymously by Agency employees.

Managing Financial Resources and Acquisition Processes

The BBG conducts regular assessments of the effectiveness of its internal control over financial reporting and its acquisition processes. The Agency continues to take steps to ensure the effectiveness and efficiency of its operations and its compliance with applicable laws and regulations. Recent and planned activities include:

- Submitting its FY 2010 BBG Performance and Accountability Report (PAR) and receiving an unqualified opinion on the audit of its FY 2010 financial statements. The PAR presents consolidated performance and financial information, including the results of the Agency's annual assessment of internal control effectiveness. It is available publicly on the Agency's website, bbg.gov.

- Improving internal controls. BBG continues to take steps to address and improve the Agency's internal controls by expanding the functionality of its core financial system, Momentum.
- Focusing acquisitions on government savings. The Agency will expand the efforts initiated in FY 2010 to achieve greater savings through acquisition/contracting practices in accordance with federal regulations. In FY 2010, the BBG began analysis to consolidate Agency-wide procurements for goods and services such as telecommunications, office supplies, and temporary services to achieve economies of scale. This initiative will continue in future fiscal years.
- Fortifying acquisition policy and procedures. The BBG will conduct a cross-cutting review of administrative position descriptions and determine required competencies for employees involved in the Agency's acquisition workflow process. This initiative will require managers to assess their staff's skills against the newly established competency requirements and provide appropriate training and development to address skill set gaps.
- Streamlining acquisition processes. In FY 2010, the Agency established policies to further reduce reliance on high-risk contract vehicles. In FY 2011 and 2012, the BBG will further streamline its contracting practices and update Agency guidelines on acquisition, procurement and contracting policies.

Major Program Changes

- The BBG proposes enhancements to upgrade the global satellite delivery system; improve broadcast disaster recovery capability; accomplish consolidation of servers; study Cohen Building essential maintenance needs; launch a global news-sharing network; develop new media products; and continue VOA's digital media conversion.
- The BBG proposes reductions due to efficiencies found by realigning the BBG's worldwide transmission network, reducing OCB's guard services, and streamlining RFE/RL and VOA general operating expenses.

FY 2012 Performance Objectives

- Address BBG's most critical infrastructure maintenance and repair requirements.
- Upgrade VOA's digital media management and infrastructure and support VOA new media programming.
- Improve Cohen Building power infrastructure to provide essential support to around-the-clock broadcasting.
- Support all increases in programming with appropriate program delivery and administrative means.
- 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.
- Increase reach among targeted audiences around the world with high-quality, original reporting and features from across BBG entities through global news-sharing network.

Broadcasting Board of Governors Performance 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, fulfills requirements of the Government Performance and Results Act (GPRA) for an annual performance plan and connects the BBG strategic goal, performance objectives, and budget presentation. The Agency's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the BBG website, *bbg.gov*.

Summary of the 2008-2013 BBG Strategic Plan

The mission of the Broadcasting Board of Governors is to promote freedom and democracy and to enhance understanding through multimedia communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas.

The BBG's 2008-2013 strategic plan is a forward-looking roadmap to support the goals of U.S. public diplomacy by reaching significant audiences in support of U.S. strategic interests. The plan informs the FY 2012 budget request and continues the integration of performance and budget planning and management of the BBG.

The primary strategic goal of U.S. international broadcasting is to deliver accurate news and information to significant audiences in support of U.S. strategic interests. The BBG's programs are designed to encourage the widest possible exchange of ideas and to foster an understanding of America's values and culture, its institutions, and its policies. The BBG's primary strategic goal is funded by the BBG appropriations as presented below.

BBG Budget by Account (\$ in millions)

	FY 08 Actual ¹	FY 09 Actual ²	FY 10 Actual ³	FY 11 Estimate ⁴	FY 12 Request
International Broadcasting Operations	\$671.98	\$708.23	\$745.61	\$735.63	\$754.26
Broadcasting Capital Improvements	\$10.13	\$12.05	\$13.26	\$12.62	\$12.77

¹ Includes funding pursuant to the FY 2008 Emergency Supplemental P.L. 110-161 (\$12.0 million) and P.L. 110-252 (\$.1 million). Reflects transfer of \$.53 million from Broadcasting Capital Improvements to International Broadcasting Operations.

² 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 (\$.030 was utilized in FY 2009). Reflects transfer of \$.750 million from International Broadcasting Bureau to Broadcasting Capital Improvements.

³ 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.

⁴ Includes carryover balances of \$1.841 million funding pursuant to the Supplemental Appropriations Act, P.L. 111-212.

The implementation strategies identified in the BBG strategic plan guide U.S. international broadcasting in fulfilling the BBG's primary strategic goal. These implementation strategies are the action steps required to accomplish the BBG mission, given the challenges facing the Agency. They provide direction in programming and budgetary decisions and guide the identification and management of BBG performance and priorities. The implementation strategies are:

1. Enhance Program Delivery across All Relevant Platforms
2. Build on BBG Reach and Impact within the Muslim World
3. Help Audiences in Authoritarian Countries Understand the Principles and Practices of Democratic, Free, and Just Societies
4. Employ Modern Communication Techniques and Technologies
5. Facilitate Citizen Discourse
6. Engage the World in Conversation about America
7. Develop and Motivate the Workforce to Meet the Changing Conditions of U.S. International Broadcasting
8. Optimize Broadcasting Operations
9. Preserve Credibility and Ensure Overall Programming Excellence
10. Broaden Cooperation within U.S. Public Diplomacy

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 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.

The BBG relies on extensive market research to identify audience preferences and the most appropriate program 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 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.

The BBG FY 2008-2013 Strategic Plan gives highest priority to enhancing program distribution across all platforms and adopting the latest communications techniques and technologies. 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 American 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 conveys 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. From both financial and logistical points of view, the ideal probability surveys may be impossible in 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 may include the most recent survey data from each country within the last five years, although most will be from the current or prior year.

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 tunes 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 computational methods avoid counting the same listener or viewer twice when computing country, region, or worldwide audience figures where feasible.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 Target
Regular Listening/Viewing Audiences: Number of people (in millions) in target areas listening or viewing at least weekly by program element						
VOA	136.5	124.5	129.4	122.5	120.6	122.0
MBN (Radio Sawa)	17.2	16.4	16.6	17.6	17.6	18.0
MBN (Alhurra)	25.8	27.7	28.4	26.2	27.0	28.0
RFE/RL	25.9	17.6	18.6	18.4	21.0	22.7
RFA	NA	NA	NA	NA	NA	NA
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.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 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	324	342	350	360	365	370
RFE/RL – Affiliates	39	46	51	62	67	70
RFA – Affiliates	3	3	4	7	8	9
VOA – Transmitters	32	33	34	34	42	42
MBN (Radio Sawa) – Transmitters	38	39	46	40	46	47
MBN (Alhurra) – Transmitters	5	5	5	5	5	5
RFE/RL – Transmitters	19	19	19	20	29	29

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 required developing standardized criteria applicable to very different media and methods of delivery while minimizing subjective judgments on content and presentation. With the inauguration by BBG in 2001 of a single outside research provider, and definition by the Board of program review schedules and standards, harmonization of program quality techniques among the entities took a large step forward. 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. Ultimately, if follow up on the original critiques has had a chance to occur before the year is out, and identified weaknesses have been addressed, a second set of monitoring panels and/or internal review by in-house analysts may contribute to the ultimate program quality score.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 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	NA	100	100	100	100
MBN (Alhurra)	NA	100	100	NA	100	100
RFE/RL	100	100	100	100	100	100
RFA	100	100	100	100	100	100
OCB	100	50	100	100	100	100

¹ Prior to FY 2009, VOA program quality scores cover radio only. For FY 2009 and beyond, they include both radio and television.

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, in order to stabilize the index, if a country was not capable of being surveyed in the current year, the most current value was used, usually up to 24 months, and on rare occasions going back further. Also, credibility estimates by regular listeners in countries where the number of regular listeners is so small (n = <50) that the estimate is too unreliable to use are eliminated. Typically, precisely because the audience is so small, this does not affect the overall credibility rating of a BBG broadcast entity as a whole.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 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	94	91	93	94	95	95
MBN (Radio Sawa)	83	82	85	90	90	90
MBN (Alhurra)	72	85	85	86	87	88
RFE/RL	87	87	89	92	92	93
RFA	94	95	95	91	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.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 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	NA	NA	85	85	86
MBN (Radio Sawa)	NA	NA	NA	70	75	80
MBN (Alhurra)	NA	NA	NA	69	75	80
RFE/RL	NA	NA	NA	85	87	89
RFA	NA	NA	NA	89	90	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 reflects 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 FY 2010 rather than declining as predicted. This increase resulted from temporary surge increases in transmissions to Iran and parts of Africa as well as effective re-scheduling of available network assets. However, an overall decline is predicted to continue in future years as temporary shortwave surge transmissions are removed, as broadcasting requirements are shifted from shortwave to more effective media, and as constrained available network capabilities reduce scheduling options.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Target	FY 2012 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	2.65	2.74	2.72	2.80	2.75	2.70

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.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Estimate	FY 2011 Target	FY 2012 Target
Satellite Effectiveness Index: Assesses whether the BBG satellite delivery is keeping pace with global media developments						
BBG	9.8	10.4	10.4	10.4	10.4	10.9

Transmission Network Consumable Expense: This indicator is equal to the total annual cost of power and parts 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.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Target	FY 2010 Estimate	FY 2011 Target	FY 2012 Target
Transmission Network Consumable Expense: The cost (in millions) of power and parts to operate the IBO transmitter						
BBG	\$34	\$34	\$36	\$35	\$34	\$33

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 2011 and FY 2012. 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 2010, 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
New Media Metrics**

Language Service	Total Visits	Total Pages Viewed	Average Time on Site
	Oct. 1, 2009- Sept 30, 2010	Oct. 1, 2009- Sept 30, 2010	Oct. 1, 2009- Sept 30, 2010
Voice of America			
Africa Division			
Central Africa (Kinyarwanda, Kirundi)	325,922	737,162	06:08
French To Africa Service	176,367	413,997	06:52
Hausa Service	519,269	1,197,646	07:19
Horn Of Africa ¹ (Amharic, Tigrigna, Afan Oromo)	2,069,145	4,038,490	05:52
Amharic	1,414,406	2,856,546	06:41
Tigrigna	251,963	624,042	06:28
Afan Oromo	93,116	247,993	06:12
Portuguese Service	163,530	378,964	07:30
Somali Service	3,269,593	7,242,161	08:49
Swahili Service	74,051	156,280	07:56
Zimbabwe/Shona/Ndebele/English			
Zimbabwe ¹	484,688	836,945	07:25
Shona	30,063	60,486	07:22
Ndebele	18,828	37,752	06:42
East Asia & Pacific Division			
Burmese Service	4,303,376	10,358,872	07:11
Cantonese Service	n/a	n/a	n/a
Indonesian Service	753,480	1,684,958	08:33
Khmer Service	1,095,478	2,964,614	08:33
Khmer English ¹	243,102	552,484	08:46
Korean Service	509,120	1,748,694	07:04
Lao Service	321,083	1,029,203	08:55
Mandarin Service	6,120,844	21,760,705	09:44
Thai Service	312,741	560,329	07:18
Tibetan Service ¹	363,296	886,849	05:22
Tibetan English ¹	223,483	513,612	07:45
Vietnamese Service	10,947,979	52,786,318	10:51
Eurasia Division			
Albanian Service	1,637,554	4,326,917	05:40
Bosnian Service	210,268	451,134	05:36
Croatian Service	243,573	421,225	05:17
Greek Service	99,497	180,962	05:20
Macedonian Service	39,309	97,225	06:41
Russian Service	6,319,060	13,286,066	08:18
Serbian Service	498,428	1,120,683	05:49
Ukrainian Service	240,555	542,710	07:17
Latin America Division			
Creole Service	163,351	364,867	08:09
Spanish Service	1,520,961	2,422,156	06:59
Near East & Central Asia Division			
Armenian Service	56,901	111,551	05:24
Azerbaijani Service	109,599	246,320	07:05
Georgian Service	70,301	154,819	07:18
Kurdish Service	153,939	438,378	06:59
Kurdi	42,317	96,077	06:16
Turkish Service	417,131	852,724	05:59
Uzbek Service	249,808	609,849	08:59

¹ Estimates based on less than 12 months due to unavailability of data

**Broadcasting Board of Governors
New Media Metrics**

Language Service	Total Visits	Total Pages Viewed	Average Time on Site
	Oct. 1, 2009- Sept 30, 2010	Oct. 1, 2009- Sept 30, 2010	Oct. 1, 2009- Sept 30, 2010
South Asia Division			
Afghanistan Service			
Dari	511,179	1,422,079	07:35
Pashto	557,860	1,445,444	08:35
VOA Radio Deewa (Pashto)	122,401	318,796	08:13
Bangla Service	135,371	269,843	05:35
Hindi Service ¹	51,561	128,729	06:27
Urdu Service	799,938	2,733,801	08:48
Persian News Network	19,073,652	46,744,994	07:15
English Division	34,254,591	67,273,339	08:32
Office of Cuba Broadcasting			
Radio & TV Marti	569,509	1,638,002	02:44
Radio Free Europe Radio Liberty			
Armenian	1,769,040	7,862,693	09:08
Azerbaijani	2,882,792	13,211,125	08:49
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	4,333,413	15,144,203	03:19
Belarusian	1,609,226	6,464,433	07:16
Georgian	1,002,576	4,138,198	08:36
Kazakh	3,814,081	11,352,156	05:28
Kyrgyz	2,038,512	11,030,681	13:03
Radio Farda (Persian)	46,316,904	173,529,095	08:22
Radio Free Afghanistan (Dari and Pashto)	1,091,084	5,488,638	10:18
Radio Mashaal (Pashto to Pakistan)	17,270	161,715	15:30
Radio Free Iraq (Arabic)	474,225	1,120,237	02:44
Romanian to Moldova	534,483	1,775,980	03:57
Russian	28,996,902	98,010,223	09:47
North Caucasus Unit (Avar, Chechen and Circassian)	n/a	n/a	n/a
Tajik	1,782,137	8,972,510	11:11
Tatar-Bashkir	301,597	1,417,693	07:57
Turkmen	110,715	600,478	07:49
Ukrainian	4,155,192	8,782,336	02:46
Uzbek	2,299,207	10,132,986	10:14
Radio Free Asia			
Burmese Service	3,007,349	7,785,570	06:11
Cambodian Service	5,005,770	15,742,477	07:33
Cantonese Service	203,817	558,366	07:55
Korean Service	288,308	1,303,584	09:44
Laotian Service	474,275	1,749,925	07:24
Mandarin Service	2,785,850	11,905,179	09:15
Tibetan Service	529,800	1,831,633	09:37
Uyghur Service	666,708	2,986,401	10:57
Vietnamese Service	12,564,656	45,100,602	09:11
Middle East Broadcasting Networks			
Alhurra	2,880,558	14,461,095	04:56
Radio Sawa	24,591,481	70,422,180	06:04

¹ Estimates based on less than 12 months due to unavailability of data

Broadcasting Board of Governors
BBG Operations

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	28,039	27,321	32,466
Afghanistan/Pakistan Border Region, P.L. 111-32	150	-	-
Total Funding	28,189	27,321	32,466
Positions	64	91	91

The *Broadcasting Board of Governors (BBG)* oversees all U.S.—funded, civilian international broadcasting. The BBG coordinates the operations of the International Broadcasting Bureau (IBB), which include the worldwide broadcasting services of Voice of America (VOA) and the Office of Cuba Broadcasting (OCB). The BBG also manages three grantee organizations—Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). Its bipartisan Board consists of nine members—eight appointed by the President with the advice and consent of the Senate, and the Secretary of State.

The BBG oversees the strategic planning and consolidated audience research program for the broadcasting entities. Given the increasingly complex media environment into which the BBG services broadcast, the BBG’s timely and regular research¹ is required to understand target markets. This entity also liaises with Congress on legislative matters concerning U.S. international broadcasting.

The *Office of General Counsel (GC)* reports directly to the BBG. This office provides legal advice to the Board and officials across the Agency. This advice includes interpretations on the authority and application of laws, regulations, Executive Orders, international agreements, contracts, and other documents involving BBG operations.

The *Office of the Chief Financial Officer (CFO)* reports directly to the BBG. This office is responsible for managing the financial management and budgeting activities of the Agency. The CFO provides advice and assistance to the Board, the IBB, VOA, OCB, and the grantees in managing Agency resources by establishing financial policies and steering the Agency’s budget and financial information management.

The *Office of Strategic Planning and Performance Management* develops and implements the Agency’s strategic plan, which outlines the framework for the BBG’s core activities from mission to measures. BBG entities integrate their individual strategic plans into the overarching structures outlined by this office. The office also manages the BBG’s global audience and market research program, conducts the annual, congressionally-mandated language service review, and represents the Agency in USG interagency coordination on global communication strategy.

¹ Please note that all research referenced in this document has been verified by the BBG’s Office of Research, which maintains a contract with InterMedia, a global media research firm, to provide independent qualitative and quantitative audience data on U.S. international broadcasts

The *Office of Public Affairs* coordinates BBG communications and conducts public affairs and outreach programs for the Agency and its broadcasters. It maintains contact with the press and public including U.S. and overseas media organizations regarding the BBG’s mission and the broadcasters’ coverage of news events worldwide. It is also responsible for maintaining the BBG website, leads the Agency's OpenGov initiatives to expand public access to information about the Agency, and edits, moderates and contributes the Agency's online employee forum “Tune In” that functions as a newsletter, electronic suggestion box and information hub to improve internal communication and employee morale.

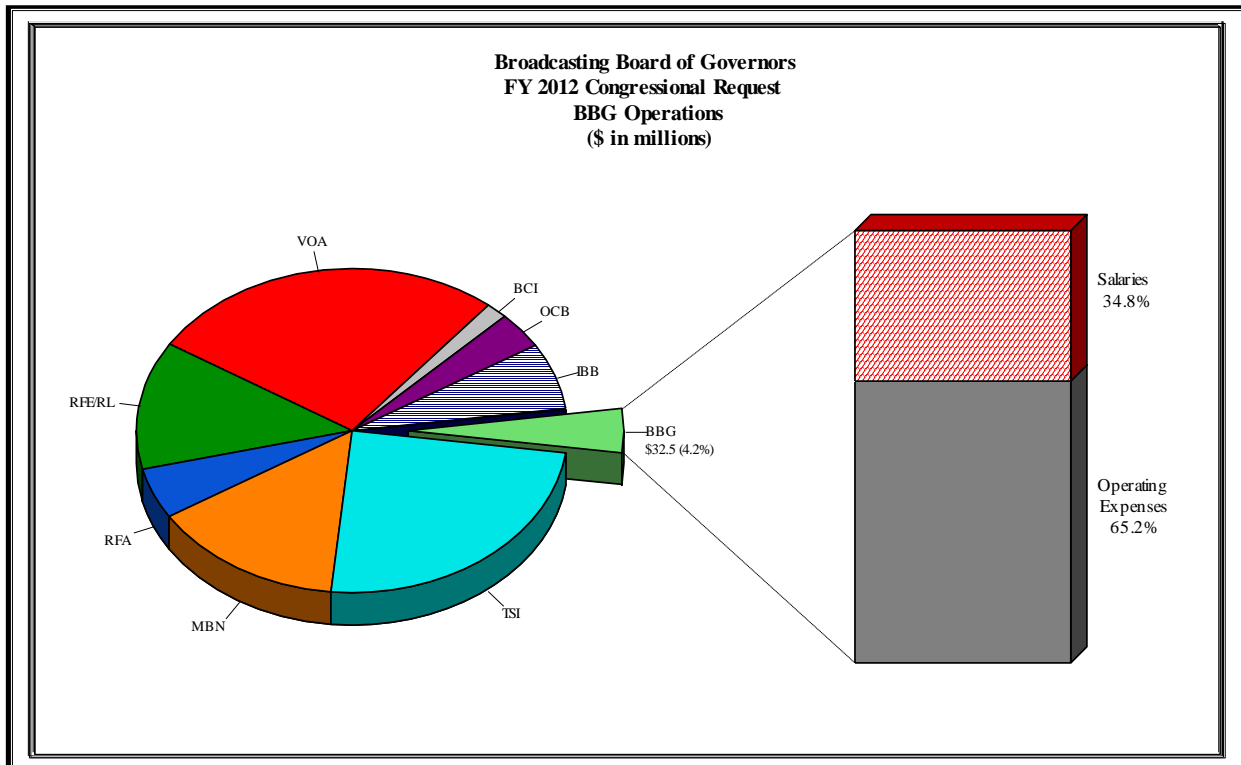
Program Increases

Global News-Sharing Network

Positions: 0 \$1.0 million

The BBG’s five broadcasting networks constitute one of the largest news-gathering and reporting enterprises in the world. Each network generates rich original daily content, primarily in vernacular languages, that is distributed through multimedia platforms to target audiences. Most of this original content is not versioned into other languages for use across the five broadcast networks, and thus not utilized to reach wider global audiences. This proposal would coordinate and consolidate the highest priority web-based news and information content from each entity to reach new audiences around the world with high-quality, original reporting and features from across BBG entities. This initiative would push the BBG to the forefront of global information sharing, as communities around the world would have access to high quality reporting on a range of topics, for every medium, including social media platforms that would provide information from the BBG networks and host postings from members of BBG’s global audience.

For FY 2012, the BBG is requesting \$32.5 million for BBG Operations.



Broadcasting Board of Governors Operations
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	27,321
Represents the FY 2011 Continuing Resolution estimate for all offices within Broadcasting Board of Governors Operations.		
Other Wage Requirements	+	2,112
Provides for the annualization of salary and benefits to continue programming into FY 2012 including health care costs.		
Inflation	+	81
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	1,952
Built-in Requirements	+	1,952
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Consolidated Research	985	
b) Contractual Service Agreements	490	
c) International Cooperative Administrative Support (ICASS)	477	
FY 2012 Program Changes	+	1,000
Program Increases	+	1,000
Reflects the increase above base operations to fund the following enhancements:		
a) Global News Network	1,000	

TOTAL FY 2012 BROADCASTING BOARD OF GOVERNORS OPERATIONS REQUEST		32,466
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BROADCASTING BOARD OF GOVERNORS OPERATIONS

Summary of Funds

FY 2010 - FY 2012

(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting Board of Governors	2,011	2,463	4,472	2,009
Strategic Planning and Performance Measurement	11,085	10,721	11,716	995
General Counsel	1,883	2,003	2,029	26
Chief Financial Officer	3,462	4,874	5,948	1,074
Financial, Payroll and E-Travel Services	6,937	4,520	4,657	137
International Cooperative Administrative Support Services	2,997	3,320	3,830	510
TOTAL, BBG OPERATIONS	28,375	27,901	32,652	4,751
Reconciliation:				
(-) Balances In/Recoveries	394	(394)	-	394
(+) Balances Out	(394)	-	-	-
(-) Data Sale Credits	(186)	(186)	(186)	-
Enacted/Request Level	28,189	27,321	32,466	5,145

Broadcasting Board of Governors Voice of America

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	205,632	204,840	206,930
Georgian/Russian Internet Initiatives, P.L. 110-329	961	-	-
Afghanistan/Pakistan Border Region, P.L. 111-32	1,040	-	-
Supplemental Appropriations Act, 2010 P.L. 111-212	1,159	1,108	-
Total Funding	208,792	205,948	206,930
Positions	1,227	1,291	1,242

The Voice of America (VOA) began broadcasting shortwave radio in 1942 to the people of Germany. VOA today is a full-fledged multimedia organization that delivers about 1,500 hours of programming a week in 44 languages to an estimated audience of 123 million people on radio, television, and digital media. While VOA’s methods of reaching audiences have changed a great deal since its first shortwave broadcast 69 years ago, its message and mission remain the same. VOA strives to provide accurate, objective, and comprehensive news and information to audiences around the world.

Although VOA actively embraces new technologies and delivery platforms to reach new, rapidly expanding, and important audiences around the world, research indicates that a substantial portion of VOA’s audience still uses more traditional platforms—radio and television. VOA continues radio broadcasts via shortwave and medium wave (AM) in areas where these delivery systems are popular and effective, such as parts of Africa and Asia. However, even VOA radio programming is transitioning to a newer FM-based transmission model. Broadcasting VOA programs via local FM affiliates or dedicated transmitters has proven extremely successful in recent years. Additionally, VOA has enhanced its television coverage to stay competitive in target markets. In 2002, VOA had television programs in 12 languages. Today it broadcasts TV in 24 languages, reaching about 56 million people every week.

Because radio and television cannot reach everyone, VOA has increased its use of the Internet and related digital platforms to expand its audience, especially among young people. There were 12.9 million site visits to VOA’s 49 websites in December 2010, representing nearly a 60 percent increase from December 2009. VOA’s Burmese, Indonesian, and Khmer websites all registered major increases in traffic. VOA content is also being shared through YouTube, Facebook, and Twitter. Of VOA’s 44 language services, 32 distribute videos on branded YouTube channels, 32 have at least one Facebook page, and 33 have at least one Twitter account. VOA also has bloggers in English, Russian, Chinese, Persian, Vietnamese, and other languages. The English “Student Union” blog, for example, provides shared experiences of American and foreign students at U.S. universities. In addition, VOA offers audio and video podcasts from its website and through iTunes. VOA also has 20 new mobile websites that feature text, audio, video, and photos and ten more sites are under development. VOA has also launched a new learning

English website, goEnglish.me, for Mandarin and Persian speakers. Since June 2010, the learning English site has attracted more than 60,000 registered users and tens of thousands of non-registered visitors each month. A Russian version of goEnglish.me is under development. These new sites complement VOA's popular Learning English radio programming, formerly known as Special English. Its broadcasts help people throughout the world improve their American English while informing them about world news, American life, science, business, and other topics. The Service has added a new program called The Classroom, an e-learning platform dedicated to teaching American English and culture using VOA content.

All VOA programs adhere to the VOA Charter by informing audiences about the United States, its institutions, and its foreign and domestic policies. VOA has full-time correspondents working in 14 foreign and five domestic bureaus. It also has full-time "beat" reporters at the White House, State Department, Pentagon, and on Capitol Hill. In addition, VOA maintains a worldwide network of contract reporters (stringers), who help the Agency provide comprehensive coverage of global news. VOA employs U.S.-based stringers, at least one in nearly every American state, who report on American life through a diverse offering of radio, television, and web material. In addition to comprehensive reporting on U.S. policy by VOA's Central News and language services, VOA broadcasts daily editorials that present the official views of the U.S. government.

Coverage of the U.S. Congressional elections in November 2010 showcased VOA's ability to explain the U.S. political system and the elections process. Coverage spanned all media platforms. A two-hour VOA election night TV special included live coverage from the White House, Congress, the State Department, Los Angeles, and Islamabad, as well as analysis from guests in VOA's studios. VOA's 44 language services worked extensively with affiliates to provide individualized coverage before, during and after the vote, including interviews with many members of Congress. African services made use of mobile phones to distribute election reports, and VOA's main website, VOAnews.com, created special pages for election coverage. Additionally, VOA expanded its election coverage with extensive use of social media platforms like Facebook and Twitter. From the Newseum, VOA broadcast a live post-election program that was carried by Pakistan's Express-24 and Pakistan State Television and also adapted for broadcast in Persian, Russian, and Mandarin.

FY 2011 Program Increases

New Media Development

Positions: 2 \$0.4 million

BBG entities have historically reached audiences through the traditional format of radio and have significantly expanded reach via television. However, even in remote and less-developed locations, new media platforms are leading to very different broadcasting environments than those in the past. BBG market research indicates the number of countries where mobile is a viable content delivery platform will continue to grow sharply over the next five years. The BBG must position itself to be prepared to provide this service to its target audiences as their markets dictate. The Agency must be at the forefront of innovation to attract its audiences and proposes to continue investments in new media development to expand the distribution of BBG content via mobile devices around the world. This program increase will provide for scaled-up hosting and server capacity, usability testing of new products, competitive analytics tools, training, mobile anti-censorship tools, and a syndication specialist. As part of this enhancement,

VOA proposes to create audio/video and web content for distribution on mobile devices in Iran and China, two key target countries where Agency priorities and projected mobile device growth converge. This Program Increase is a required initiative in order to achieve savings identified in the “Restructure Broadcasting to China” Program Decrease. The total cost of this initiative is \$1.8 million; additional costs can be found in the IBB portion of the budget request.

Program Decreases

Restructure Broadcasting to China

Positions: (45)(\$4.9 million)

The Agency has identified a significant cost saving strategy by realigning its transmission network and resources for broadcasts to China. Research indicates that China has the largest number of Internet users in the world, and despite blocking by the Chinese government, many survey respondents access BBG websites through proxy servers. The BBG’s customized strategy for broadcasting to China, will allow the Agency to achieve significant cost savings by optimizing TSI broadcast operations and ensure that audiences in China will still receive unbiased news and information through their preferred media. The restructuring of broadcasting to China will capitalize on the growing market for content via the Internet but will continue to employ traditional distribution methods like shortwave radio broadcasting.

The Agency will shift VOA Mandarin from traditional radio and television broadcasting to a web-only platform utilizing new media technologies. This strategy recognizes the growing importance of new media in China, and targets niche audiences for VOA Mandarin content. VOA will concurrently increase funding for content for mobile devices and technical support for censorship circumvention initiatives. VOA will continue to produce audio and video programs which will be distributed on web and mobile platforms. As VOA shifts delivery of Mandarin content to the web and other new media, the BBG will strategically consolidate the network’s shortwave transmissions to ensure availability of peak listening hours for RFA Mandarin. RFA will continue its radio broadcasting in Mandarin and exchange some of its off-peak hours for VOA’s preferred broadcast hours, while realizing a significant reduction in its overall transmission expenses. This will be accomplished by decreasing the number of frequencies utilized simultaneously and minimizing the power levels used for each transmission.

Further, the BBG proposes to eliminate VOA’s Cantonese Service, which has struggled to reach its target audience in China’s Guangdong Province, Hong Kong, Hainan Province and parts of the Guangxi Autonomous Region. Cantonese audiences would still be served by RFA Cantonese radio broadcasts and VOA Mandarin’s website since Cantonese and Mandarin have a common written language.

Total savings associated with this initiative are \$8.0 million; additional reductions can be found in the TSI portion of the budget request.

Eliminate VOA Croatian

Positions: (6) (\$1.0 million)

This program change has been deferred to FY 2012 under the FY 2011 Continuing Resolution. Croatia is a member of NATO, remains a candidate for membership in the European Union (EU), and has a Freedom House press ranking of partly free. As research shows a relatively low total weekly reach of 4.9 percent in Croatia compared to VOA broadcasting in other Balkan languages (Albanian 29.8 percent; Bosnian 11.1 percent; Macedonian 15.5 percent, Serbian 14.3

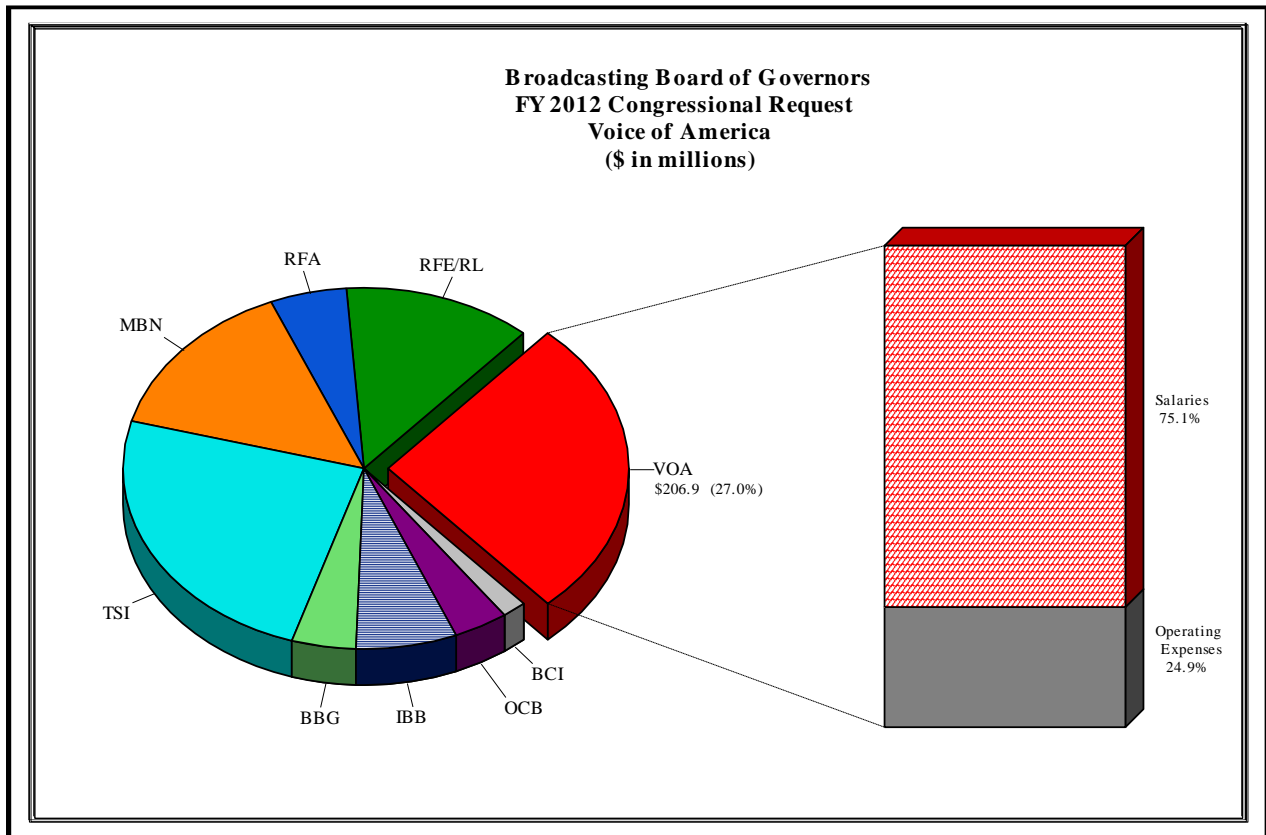
percent) and the Freedom House Freedom rating for Croatia is *partly free* in 2010, the Agency proposes to end VOA broadcasts in Croatian.

Realize Other Operational Savings

Positions: 0 (\$0.1 million)

VOA will reduce its current general operating expenses by realizing efficiencies in support programs, such as enterprise agreements for news agencies, wire services, and capital purchases.

For FY 2012, the BBG is requesting \$206.9 million for the Voice of America.



Voice of America
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	204,840
Represents the FY 2011 Continuing Resolution estimate for Voice of America. Excludes program delivery and research costs which are provided by the Office of Technology, Services, and Innovation, IBB and the BBG.		
FY 2011 Additional Resources	+	1,108
Supplemental Appropriations Act, 2010 P.L. 111-212		
Other Wage Requirements	+	5,317
Provides for the annualization of salary and benefits to continue programming into FY 2012 including health care costs.		
Inflation	+	510
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	739
Built-in Requirements	+	1,263
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Event Coverage -- Elections and Conventions	600	
b) Contractual Service Agreements	597	
c) Rent/Utilities/Security/Infrastructure Maintenance	66	
Non-Recurring Costs	-	(524)
The following costs are non-recurred in FY 2012:		
a) Non-Recur Haiti Supplemental	(524)	
FY 2012 Program Changes	-	(5,584)
Program Decreases	-	(5,984)
<i>Language Service Reductions</i>		
a) Restructure Broadcasting to China	(4,896)	
b) Eliminate VOA Croatian	(946)	
<i>Support Related Reductions/Efficiencies</i>		
a) Other Operating Savings	(142)	
Program Increases	+	400
Reflects the increase above base operations to fund the following enhancements:		
a) New Media Development	400	

TOTAL FY 2012 VOICE OF AMERICA REQUEST		206,930
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Voice of America
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	2010 Actuals	2011 Estimate	2012 Request	Increase or Decrease (-)
Domestic Operations				
Office of the VOA Director	3,598	3,328	3,541	213
Associate Director, Operations	50,902	47,002	48,199	1,197
Associate Director, Central Programming	21,342	21,869	23,189	1,320
Associate Director, Language Programming	3,930	4,005	4,096	91
Africa Division	13,043	13,491	12,477	(1,014)
East Asia & Pacific Division	32,623	32,786	28,913	(3,873)
Eurasian Division	12,113	11,709	11,053	(656)
Latin American Division	6,327	6,492	6,306	(186)
Near East and Central Asia Division	5,996	6,097	6,160	63
South Asia Division	18,068	17,566	17,458	(108)
Persian News Network	18,233	18,448	19,256	808
English Division	16,438	16,390	16,548	158
Total, Domestic Operations	202,613	199,183	197,196	(1,987)
Domestic Correspondent Bureaus	1,238	1,214	1,260	46
Overseas Correspondent Bureaus	7,574	8,139	8,474	335
TOTAL, VOICE OF AMERICA	211,425	208,536	206,930	(1,606)
Reconciliation:				
(-) Reimbursements/Agreements	(2,633)	(2,588)	-	2,588
Enacted/Request Level	208,792	205,948	206,930	982

**Broadcasting Board of Governors
Office of Cuba Broadcasting**

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	29,630	28,450	28,475
Positions	128	136	136

The *Office of Cuba Broadcasting (OCB)* broadcasts Radio Martí and Television Martí programs from its headquarters in Miami, Florida. Radio and TV Martí are dedicated to providing a reliable source of news and information that is accurate, objective, and credible. The programs support the right of the people of Cuba to seek, receive, and impart information and ideas through the media, regardless of frontiers. OCB uses a mix of media, including cross-border shortwave, medium wave, direct-to-home satellite and the web to help reach audiences in Cuba.

Radio Martí broadcasts information and news analysis programs via medium wave and shortwave six days per week for 24 hours per day, and one day per week for 18 hours per day. TV Martí broadcasts 24 hours per day, seven days a week on the Hispasat satellite; two and a half hours per day, five days a week on AeroMartí (the airborne platform based at U.S. Navy flight facilities at Boca Chica Key, Florida); and three hours per day, Monday thru Friday, and two hours per day Saturday and Sunday on DirecTV satellite. TV Martí is also carried on a large number of cable stations throughout Latin America, and it is available on the Internet (*Martínoticias.com*). Cuban citizens anywhere in the world with access to the Internet can visit the site 24 hours a day, seven days a week. 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 a sustainable civil society, the development of democratic institutions in Cuba, and freedom of the press.

BBG continues to pursue multiple sources of data on media use in Cuba, but national estimates of audience reach for USIB in Cuba are not feasible. In surveys of adults in phone households from 2003-2008, which reach fewer than one in five adults and likely underestimate illegal use of foreign media in such a repressive environment, fewer than 2 percent of respondents have acknowledged weekly use of Radio and TV Martí. Surveys of recent arrivals from Cuba have been conducted to obtain feedback on the TV and radio programming preferences of the Cuban population. In 2010 surveys of 661 immigrants to South Florida who had left the island in the past six months, 51 percent of respondents reported having heard Radio Martí programs in their last year in Cuba, while 40 percent of respondents indicated they heard Radio Martí at least once a week on average during their last year on the island. Among these immigrants, Radio Martí was by far the most-listened-to station from abroad. For TV Martí, 12 percent of respondents reported seeing TV Martí in their last year on the island, and 6 percent indicated they watched it

at least once a week on average in those 12 months¹. Since participants were drawn from a convenience sample of immigrants to South Florida, their responses represent only their own experiences and cannot be used to estimate media behaviors among larger Cuban populations.

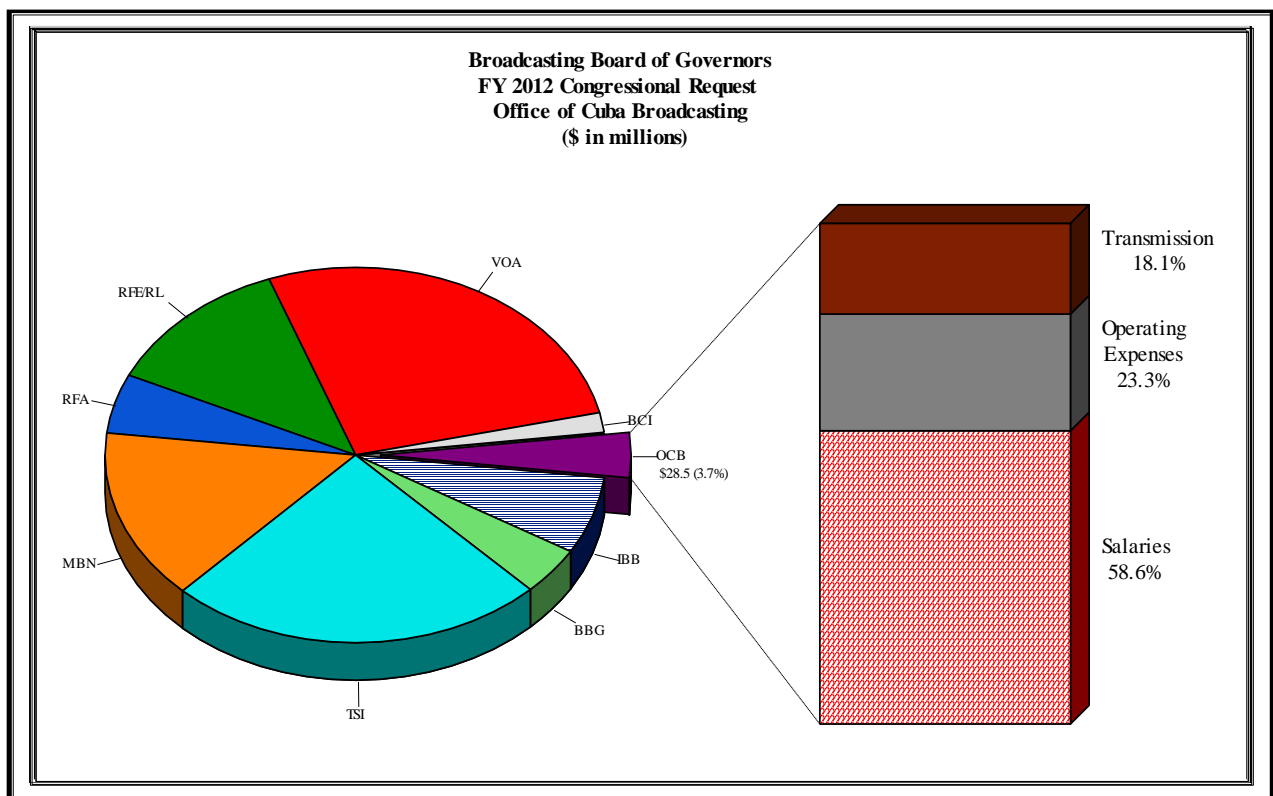
Program Decreases

Realize Other Operational Savings

Positions: 0 (\$0.3 million)

The BBG will achieve operational savings by reducing OCB guard services by one-half. The Federal Protective Service conducted a site survey of OCB’s facilities and determined that this reduction is feasible; the IBB Security Office has also approved the plan.

In FY 2012, the BBG is requesting \$28.5 million for the Office of Cuba Broadcasting.



¹ IBB Office of Research Survey, April/May 2010 and Sept./Oct. 2010 (Respondents were recruited at classes for recent immigrants at various public venues).

Office of Cuba Broadcasting
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	28,450
Represents the FY 2011 Continuing Resolution for the Office of Cuba Broadcasting excluding research costs provided by the BBG.		
Other Wage Requirements	+	104
Provides for the annualization of salary and benefits to continue programming into FY 2012, including health care costs.		
Inflation	+	81
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	140
Built-in Requirements	+	140
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Program Delivery	140	
FY 2012 Program Changes	-	(300)
Program Decreases	-	(300)
<i>Support Related Reductions/Efficiencies</i>		
a) Other Operational Savings	(300)	
TOTAL FY 2012 OFFICE OF CUBA BROADCASTING REQUEST		28,475

Office of Cuba Broadcasting
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting to Cuba				
OCB Directorate	613	699	702	3
Broadcast Operations Directorate	2,727	2,640	2,663	23
News	7,542	7,082	7,119	37
Programs	2,817	2,773	2,794	21
Technical Operations Directorate	11,984	11,001	11,215	214
Administration Directorate	3,947	4,255	3,982	(273)
Total, Office of Cuba Broadcasting	29,630	28,450	28,475	25
TOTAL, OFFICE OF CUBA BROADCASTING	29,630	28,450	28,475	25
Enacted/Request Level	29,630	28,450	28,475	25

Broadcasting Board of Governors
Office of Technology, Services, and Innovation

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	183,762	184,719	187,035
Georgian/Russian Internet Initiatives, P.L. 110-329	146	-	-
Afghanistan/Pakistan Border Region, P.L. 111-32	3,735	-	-
Supplemental Appropriations Act, 2010 P.L. 111-212	-	473	-
Total Funding	187,643	185,192	187,035
Positions	465	545	547

The IBB’s *Office of Technology, Services, and Innovation (TSI)*, headquartered in Washington, D.C., supports the multifaceted technical infrastructure required to produce and transmit BBG media products. TSI’s broad technological expertise enables the BBG to meet its mission to promote freedom and democracy and enhance understanding through multimedia communication to audiences overseas.

TSI provides technical production support, manages multiple worldwide broadcast delivery platforms, and uses innovative technologies to facilitate interaction between BBG broadcasters and their global audiences. TSI also provides anti-censorship support to overcome efforts by other governments to jam BBG broadcast signals. While the traditional delivery platforms of medium wave, FM, and shortwave radio broadcasting remain key, TV, satellite networks, the Internet, and a variety of mobile devices offer extensive and expanding new delivery channels and interactive possibilities. Informed by the BBG’s extensive global research, TSI works closely with broadcasters to determine which media formats are best suited to each individual media market. TSI’s ability to serve the various BBG broadcast entities depends on a complex, integrated, and up-to-date infrastructure.

TSI supports the BBG’s five broadcasting entities—the Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Middle East Broadcasting Networks, and the Office of Cuba Broadcasting—in varying ways. TSI delivers the radio and television programs of VOA, RFE/RL, RFA, MBN, and OCB to targeted audiences around the world by using digital satellite systems and other leased circuits to feed programs to transmission sites and affiliates in Africa, Asia, Europe, Latin America, the Middle East, and North America. More than 1,200 affiliates and transmitters worldwide rebroadcast BBG radio and TV programs to local audiences. Cable TV systems, individual home receivers, and U.S. diplomatic posts also receive programming through BBG delivery channels. In addition, TSI supports segments of Radio and TV Marti’s technical network, and transmits the television signals of the Department of State to U.S. embassies worldwide on the American Embassy Television Network.

Program Increases

Digital Media Conversion

Positions: 1 \$0.7 million

This initiative continues VOA's ongoing transition from an analog to a digital file-based system that transforms and integrates workflows across the Agency. This project, part of a multi-year initiative launched in FY 2010, expands the digital asset management system already implemented across various VOA language services to fully support all of VOA. In addition, this new system allows for increasing vital storage space, adding multiple distribution channels such as automated web delivery, and the strengthening of network infrastructure to support the required complex multimedia files. VOA's transition to a tapeless, all-digital production environment has become increasingly more critical as the Agency responds to the growing market demands for multimedia content and platform distribution in various languages across the globe. This initiative also prepares the Agency with the foundation and flexibility to respond to its audiences' demands for High Definition (HD) content. Further, technical support for VOA's legacy analog media systems is no longer available, and parts/components are becoming more difficult and expensive to obtain. TSI estimates that all VOA services and bureaus will be integrated into the digital system by FY 2014. The Agency will continue to monitor and assess network and storage requirements as the transition to digital technologies continues. The total cost of this initiative is \$2.0 million; additional costs can be found in the Broadcasting Capital Improvement portion of the budget request.

Server Conversion

Positions: 1 \$0.2 million

IBB has gradually added servers to its network as they were needed. Managing this ad hoc array of servers is costly; it includes the hardware, maintenance, and human resources needed to manage, operate, and administer the Agency's server infrastructure on a daily basis. In FY 2010, IBB began to implement the modern technique of server consolidation and virtualization throughout the network and ultimately plans to achieve higher server use, increased operational efficiency, and lower total costs of ownership for these essential services. This modern technique, a best practice throughout the information technology industry, allows a smaller number of efficient, high-capacity computer servers to take the place of a much larger number of older, smaller, maintenance-intensive, and less-efficient machines. Through server virtualization, the server administrator uses a software application to divide one physical server into multiple isolated virtual environments, known as partitions or virtual private servers. This distributed architecture reduces CPU usage overhead and isolates partitions. This process also ensures that a failure or security breach in one partition is not able to affect the other partitions. After the initial cost of purchase and installation is sustained, long-term costs are greatly reduced through server consolidation and virtualization. The workload of managing many individual servers is reduced, and IT resources are able to focus on more significant activities. The total cost of this initiative is \$1.0 million; additional costs can be found in the Broadcasting Capital Improvements portion of the budget request.

Program Decreases

Restructure Broadcasting to China

Positions: 0 (\$3.2 million)

The Agency has identified a significant cost-saving strategy by realigning its transmission network and resources for broadcasts to China. Research indicates that China has the largest number of Internet users in the world, and despite Internet blocking by the Chinese government, many survey respondents access BBG websites through proxy servers. The BBG's customized

strategy for broadcasting to China, will allow the Agency to achieve significant cost savings by optimizing TSI broadcast operations and ensure that audiences in China will still receive unbiased news and information through their preferred media. The restructuring of broadcasting to China will capitalize on the growing market for content via the Internet but will continue to employ traditional distribution methods such as shortwave radio broadcasting.

The Agency will shift VOA Mandarin from traditional radio and television broadcasting to a web-only platform utilizing new media technologies. This strategy recognizes the growing importance of new media in China, and targets niche audiences for VOA Mandarin content. VOA will concurrently increase funding for content for mobile devices and technical support for censorship circumvention initiatives. VOA will continue to produce audio and video programs which will be distributed on web and mobile platforms. As VOA shifts delivery of Mandarin content to the web and other new media, the BBG will strategically consolidate the network's shortwave transmissions to ensure availability of peak listening hours for RFA Mandarin. RFA will continue its radio broadcasting in Mandarin and exchange some of its off-peak hours for VOA's preferred broadcast hours, while realizing a significant reduction in its overall transmission expenses. This will be accomplished by decreasing the number of frequencies utilized simultaneously and minimizing the power levels used for each transmission.

Further, the BBG proposes to eliminate VOA's Cantonese Service, which has struggled to reach its target audience in China's Guangdong Province, Hong Kong, Hainan Province, and parts of the Guangxi Autonomous Region. Cantonese audiences would still be served by RFA Cantonese radio broadcasts and VOA Mandarin's website (because Cantonese and Mandarin have a common written language).

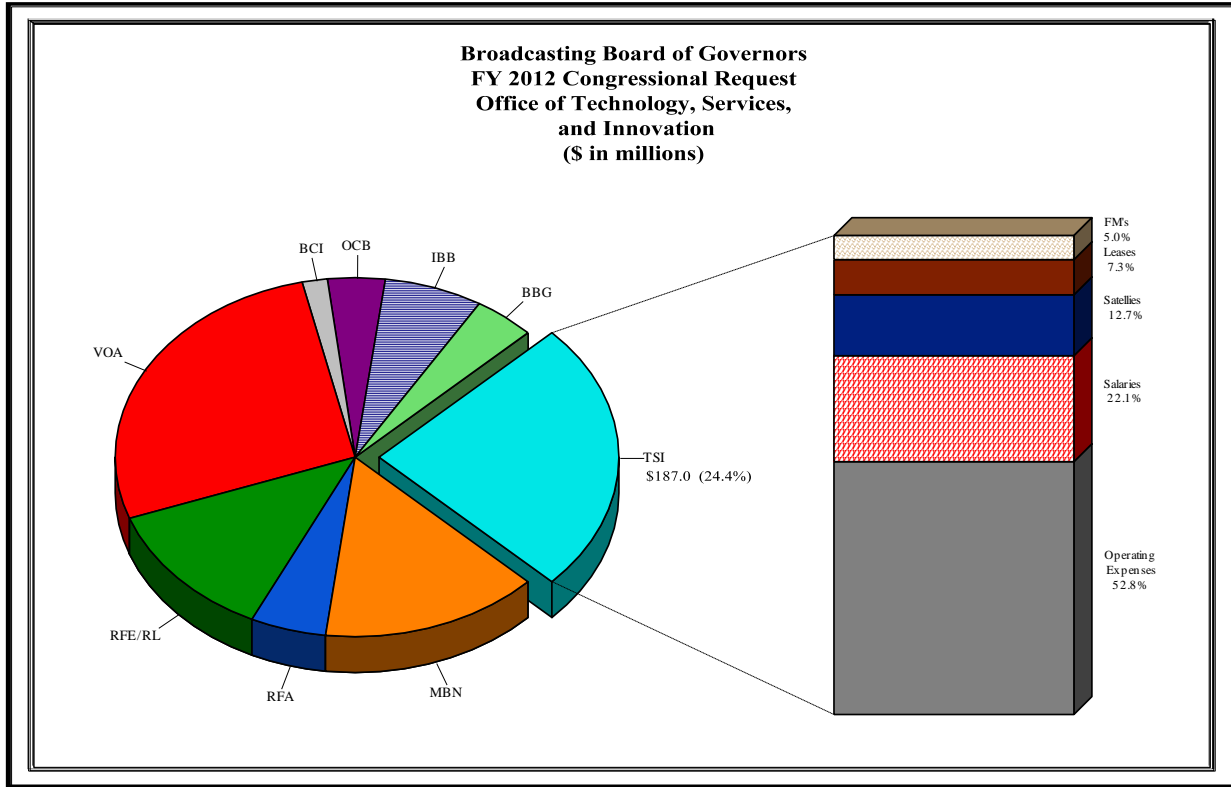
Total savings associated with this initiative are \$8.0 million and 45 positions; additional reductions can be found in the VOA portion of the budget request.

Optimize BBG Transmission

Positions: 0 (\$0.6 million)

This reduction will capitalize on various efficiencies and realignments of the BBG's worldwide transmission network, based on assumed reductions throughout the BBG broadcast entities in transmissions that have low impact on audience levels.

For FY 2012, the BBG is requesting \$187.0 million for the Office of Technology, Services, and Innovation.



Office of Technology, Services, and Innovation
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	184,719
Represents the FY 2011 Continuing Resolution estimate for all offices within the Office of Technology, Services, and Innovation.		
FY 2011 Additional Resources	+	473
Supplemental Appropriations Act, 2010 P.L. 111-212		
Other Wage Requirements	+	2,287
Provides for the annualization of salary and benefits to continue programming into FY 2012, health care costs, and other allowances.		
Inflation	+	740
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	-	1,745
Built-in Requirements	+	2,218
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Program Delivery	1,405	
b) Rent/Utilities/Security/Infrastructure Maintenance	644	
c) Contractual Service Agreements	169	
Non-Recurring Costs	-	(473)
The following costs are non-recurred in FY 2012:		
a) Non recur Haiti Supplemental	(473)	
FY 2012 Program Changes	-	(2,929)
Program Decreases	-	(3,729)
<i>Language Service Reductions</i>		
a) Restructure Broadcasting to China	(3,153)	
b) Eliminate VOA Croatian	(11)	
<i>Support Related Reductions/Efficiencies</i>		
a) Optimize BBG Transmissions	(565)	
Program Increases	+	800
Reflects the increase above base operations to fund the following enhancements:		
a) Digital Media Conversion	650	
b) Server Conversion	150	

TOTAL FY 2012 OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION REQUEST		187,035
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Office of Technology, Services, and Innovation
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Domestic Headquarters				
Director	3,097	3,258	3,481	223
Home Leave and Transfer	228	469	655	186
Resource Directorate				
Facilities Management	35,173	37,022	37,659	637
Financial Management	2,726	2,843	3,130	287
Information Technology Directorate				
	17,231	17,696	17,362	(334)
Engineering and Transmission Directorate				
Satellite Division	18,650	16,164	16,217	53
Satellite Transmissions	24,654	23,677	23,801	124
Broadcast Technologies Division	1,984	1,810	1,840	30
Operations Division	9,685	10,318	11,450	1,132
Leased Transmissions	15,006	16,988	12,975	(4,013)
Host Government Transmissions	707	752	752	-
Worldwide Procurement (WWP)	6,941	4,466	4,459	(7)
Total, Domestic Headquarters	136,082	135,463	133,781	(1,682)
Stations Division				
	177	173	176	3
Domestic Transmitting Stations				
Greenville	4,031	3,950	4,492	542
Tinian	9,724	8,632	8,721	89
Total, Domestic Stations	13,755	12,582	13,213	631
Overseas Transmitting Stations				
Afghanistan	3,709	3,424	3,459	35
Botswana	1,765	1,971	2,178	207
Germany	9,894	9,751	10,115	364
Kuwait	4,764	5,112	5,348	236
Philippines	6,362	6,794	6,779	(15)
Sao Tome	3,377	3,657	3,874	217
Sri Lanka	3,065	2,953	3,090	137
Thailand	3,671	3,712	3,854	142
Total, Overseas Stations	36,607	37,374	38,697	1,323
Monitors	1,100	1,153	1,168	15
TOTAL, OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION	187,721	186,745	187,035	290
Reconciliation:				
(-) Balances In	(53)	-	-	-
(+) Balances Out	53	-	-	-
(-) Proceeds of Sale	-	(53)	-	53
(-) Reimbursements/Agreements	(78)	(1,500)	-	1,500
Enacted/Request Level	187,643	185,192	187,035	1,843

Broadcasting Board of Governors
International Broadcasting Bureau
Management and Support

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	44,787	46,780	50,817
Georgian/Russian Internet Initiatives, P.L. 110-329	230	-	-
Afghanistan/Pakistan Border Region, P.L. 111-32	75	-	-
Supplemental Appropriations Act, 2010 P.L. 111-212	-	260	-
Total Funding	45,092	47,040	50,817
Positions	177	200	205

The *International Broadcasting Bureau (IBB)* provides support to the Broadcasting Board of Governors staff, Voice of America (VOA), and Radio/TV Martí. IBB also provides marketing and program placement for the broadcast entities.

Offices under the heading IBB Management and Support include:

The *Director of the IBB* provides leadership and guidance to manage the IBB, including the coordination of certain support functions across the broadcasting entities. The Office of the Director also provides liaison with the Office of Inspector General and Government Accountability Office, management of records and forms, the Agency's directives system, mail, printing, and other management and administrative support services.

The *Office of Marketing and External Liaison (OMEL)* works to place the content created by BBG's entities with broadcast (radio and television) and other worldwide outlets including Internet and mobile. OMEL's **Office of Marketing and Program Placement** manages relationships with more than 1,300 partners. Using available research and best industry practices, OMEL works to grow existing broadcast audiences through marketing, promotion, and placement activities. Within the office, the Graphics Branch provides graphic design and in-house photographic support services and produces VOA program guides, promotional materials and information about VOA websites. The International Media Training Center provides training to foreign broadcasters, typically as part of the agreements that provide BBG with airtime or licenses in target areas.

The *Office of Performance Review (OPR)* conducts annual reviews of the effectiveness of VOA and OCB broadcasting services, and of IBB and VOA supporting offices. OPR is a source of ongoing information and consultation to both services and management on performance issues, opportunities and challenges. OPR also provides accurate and timely audience data and market research to guide decisions on programming, distribution and marketing, and to evaluate the effectiveness of efforts to reach target audiences. The office provides both internal and external analyses of multi-platform broadcast products and operations, based on the BBG Strategic Plan,

elements' performance plans, journalistic and production standards, applicable policy and guidelines, as well as resource and market realities.

The ***Office of New Media (ONM)*** was established in response to the growing use of new media technologies across BBG's target markets. Media consumers around the world increasingly rely upon the Internet and social networks to access and engage with the news. ONM conceives strategies, develops products, and issues guidelines or best practices that help BBG language services reach their audiences with new media tools. ONM advocates for the increased use of new media technology as a means of engaging with audiences and promoting a free exchange of ideas about current world events.

The ***Office of Human Resources (OHR)*** plays a key role in the strategic management of human capital by finding, retaining, and training the Agency's workforce; enforcing the Agency's labor contracts; working with supervisors to resolve employee conduct and performance issues; administering employee leave, benefit, and retirement programs; and maintaining the Human Resources Information System, the Agency's primary repository for pay and personnel information. Ultimately, it is the Agency's employees and their skills that determine whether and to what degree the Agency can meet its strategic goals. OHR ensures that the Agency maintains a competitive edge in international broadcasting by recruiting a highly qualified, diverse staff who can meet the current and future needs of the Agency. The OHR Office of Training ensures continued internal expertise through training and staff development.

The ***Office of Contracts*** plans, manages, and implements all acquisition efforts in support of the global broadcast network and other broadcasting support operations. The Office of Contracts provides or oversees professional, effective, and timely acquisition/contract support, in full compliance with applicable Federal laws and regulations. The Office of Contracts also serves as the principal advisor for grants and cooperative agreements to the Agency. Unlike most agencies, BBG contracts directly with individuals for talent and other professional services to support its diverse broadcasting requirements. Writers, stringers, announcers, translators, and other personnel are contracted to supplement the BBG's in-house capabilities in order to achieve the objectives and accomplish the mission of the Agency.

The ***Office of Policy*** produces authoritative, effective, and timely editorials for VOA to use on radio, television, and the Internet. Editorials allow VOA to fulfill the third element of its Charter, which requires VOA to "present the policies of the United States clearly and effectively." They also meet the requirements of U.S. public law for "editorials, broadcast by the Voice of America, which present the views of the United States Government." All editorials are prepared in close consultation with the U.S. State Department and other officials responsible for determining U.S. policies.

The ***Office of Civil Rights (OCR)*** counsels employees, conducts investigations, and issues final Agency decisions on Equal Employment Opportunity (EEO) complaints. OCR also provides guidance to Agency managers to ensure that their employment decisions are made without regard to race, color, religion, sex, sexual orientation, national origin, age, disability, or fear of reprisal. OCR sponsors events throughout the year celebrating the Agency's rich ethnic diversity and the outstanding achievements made by men and women of all ethnicities and cultures.

The *Office of Security* is responsible for the security of Agency personnel, property, and classified material, in Washington and at BBG news bureaus and transmission stations across the globe. It is also responsible for ensuring that the workforce is staffed with individuals who have been investigated and adjudicated in accordance with the requirements of Executive Orders 10450 and 12968 and possess the proper security clearance or certification designated for their position.

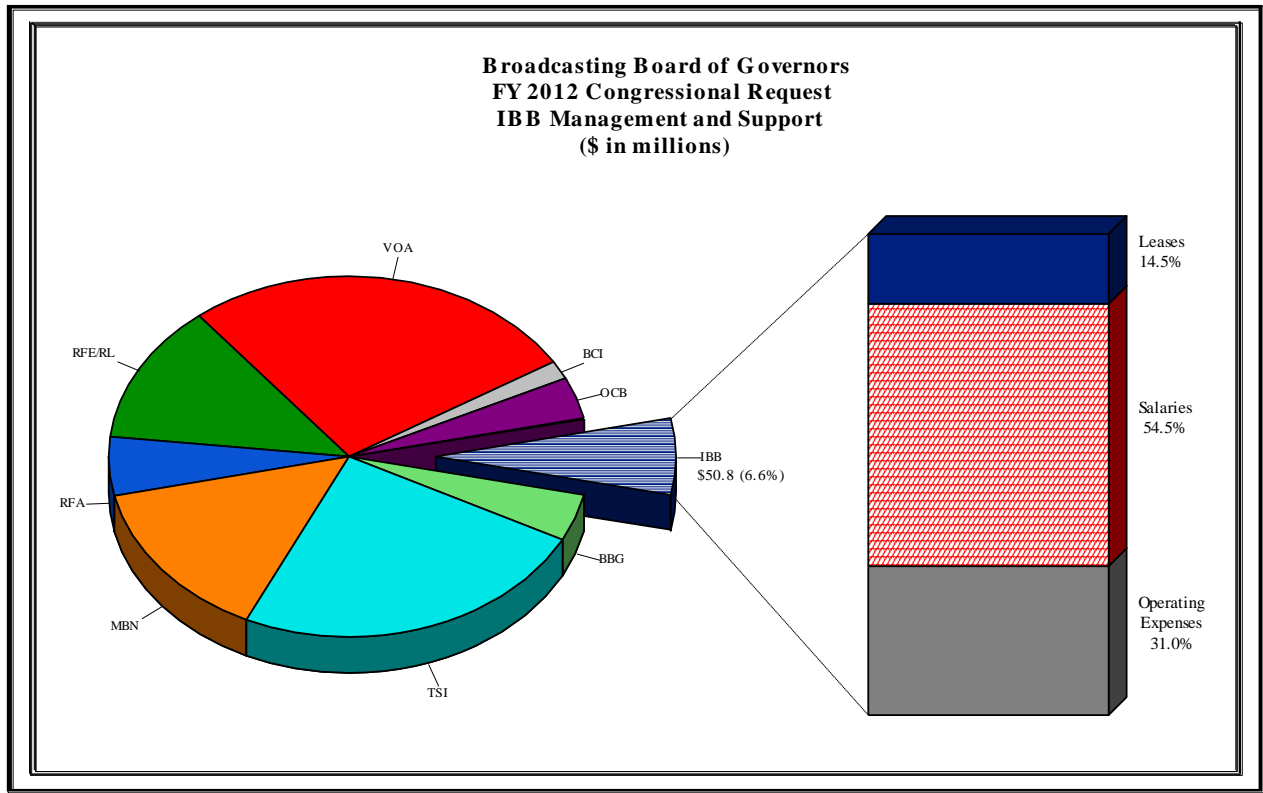
Program Increases

New Media Development

Positions: 0 \$1.4 million

BBG entities have historically reached audiences through the traditional format of radio and have significantly expanded reach via television. However, even in remote and less-developed locations, new media platforms are leading to very different broadcasting environments than those in the past. BBG market research indicates the number of countries where mobile is a viable content delivery platform will continue to grow sharply over the next five years. The BBG must position itself to be prepared to provide this service to its target audiences as their markets dictate. The Agency must be at the forefront of innovation to attract its audiences and proposes to continue investments in new media development to expand the distribution of BBG content via mobile devices around the world. This program increase will provide for scaled-up hosting and server capacity, usability testing of new products, competitive analytics tools, training, mobile anti-censorship tools, and a syndication specialist. As part of this enhancement, VOA proposes to create audio/video and web content for distribution on mobile devices in Iran and China, two key target countries where Agency priorities and projected mobile device growth converge. This program initiative will also support the new media strategy for broadcasting to China. The total cost of this initiative is \$1.8 million; additional costs can be found in the VOA portion of the budget request.

In FY 2012, the BBG is requesting \$50.8 million for the International Broadcasting Bureau.



International Broadcasting Bureau Management and Support
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	46,780
Represents the FY 2011 Continuing Resolution estimate for all offices within IBB Management and Support.		
FY 2011 Additional Resources		260
Disaster Relief and Summer Jobs Act of 2010, P.L. 111-212		
Other Wage Requirements	+	2,276
Provides for the annualization of salary and benefits to continue programming into FY 2012, including workers compensation, health care costs, mass transit and other allowances.		
Inflation	+	162
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	-	(60)
Built-in Requirements	+	200
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Contractual Service Agreements	200	
Non-Recurring Costs	-	(260)
The following costs are non-recurred in FY 2012:		
a) Non recur Haiti Supplemental	(260)	
FY 2012 Program Changes	-	1,399
Program Decreases	-	(1)
<i>Language Service Reductions</i>		
a) Restructure Broadcasting to China	(1)	
Program Increases	+	1,400
Reflects the increase above base operations to fund the following enhancements:		
a) New Media Development	1,400	
TOTAL FY 2012 INTERNATIONAL BROADCASTING BUREAU MANAGEMENT AND SUPPORT REQUEST		50,817

International Broadcasting Bureau Management and Support
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Director, International Broadcasting Bureau	3,510	3,363	3,963	600
Civil Rights	1,170	1,132	1,189	57
Contracting and Procurement	3,037	3,179	3,722	543
Human Resources	9,439	9,616	10,099	483
New Media	5,465	6,347	7,959	1,612
Performance Review	5,098	5,052	5,387	335
Policy	937	924	938	14
Security	1,997	1,973	2,024	51
Office of Marketing and External Liaison	220	219	223	4
Marketing and Program Placement	5,138	5,234	5,011	(223)
Worldwide Networking	6,474	7,356	7,373	17
Regional Offices	3,044	2,919	2,929	10
TOTAL, INTERNATIONAL BROADCASTING BUREAU MANAGEMENT AND SUPPORT	45,529	47,314	50,817	3,503
Reconciliation:				
(-) Balances In/recoveries	(4)	(4)	-	4
(+) Balances Out	4	-	-	-
(-) Reimbursements/Agreements	(437)	(270)	-	270
Enacted/Request Level	45,092	47,040	50,817	3,777

Broadcasting Board of Governors Radio Free Europe/Radio Liberty

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	91,217	92,816	96,818
Afghanistan/Pakistan Border Region, P.L. 111-32	4,970	-	-
Total Funding	96,187	92,816	96,818
Positions	545	551	551

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit news and information organization that operates via federal statute under a grant agreement with the BBG. Its content focuses on local and regional developments in places where the media are not free or are engaged in a transition from totalitarian control, and where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism, and other threats to democracy remain.

As RFE/RL begins its seventh decade of bringing reliable news and information to people living in closed societies, it has expanded beyond shortwave radio to include technologies like satellite broadcasts and mobile delivery platforms. In Iran, more than one million people a month visit RFE/RL's Persian-language website via a proxy server in order to circumvent government censors. In Afghanistan, thousands of mobile phone users are receiving twice daily breaking news updates in Dari and Pashto from RFE/RL's Radio Azadi. This versatility is the hallmark of RFE/RL. In 21 countries throughout the Middle East, Central Asia, the Caucasus, and Eastern Europe, nearly 20 million people each week depend on RFE/RL for independent and accurate information.

RFE/RL disseminates content in 28 languages to countries in Eastern, and Southeastern Europe; Russia; the Caucasus; Central Asia; Iraq; Iran; Afghanistan; and Pakistan. Eighteen of RFE/RL's broadcast languages—almost two-thirds of the total—are directed to countries or regions where the majority populations are Muslim. RFE/RL's comprehensive news and information organization includes 21 bureaus throughout its broadcast region and nearly 800 freelancers worldwide reporting local, regional, and international news. Proximity to the broadcast region facilitates production of relevant, locally oriented programming in a cost-efficient manner.

In January, RFE/RL launched a new Pashto-language radio service to Pakistan's Pashtun tribal areas to counter the growing number of Islamic extremist stations in the region. In March, the Library of Congress opened an exhibit featuring some of the more than 15,000 hand-written pieces of "fan mail" sent to RFE/RL by its Afghan listeners. Many of the letters were painstakingly crafted on parchment with elaborate calligraphy, drawings, and poetry.

On July 4, 1950, RFE/RL went on the air for the first time from a studio in the Empire State Building with a pledge to deliver the news "in the American tradition of free speech." Sixty years later, it remains a lifeline for people living in war zones and under authoritarian rule who have little access to independent and reliable information.

Internet: Since October 2007, RFE/RL has been transitioning its language service websites to a new, custom-built, scalable content management system. This transition has generated significant boosts in traffic for most RFE/RL websites, which surpassed 42 million page views for the first time in December 2010. Seven RFE/RL websites now enjoy over 1 million page views per month. Since December 2010 RFE/RL has been able to deliver a live video stream from both its studios and the field using a Flash platform that was created in-house. RFE/RL's 23 Internet websites reach a monthly average of 10.4 million total visitors, log an average of 5.3 million requests to listen to radio content online, and garner an average of 31.2 million page views each month.

Mobile Internet: All RFE/RL web sites are also available as mobile sites. These mobile sites, which feature MobileTech software, offer user-friendly web content and interactive functionality—for example, a user can email comments, photos or videos directly from her phone to the RFE/RL website. This technological breakthrough offers tremendous potential in RFE/RL's broadcast region, where many different types of mobile phones are in use.

RFE/RL Web & Social Media: RFE/RL's web and social media strategies are specifically tailored to the market realities facing each language service. Factors include demographic information about Internet users in the target market; where people use the Internet (home, work, internet café); and the quality of the Internet connections (dial-up, DSL, broadband) in that market. In places where Internet users have access to high speed connections, RFE/RL places a greater emphasis on rich multimedia offerings such as video reports produced by video journalists in the local RFE/RL bureau.

Each RFE/RL website features sound slides, photo galleries, interactive web forums, comment sections on articles, and blogs. The blog of RFE/RL's Georgian Service is the most popular blog in the country. Blogs, user-generated content, and citizen journalism have become primary ingredients of RFE/RL's web journalism. RFE/RL's Pangea content management system makes it easy for users to send reports, photos, and videos. Nineteen language services have Facebook pages, thirteen have branded YouTube accounts, and all are active on the primary social media sites in their markets.

Alternative Distribution: Because the governments in many target markets are hostile to the free flow of information, RFE/RL has been engaged in a "samizdat 2.0" effort to make its programming available to people who otherwise would not be able to access it. In Belarus, RFE/RL has published collections of radio programming as books in the "Liberty Library" series; these books are distributed at regional events at independent books stores as well as book clubs held in people's homes. In Azerbaijan and Georgia, content is published in newspapers and distributed weekly. Upon learning that Tajiks like to store web content on flash drives to save money by minimizing their time online at Internet cafés, RFE/RL began distributing branded USBs with pre-loaded Tajik content. In more developed Internet markets such as Russia,

RFE/RL provides RSS feeds to its content and actively promotes stories targeted to the audiences of top local aggregators. In Afghanistan, RFE/RL distributed 20,000 radios in hard-to-reach areas of the country.

Television: RFE/RL attracts significant audiences with six television programs broadcast in Bosnia, Macedonia, Georgia, Belarus, and Kyrgyzstan. RFE/RL’s two weekly Kyrgyz shows—*Inconvenient Questions*, a hard-talk-style interview program, and *Azattyk+*, a show produced and hosted by young people for a young audience—are extremely popular in the country. RFE/RL’s weekly Belarusian program, which is a joint production with Polish-government-funded BelSat, has become a must-see program for influential Belarusians. And in Georgia, Bosnia, and Macedonia, RFE/RL’s weekly joint productions with local stations continue to draw strong audiences and critical praise. A new Russian-language show on the new K1 satellite channel funded by Georgian Public Broadcasting and targeting Russian speakers across the Caucasus is slated to launch on January 29, 2011, and RFE/RL continues to seek a Turkish satellite station to collaborate on a weekly program for Azerbaijan.

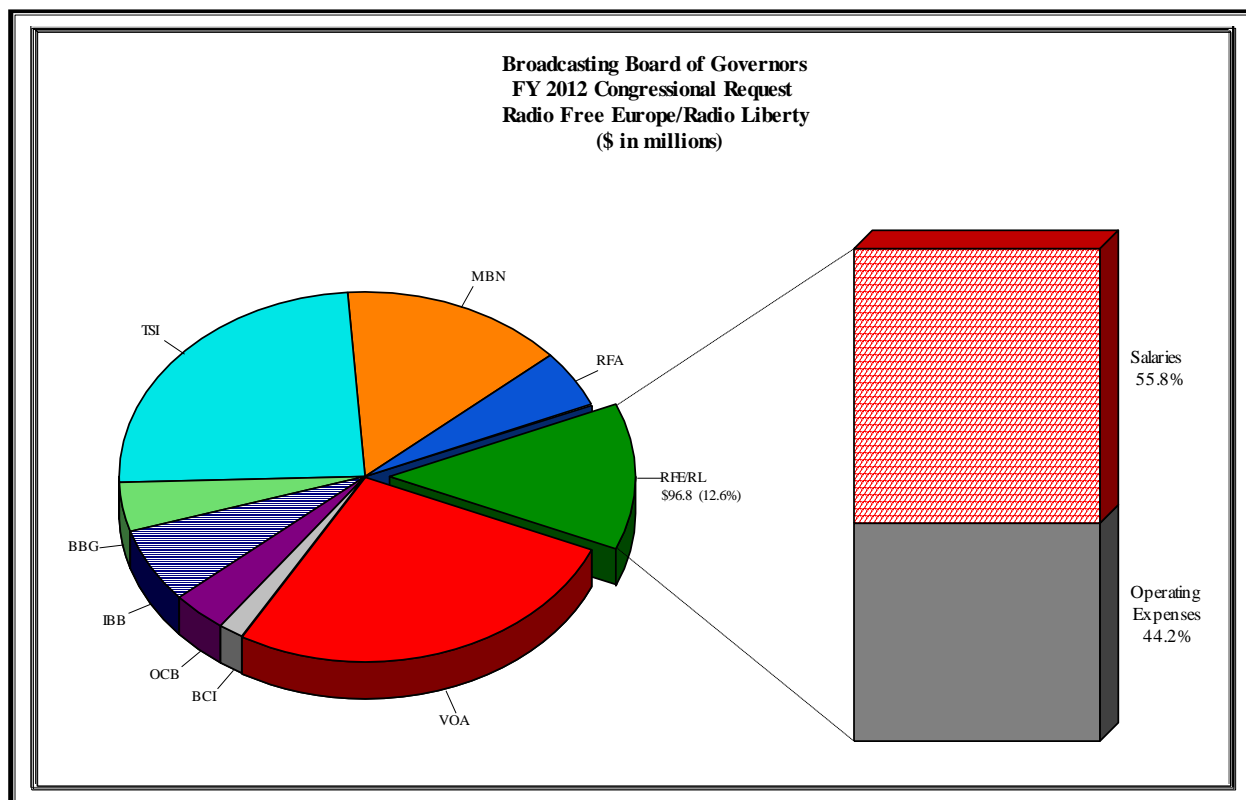
Program Decreases

Realize Other Operational Savings

Positions: 0 (\$0.1 million)

RFE/RL will reduce current general operating expenses by realizing efficiencies in support programs, such as enterprise agreements for news agencies, wire services, and capital purchases.

For FY 2012, the BBG is requesting \$96.8 million for Radio Free Europe/Radio Liberty.



Radio Free Europe/Radio Liberty
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	92,816
<small>Represents the FY 2011 Continuing Resolution estimate for Radio Free Europe/Radio Liberty. Excludes program delivery and research costs which are provided by the Office of Technology, Services, and Innovation, IBB and the BBG.</small>		
Other Wage Requirements	+	1,236
<small>Provides for the annualization of salary and benefits to continue programming into FY 2012, including workers compensation, health care costs, and other allowances.</small>		
Inflation	+	431
<small>Reflects a 1.016% inflation increase for general operating expenses for FY 2012.</small>		
FY 2012 Current Services Net Changes	+	2,435
Built-in Requirements	+	2,435
<small>Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:</small>		
a) Rent/Utilities/Security/Infrastructure Maintenance		1,459
b) Contractual Service Agreements		771
c) Program Delivery		105
d) Life Cycle Replacement of Equipment		100
FY 2012 Program Changes	-	(100)
Program Decreases	-	(100)
<small><i>Support Related Reductions/Efficiencies</i></small>		
a) Realize Other Operational Savings		(100)

TOTAL FY 2012 RADIO FREE EUROPE/RADIO LIBERTY REQUEST		96,818
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Radio Free Europe/Radio Liberty
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting Division				
Director	3,231	3,775	3,830	55
Marketing & Affiliates Development	1,690	1,519	1,641	122
Broadcast Services:				
Armenian	1,413	1,339	1,374	35
Azerbaijani	1,571	1,641	1,685	44
Balkans	4,425	4,383	4,530	147
Belarusian	2,326	2,465	2,514	49
Georgian	2,040	1,983	2,026	43
Kazakh	1,627	1,859	1,915	56
Kyrgyz	1,597	1,716	1,761	45
Radio Farda (Persian)	6,188	7,254	7,445	191
Radio Free Afghanistan (Dari and Pashto)	4,825	5,865	5,968	103
Radio Mashaal (Pashto to Pakistan)	2,870	3,010	3,078	68
Radio Free Iraq (Arabic)	2,100	2,085	2,131	46
Romanian to Moldova	1,024	993	1,009	16
Russian	8,511	7,957	8,243	286
North Caucasus Unit (Avar, Chechen and Circassian)	1,151	1,220	1,248	28
Tajik	1,598	1,586	1,634	48
Tatar-Bashkir	917	907	924	17
Turkmen	1,179	1,180	1,198	18
Ukrainian	2,425	2,506	2,573	67
Uzbek	1,395	1,536	1,580	44
News and Current Affairs	6,339	6,258	6,342	84
Total, Broadcasting Division	60,442	63,037	64,649	1,612
Office of President	2,591	2,703	2,793	90
Operations Division	24,572	22,619	23,467	848
Finance Division	8,250	6,432	5,455	(977)
Capital	940	350	454	104
Total, Offices	36,353	32,104	32,169	65
TOTAL, RADIO FREE EUROPE/ RADIO LIBERTY	96,795	95,141	96,818	1,677
Reconciliation:				
(-) Balances In/Recoveries	(2,186)	(2,325)	-	2,325
(+) Balance Out	2,325	-	-	-
(-) Transfers from Buying Power Maintenance Fund	(747)	-	-	-
Enacted/Request Level	96,187	92,816	96,818	4,002

Broadcasting Board of Governors Radio Free Asia

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	37,479	37,566	39,052
Positions	266	286	286

Radio Free Asia (RFA) was created by Congress to act as a surrogate broadcaster, substituting for domestic media in countries that prevent or restrict freedom of press. It is a statutory grantee that operates under a grant agreement with the BBG. As a private, nonprofit corporation, 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 local communities whose knowledge of local events is otherwise blocked by the governments that control information.

The media and human rights situation in Radio Free Asia’s target regions today is as bad or worse as the poor conditions observed only 12 months ago. Freedom House’s press freedom index, released in April 2010, tags every single RFA target country as “not free.” All but one of RFA’s target countries are in the bottom 10 of the entire 196 countries rated and North Korea is 196th. For human rights, a June 2010 Freedom House report identified China, Laos, Burma, North Korea and the Tibetan territory as among this year’s “worst of the worst” for political rights and civil liberties.

RFA continues to find ways to reach these least free parts of Asia. Research conducted for the BBG has helped RFA learn how to reach “information hubs”—individuals who tend to seek out accurate information and share it with others who are not as proactive. RFA targets these go-to people, who in turn pass on RFA’s news. Examples include monks in Tibet and Burma; travelers and businessmen from North Korea; intellectuals and proactive news seekers in China and Vietnam. An article published in the *Korean Herald* reinforced this concept, “Media oppression is omnipresent in the North, but information for and from Radio Free Asia’s shortwave radio broadcasts flows through the communist state’s iron curtain.”

During the 15 years that RFA has been on the air, its distribution methods to target areas have evolved rapidly. While short wave remains the critical platform for all of our countries, RFA journalists continue to develop skills to provide content for multiple delivery platforms. RFA’s Internet operations are interwoven with its radio and satellite operations, and its Webcasts and multimedia products complement and expand the reach of radio broadcasts.

RFA continues to solidify its position as an authoritative source of East Asian news. On a monthly basis, Radio Free Asia averages around 300 pickups of its exclusive news coverage in major global news publications and sources, and regional outlets within its broadcast region. This includes RFA-generated content from its nine language services that is republished and

linked-to on well-trafficked global and regional Asian blogs. Media pickups, especially those by large media syndicates and wire services, further serve to amplify RFA's reach into its target countries. Major international press pickups of RFA's stories include The New York Times, Washington Post, Wall Street Journal, Los Angeles Times, Guardian (UK), CNN, BBC, Financial Times, Associated Press, Reuters, Bloomberg News, Deutsche Presse Agentur, and Agence France Presse, among others. Asian news sources picking up RFA's reports include The South China Morning Post, Xinhua News Agency (China), Chosun Ilbo (South Korea), NHK (Japan), Phnom Penh Post (Cambodia), Hong Kong Radio TV network, and Asia Times.

“The Last Untamed River”

In late 2009, RFA produced a documentary “The Last Untamed River” a video diary of the Mekong River—the least developed of the world's major rivers—which sustains more than 60 million people from the Tibetan plateau to the South China Sea. The river flows through four of RFA's target countries and the series addresses climate change and melting glaciers, urbanization and industrialization, the decline of forests and fisheries, and finally the development of China's dams and control over water flow, as seen by ordinary citizens—from nomadic herders and fishermen—as well as regional experts and analysts. RFA's videographers traveled for nearly 3,000 miles along the Mekong River from Tibet to Vietnam and the South China Sea. The documentary received Society of Environmental Journalists 2010 First Place award for Outstanding Online Reporting on the Environment.

Internet and New Media

RFA's target countries include both the largest and most complex media market in the world (China) and the least wired country on the planet (North Korea). China and Vietnam have raced ahead rapidly on both the Web and mobile telephony. In most target countries social media is becoming increasingly popular and RFA has remained ahead of the curve with its use of YouTube, FaceBook and Twitter. In December 2010, RFA launched ten smart phone sites to respond to demands from smart phone users.

In 2010, training in multimedia production and use of social media in handling citizen journalism brought a new dimension to the services' news production. During 2009-2010, several RFA services introduced Webcasts (anchor narrated news casts, illustrated with photos and/or video clips), posting them on the RFA sites as well as YouTube.

The Vietnamese website has been very successful in spite of increased censorship and a general crackdown on freedom of expression. Drawing consistently about a third of the visits to the RFA websites, the number of direct visits grew by 28 percent from January to December 2010, with close to 50 percent of those from Vietnam.

The Tibetan Service was the first to introduce webcast programs, because of the established popularity of the video format among the Tibetan population. Today, weekly webcasts are produced in all three Tibetan dialects. The Mandarin Service also produces daily webcasts, as well as a special video presentation from the flagship Asia Pacific Report twice a week.

By training overseas reporters in multimedia production and encouraging citizen reporters to share their photos and video, RFA has been able to expand its production of on-site news

reports. For example, when student riots broke out in China's western Qinghai province last October, RFA not only broke the news in Tibetan and in English but also presented eyewitness video of excellent quality showing students marching and requesting that their teaching in Tibetan be maintained. A similar event happened in the aftermath of the April 2010 earthquake in Qinghai when RFA Cantonese was able to publish photos of monks and teachers digging out survivors with their bare hands.

Even as China intensified its grip on the information flow online over the last 12 months, the number of direct visits to RFA's Mandarin site increased by 32 percent between January and December 2010. This measureable increase does not include traffic from those who use anti-censorship software. RFA is collaborating with experts from the University of Toronto's Citizen Lab to experiment with new circumvention tools. The RFA Mandarin Service's Web team is also experimenting with its own, proxy-based approach of sending news links in its daily newsletter. The Service has been very successful at keeping the lines of communications open with the audience.

Technical Operations

RFA renovated existing space in its Washington headquarters for a new video production studio, funded through a FY2010 Capital Enhancement. Included in this project was a network upgrade to a gigabyte backbone and the expansion of online storage space in order to accommodate the storage and transfer of larger video files. The DC office also received upgrades to its aging HVAC systems and consolidation and restructuring of emergency power distribution. In 2010 RFA relocated its Seoul bureau to a larger space which allows it to expand its production facilities to include an additional production control room and studio that can accommodate a larger number of interviewees.

Program Decreases

Restructure Broadcasting to China

Positions: 0 (\$0.0 million)

The Agency has identified a significant cost saving strategy by realigning its transmission network and resources for broadcasts to China. Research indicates that China has the largest number of Internet users in the world, and despite blocking by the Chinese government, many survey respondents access BBG websites through proxy servers. The BBG's customized strategy will allow the Agency to achieve significant cost savings by optimizing TSI broadcast operations and ensure that audiences in China will still receive unbiased news and information through their preferred media. The restructuring of broadcasting to China will capitalize on the growing market for content via the Internet but will continue to employ traditional distribution methods like shortwave radio broadcasting.

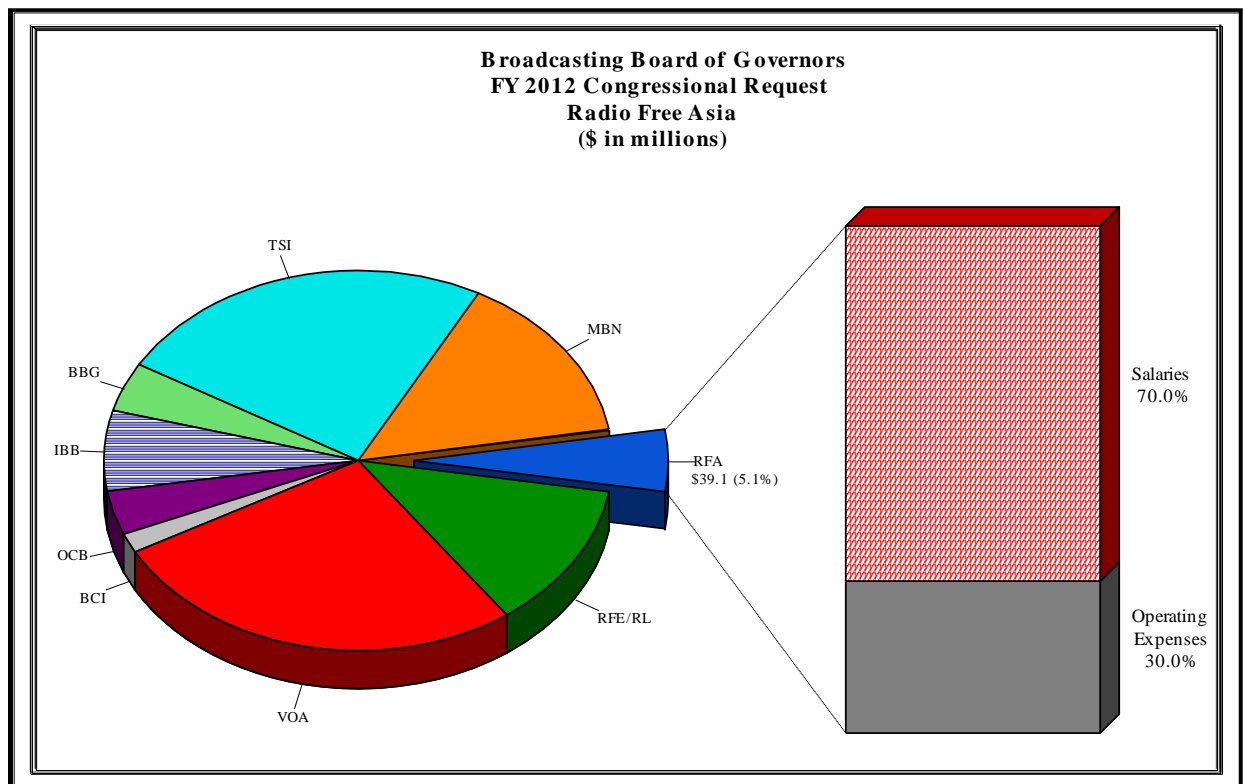
The Agency will shift VOA Mandarin from traditional radio broadcasting to a web-only platform utilizing expanding new media technologies. This strategy recognizes the growing importance of new media in China, and targets niche audiences for VOA Mandarin content. VOA will concurrently increase funding for content for mobile devices and technical support for censorship circumvention initiatives. Continued production of audio and video programs will be distributed on web and mobile platforms. As VOA shifts delivery of Mandarin content to the web and other new media, the BBG will strategically consolidate the network's shortwave transmissions to ensure availability of peak listening hours for RFA Mandarin. RFA will continue radio

broadcasting in Mandarin and assume VOA's preferred broadcast hours, while realizing a significant reduction in its overall transmission expenses. This will be accomplished by reducing broadcast hours, decreasing the number of frequencies utilized simultaneously, and minimizing the power levels used for each transmission.

Further, the BBG proposes to eliminate VOA's Cantonese Service, which has struggled to reach its target audience in China's Guangdong Province, Hong Kong, Hainan Province and parts of the Guangxi Autonomous Region. Cantonese audiences would still be served by RFA Cantonese radio broadcasts and VOA Mandarin's website (since Cantonese and Mandarin have a common written language).

The total savings associated with this initiative are \$8.0 million, and they can be found in the VOA and TSI portions of the budget request.

In FY 2012, the BBG is requesting \$39.1 million for Radio Free Asia.



Radio Free Asia
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	37,566
Represents the FY 2011 Continuing Resolution estimate for Radio Free Asia. Excludes program delivery and research costs which are provided by the Office of Technology, Services, and Innovation, IBB and the BBG.		
Other Wage Requirements	+	924
Provides for the annualization of salary and benefits to continue programming into FY 2012, including workers compensation, health care costs, and other allowances.		
Inflation	+	110
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	452
Built-in Requirements	+	452
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Rent/Utilities/Security/Infrastructure Maintenance		227
b) Contractual Service Agreements		139
c) Life Cycle Replacement of Equipment		50
d) Program Delivery		36

TOTAL FY 2012 RADIO FREE ASIA REQUEST		39,052
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Radio Free Asia
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	Increase or Decrease (-)
Programming Division				
Executive Editor	2,494	2,670	2,829	159
Program Services:				
Burmese Service	2,177	2,262	2,271	9
Cambodian Service	1,406	1,509	1,563	54
Cantonese Service	934	961	1,034	73
Korean Service	2,233	2,343	2,397	54
Laotian Service	1,403	1,414	1,493	79
Mandarin Service	4,990	5,090	5,180	90
Tibetan Service	3,752	3,824	3,894	70
Uyghur Service	1,144	1,215	1,241	26
Vietnamese Service	1,614	1,778	1,849	71
Program Offices:				
Ankara Office	97	97	107	10
Bangkok Office	234	241	254	13
Dharamsala Office	17	16	24	8
Hong Kong Office	569	575	669	94
Phnom Penh Office	200	183	188	5
Seoul Office	309	306	407	101
Taipei Office	134	148	157	9
Total, Programming	23,707	24,632	25,557	925
Office of the President	965	791	788	(3)
Research, Training, and Evaluation	472	506	520	14
Technical Operations	10,250	9,545	10,054	509
Communications	268	258	263	5
Finance	1,436	1,442	1,471	29
Human Resources	381	392	399	7
Total, Admin, Mgt & Finance	13,772	12,934	13,495	561
TOTAL, RADIO FREE ASIA	37,479	37,566	39,052	1,486
Enacted/Request Level	37,479	37,566	39,052	1,486

Broadcasting Board of Governors
Middle East Broadcasting Networks, Inc.

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	112,601	111,296	112,668
Positions	753	846	846

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit multimedia broadcasting corporation created in 2004 to provide America a direct and undistorted line of communication with the Arabic-speaking population of the Middle East. 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 works to ensure the people of the Middle East have objective, accurate information about America, American policies, and Americans and to broaden the range of perspectives and exchange of ideas on issues of significance to the lives and future of its audience. Research consistently shows that MBN is having an impact in the region. MBN now reaches an estimated 35 million people in 21 countries each week. In Iraq, Alhurra and Radio Sawa broadcasts are watched or listened to by 66 percent of the adult population on a weekly basis. Research shows that Alhurra and Radio Sawa consistently have contributed to the audience’s understanding of U.S. policies as well as their understanding of American culture and society.¹

MBN brands include Alhurra, Radio Sawa, and Afia Darfur. In FY 2012, Alhurra will operate 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 the Alhurra and Radio 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.

Alhurra

The regional Alhurra channel was launched in February 2004 to provide a reliable source of objective television news and information to the entire Middle East region. Alhurra-Iraq was launched in April 2004 to provide targeted local news and programming to the people of Iraq.

Alhurra is unique within the Middle East satellite television market in its ability to provide information and insight into the policies and people of the United States. Its news and information programming provide a platform for engagement with the audience on social, cultural, and political issues. Alhurra broadcasts live newscasts throughout the day with

¹ InterMedia surveys, February 2010.

breaking news, as events warrant, including coverage of major U.S. foreign policy speeches as well as press conferences and Congressional hearings relevant to the Middle East. Its informational programming seeks to expand the range of ideas and perspectives presented in the Middle East media particularly on issues such as human rights, religious freedom, and the rights of women. *Al Youm*, translated Today, is a breakthrough in the region presenting a cross section of perspectives on issues from the Middle East as well news and information about America. *Al Youm* is broadcast live, three hours per day, five days per week from five cities across the Middle East and the U.S., and rebroadcast with updated news inserts the morning following the live broadcast.

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

Radio Sawa

Radio Sawa was launched in 2002 in a pioneering format designed to attract a significant Middle Eastern population under the age of 35. Its blend of music and information programming was unique at the time of its launch—a carefully crafted blend of Western and Middle Eastern music programming that successfully attracted listeners to stay tuned for substantive news and information programming. Research consistently demonstrates the effectiveness of Radio Sawa in reaching listeners and commanding their attention to Sawa’s news and information programming.

Radio Sawa broadcasts news at 15 and 45 minutes past each hour around the clock, totaling more than seven hours of news and current affairs programming per day on its seven broadcasting streams targeted to the sub-regions of the Middle East. Daily 30-minute news magazines provide listeners with in-depth reporting and news analysis. Radio Sawa also broadcasts live simultaneous translations of major speeches on Middle East issues by senior U.S. officials as well as important UN debates and press conferences on important issues affecting U.S. policy in the region. Radio Sawa provides clear and effective presentation of U.S. policies through a range of targeted programming that includes its weekly signature current affairs discussion, *Free Zone*. Radio Sawa broadcasts localized newscasts to Egypt and Iraq as well as features to Iraq that focus on rule of law, democratic political debate, and citizen concerns.

Radio Sawa can be heard throughout the Middle East through FM and medium wave (AM) transmissions on seven streams including: (1) Iraq (FM and AM); (2) Levant (including Jordan and the West Bank) (FM); (3) the Gulf (FM and AM); (4) Egypt (AM); (5) Morocco (FM); (6) Sudan, Djibouti and Yemen (FM and AM); and (7) Lebanon and Syria (FM). Radio Sawa is also streamed on its news and information website *radiosawa.com*.

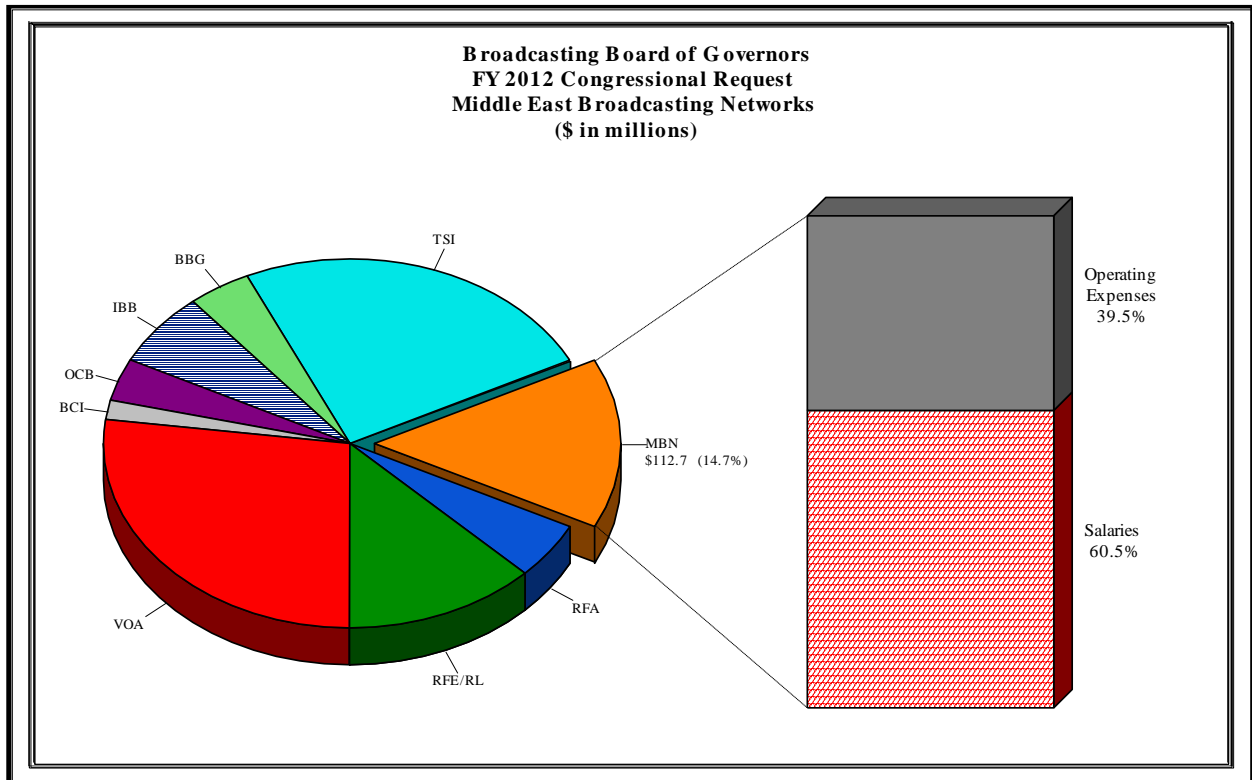
Afia Darfur

MBN launched the Afia Darfur program in 2008—initially through funding provided via the BBG from the Department of State. The all-news and information radio program features news about Darfur and the world that is not otherwise accessible to the people of Darfur through the official media. The program features interviews with American officials, human rights experts, Sudanese professionals, activists, government officials, and citizens, as well as NGO representatives. The program further provides information on refugee and internally displaced

person (IDP) issues, health issues and features about the culture, history and heritage of the diverse ethnic groups of Darfur. Relevant information gathered from daily White House, State Department and Pentagon briefings is also included in the program.

Afia Darfur targets all people in Darfur and eastern Chad, and it is heard in Khartoum. Afia Darfur is broadcast into Darfur via shortwave transmitter each evening at 9:00 p.m. local time. The 30-minute program is rebroadcast two additional times, once again in the evening (10:00 p.m. local time) and once the following morning (6:00 a.m. local time).

In FY 2012, the BBG is requesting \$112.7 million for the Middle East Broadcasting Networks.



Middle East Broadcasting Networks
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	111,296
Represents the FY 2011 Continuing Resolution estimate for the Middle East Broadcasting Networks. Excludes program delivery and research costs which are provided by the Office of Technology, Services, and Innovation, IBB and the BBG.		
Other Wage Requirements	+	1,291
Provides for the annualization of salary and benefits to continue programming into FY 2012, including workers compensation, health care costs, and other allowances.		
Inflation	+	465
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	-	(384)
Built-in Requirements	+	1,616
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Contractual Service Agreements	909	
b) Event Coverage -- Elections and Conventions	600	
c) Rent/Utilities/Security/Infrastructure Maintenance	107	
Non-Recurring Costs	-	(2,000)
The following costs are non-recurred in FY 2012:		
a) Non recurring one time costs	(2,000)	

TOTAL FY 2012 MIDDLE EAST BROADCASTING NETWORKS REQUEST		112,668
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Middle East Broadcasting Networks
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	Increase or Decrease (-)
Programming				
Central News and Current Affairs	28,273	30,233	31,773	1,540
Alhurra Iraq	5,365	4,455	4,551	96
Radio Sawa	9,029	10,695	10,856	161
New Media/Web	2,268	2,499	2,671	172
Total, Programming	44,935	47,882	49,851	1,969
Overseas Offices				
Baghdad Bureau	5,568	4,650	4,734	84
Beirut Production Center	6,663	7,012	7,211	199
Cairo Bureau	2,507	3,218	3,287	69
Dubai Production Center	8,823	6,473	6,538	65
Jerusalem Production Center	2,031	2,080	2,151	71
Total, Overseas Offices	25,592	23,433	23,921	488
Administration				
Technical Operations	26,612	24,715	23,114	(1,601)
Administration	13,265	12,427	12,816	389
Creative Services	2,559	2,481	2,608	127
Communications	372	358	358	-
Total, Administration	42,808	39,981	38,896	(1,085)
TOTAL, MIDDLE EAST BROADCASTING NETWORKS	113,335	111,296	112,668	1,372
Reconciliation:				
(-) Balances In	(734)	-	-	-
Enacted/Request Level	112,601	111,296	112,668	1,372

Broadcasting Board of Governors Broadcasting Capital Improvements

(\$ in thousands)

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Request
Funding	13,263	12,622	12,769

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

Capital upgrades are a critically important component of the BBG’s budget. 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. In addition, the Agency’s headquarters in the Wilbur J. Cohen Federal Building in Washington, D.C., are in need of updating and repair. Originally built in 1939 for the use of the Social Security and Railroad Retirement Boards, the Cohen Building’s aging mechanical and electrical systems are inadequate for the needs of a modern global broadcasting organization.

FY 2012 Program Increases

Digital Media Conversion

Positions: 0 \$1.4 million

This initiative continues VOA’s ongoing transition from an analog to a digital file-based system that transforms and integrates workflows across the Agency. This project, part of a multi-year initiative launched in FY 2010, expands the digital asset management system already implemented across various VOA Language Services to fully support all of VOA. In addition, this new system allows for increasing vital storage space, adding multiple distribution channels such as automated web delivery, and the strengthening of network infrastructure to support the required complex multimedia files. VOA’s transition to a tapeless, all-digital production environment has become increasingly more critical as the Agency responds to the growing market demands for multimedia content and platform distribution in various languages across the globe. This initiative also prepares the Agency with the foundation and flexibility to respond to its audiences’ demands for High Definition (HD) content. Further, technical support for VOA’s legacy analog media systems is no longer available, and parts/components are becoming more difficult and expensive to obtain. TSI estimates that all VOA services and bureaus will be integrated into the digital system by FY 2014. The Agency will continue to monitor and assess network and storage requirements as the transition to digital technologies continues. The total cost of this initiative is \$2.0 million; additional costs can be found in the TSI portion of the budget request.

BBG Broadcast Disaster Recovery Capability

Positions: 0 \$1.8 million

As part of a disaster recovery effort, the BBG has established a Continuity of Operations (COOP) facility, but the site does not support newer broadcast technologies. This effort is necessary to develop capabilities to support video and new media technologies and to develop

plans and procedures for transitioning to the facility in the event of an emergency. The current infrastructure at the COOP facility allows for the continuation of very limited program distribution. The Agency is currently assessing best practices to expand the capabilities of this facility, including broadcast technologies and IT infrastructure, to meet the requirements of the BBG broadcasting continuity plan. This multi-year initiative will further develop disaster recovery and business continuity capabilities to sustain the around-the-clock nature of programming to BBG's global audiences. This effort will leverage network and security technology to increase real-time access to information should an emergency impede operations at the Washington, D.C. facility. The BBG is currently shifting resources to eliminate dependency on in-house, building-specific technologies by expanding its "cloud" computing capabilities. This program increase will allow the Agency to procure equipment, systems, and services that will facilitate the real-time replication of audio and video content at the COOP site. In addition, programming staff will be able to acquire, edit, produce, and playout materials via remote access to the COOP-based systems, thereby removing the constraint that all staff must operate from the headquarters facility.

BBG Global Satellite Upgrade

Positions: 0 \$1.7 million

The BBG's Global Satellite Distribution System supports the delivery of all television and radio programming to BBG stations and affiliates around the world and Direct-to-Home (DTH) satellite service. This system has been operating at maximum capacity for the past seven years as VOA and MBN have expanded television offerings to meet market demands. The current system lacks adequate capacity to accommodate increases in VOA and MBN content or to allow for the expansion of RFE/RL and RFA content as they begin satellite television broadcasting. The Agency also must ensure a dependable broadcast foundation to be poised to respond with surge broadcasting to global crises. This program increase implements a multi-year effort to upgrade the global satellite delivery system to satisfy the growing requirements for all BBG entities by establishing a reliable and flexible infrastructure. This initiative begins the required expansion of the Agency's satellite network digital bandwidth, channel capacity, and its overall satellite reach. The initiative also will introduce more economical compression techniques in the network. The Agency will convert its distribution system to use MPEG4 technology, which requires only half of the bandwidth of the current MPEG2 technology in use. This conversion will free up current bandwidth on the network to provide for additional capacity to meet the BBG's growing needs. The Agency's proposed investment in its satellite network infrastructure will allow the BBG to move away from leasing additional satellite capacity at a much higher cost. The project also supports the replacement of obsolete and unsupported satellite network equipment.

Server Conversion

Positions: 0 \$0.9 million

IBB has gradually added servers to its network as they were needed. Managing this ad hoc array of servers is costly; it includes the hardware, maintenance, and human resources needed to manage, operate, and administer the Agency's server infrastructure on a daily basis. In FY 2010, IBB began to implement the modern technique of server consolidation and virtualization throughout the network and ultimately plans to achieve higher server use, increased operational efficiency, and lower total costs of ownership for these essential services. This modern technique, a best practice throughout the information technology industry, allows a smaller number of efficient, high-capacity computer servers to take the place of a much larger number of

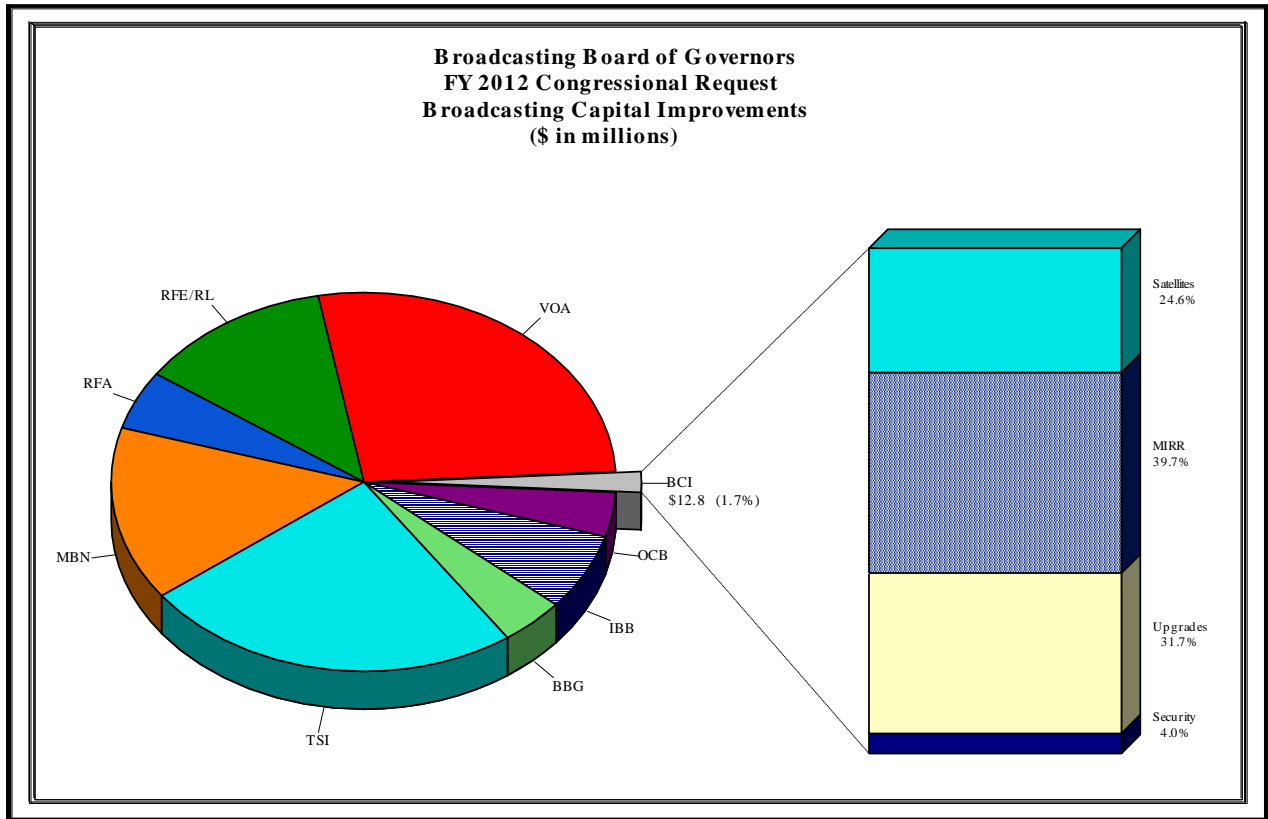
older, smaller, maintenance-intensive, and less-efficient machines. Through server virtualization, the server administrator uses a software application to divide one physical server into multiple isolated virtual environments, known as partitions or virtual private servers. This distributed architecture reduces CPU usage overhead and isolates partitions. This process also ensures that a failure or security breach in one partition is not able to affect the other partitions. After the initial cost of purchase and installation is sustained, long-term costs are greatly reduced through server consolidation and virtualization. The workload of managing many individual servers is reduced, and IT resources are able to focus on more significant activities. The total cost of this initiative is \$1.0 million; additional costs can be found in the TSI portion of the budget request.

Cohen Building Essential Maintenance Study

Positions: 0 \$0.5 million

The BBG Washington, D.C. headquarters, the Wilbur J. Cohen Building, not only houses Voice of America's operations but also broadcasting support for all the broadcast entities. The building also is home to the BBG Network Control Center (NCC) that routes at least 85 percent of all BBG broadcasts, including MBN Alhurra TV, MBN Radio Sawa, all VOA programming, all RFA programming, and some RFE/RL and OCB programming. The antiquated building is barely adequate to meet current Agency demands and will be inadequate to support the mandatory changes to broadcasting in the digital age. If the BBG does not address the modernization of the building's infrastructure, it risks significant broadcasting downtime. This program increase supports a study to develop requirements for the required mechanical and electrical upgrades for critical broadcast equipment throughout the aging Cohen Building. The study seeks to address continued requirements for power, and Heating, Ventilation and Air Conditioning (HVAC) as the Agency continues to migrate to high technology broadcast and IT systems.

In FY 2012, the BBG is requesting \$12.8 million for Broadcasting Capital Improvements.



Broadcasting Capital Improvements
Summary of Increases and Decreases
FY 2011- FY 2012
(\$ in thousands)

FY 2011 Estimate	+	12,622
Represents the FY 2011 Continuing Resolution estimate for Broadcasting Capital Improvements.		
Inflation	+	74
Reflects a 1.016% inflation increase for general operating expenses for FY 2012.		
FY 2012 Current Services Net Changes	+	(6,052)
Built-in Requirements	+	2,744
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Rent/Utilities/Security/Infrastructure Maintenance	2,744	
Non-Recurring Costs	-	(8,796)
The following costs are non-recurred in FY 2012:		
a) Non-Recurring one time costs	(8,796)	
FY 2012 Program Changes	-	6,125
Program Increases	+	6,125
Reflects the increase above base operations to fund the following enhancements:		
a) BBG Broadcast Disaster Recovery	1,750	
b) BBG Global Satellite Upgrade	1,700	
c) Digital Media Conversion	1,350	
d) Server Conversion	850	
e) Cohen Building Essential Maintenance Study	475	

TOTAL FY 2012 BROADCASTING CAPITAL IMPROVEMENTS REQUEST		12,769
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Broadcasting Capital Improvements
Summary of Funds
FY 2010 - FY 2012
(\$ in thousands)

	<u>2010</u> <u>Actuals</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Request</u>	Increase or Decrease (-)
Maintenance, Improvements, Replace and Repair	3,088	4,084	3,749	(335)
VOA TV	876	773	780	7
Security	1,407	2,329	457	(1,872)
HVAC and Electrical Maintenance	711	731	706	(25)
Upgrade of Existing Facilities	9,619	14,583	3,950	(10,633)
Satellite & Terrestrial Program Feeds	1,167	1,827	3,127	1,300
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	16,868	24,327	12,769	(11,558)
Reconciliation:				
(-) Balances In/Recoveries	(12,310)	(8,705)	-	8,705
(+) Balances Out	8,705	-	-	-
(-) Sale of Property in Erching, Germany	-	(3,000)	-	3,000
Enacted/Request Level	13,263	12,622	12,769	147