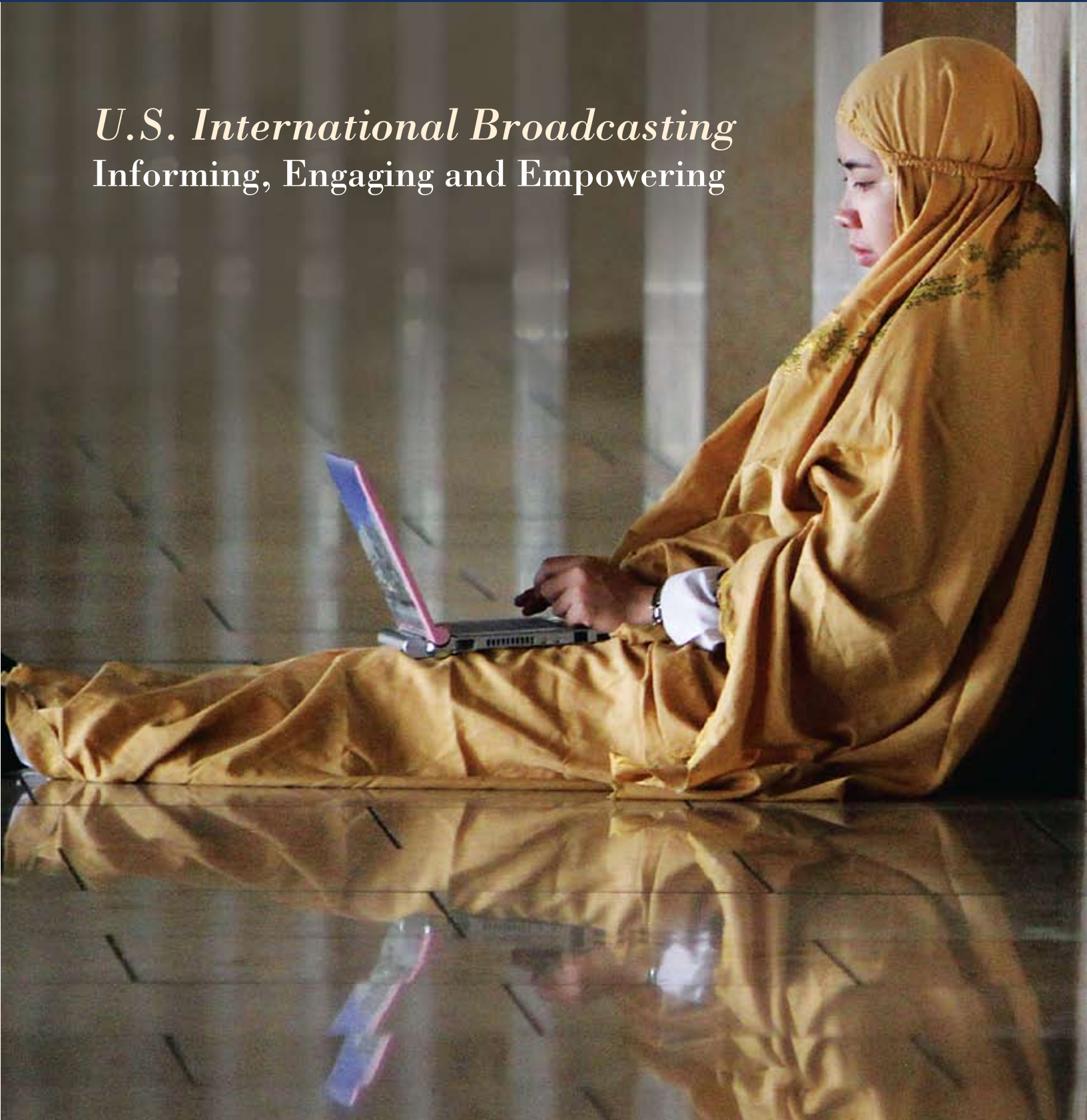




U.S. International Broadcasting
Informing, Engaging and Empowering



BBG languages

GLOBAL

English
(including
Learning
English)

AFRICA

Afan Oromo
Amharic
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Shona
Somali
Swahili
Tigrigna

CENTRAL ASIA

Kazakh
Kyrgyz
Tajik
Turkmen
Uzbek

EAST ASIA

Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Uyghur
Vietnamese

EASTERN/ CENTRAL EUROPE

Albanian
Bosnian
Croatian
Greek
Macedonian
Montenegrin
Romanian
to Moldova
Serbian

EURASIA

Armenian
Avar
Azerbaijani
Bashkir
Belarusian
Chechen
Circassian
Crimean Tatar
Georgian
Russian
Tatar
Ukrainian

LATIN AMERICA

Creole
Spanish

NEAR EAST/ NORTH AFRICA

Arabic
Kurdish
Turkish

SOUTH ASIA

Bangla
Dari
Pashto
Persian
Urdu

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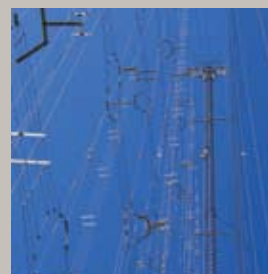
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On cover: An Indonesian woman checks her laptop after an afternoon prayer (AP Photo/Irwin Fedriansyah).



“This radio will help me pay closer attention to what’s going on in Kabul,” said one elder at a refugee camp. *“All of us will now be able to raise our voices more and participate in national decisions like elections.”*

RFE's Radio Azadi distributed 20,000 solar-powered, hand-cranked radios throughout Afghanistan.



In 2010, Alhurra and Radio Sawa provided Egyptians with comprehensive coverage of the Egyptian election and the resulting protests.

“Alhurra was the best in exposing the (falsification of the) Egyptian parliamentary election.” –Egyptian newspaper Alwafd

(AP Photo/Ahmed Ali)



Letter from the Board

TO THE PRESIDENT AND THE CONGRESS OF THE UNITED STATES

On behalf of the Broadcasting Board of Governors (BBG) and pursuant to Section 305(a) of Public Law 103-236, the U.S. International Broadcasting Act of 1994, I am pleased to submit the BBG's annual report for 2010.

This report summarizes the activities of the independent federal government agency that oversees all U.S. civilian international broadcasting including: the Voice of America, Radio Free Europe, the Office of Cuba Broadcasting, Radio Free Asia, the Middle East Broadcasting Networks, and the International Broadcasting Bureau.

While this report focuses on 2010, it is issued in 2011, a year that has brought unprecedented, dramatic change across the Middle East. The essential need for unbiased information, the importance of freedom of the press and the crucial role of our broadcasters were reinforced in Egypt, Tunisia and Libya. Although the past year has seen impressive leaps in connective technologies, repressive regimes across the globe continue to stifle the free and independent exchange of news and information. According to Freedom House's 2010 Freedom of the Press index, an increasing number of print, radio, and television journalists experienced violence and intimidation at the direction of authoritarian governments, who also increasingly turned their focus to the repression of the Internet and other new media.

In our progressively more complex and differentiated media environment, where news travels via tweets as well as television sets and talks in town squares, our networks inform, engage and empower international audiences across every media platform. They cover local news in countries without an independent media; engage audiences and promote dialogue through interactive programs; and reach people in conflict and crisis. The BBG is a leader in combating Internet censorship while battling threats to press freedom including jamming and signal interference.

In 2010, U.S. international broadcasting continued to fulfill its vital role as a provider of news and information about America and the world to key audiences overseas, while innovating to meet the evolving needs of our audience. BBG networks serve as examples of a free and independent press, promoting freedom and democracy and enhancing understanding through trustworthy, professional journalism.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Walter Isaacson', written over a light gray circular stamp.

Walter Isaacson
Chair, Broadcasting Board of Governors



**Broadcasting
Board of
Governors**

Overview

The Broadcasting Board of Governors (BBG) is an independent federal government agency that oversees all U.S. civilian international broadcasting. Our multimedia and multilingual broadcast networks serve as indispensable sources of news for people who often lack access to independent information.

**Fast Facts: Budget \$758.9 million in FY 2010 | 3,628 Employees
More than 3,000 broadcast hours | 59 languages
165 million weekly audience | 100 countries**



Above: The Ladies in White during the seventh anniversary of the “Primavera Negra del 2003” in Cuba. At the center is Reina Luisa Tamayo Danger, mother of Orlando Zapata Tamayo, a dissident who died in a hunger strike in February 2010. The Martis provided extensive coverage of the breaking news of Tamayo’s death and the protests that followed.

In 2010, our networks informed, engaged and empowered international audiences across every media platform.

Covering Local News in Countries that Lack Independent Media

With a global network of correspondents and stringers in some of the world’s most closed societies, BBG broadcasters often are the first and most reliable sources for news.

Radio Martí broadcast a live report via cell phone from the gravesite of political prisoner Orlando Zapata Tamayo, who died in February 2010 at a Cuban prison after a hunger strike.

RFA sent a team down the Mekong Delta to chronicle the ecological toll that China’s dams have placed on that region. This ambitious and dangerous journalistic effort brought in daily reports and stunning multimedia segments over 66 days. RFA’s Mekong project won first prize for outstanding online reporting on the environment from the Society of Environmental Journalists.

Reaching Countries in Crisis and Conflict

For countries as diverse as Somalia, North Korea, Nigeria, Afghanistan, Iraq, and Haiti, our broadcasters serve as a lifeline by providing essential news and information.

Days after the January 2010 earthquake in Haiti, VOA Creole increased its broadcast hours from one and a half hours to ten and a half hours per day. VOA set up a phone help line to reunite families. After hearing complaints from a refugee on one of VOA’s call-in shows, an NGO delivered a truckload of food supplies to that refugee camp.

RFE’s Radio Azadi completed distribution of 20,000 solar-powered, hand-cranked radios throughout Afghanistan. The project, which began in September, targeted people in rural and remote areas where high illiteracy rates make radio the primary means of receiving information. VOA and RFE, broadcasting in both Dari and Pashto, have the largest combined audience of any radio broadcaster in Afghanistan.



In January 2010, Haitians, cut off from the world by a devastating earthquake, tuned in to the Voice of America's Creole broadcasts.

“[VOA] opened its microphone to the victims of the earthquake so their voices could be heard.” —Haitian Ambassador Raymond Joseph



“Chinese are increasingly sophisticated in their online behavior. Blogs, podcasts, social networking sites and micro-blogs are becoming a normal part of many Chinese Internet users’ online routines. However, China also leads the world in imprisoning bloggers and other cyber dissidents, so a certain level of self-censorship and indirect communications is common when discussing sensitive topics.”

–BBG Language Service Review briefing book, 2010 (*Imaginechina via AP Images*)

Promoting Dialogue through Interactive Programming

A multimedia approach defines all BBG programming which is delivered via radio, TV and online to reach audiences in their preferred medium. Our broadcasters' websites feature streaming and on-demand programs and news articles, and we interact with audiences via Facebook, YouTube, Twitter, LiveJournal, and other social media interfaces.

Alhurra and Radio Sawa's journalists blanketed Egypt to provide balanced and comprehensive coverage of the 2010 Egyptian parliamentary election and subsequent events. In addition to reports from correspondents, both Arabic-language networks encouraged viewers to send in their thoughts and videos regarding the election through Facebook and YouTube to incorporate viewpoints from throughout the country.

In December, recently freed Burmese pro-democracy leader Aung San Suu Kyi told the media that she listened to VOA and RFA while under house arrest and was aware of how much support she had around the world. After her release, both RFA and VOA launched weekly call-in shows featuring Suu Kyi.

To reach the more than 130 million Indonesians who have mobile phones, VOA offers a mobile version of its website, SMS headlines, and SMS English lessons, entitled *How Do You Say That*. By the end of 2010, VOA Indonesian had more than 250,000 Facebook fans.

A Leader in Combating Internet Censorship

BBG broadcasters bring news and information to people in many countries where media is tightly controlled. Using a variety of tactics, including broadcasting on multiple frequencies and providing access to proxy servers, our broadcasters help audiences circumvent government controls to access information.

Through constant innovation and technical evolution, our engineers are opening Internet gateways for audiences in China, Iran, Vietnam, Uzbekistan and Kazakhstan that allow users to circumvent government censors. Our team employs state-of-the-art techniques and works with external partners to sponsor the research and development of effective anti-censorship technology.

Daily e-mail newsletters include news summaries, instructions for bypassing government filters, and links to proxy websites that allow users to connect to BBG and other uncensored websites. In addition, a new client-based anti-censorship tool was deployed to Iranian Internet users, enabling them to browse the web uncensored.

BBG Networks reach audiences on:

Television
(satellite, cable and terrestrial)

Radio
(FM, AM, shortwave and satellite)

Internet
(audio and video streaming, RSS, and new media feeds)



Above: Alhurra TV's Akram Khuzam on location in Egypt taping his weekly investigative series; Burmese service's call-in show with Aung San Suu Kyi allows listeners to ask questions directly to the Nobel Laureate; Indonesian Muslim men check their mobile devices while waiting for Iftar, the evening meal breaking the fast during Ramadan (AFP Photo/Romeo Gacad).



How we do it

- We are a leader in combating Internet censorship.
- We operate the largest integrated digital audio system in the world.
- We transmit TV programs via more than 10 major satellites with direct-to-home and affiliate downlink capabilities.
- Our global network of over 80 transmitting sites includes about 175 transmitters and 400 antennas, with a combined power capability of more than 29 million watts.
- To track effectiveness and drive continuous improvements in our broadcasts, the BBG spends over \$12 million a year on market and audience research.

Above: BBG Board and staff meet.

Board Accomplishments:

In late June 2010, the Senate confirmed President Obama's appointment of eight new members of the Board of Governors. The Board has affirmed its commitment to the historic mission of U.S. international broadcasting while ushering in important initiatives.

Strategic Review

The Board has undertaken an intensive and comprehensive year-long strategic review that will evaluate all broadcast and transmission operations, with the goals of improving the quality of programming, identifying potential opportunities for greater collaboration and cost-saving measures among BBG broadcasters, and increasing cooperation with other Western international broadcasters. In September 2010, the Board launched the strategic review process with briefings from the National Security Council and State Department regarding the United States' national security and public diplomacy strategies.

The following months included assessment of the Agency's mission and the roles of the BBG-funded broadcasting entities. Preliminary discussions have focused on encapsulating in a new mission statement the BBG's statutory requirements to provide credible news, project a comprehensive view of American society, and to present and discuss U.S. policy. They have also considered how the BBG broadcasters join together to carry out these mandates.

In November 2010, the Committee undertook a review of the global strategic context in which the BBG operates. The Board directed the reinvigorated International Broadcasting Bureau (IBB) Coordinating Committee to focus its efforts at providing input to review the BBG's global distribution of programming and use of technology. Newly appointed IBB Director Richard Lobo presented a report on distribution and technology in December and began a region-by-region and market-by-market approach in developing a global distribution strategy that is research-based and data-driven. More than a dozen regional reviews are scheduled in 2011.

Transparency

The Board also has taken unprecedented steps toward greater transparency. Board meetings now are webcast and documents from those meetings are made available on the Agency website, www.bbg.gov. The Board released the results of the annual comprehensive Language Service Review showcasing audience research data and media environment analysis from the BBG's extensive research program. Board members have conducted outreach to the international diplomacy, public policy, and NGO communities, in an effort to invite external input and to improve understanding of the BBG's mission and role.

Innovation

As part of its commitment to meeting evolving audience needs, the Board has explored the opportunities of connection technologies and web anti-censorship programs. In November 2010, the Board hosted the BBG's first Digital Ideas Lab, which brought together experts in social media and web anti-censorship to evaluate the new media strategies of BBG broadcasters and to suggest opportunities for development.

The Board is continuing to pursue these important initiatives, which will better empower our broadcasters to reach key audiences overseas.

Performance Measurement And Research

The BBG conducts a congressionally mandated annual review of all broadcast language services. The BBG supports this process through an international audience research program that commissions 350-400 new projects annually across all BBG broadcast networks with field work by local firms worldwide. BBG language services rely on this comprehensive, timely market and audience research to inform their programming strategies. The research program includes audience measurement, segmentation, and targeting analysis; media behavior assessment and environment tracking; competition analysis and program quality control.

BBG performance assessment focuses on three basic measures:

(1) reach—who “listened or viewed last week”; (2) reliability—audience perceptions of trustworthiness and credibility; and (3) understanding—the degree to which broadcasts enhance audience understanding of current events and American society and policies. Additionally, the BBG systematically gauges programming quality based on internal and external evaluation panels that rate programming for both content and production quality.

Increasingly, the BBG is looking to other measures to round out assessment of programming impact. These include the degree to which BBG language services drive the news agenda in their respective markets, their discernible effect on government decisions, and constructive changes in local media markets traceable to BBG language service actions. The BBG utilizes a range of objective criteria to determine the relative priority of language services. These include the degree of political instability, political and press freedom, and sustainability of independent media—all based on respected external indices such as those produced by Freedom House and the Economist Intelligence Unit.

A sampling of the BBG's research can be found in the Language Service Review briefing book, now publicly available at www.bbg.gov.

On right: Governors Walter Isaacson and Michael P. Meehan tour Network Control Operations with André Mendes, director of Office of Technology, Services and Innovation; Governor Dana Perino discusses how public media organizations can adapt new technologies to enhance coverage at a New America Foundation event; Governors Dennis Mulhaupt, Meehan, Victor H. Ashe, Isaacson, Susan McCue and S. Enders Wimbush take questions at a VOA/OCB/IBB Town hall event; Governors Mulhaupt, Ashe, McCue, Wimbush and Perino along with other BBG governors participate in a series of listening tours throughout the Agency.



Broadcasting Principles

(from the International Broadcasting Act of 1994)

U.S. publicly-funded civilian overseas broadcasts will include:

- News which is consistently reliable and authoritative, accurate, objective, and comprehensive
- A balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society
- Clear and effective presentation of the policies, including editorials, broadcast by the Voice of America, which present the views of the United States Government and responsible discussion and opinion on those policies
- The capability to provide a surge capacity to support United States foreign policy objectives during crises abroad
- Programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations
- Information about developments in each significant region of the world
- A variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen
- Reliable research capacity to meet the criteria under this section
- Adequate transmitter and relay capacity to support the activities described in this section
- Training and technical support for independent indigenous media through government agencies or private United States entities

Threats Against Journalists

According to the Committee to Protect Journalists (CPJ), in 2010 44 journalists were killed worldwide while performing their duties, with Pakistan ranking as the most dangerous country for journalists. CPJ is also investigating the deaths of another 31 journalists who died in unclear circumstances.

IRAQ

Reporting from the world's hotspots, BBG journalists face increasing threats to their safety. In 2010, Radio Sawa's correspondent in Hilla was attacked and beaten by the bodyguards of Karim Wahid, the former Iraqi Minister of Electricity. An Alhurra TV crew was assaulted and beaten by the Iraqi police in Baghdad. Another Alhurra crew was detained and assaulted by Iraqi police in the Zeytoun area of Baghdad.

PAKISTAN

Three VOA Deewa stringers, Naimatullah, Kamal Sadat and Mukarram Khan Aatif received threats in June 2010 from the Taliban. They were warned that they would be punished or killed for their reporting.

In July 2010, VOA Deewa stringer Mukarram Khan Aatif was just 30 yards away from a bomb explosion in the Mohmand tribal region of Pakistan. He escaped the blast, but was beaten by local police trying to disperse crowds from site of the explosion.

HAITI

In September 2010, VOA Creole Service reporter Sainlus Augustin was granted asylum in the U.S. following death threats directed toward him and his family. An unidentified gunman had fired several shots at Augustin's home while he and his wife were sleeping.

BALKANS

Teofil Pancic, a Serbian journalist and contributor for RFE's Balkan Service, was beaten late in July 2010 by unknown assailants while riding a bus. Pancic was hospitalized with a concussion and other injuries.

UZBEKISTAN

In October 2010, VOA Uzbek Service reporter Abdulmalik Boboev was fined more than \$10,000 by an Uzbek court that convicted him of slander, insult and publishing information harmful to the public peace. Boboev had faced eight years in jail on the charges for simply reporting the news.

Two ethnic-Uzbek correspondents for RFE based in the southern Kyrgyz city of Osh were targeted for attacks during the inter-ethnic violence that erupted in the city beginning in June.

MOLDOVA

Ernest Vardanean, an independent journalist who contributes to RFE's Moldovan service, was arrested by Transdniester security agents in Tiraspol in April 2010 and charged with high treason. He was sentenced to 15 years for espionage.

Clockwise from top: VOA and other reporters take cover during violent anti-government demonstrations in Bangkok; Deewa radio reported on NATO tankers set on fire by militants near Quetta, Pakistan; Secretary Clinton meets with VOA Uzbek stringer Abdulmalik Boboev who was convicted and fined \$10,000 for his work for VOA.



“I will take my kids to [the Moldovan capital] Chisinau and protest until they let my husband go ... We have no other choice.”


—Irina Vardanean, wife of Ernest Vardanean, a Moldovan contributor to RFE who was sentenced to 15 years for espionage



The Voice of America provides accurate, comprehensive and trustworthy news and information as well as informed discussion about the United States and the world. VOA strives to engage audiences in regions deemed critical to the U.S. through whatever medium—radio, television, Internet or other new media—the people of those regions prefer.

Fast Facts: Budget \$208.8 million in FY 2010 | 1,230 employees
1,949 broadcast hours | 44 languages

VOA Target Audiences

-  Press Not Free
-  Press Partially Free
-  Press Free
-  Not a VOA Target Audience

Designated by Freedom House's Map of Press Freedom



Languages

GLOBAL

English
(including Learning English)

LATIN AMERICA

Creole
Spanish

AFRICA

Afan Oromo
Amharic
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Shona
Somali
Swahili
Tigrigna

EASTERN/ CENTRAL EUROPE

Albanian
Bosnian
Croatian
Greek
Macedonian
Serbian

EURASIA

Armenian
Azerbaijani
Georgian
Russian
Ukrainian

CENTRAL ASIA
Uzbek

NEAR EAST/ NORTH AFRICA

Arabic
Kurdish
Turkish

SOUTH ASIA

Bangla
Dari
Pashto
Persian
Urdu

EAST ASIA

Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan



VOA Urdu and Deewa Radio, which broadcast in Pashto to the Pakistan-Afghanistan border region, provided complete coverage of the flooding in Pakistan in August 2010. “Deewa Radio was the main source of information on the flooding,”

– Listener from the SWAT valley (AP Photo/Shakil Adil)



Above: VOA Russian's mobile site, one of VOA's 20 new mobile websites.

Below: Iranian women and men surf the Internet at a cafe in central Tehran. Engaging with Iranians through the Internet and social media is a vital way that PNN reaches its audience (AFP Photo/Atta Kenare); Kambiz Hosseini, host of Parazit, and producer Saman Arbabi entertain and bring the news to large Iranian audiences.



EXTENDING REACH THROUGH NEW MEDIA

This past year, VOA has focused on using new media, including social media, to extend its reach, especially among young people. There were 12.9 million site visits to VOA's 49 websites in December 2010, a nearly 60 percent increase from traffic in December 2009. More than 30 VOA language services share content through YouTube, Facebook, and Twitter. There are bloggers in English, Russian, Chinese, Farsi, Vietnamese and other languages. The English "Student Union" blog, for example, provides the shared experiences of American and foreign students at U.S. universities. VOA offers audio and video podcasts from its website and through iTunes, and launched 20 new mobile websites. A new learning English website, goEnglish.me, for Mandarin and Farsi speakers, has proved popular.

ENGAGING AUDIENCE ON THE PLATFORM MOST EFFECTIVE FOR EACH REGION

VOA continues to broadcast radio via shortwave and medium wave in areas where these delivery systems are effective, such as parts of Africa and Asia. At the same time, VOA continues to enhance its television coverage to stay competitive in target markets.

In the coming year, VOA will build on the achievements of its 69-year history as a credible, trusted source of news and information by engaging audiences on the platforms they prefer in critical parts of the world.

2010 Highlights

IRAN

VOA's Persian News Network (PNN) is the top international broadcaster to Iran, reaching nearly 20 percent of adults weekly.

PNN's weekly satirical show, *Parazit*, has rapidly become a favorite among audiences, despite Iranian government efforts to block the website and satellite signal interference. Iranians find ways to watch, most notably via the Internet with proxy servers and through social media sites like Facebook and YouTube. In December 2010, about 19 million people went to *Parazit's* Facebook page.

Press reports by the Washington Post, CNN International, and National Public Radio have called Parazit

"The Daily Show in Iran"

In response to audience research findings, PNN implemented major programming changes late in 2010 and reduced daily original TV programs from seven to four-and-a-half hours to strengthen production values. Among the new programs is *2.0*, delivering the latest on technology and cutting-edge tools to communicate via new media.

PNN began offering a mobile device application that allows audiences inside Iran to download and send content via smartphone.

BURMA

VOA's Burmese Service secured the first exclusive interview with Burmese opposition leader Aung San Suu Kyi following her release November 13. As of mid-December, San Suu Kyi participates in a weekly call-in show taking questions from listeners.

“[Aung San Suu Kyi] was aware of how much support she had around the world [by listening to VOA and RFA.]”

– First Lady Laura Bush referring to Burmese opposition leader Aung San Suu Kyi, AP interview, December 2010

VOA sponsored the first-ever televised seminar on the elections in Burma, attended by more than 200 Burmese journalists and regional experts in Chiangmai, Northern Thailand.

AFGHANISTAN AND PAKISTAN

In June, VOA and Express 24/7, a 24-hour English-language cable news channel in Pakistan, launched a joint TV program, *The Platform*, that links studios in Islamabad and Washington and focuses on key issues in the U.S.-Pakistan relationship and the battle against terrorism.

In spite of repeated threats against journalists by the Taliban, VOA's Deewa Radio broadcasts in Pashto to the Pakistan-Afghanistan border region continued extensive coverage of tribal areas and refugee camps including military activities and democratic movements, through a network of 27 stringers. In Afghanistan, VOA's TV Ashna continues its dominance in urban markets increasing audience reach and launching a new 30-minute Dari/Pashto weekly VOA TV show, *Karwan (Caravan)*, that focuses on issues relevant to Afghanistan and the United States.

RUSSIA

In a competitive media market, VOA's Russian service has stimulated a dynamic conversation with its audience through its multimedia website, expert analysis of current events, a network of correspondents and freelance reporters, and active engagement in multiple social media distribution channels.

HAITI

Following the January 2010 earthquake in Haiti, VOA's Creole Service immediately surged to unprecedented levels of news coverage. It added a 90-minute broadcast within hours, and began a sustained radio programming surge the next day, along with an Internet hotline to reunite survivors and their families. Overall, VOA increased its Creole programming nearly tenfold.



From top to bottom: VOA call-in show with Aung San Suu Kyi; Reporter Stephanie Ho setting up her video camera as she retraced the 10,000 km trek by Mao Zedong and his Red Army followers during the Chinese civil war 75 years ago; General Richard Myers appears on VOA's The Platform; Host Daoud Sediqi of VOA's TV show Karwan (Caravan).



HORN OF AFRICA

In the lead-up to the May parliamentary elections, the Ethiopian government began jamming shortwave transmissions and blocking Internet and telephone communications with VOA's Amharic audience. VOA mobilized immediately by expanding shortwave frequencies, initiating a morning news show, launching a web-based newsletter and increasing satellite broadcasts.



ZIMBABWE

VOA is seen by many as the single most important source of news in Zimbabwe. In June, VOA expanded its call-in program and reinstated SMS bulletins ahead of a constitutional referendum and general and presidential elections.

TANZANIA

To take advantage of the increasing prevalence of mobile technology in the region, VOA Swahili introduced *Mitaani (From the Street)*, a new video feature exclusively for mobile phone users. The Swahili Service reaches 20 percent of adults in Tanzania—4.8 million people—with its multimedia programming.



NIGERIA

Thirty-six percent of Nigeria's Hausa speakers listen to VOA weekly. VOA attracted huge live audiences at its town hall meetings on health issues.

ENGLISH

The year-long transformation of VOA's English Division—from a predominantly radio platform to a web-based multimedia operation—was completed in 2010. VOA English also launched a new mobile site and blog network. In November 2010, the website had more than 6 million page views.

Through an agreement with the State Department, VOA launched *Sudan in Focus* in September 2010. Broadcast Monday through Friday in English, the 30-minute radio program offers audiences in southern Sudan a rare commodity in that part of the world: accurate news about the country, region, and the continent.

Special English, now called Learning English, added an e-learning platform, "The Classroom," dedicated to teaching American Cultural English using VOA content.



On left: Ethiopian women wait to cast their vote in May 2010 at a polling station in Mojo, Ethiopia (AP Photo/Jerome Delay); a pro-government Ahlu Sunna fighter listens to a radio as he stands guards at a checkpoint near the frontline in southern Mogadishu (AFP Photo/Mustafa Abdi); United Nations correspondent Margaret Besheer, during a makeshift news conference with British Ambassador to the U.N., Mark Lyall Grant who was in Sudan to monitor preparations for the South Sudan referendum on independence; Sudan In Focus host John Tanza Mabusu, standing on right, guides journalist training in Sudan.

ARMENIA

VOA Armenian Service's weekly reach exceeds 35 percent and is now available on the Internet, which in 2010 surpassed radio as a daily source for news for Armenians.

“A very credible news organization and a window on the West.”

– Tatul Margarian, Armenia's Ambassador to the United States, speaking about VOA's Armenian Service.

AWARDS

The courage and talent of VOA journalists were recognized with a number of awards and citations by major international and national media outlets.

- Young-Ran Jeon won the 2010 New York Festivals® Gold World Trophy for National/International Affairs for her three-part radio series on North Korean migrant workers in Vladivostok, Russia. Jeon's reports provided rare insight into the hardships that the workers endure in order to earn a higher income than is possible in North Korea.
- Reporter Jessica Beinecke was “highly commended” by the Association of International Broadcasters in the category of Best Creative TV feature for her Mandarin program *Bai Jie Speaks English*.
- VOA's Thai Service received an honorary award from Bangkok's Thammasat University, a top institution of higher learning in Thailand in recognition of 15 years of teaching classes.
- Myroslava Gongadze, the host of Chas-Time, was named one of the 100 Most Influential Women in Ukraine by *Focus Magazine*, a popular newsweekly, for the second year in a row.
- The Bedirxan Cultural Foundation, based in northern Iraq, held its 7th annual festival in Washington, D.C., under the theme of “Cultural Bridges Between Kurds and Americans.” The foundation gave VOA's Kurdish Service an award for its exceptional contribution to the local media.

Right from top to bottom: State Department correspondent David Gollust, center in khaki shirt, gets his microphone in during an impromptu news conference with Secretary of State Hillary Clinton; videographer Mike Burke covers the United Nations Climate Change Conference in Cancun, Mexico; VOA Spanish's Iscar Blanco reports from Vienna International AIDS Conference where VOA had a team of correspondents covering the event; VOA correspondent Steve Herman covers the Maoist strikes and unrest in Kathmandu, Nepal.

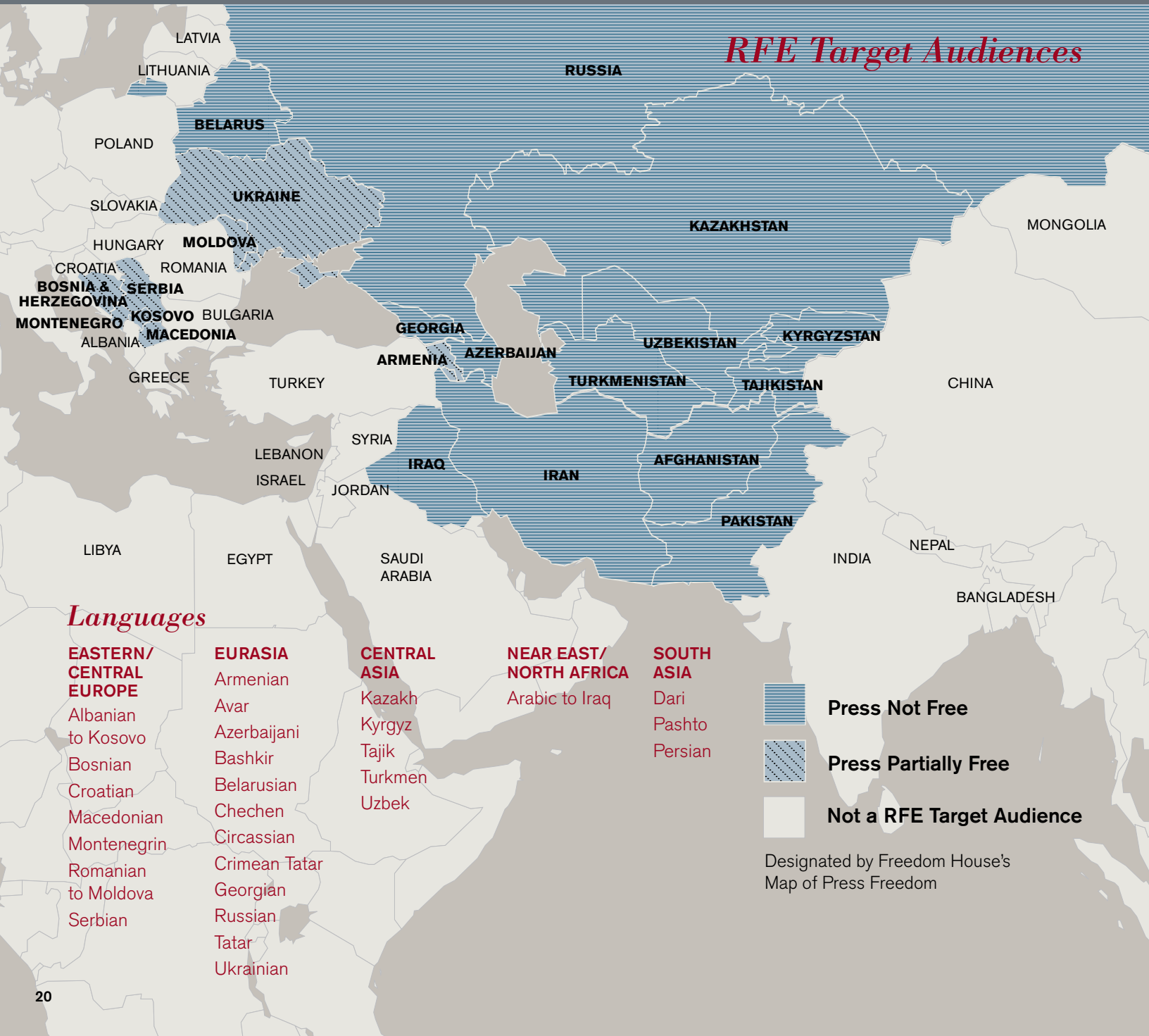




**RadioFreeEurope
RadioLiberty**

RFE's broadcasts reach nearly 20 million people in 21 countries where the media are not free or are engaged in a transition from totalitarian control – including Russia, Iran, Afghanistan, Pakistan, and the Central Asian republics. Censorship and ethnic and religious conflict continue to stifle local media across these regions, and RFE's on-air and online programs provide a crucial alternative. A non-profit news organization operating under a grant from the BBG, in 2010 RFE celebrated the 60th anniversary of its first broadcasts.

Fast Facts: Budget \$96.2 million in FY 2010 | 545 employees
1,162 broadcast hours | 28 languages





“We need Radio Azadi. Some of us even adjust our prayer schedules so we don’t miss the news programs.” –Yaqub Ahmadzai, Afghan Deputy Minister of Border and Tribal Affairs

(AP Photo/Ahmad Massoud)



Radio Farda host Farshid Manafi pushes the limits of critical satire on his popular five-nights-a-week program, Pas Farda.

2010 Highlights

IRAN

Each month, millions of Iranians evaded government censors to visit the website of RFE's Radio Farda. In December alone, Radio Farda's highly interactive website drew more than 5.7 million visits, and the service maintains one of the most popular Iranian Facebook pages.

In May, Radio Farda launched the hit satirical talk show *Pas Farda (Day After Tomorrow)*. The program pokes fun at the Iranian regime and the religious fundamentalism, corruption and hypocrisy that permeate public life in Iran.

“You have disrupted our lives. Every night at 10 pm, when [Radio Farda’s live satire program Pas Farda] comes on, we have to stop what we’re doing or cancel appointments to listen to the program.”

–listener in Tehran

AFGHANISTAN

RFE's Radio Azadi launched an interactive SMS service that connects directly with its audience in Afghanistan, especially villagers in remote, inaccessible regions. Over 100,000 mobile phone users signed up for SMS news alerts in the first three months.

With the help of the Afghan Air Force and the U.S. military, Radio Azadi distributed 20,000 solar-powered, hand-cranked radios to Afghans in remote parts of the country. Radio is often the only way for Afghans to get news in isolated and rural areas.

Radio Azadi remains the most popular media outlet in Afghanistan. In March, the Library of Congress opened an exhibit that featured some of the more than 15,000 hand-written pieces of fan mail sent to RFE by its Afghan listeners.



The Library of Congress's "Voices of Afghanistan" exhibit highlighted letters sent by listeners to Radio Azadi, RFE's service to Afghanistan. The letters capture the hopes and concerns of ordinary citizens in Afghanistan living under the extraordinary conditions of conflict and war.

PAKISTAN

In January, RFE launched Radio Mashaal, a Pashto-language service providing reliable reporting in Pakistan's Khyber Pakhtunkhwa province and the Federally Administered Tribal Areas. Radio Mashaal has quickly established itself as a trusted news source and is attracting a growing audience.

When flooding devastated large portions of Pakistan, Radio Mashaal served as an indispensable public service provider by reporting from some of the most inaccessible parts of the country and airing more than 100 special reports to help listeners find assistance and avoid water-borne illnesses.

BELARUS

As other media outlets were silenced, RFE's Belarus Service provided around-the-clock coverage of the country's widely criticized presidential elections in December. After the election, former Czech President Vaclav Havel, former U.S. President George W. Bush, U.S. Representatives Ileana Ros-Lehtinen (R-Fla.), Howard Berman (D-Calif.) and Christopher Smith (R-N.J.), and dozens of international leaders took to the Belarus Service's airwaves to call attention to the plight of hundreds of activists jailed in a violent crackdown on opposition protests.

KYRGYZSTAN

RFE's Kyrgyz Service served as the primary source of breaking news on the popular revolt in April that toppled the government of President Kurmanbek Bakiev. During that crisis, and later in June when ethnic-based violence swept the southern part of the country, RFE correspondents provided eyewitness coverage from the major points of conflict.

A December 2010 survey by Kyrgyz State National University showed that RFE is considered the most reliable information source among Kyrgyz-language media.

AZERBAIJAN

RFE's Azerbaijani Service started several new online initiatives in 2010: a special website on corruption, a grassroots literature portal for writers promoting freedom of expression, and a daily video newscast.

When Azeri "donkey blogger" and youth activist Adnan Hajizade was released from prison in November, he said he had listened to RFE every night while in jail. Hajizade was one of two bloggers sent to prison in 2009 on widely disputed charges of "hooliganism."

RUSSIA

Radio Svoboda is the leading international broadcaster and second most-cited radio station in Russia. Radio Svoboda has been a pioneer in providing multimedia news coverage and was the only media outlet to provide live coverage of the Khodorkovsky trial, which was widely seen as retribution for challenging Russia's political leaders.

AWARDS

RFE's journalists won over 20 regional and international journalism awards in 2010. Balkans Service journalist Omer Karabeg, once branded a "traitor" by former Serbian President Slobodan Milosevic, was presented the prestigious Dr. Erhard Busek-SEEMO Award for Better Understanding in South East Europe. In Kazakhstan, two RFE reporters earned a major journalism prize from the Institute for War & Peace Reporting (IWPR) for their "outstanding coverage of the human rights issue in Central Asia." And the Association for International Broadcasting (AIB) recognized RFE journalists from Ukraine, Afghanistan and Moldova for journalistic excellence.

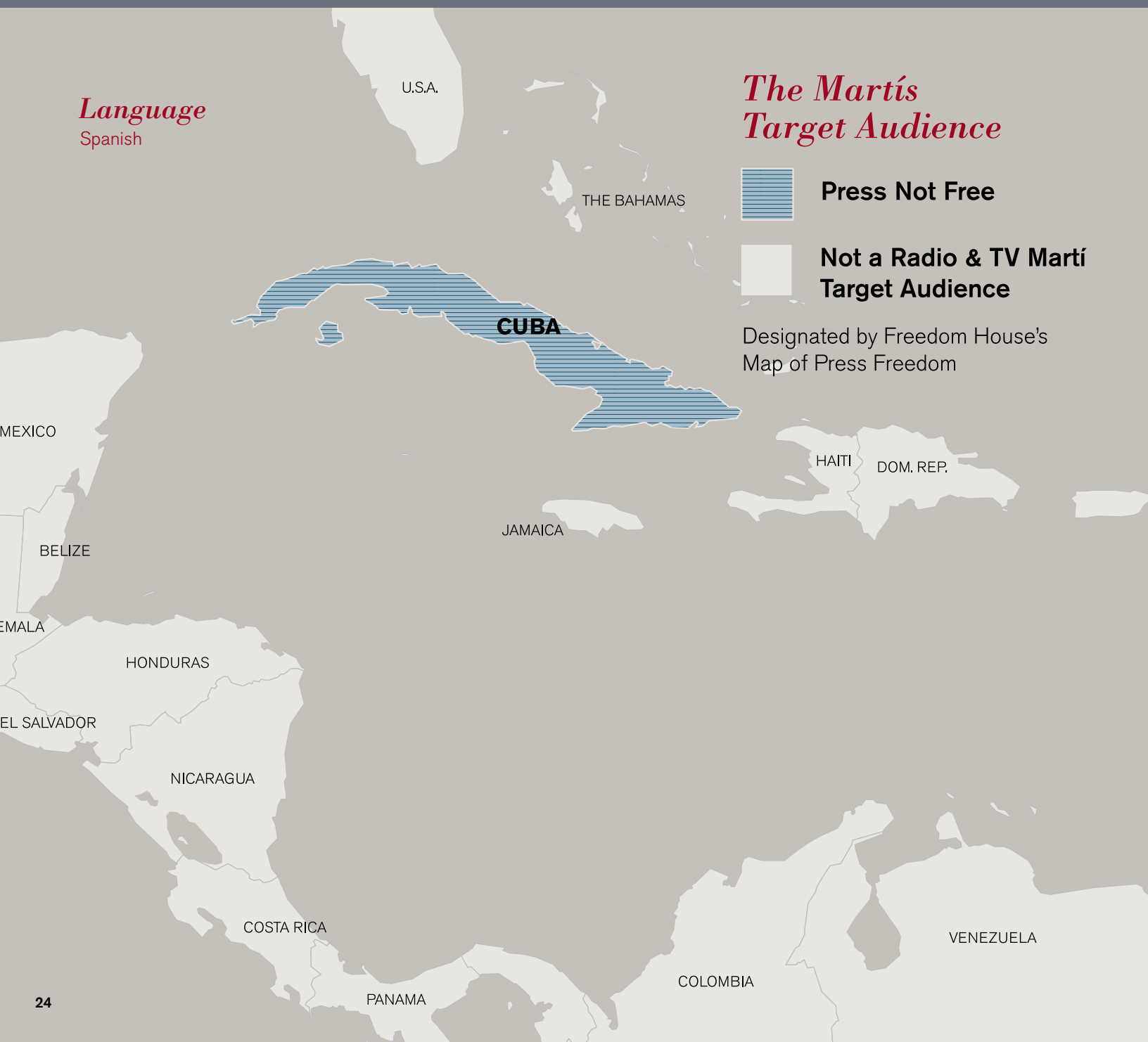


Above: Radio Azadi's SMS service was launched in Afghanistan in October 2010. After only three months of operation, it had already earned over 100,000 regular subscribers; a Radio Azadi reporter conducting an interview in Kabul; RFE's Radio Mashaal reported from some of the most inaccessible parts of Pakistan on the summer flood that devastated large parts of the country (AP Photo/Aaron Favila).



Radio and TV Martí broadcast news and analysis in a wide variety of interactive programs to Cuba seven days a week by television, satellite, shortwave and medium wave radio. Combined with Martinoticias.com, they are a one-of-a kind news service that operates across multiple media platforms to bring unbiased, objective information to the Cuban people. The Office of Cuba Broadcasting (OCB) conducts the operations of Radio and TV Martí from its headquarters in Miami.

Fast Facts: Budget \$29.6 million in FY 2010 | 128 employees
330 broadcast hours | 1 language





“In Cuba, if something doesn’t happen right in front of your house you would never find out about it.” –comment from the 2010 InterMedia monitoring panel

Ariel Sigler Amaya, a Cuban dissident abused as a political prisoner, arrives at Miami International Airport after his release. At the right is Damaso Rodríguez, a reporter for Radio Martí (EFE Photos).



Cuba has one of the world's most restrictive media environments—in the bottom 10 of the Freedom of the Press Index by Freedom House and among the 10 worst countries to be a blogger according to the Committee to Protect Journalists.

In Cuba, Martí broadcasts are jammed, the Internet is censored, and people face threats or even imprisonment for cooperating with foreign media. The Martí's strive to make programming compelling and essential in order to inspire Cubans to take the risk and make the effort to access these broadcasts.



“I am very happy to be able to talk to you! I want you to know you are seated in my living room every day.”

**—Woman from Havana on *Con Voz Propia (With Your Own Voice)*
Radio Martí's new call-in show**

One of the Martí's' main goals is to empower Cuban listeners by exposing them to the ideas of free markets and economic self-sufficiency. One new approach is the development of programs that encourage entrepreneurship and micro-business growth.

Along with unparalleled coverage of Cuba, and extensive coverage of the U.S. and the world, the Martí's' hallmarks include complete, in-depth analysis of human rights issues; a unique relationship with Cuban bloggers and dissidents; and the first efforts to reach a broad segment of Cubans through the Internet, cell phones and other new media.

Martí broadcasts cover a wide range of topics, including news, sports and entertainment, with a focus on topics that are generally censored or slanted by the government in Havana.

TV Martí programming airs on DirecTV as well as VHF and UHF (from the AeroMartí transmission platform) and direct-to-home satellite. Approximately 70 percent of Radio Martí's shortwave and AM broadcasts are live newscasts. Additional features as well as live and on demand streaming are available at Martínoticias.com.



“Martí Noticias, in my opinion, is doing excellent journalistic work.”

**—Anonymous comment on *Penúltimos Días*, 12/6/2010, called by
Wired Magazine, “probably the best written of all the blogs” on Cuba.**

On left: on *Con Voz Propia (With Your Own Voice)* host Michelle Sague and a panel of guests discuss issues in the news that are important to women with their call-in audience; a view from the control room of *Nuestra America*; Radio and TV Martí debate between candidates for Florida's 25th Congressional district Joe Garcia and David Rivera; Albita, a Cuban singer performs live on-air.



2010 Highlights

- In a historic first, Radio and TV Martí hosted a debate between the Democratic and Republican candidates, Cuban-American candidates, Joe Garcia (D), chairman of the Democratic Party in Miami-Dade, and David Rivera (R), Florida State Representative, for Florida's 25th Congressional District.
- Live coverage of the European Union's Sakharov Prize for the Freedom of Thought Ceremony in Strasbourg, France, where the winner, Cuban dissident Guillermo Fariñas, was represented by an empty chair.
- Reports on the release of Cuban dissident Ariel Sigler Amaya, left a paraplegic after confinement and abuse as a political prisoner. Amaya left Havana, bound to Miami for medical care.
- Breaking news of the death of Cuban "prisoner of conscience" Orlando Zapata Tamayo with live coverage of his funeral via cellular phone.
- Newly formatted program *Con Voz Propia (With Your Own Voice)* opened its microphones to the Cuban public. It is part of a fresh 360-degree approach to news and information that encourages audience participation and interactive exchange of ideas across Martí's radio, TV and online platforms.
- The first of 13 remaining Cuban dissidents jailed since 2003, Ramos Lauzurique, was released from prison. Martí was credited with breaking the news by *Europa Press* and *La Vanguardia* (digital newspapers in Spain).
- Extensive coverage of the call by prominent African-Americans on Cuban government to end racial discrimination. Interviews included the leader of the initiative, Dr. David Covin, activist Carlos Moore, and blogger Manuel Aguirre Labarrere.

NEW LEADERSHIP

In September 2010, the BBG appointed Carlos A. García-Pérez as the director of the Office of Cuba Broadcasting. García-Pérez brings rich experience in international business and law having represented clients in the United States and several Latin American countries as a shareholder in one of the largest law firms in the Commonwealth of Puerto Rico. His practice heavily concentrated in the areas of commercial law including litigation, distribution agreements, arbitration, and business acquisitions. García-Pérez has brought a fresh 360-degree approach to Martí programming, increasing audience engagement and updating a number of online tools.

On right: Reporter Amado Gil interview with Jose Ignacio Salafranca, Speaker of the European Peoples Party; Poster honoring European Union's Sakharov Prize winner Guillermo Fariñas; Broadcasting Board of Governors (BBG) Chairman Walter Isaacson (middle) and BBG Governor Victor Ashe (far right) welcomed Carlos García-Pérez as the newly appointed director of the Office of Cuba Broadcasting (OCB). Also in photo IBB director Richard Lobo (left) and outgoing OCB director Pedro Roig; a group of Ladies in White, opposition activists, holding pictures of deceased dissident Orlando Zapata Tamayo in Havana (AFP Photo/Adalberto Roque).

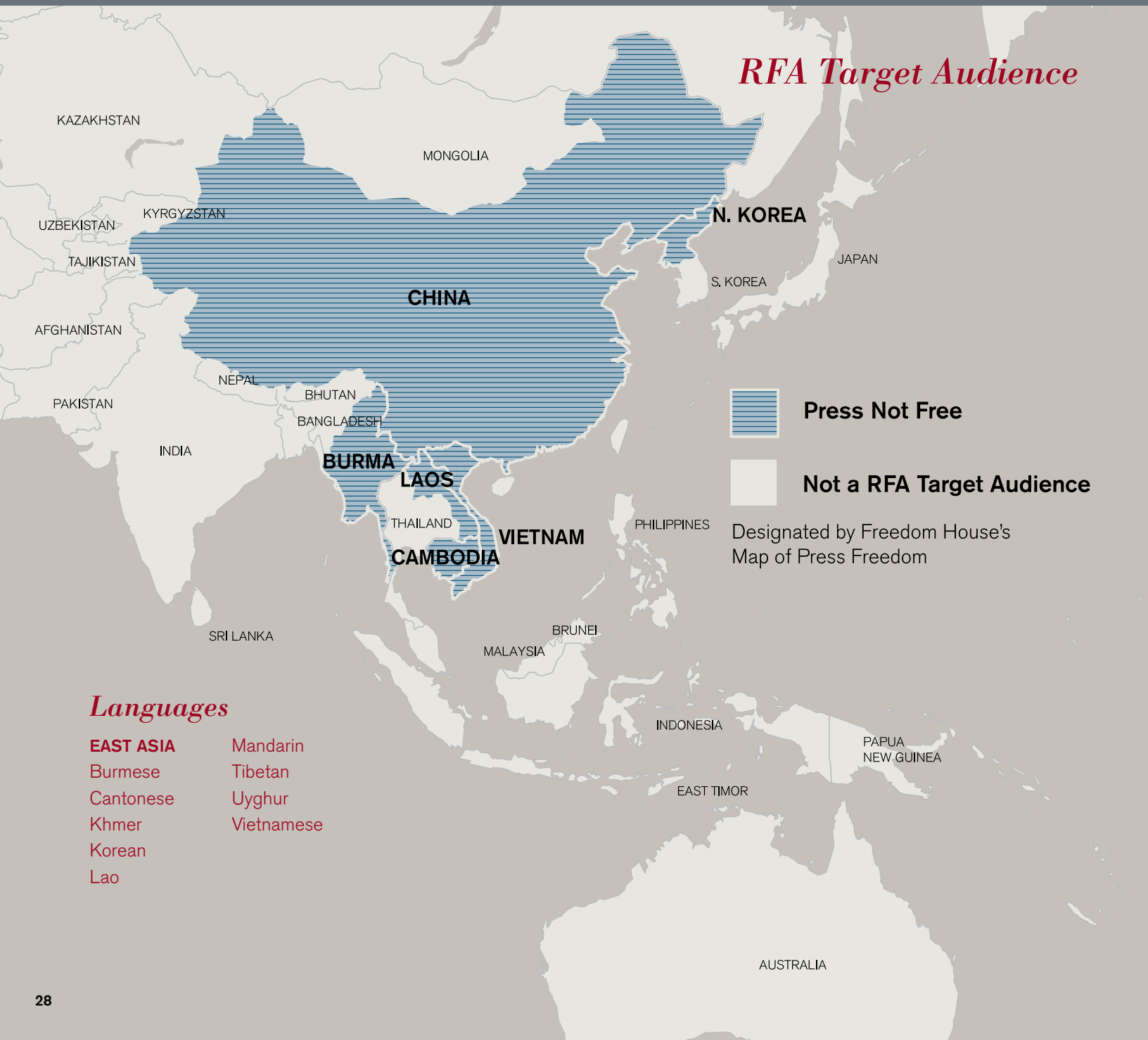




Radio Free Asia

Radio Free Asia (RFA) is a private, non-profit news organization, operating under a grant from the BBG, broadcasting daily in nine languages to listeners in Asia whose governments restrict media. RFA broadcasts accurate and timely news and information, along with a range of voices and opinions from within Asia, to demonstrate freedom of expression over the airwaves and online.

**Fast Facts: Budget \$37.5 million in FY2010 | 266 employees
301 broadcast hours | 9 languages**



RFA Target Audience

Press Not Free

Not a RFA Target Audience

Designated by Freedom House's
Map of Press Freedom

Languages

- EAST ASIA** Mandarin
- Burmese Tibetan
- Cantonese Uyghur
- Khmer Vietnamese
- Korean
- Lao



Environmental activists protest in front of the Chinese embassy in Bangkok in April over dams along the Mekong River.

“We know from our listeners that the health of the Mekong River is of paramount importance to their quality of life, and in some cases, to their very existence.” –RFA President Libby Liu



The Nobel Peace Prize medal and diploma on an empty chair representing Nobel Peace Prize laureate Liu Xiaobo after a ceremony honoring Liu at City Hall in Oslo, Norway, Friday Dec. 10, 2010 (AP Photo/John McConico).

“Daw Aung San Suu Kyi and the People” invites RFA’s audience to submit questions on any topic, which are then answered by the recently freed Nobel Peace Prize laureate and Burmese opposition party leader (AP Photo/Khin Maung Win).



RFA focuses on news and features of unique and specific relevance to its target areas. Through shortwave, medium wave, satellite transmissions, and the Internet, RFA broadcasts in Mandarin, Cantonese, Uyghur, three dialects of Tibetan, Burmese, Vietnamese, Korean, Lao, and Khmer. Headquartered in Washington, D.C., RFA has seven overseas bureaus and an extensive network of stringers around the world. Call-in programs and multimedia websites provide listeners and readers with a forum in which they can express views and exchange ideas.

RFA serves as a model for its target countries’ emerging journalistic traditions. Reaching Asian listeners from all social strata and maintaining credibility are RFA’s top priorities. RFA’s breaking news coverage has been cited as authoritative by *The Wall Street Journal*, *The New York Times*, Associated Press, Reuters, NHK, and numerous domestic and international media outlets.

“The mission of Radio Free Asia directly reflects the value Americans place on freedom of and access to information...”

–White House Statement, July 13, 2010

2010 Highlights

CHINA

With the naming of imprisoned Chinese democracy activist Liu Xiaobo as the winner of the 2010 Nobel Peace Prize, RFA’s Mandarin service covered Chinese reactions including the house arrest of Liu’s wife, as well as travel restrictions on Liu’s attorney, and Chinese rights lawyers and activists in the months ahead of the December ceremony.

The Tibetan Service provided in-depth reporting on the incident where Chinese police fired on a group of Tibetan environmental protesters and killed four in Sichuan province. RFA reports led to China’s official news agency Xinhua acknowledging the clash but said that police had fired warning shots and that a stray bullet had “accidentally” killed the protest leader.

The Uyghur Service broke the story of Laos deporting a family who fled China after the ethnic riots last year, raising concerns of Uyghur asylum seekers forced to return home where they likely face arrest and persecution.

The Cantonese Service broke the news that a nuclear power plant near Hong Kong had leaked radioactive iodine from an improperly sealed fuel rod. RFA’s report led to a change in policy regarding the notification of incidents at the Daya Bay plant.

KOREA

In July, the Korean Service broke the news worldwide about a poster in the North Korean capital of Pyongyang that suggests the dictatorship, despite public claims otherwise, was taking responsibility for the sinking of a South Korean navy ship, the Cheonan.

BURMA

The Burmese Service began offering its listeners the opportunity to engage freed political prisoner Aung San Suu Kyi on a weekly basis. The radio forum allows listeners to ask her questions on any subject of their choice.

VIETNAM

The Vietnamese Service reported on how police and thugs in Con Dau beat scores of Catholic parishioners and killed one man in order to stop them from burying a woman in the local Catholic cemetery. The government had confiscated the land two weeks earlier to use for tourism development.

CAMBODIA

The Khmer Service reported on what Cambodia's Prime Minister Hun Sen called the greatest tragedy since the Khmer Rouge—a stampede that broke out on the final night of the annual Water Festival killing hundreds and injuring many more. RFA's reporters worked around-the-clock to produce programs live from the scene for the next several days.

LAOS

The Lao Service reported on the ethnic minority Hmong who were deported to Laos against their will in December and wanted to go to a third country. Lao authorities had initially promised some would be allowed to leave Laos after returning, but later reneged on that promise.

AWARDS

The Society of Environmental Journalists awarded RFA First Prize for Outstanding Online Reporting on the Environment for its 2010 multimedia series "The Last Untamed River." RFA's investigative reporting on the Mekong River was reported in English and adapted into seven Asian languages.

RFA won the American Women in Radio & Television's Gracie Allen Award in 2010 for its multimedia Web page devoted the struggle and plight of Uyghur women.

Reporters from RFA's Vietnamese Service and Burmese Service won gold and bronze medals respectively at this year's New York Festivals for entries that explored the issue of human trafficking in Asia.



A poster from North Korea boasts about the March 2010 sinking of the South Korean navy ship Cheonan.



On right: RFA interviews a child soldier who had recently escaped from Burma; RFA webcast studio; RFA interviews family who was forcibly evicted from their land by the Cambodian government.

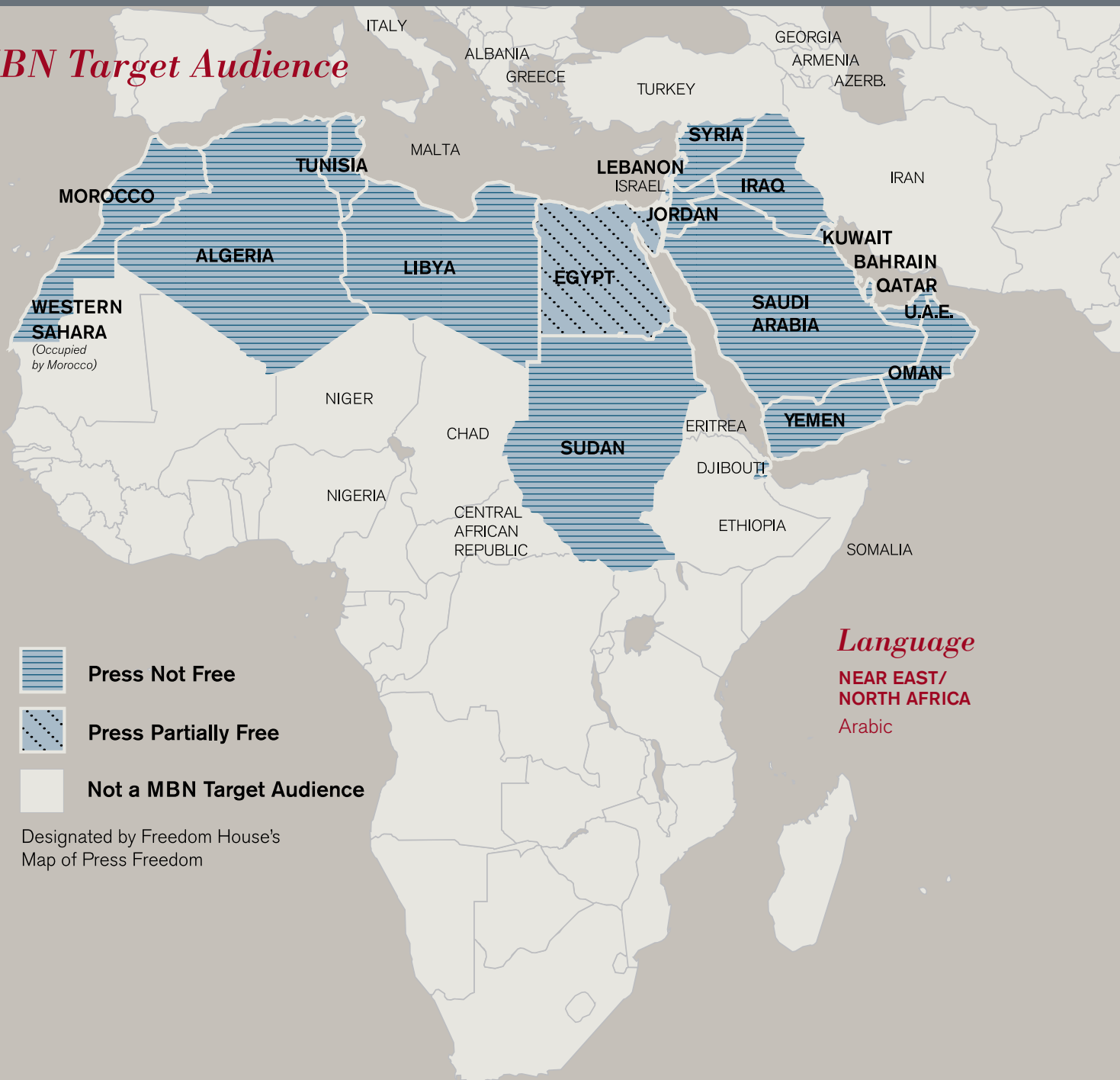


MIDDLE EAST BROADCASTING NETWORKS, INC.

The Middle East Broadcasting Networks, Inc. (MBN) is the non-profit news and information organization that operates Alhurra Television and Radio Sawa, under a grant from the BBG. MBN engages a weekly audience of 35 million people across 21 countries in the Middle East and North Africa.

Fast Facts: Budget \$112.6 million in FY2010 | 753 employees
672 broadcast hours | 1 language

MBN Target Audience





“[Alhurra] ‘the free one’ also is commendable in getting the facts to the Arab street.” –Aolnews.com Sept. 16, 2010

A protester scuffles with police during a demonstration near the parliament building in downtown Cairo on May 3, 2010. (AFP Photo/STR)



MBN supports democratic values through objective journalism, covering topics that are not addressed elsewhere in the Arabic-language media including the rights of women and freedom of speech. Arabic-speaking editorial staff direct programming from MBN's broadcasting headquarters in Springfield, Virginia, integrating reporting from bureaus and production centers in Baghdad, Dubai, Jerusalem, Cairo and Washington, D.C. as well as correspondents throughout the Middle East and Europe.

Launched in 2004, Alhurra frequently is cited as a source of news by print and broadcast media in the Middle East, the U.S. and beyond. Alhurra provides context and analysis to give viewers a broader understanding of the events that affect the Middle East, and provides comprehensive coverage from the United States. It is the only Arabic-language network to have dedicated correspondents at the State Department, White House, Congress and Pentagon.

Radio Sawa reaches a significant portion of the influential under-35 population of the Middle East. Broadcasting 24/7, mostly on FM, Radio Sawa provides reliable and objective up-to-date news, information and an upbeat mix of mainstream Western and Arabic popular music. Launched in 2002, Radio Sawa now broadcasts more than seven-and-a-half hours of news each day.

Alhurra and Radio Sawa expanded their presence on social media and witnessed tremendous growth of up to 1,400 percent on Facebook pages, a multiplication of Twitter followers, and increased viewership of Alhurra's YouTube channel featuring programs and news reports.

2010 Highlights

IRAQ

Alhurra-Iraq is a leading news source in Iraq. It is available via satellite and terrestrial transmitters, maintains a large Baghdad bureau and a network of national correspondents. With in-depth country-specific TV newscasts and FM broadcasts, Alhurra and Radio Sawa now attract a weekly audience of 72 percent of Iraqi adults.

SUDAN AND CHAD

The all-news radio program *Afia Darfur* is now among the most popular shows in the region, broadcasting the latest news from Sudan and Eastern Chad.

The Alhurra documentary, *Konoungo: The Darfurian Exile*, was one of the first Arabic-language programs to give viewers an inside look at the lives of displaced Sudanese refugees in Eastern Chad.

On left: Alhurra reporter Akram Khuzam interviews a woman in Sudan; Host Sayed Hussein covers the U.S. mid-term elections; Alhurra's Nadine Hokayem in Beirut exploring people's differences and illuminating their similarities; Al Youm's report on child labor in Egypt was named a NY Festivals finalist.

EGYPT

In 2010, Radio Sawa drew on an expanded number of in-country correspondents and started broadcasting localized newscasts to provide Egyptians with the latest local news and information.

Leading up to the Egyptian Parliamentary election, Alhurra launched *Hiwar Cairo*, a weekly program examining political and social aspects of the country. Comments made on the program were reported extensively by the Egyptian media.

UNITED ARAB EMIRATES

Alhurra's *Eye on Democracy* traveled to Dubai to produce three special episodes on the demand for constitutional monarchies; how activists are now using social media to organize; and the role of civil society in some Gulf states.

ACROSS THE MIDDLE EAST

Stories with Akram Khuzam is a new weekly investigative series examining social and cultural issues in Arab countries such as unemployment, child labor, illiteracy, female circumcision and immigration to the West.

Alhurra and Radio Sawa provided extensive live coverage of elections in the region, including Iraq, Egypt, Sudan, Jordan and Bahrain.

U.S. NEWS

Alhurra's *FOCUS* consists of in-depth news features produced by the award-winning PBS NewsHour, translated into Arabic. Additionally, *Almajalla (Magazine)* showcases the best in American culture and society, providing viewers insight into the richness and diversity of America.

In addition to ongoing U.S. news, Alhurra and Radio Sawa presented comprehensive coverage during the 2010 U.S. mid-term elections.

AWARDS

Alhurra's *Al Youm* was named a finalist of New York Festivals® International Television & Film Awards in the human interest category for its examination of child labor abuses in Egypt.

Radio Sawa's *The Free Zone* was named a finalist for the New York Festivals® International Radio Program and Promotions Awards in the human interest category for its examination of child marriage and forced divorce in Saudi Arabia.

Alhurra's original documentary, *Konoungo: The Darfurian Exile*, profiling the humanitarian crisis facing Darfurian refugees, received top billing at the third annual Cairo Human Rights Film Festival.

On right: Alhurra's Khaled Khairy reporting on the scene after the earthquake in Haiti; Alhurra & the People correspondent Nadine Hokayem interviews a young woman in Marrakesh; Alhurra Congressional Correspondent Rana Abtar interviews Congresswoman Debbie Wasserman and the former NBA player Alonzo Mourning; Alhurra's Cairo Bureau Chief Tarek El Shamy interviews Adel Hamed, a candidate for parliamentary elections in Egypt.



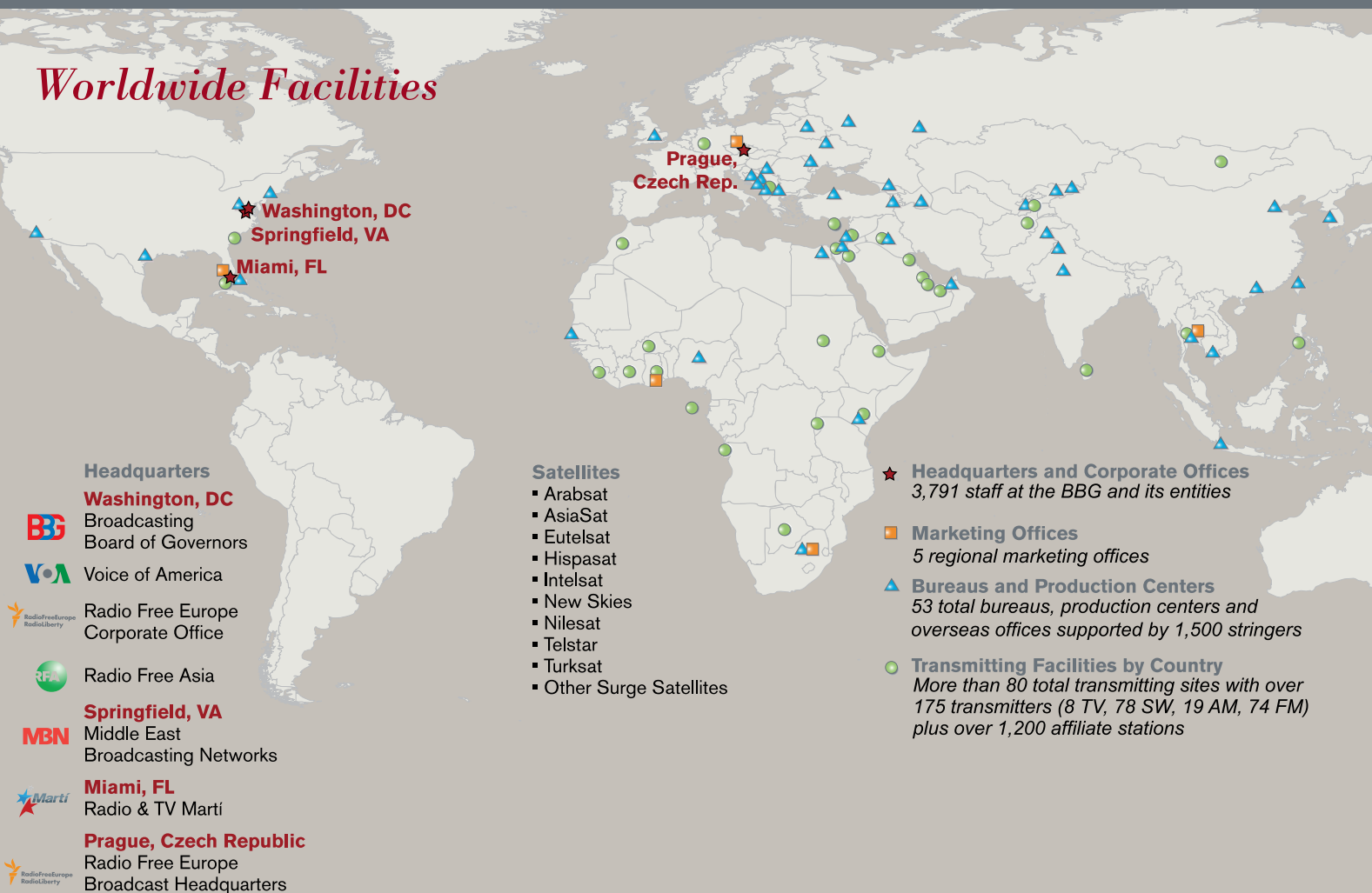


International Broadcasting Bureau

The International Broadcasting Bureau (IBB) provides transmission, marketing, and program placement services for all Broadcasting Board of Governors (BBG) broadcast organizations. IBB manages a global network of transmitting sites, an extensive system of leased satellite and fiber optic circuits, and a rapidly growing Internet delivery system. IBB also assists the Voice of America (VOA) in its increasing use of the Internet, mobile devices, social media and other digital platforms; provides research and evaluations of broadcasts; and crafts VOA editorials. IBB also provides human resources, Equal Employment Opportunity, procurement, security, information technology, and other essential administrative support for the Agency.

Fast Facts: FY 2010 Budget \$260.9 million | 706 employees

Worldwide Facilities



NEW LEADERSHIP



In September 2010, a new IBB Director, Richard Lobo, was appointed by the President following Senate confirmation. Prior to his appointment, Lobo served as chairman of the Florida Public Broadcasting Service, Inc. He was also president and chief executive officer of WEDU (PBS) Tampa/St. Petersburg/Sarasota. Lobo previously was president and general manager of WTVJ in Miami, station manager of WNBC-TV in New York, and vice president and general manager of NBC stations in Chicago and Cleveland. Under his leadership WTVJ won the Peabody, duPont and Edward R. Murrow awards. Lobo was director of the Office of Cuba Broadcasting in the mid-1990s. A graduate of the University of Miami and an Emmy Award winning journalist, Lobo served on the board of the National as well as the Florida Association of Broadcasters. He is a Captain (Retired) in the U.S. Army Reserve. *On right: Shortwave antenna array.*





2010 Highlights

PROGRAM DISTRIBUTION

From program production and distribution to audience interaction, IBB managed an evolving mix of traditional and cutting-edge media technologies continually seeking to expand audiences. 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 enhance audience interaction.

Under the direction of Richard Lobo, IBB's new director, the IBB Coordinating Committee was relaunched. The committee includes representatives from the BBG broadcast networks, to examine and make recommendations to the Board on operational strategies, and to develop the basis for a research driven, forward-looking, cost-effective, market-by-market, BBG-wide distribution strategy.

IBB took aggressive technical measures to counter the jamming of all forms of media. IBB's Internet anti-censorship program constantly revised and updated its approaches and techniques to counteract online restrictions by governments such as China, Burma and Iran.

To support the increase of FM broadcasting in major population areas, the IBB added two FM transmitters in Iraq and developed VOA Direct, an online delivery system designed to make VOA news and information available to hundreds of radio and television stations.

IBB streamlined and improved the tools available for production and distribution of broadcast material by leveraging technological advances. The DaletPlus system now allows VOA journalists to operate in a fully digital mode from video production to on-air presentation. To improve network security, IBB also strengthened firewalls and upgraded intrusion detection devices.

IBB moved all VOA language services to a new Internet content management system, Clickability, for displaying multimedia content. Web traffic increased significantly, hitting record highs of more than 15 million hits per month.

IBB launched nearly 70 mobile websites featuring text, audio, video and images. Websites were developed to teach colloquial American English, provide an up-close look at American culture using state-of-the-art voice recognition technology, and an active social networking component for users to share blog posts.



On left: Upkeep to a BBG shortwave antenna array on the Northern Mariana Islands; monthly visits to the VOA Russian homepage topped 1 million in December 2010 – more than double the number recorded in December 2009; supporting over 3500 workstations, the Computer Systems Support Division is responsible for equipment selection, acquisition, deployment, modernization and maintenance.

EVALUATION AND RESEARCH

IBB conducted nearly 40 language service reviews and recommended over 800 actions to improve output, distribution and reach and included, for the first time, analyses of website and mobile delivery methods.

IBB initiated new research projects aimed at evaluating VOA's new media efforts; commissioned a series of studies to analyze how mobile phone owners use different mobile devices to obtain news and information; conducted the first-ever reception study inside North Korea; and obtained its first survey data on media habits in Darfur, Sudan.

MARKETING AND PLACEMENT OF PROGRAMMING

To market and place BBG programs, IBB established agreements to:

- embark on an online advertising campaign with four websites that target Kurdish-speaking populations in Northern Iraq
- add 90 minutes of VOA Korean radio broadcasts that reach deep into North Korea from AM transmission facilities of the Far East Broadcasting Company (FEBC) in South Korea
- offer VOA's audio, video and text to Starfish cell phone customers across 20 African countries;
- broadcast a twice-weekly, hour-long program entitled *The Platform*, which presents a dialogue between Pakistani and American newsmakers on Express 24/7, Pakistan's only English-language news channel;
- continue carriage of VOA programs on Pakistan Broadcasting Corporation despite orders by the Pakistani government to private FM stations to cease rebroadcasting news from international broadcasters;
- reach young people on Radio/Television Afghanistan with VOA's *Karwan (Caravan)* TV program;
- add 52 new radio and TV affiliates in East Asia including the national TV broadcaster in Cambodia, and a mainland China TV station.

WORKFORCE PLANNING AND INVESTMENT

IBB implemented an updated 5-year Human Capital and Succession Plan, launching initiatives to improve internal communications, training, leadership development, and performance management. The Agency reinstated the Medal Awards program to provide public recognition of outstanding employee contributions, launched a comprehensive on-boarding program for all new employees and expanded telework flexibility. Expanded training included core skills of TV production, web page management and other new media initiatives, and an intensive organization leadership training program focused on communications for all supervisors, managers, and executives. A pilot Ombudsman program began in a joint effort by management and union officials.

On right: BBG broadcasters are backed up by a dedicated team in administrative services; new IBB Director Richard Lobo is sworn in by BBG Chairman Walter Isaacson; billboard for VOA Lao service along the Laos-Thailand border; Julius Brooks, a 40-year IBB veteran is presented with one of 2010's Gold Medal awards by Governor Victor Ashe.





BBG Governors



Victor H. Ashe is the longest serving mayor of Knoxville, Tennessee, and was president of the U.S. Conference of Mayors. From 1968 until 1974, he served as a Tennessee state representative and as a state senator from 1975 until 1984. In 2004, Ashe was a fellow at Harvard University's JFK Institute of Politics. He was U.S. ambassador to Poland from June 2004 to October 2009. Ashe currently sits on the board of the National Trust for Historic Preservation and the American Rivers Association. He serves on the BBG Governance Committee, and as chair of the corporate board of Radio Free Asia.



Walter Isaacson is president of the Aspen Institute and serves as chair of the board of Teach for America. He is the former chairman and CEO of CNN and former editor of *Time Magazine*. Isaacson is the author of *Einstein: His Life and Universe* and *Benjamin Franklin: An American Life*, and the co-author of *The Wise Men*. In the aftermath of Hurricane Katrina, he was appointed vice-chairman of the Louisiana Recovery Authority. Isaacson serves as an *ex-officio* member of all board committees including Governance, Strategy and Budget, and Communications and Outreach.



Michael Lynton is the chairman and CEO of Sony Pictures Entertainment. He is the former CEO of AOL Europe and chairman and CEO of Pearson PLC's Penguin Group. Lynton is a member of the Council on Foreign Relations and serves on the boards of the Los Angeles County Museum of Art and the Rand Corporation. He is proficient in French, German and Dutch.



Susan McCue is president of Message Global, a strategic advocacy firm she founded in 2008 for social action campaigns. She was the founding president and CEO of The ONE Campaign to combat extreme global poverty and was chief of staff to Senate Majority Leader Harry Reid from 1999 to 2006. Before that, McCue held numerous senior communications positions in government and campaigns. She is currently vice chair of Humanity United, serves on the board of Jumo.com, and is a member of the Council on Foreign Relations. McCue serves as co-chair of the BBG Communications and Outreach Committee.



Michael P. Meehan is president of Blue Line Strategic Communications, Inc. and senior vice president at Virillion, a digital media company. He also served as the first president of BGR Public Relations, LLC. Meehan has filled senior roles for U.S. Senators John Kerry, Barbara Boxer, Maria Cantwell and former Senate Majority Leader Tom Daschle, two presidential campaigns, two U.S. House offices, and congressional campaigns in 25 states. He is co-chair of both the BBG Communications and Outreach Committee and the Strategy and Budget Committee, and as vice chair of the corporate board of Radio Free Asia.



Dennis Mulhaupt is founder and managing director of Commonwealth Partners, Inc., which provides advisory services to philanthropic institutions and families. He served as executive vice president at KCET in Los Angeles, the West Coast flagship public broadcasting company. He has been vice president at Claremont McKenna College; associate vice president at Stanford University; and senior associate dean in the College

of Letters, Arts & Sciences at the University of Southern California. Mulhaupt serves as chair of the BBG Governance Committee and serves on the Strategy and Budget Committee. He is chair of the corporate board of Radio Free Europe.



Dana Perino is the founder of Dana Perino and Company, a strategic communications firm, a member of the Burson-Marsteller Global Strategy Team, and a Fox News contributor. She is the former White House press secretary to President George W. Bush—the first Republican woman to hold that position. She is the creator of Minute Mentoring, a program helping young women entering the workforce, and a member of the

ONE Campaign's Women's Advisory Board, Mother's Day Every Day, Running Start, and Pets2Vets. Perino serves as co-chair of the BBG Communications and Outreach Committee.



S. Enders Wimbush is a senior Director at the German Marshall Fund. From 1987-93, he was director of Radio Liberty in Munich, Germany. He has worked for Booz Allen Hamilton; the Rand Corporation, as a consultant and analyst of international security issues; and for Runzheimer International, as director of communications. Earlier Wimbush directed the Society for Central Asian Studies in Oxford, England.

He has authored and edited numerous books, including authoritative histories of Central Asia and the Caucasus. Wimbush serves as chair of the BBG Strategy and Budget Committee, and as chair of the corporate board of the Middle East Broadcasting Networks, Inc.



Secretary of State Hillary Clinton serves as an *ex-officio* member of the board. Before becoming Secretary of State, Clinton served in the United States Senate as the junior senator from New York, a post she was elected to in 2000 and then re-elected in 2006. In the Senate, Clinton served on the Armed Services Committee, the Health, Education, Labor and Pensions Committee, the Environment and Public

Works Committee, the Budget Committee and the Select Committee on Aging. She was also a commissioner on the Commission on Security and Cooperation in Europe. As a former First Lady, and previously as an attorney, Clinton was an avid advocate for human rights, democracy and civil society. The Secretary is represented on the Board by Judith A. McHale, the Under Secretary of State for Public Diplomacy and Public Affairs.



On left: BBG Governors take questions at the VOA/ IBB/OCB town hall meeting; Governor Ashe greeting former Czech president Václav Havel; BBG Chair Isaacson leads the discussion at a board meeting; BBG Board with Vice president Biden at their swearing in; Governor McCue listens at town hall meeting.

On right: Governor Mulhaupt discusses governance issues at BBG Board Meeting; Governor Perino speaks with new OCB director Carlos García-Pérez; Governor McCue speaks with Leila Janah at the BBG Digital Ideas Lab; Governor Wimbush meets employees at Radio Free Asia.



Board Members (serving through June 2010)



Joaquin F. Blaya is chairman of Blaya Media Inc. Since emigrating to the U.S. from Chile, where he worked in marketing and media, he has held a number of senior management positions with media companies. He served as chairman of Radio Unica, a Spanish-language radio network, and as CEO of the Telemundo Group, Inc., the nation's second-largest Spanish-language television network. He also served as president of Univision

Holdings, Inc., the nation's largest Spanish-language media company. He is on the Boards of Trustees of the University of Miami and the Sylvester Cancer Center.



Blanquita Walsh Cullum is founder and president of the Young American Broadcasters. Cullum is chairwoman of the Talk Radio First Amendment Committee and served as president of the National Association of Radio Talk Show Hosts. Her 25-year career includes serving as host and anchor for nationally syndicated talk and television shows and as a producer, reporter and political analyst.

For over a decade, *Talkers Magazine* listed Cullum as one of the 100 most important Talk Show hosts in the United States.



D. Jeffrey Hirschberg is a Partner and Managing Director of Washington, D.C. based Kalorama Partners and serves as Senior Advisor to Ogilvy Government Relations. He retired from Ernst & Young in 1999 as vice chairman/governmental affairs. Previously, Hirschberg worked for the U.S. Justice Department as deputy chief of the criminal division's special litigation section, where he was responsible for defense of national security electronic

surveillance cases and for investigations and prosecutions under the pre-Foreign Corrupt Practices Act. He also prosecuted civil and criminal matters as an assistant U.S. Attorney in Milwaukee. Hirschberg serves on the board of Freedom House, as a director of the U.S.-Russia Business Council, and was a former director of the Center for Democracy.

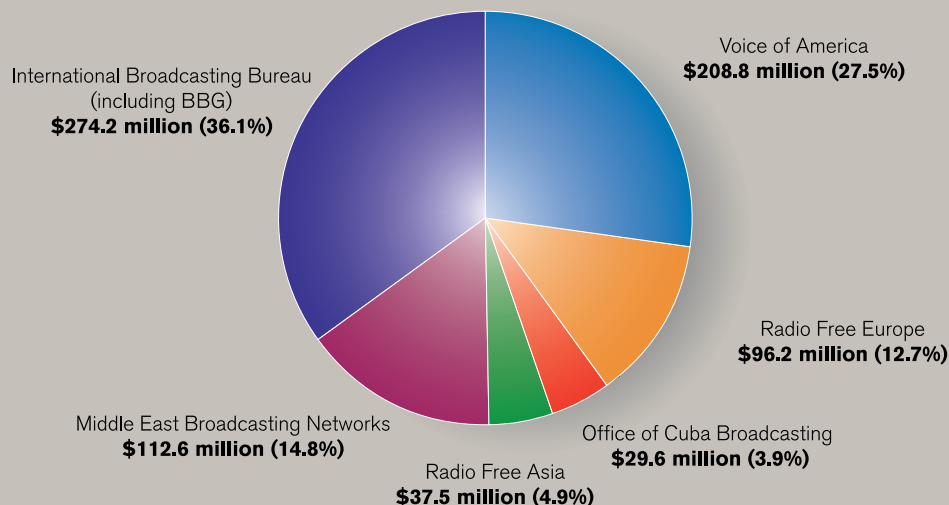


Steven J. Simmons is Chairman and CEO of Simmons Patriot Media and Communications, LLC, which manages cable TV/Internet/digital phone companies. In 2006, Cable World named him Independent Cable Operator of the Year. Simmons served on the board of the National Cable Television Association and was elected a Cable TV Pioneer. Simmons previously served as an Associate Director on the White House's Domestic Policy Staff and was an Associate Professor at The University of California. His writing includes *The Fairness Doctrine* and *the Media*, a number of articles on communications law, and the best-selling children's book, *Alice and Greta*.

On left: Gov. Blaya speaks at the Voice of America; Governor Simmons and Governor Cullum meeting with IBB Associate Director for Program Support Gary Thatcher; Governor Hirschberg speaks at a BBG-sponsored event on Iran's blogosphere at George Washington University; Panel discussion on "Iran's Blogosphere and Grassroots Voices;" Governor Cullum presents Burke Award to VOA Journalist Sok Pov, on right VOA Director Dan Austin.

Allocation of the BBG FY 2010 Budget

Total: \$758.9 million



FINANCIAL HIGHLIGHTS

(IN THOUSANDS)

2010

2009

AT END OF YEAR:

Condensed Balance Sheet Data:

Fund Balance with U.S.	\$168,719	\$158,487
Accounts Receivable	6,183	2,867
Property, Plant, and Equipment	134,589	132,812
Other	2,651	4,161
TOTAL ASSETS	\$312,142	\$298,327

Accounts Payable	10,275	17,880
Retirement and Payroll	38,639	35,331
TOTAL LIABILITIES	\$48,914	\$53,211

Unexpended Appropriations	119,999	118,440
Cumulative Results of Operations	143,229	126,676
TOTAL NET POSITION	\$263,228	\$245,116

TOTAL LIABILITIES AND NET POSITION

\$312,142 \$298,327

FOR THE YEAR:

Total Cost	745,530	766,124
Total Earned Revenue	(5,004)	(1,304)
TOTAL NET COST OF OPERATIONS	\$740,526	\$764,819

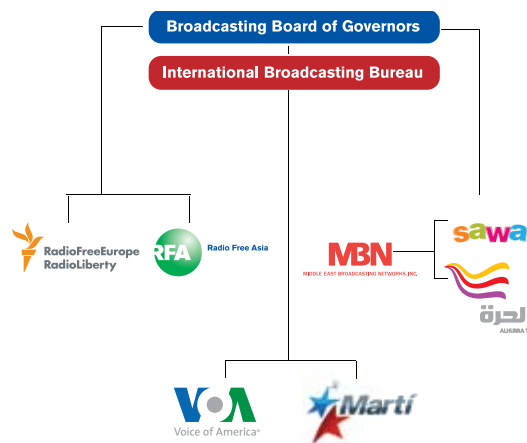
FINANCIAL HIGHLIGHTS

The independent accounting firm Clarke Leiper, PLLC conducted our FY 2010 financial statement audit and issued an unqualified opinion on our Principal Financial Statements. This is the best possible audit result.

Preparing these statements allows the BBG to improve financial management and provide accurate and reliable information to Congress, the President, and the taxpayer. BBG management is responsible for the integrity and objectivity of the financial information presented in the statements.

The financial statements and financial data presented in this report have been prepared from the accounting records of the BBG in conformity with generally accepted accounting principles (GAAP). In addition, the standards as prescribed by the Federal Accounting Standards Advisory Board (FASAB) have been applied.

ORGANIZATIONAL CHART



On back cover: RFA interviews man who was forcibly evicted from his land by the government in Cambodia's Kompong Thom province.

