



Broadcasting
Board of
Governors



Fiscal Year 2009 Budget Request

Voice of America • Radio/TV Marti • Radio Free Europe/Radio Liberty
Radio Free Asia • Middle East Broadcasting Networks

Broadcasting Board of Governors Fiscal Year 2009 Budget Request

Executive Summary

Broadcasting Board of Governors
FY 2009 Budget Request
\$699.5 million

The fight against the forces of extremism is the great ideological struggle of our time. And in this fight, our nations have a weapon more powerful than bombs or bullets. It is the desire for freedom and justice written into our hearts ...

And we see this desire in the brave dissidents and journalists who speak out against terror and oppression and injustice.

George W. Bush
January 13, 2008

The Broadcasting Board of Governors (BBG) advances the national security interests of the United States by promoting freedom and democracy and enhancing understanding through multi-media communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas. The BBG is in the forefront of combating global extremism. Of its 155 million worldwide weekly audience, 60 million reside in the critically important areas of the Middle East and South Asia.

The BBG encompasses all U.S. civilian international broadcasting, including the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Radio and TV Martí, and the Middle East Broadcasting Networks (MBN). BBG programming is distributed via radio, TV, the Internet, and a host of new media in 60 languages. All BBG broadcast services adhere to the standards and principles of the International Broadcasting Act of 1994.

To fulfill its mission and mandates, the BBG works to serve as an example of a free and professional press, to communicate what America stands for, to foster respect for human rights, to strengthen civil society, to stem religious and ethnic intolerance, and to combat hate media. The Agency's strategic plan for 2008-2013 renews the imperative of marrying the mission to the requirements of individual markets to ensure effectiveness while it acknowledges new challenges and incorporates new strategies. These include broadening inter-agency coordination with government public diplomacy and strategic communication programs in support of U.S. objectives overseas.

Program Accomplishments

Over the past year, as crises in key regions have led to increased oppression of freedom and justice, the BBG has responded by providing accurate and relevant news and critical information to audiences in countries including Burma, Somalia, Kenya, and Pakistan. BBG's ability to respond quickly illustrates that international broadcasting is the most effective U.S. tool to reach

a worldwide audience with news and information and relevant discussions to those who do not receive this from their own media.

Key accomplishments in FY 2007 and FY 2008 include:

- In January 2008, VOA increased its Swahili broadcasts to Kenya in response to the crisis that followed that country's elections in December. While local broadcasters have been banned from covering the events, VOA brings audiences live reports from around Kenya, analysis of the crisis, background reports, and listener reaction.
- In response to the Pakistani state of emergency in November 2007, VOA increased its live radio programming in Urdu from 5 to 12.5 hours daily. VOA's *Radio Deewa* – a broadcast stream aimed at the more than 40 million Pashto-speaking people living in the Afghanistan-Pakistan border region – broadcasts six hours of news and information daily.
- VOA and RFA doubled their daily broadcast hours to Burma in September 2007, responding to the nationwide demonstrations against the military junta. While the junta has tried its best to quash the free flow of information, RFA and VOA have continued to broadcast news and information about the latest developments in Burma and around the world.
- In February 2007, VOA launched the Somali Service to provide listeners with objective news and information not available from local media sources and to enable Somali people to hear the voices of Somalis from all political persuasions and walks of life. VOA's Somali program is available to millions of Somalis through some of the most widely listened-to FM stations in Somalia.
- Despite continued obstacles to reaching audiences in North Korea due to jamming or government restriction, the BBG has enhanced its reach to this critical region. By the end of FY 2007, VOA and RFA Korean Services expanded their broadcast to 7 ½ hours daily. By mid-FY 2008, VOA and RFA will be broadcasting 10 hours daily on medium wave and shortwave.
- VOA's Persian News Network now broadcasts 6 hours of daily original television programming to Iran. Combined with acquired programming and repeats of original broadcast hours, VOA provides a 24-hour television stream. Radio Farda, the 24/7 Persian radio service, continues to broadcast to Iran. To enhance its coverage, Radio Farda doubled its evening newscast to one hour and launched a revamped, news-oriented website.
- In FY 2007, Alhurra and Radio Sawa were the first to break a number of major news stories, including the bombing of the Iraqi parliament building and Saddam Hussein's execution. MBN continues to provide unique programming formats such as *Sawa Chat*, which provides an interactive discussion and solicitation of opinions from its audience. Alhurra sponsored a town hall meeting in Washington with prominent Palestinian-Americans expressing their views of the Middle East Peace process. On Alhurra's *Free Hour*, an Israeli official and Saudi guest appeared at the same time – an unprecedented event.

- RFE/RL's Radio Free Iraq provided objective, balanced coverage of Iraq with daily coverage of the activities of the Iraqi Cabinet and Parliament. Its civic-minded programming promotes national unity and the universality of human rights.
- In June 2007, responding to the Chavez Government's closing of RCTV, Venezuela's oldest and most popular broadcaster, VOA Spanish launched *VOA Noticias (VOA News)*, a daily 22-minute live television newscast. In FY 2008, VOA Spanish will add a 30-minute, 5 day a week television news magazine and news feeds to Venezuela.
- Since October 2006, TV Martí has been broadcasting five hours per day, six days per week via AeroMartí, OCB's airborne broadcast platform.

Program Changes Proposed for FY 2009

In FY 2009, the BBG proposes several program initiatives pivotal to supporting the U.S. national interests and meeting the strategic goals of the Agency.

- Internet Programming (\$2.0 million) – The BBG proposes launching a significant Internet initiative to revitalize options for certain language services that currently rely on shortwave program delivery in markets where shortwave usage is dwindling, and where other program delivery options are limited. Research verifies that, in a number of markets where AM, FM, and television delivery are not available for U.S. international broadcasting, Internet use by the local population is increasing. Programming can circumvent hostile transmission environments and the decline in shortwave usage in these markets by significantly expanding VOA's Internet capability in English, Russian, Mandarin, Spanish, Persian, and Vietnamese; strengthening RFE/RL's central Internet capability; and enhancing RFA's on-line presence in China and Vietnam. This proposal recognizes the continued technological evolution of program delivery from shortwave to Internet and the increasing audience preference for and accessibility of web-based programming. Where shortwave continues to be key, the BBG will continue to broadcast.
- VOA Somali (\$1.8 million) – To respond to the continuing crisis, the BBG proposes to continue VOA Somali's three-hour daily program (two hours of original programming and one hour repeat). Currently funded through reimbursable agreements from the State Department, VOA's program, *Evening Edition*, has attracted a widening audience, since its launch in February 2007. Its accurate and objective news and features examine alternatives to clan-based conflict and extremist ideologies. The initiative provides intensive news coverage, carried out by a network of stringers around Somalia and in the sub-region of Ethiopia, Eritrea, Kenya, and Sudan.
- RFE/RL Azerbaijani to Iran (\$1.2 million) – To address the lack of objective and comprehensive news and information for Azerbaijanis, the largest ethnic minority group in Iran, the BBG proposes to launch a one-hour RFE/RL radio program (repeated once daily) for the Azeri-speaking population of Iran, to be broadcast seven days a week.
- Upgrading Television Production (\$3.5 million) – The BBG proposes an upgrade to MBN's digital video content and television production and distribution capabilities. This project will

improve management of digital content and streamline television production by transitioning to an environment where file-based technologies can be used to manage and distribute digital content.

With the shifting of priorities to the Middle East and the increasingly free media market in the former Yugoslavia, the BBG proposes eliminating RFE/RL's South Slavic and Albanian language programming, which will partially offset these increases.

FY 2009 Performance Goals

Through the combination of strengthened targeted programming, improved transmission capability, and the alignment of essential support services, the BBG total request of \$699.5 million will serve to increase the overall audience reach and impact of U.S. international broadcasting. Of the BBG's total budget, \$126.7 million is included for Arabic language programming; \$152.6 million for Near East, South, Central Asia and Eurasia programming; \$70.4 million for East Asia programming; \$17.3 million for Africa programming; and \$41.2 million for Latin America programming. The costs for these performance objectives include all programming and program delivery expenses to each region. \$291.3 million is proposed for the support functions across all entities to support the total audience reach. BBG's performance objective is to reach audiences in these targeted regions. This can only be accomplished if our programs, transmission, and support services provide professional, timely, and reliable service to our audiences.

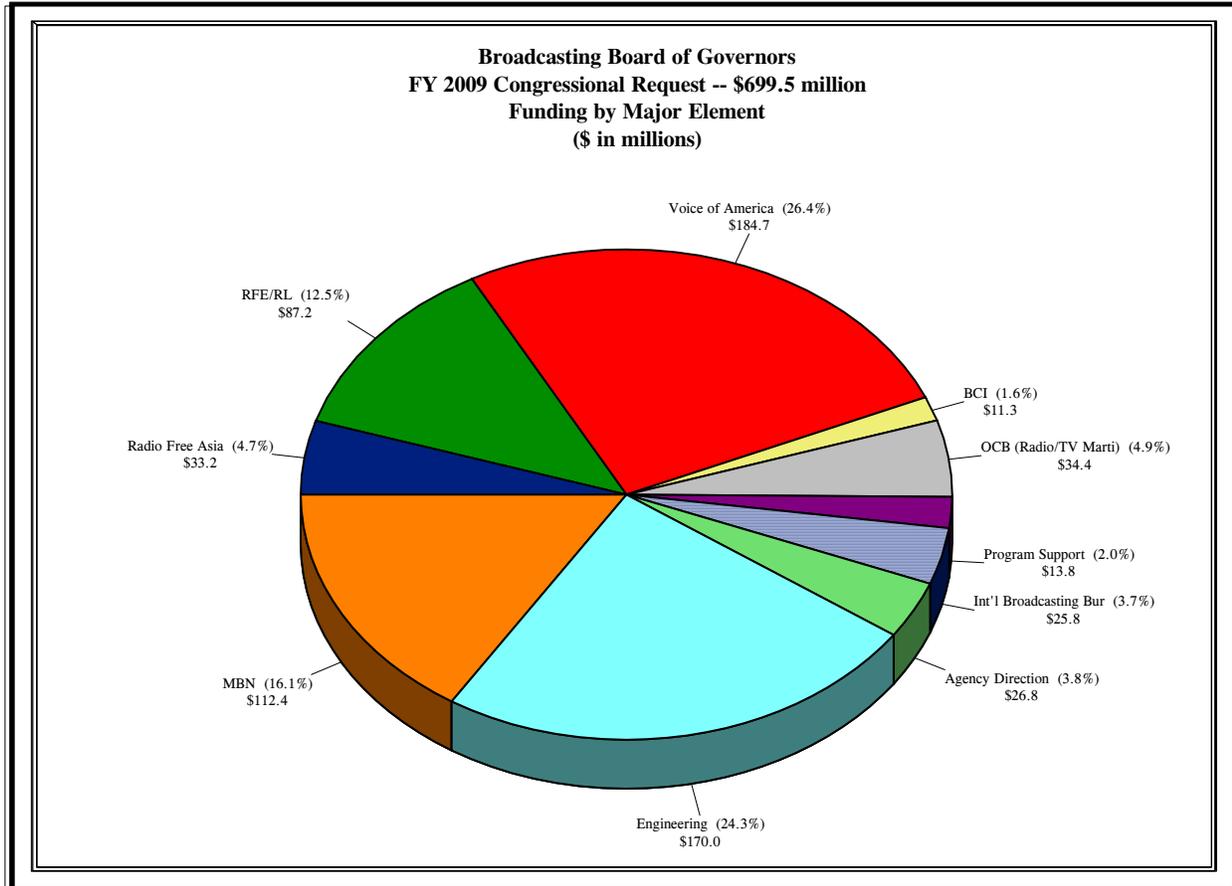
Summary of Funding Request by Account

The Broadcasting Board of Governors requests a total of \$699.5 million for FY 2009.

The FY 2009 request includes:

- \$653.8 million for International Broadcasting Operations (one-year funding for all broadcasting and support services except for Radio and TV Martí). This request includes increased funding for the BBG Internet initiative, continuing VOA Somali broadcasts, launching RFE/RL Azerbaijani to Iran, and upgrading MBN's television production capability. The FY 2008 appropriations bill included \$12 million for the BBG that was designated as emergency supplemental funding and was used to continue the language services proposed for reduction in the FY 2008 request. The FY 2009 budget request does not assume the continuation of these supplemental funds, and reflects implementing most of the language service reductions proposed in the FY 2008 request by September 30, 2008. The FY 2009 budget request supports a continued, more robust VOA English website as a core news delivery system, as well as shortwave English broadcasts to key markets such as Africa and China where they continue to be viable.
- \$34.4 million for Broadcasting to Cuba (no-year funding for Radio and TV Martí). This includes funding to maintain multiple means of transmission, including operating the aircraft for Radio and TV Martí.
- \$11.3 million for Broadcasting Capital Improvements (no-year funds for transmission infrastructure maintenance and improvements). This includes funding for maintenance,

repairs, and improvements to existing systems, and other measures to secure the current transmission capability.



Broadcasting Board of Governors
Summary of Resources
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>2008- 2009</u> <u>Difference</u> |
|--|------------------------------|--------------------------------|-------------------------------|--|
| <u>International Broadcasting Operations</u> | | | | |
| Agency Direction | 25,286 | 27,813 | 26,795 | (1,018) |
| International Broadcasting Bureau | 22,966 | 23,976 | 25,785 | 1,809 |
| Voice of America | 172,782 | 190,165 | 184,686 | (5,479) |
| Broadcasting to Cuba | 33,915 | 33,408 | - | (33,408) |
| Engineering and Technical Services | 181,342 | 174,424 | 169,961 | (4,463) |
| Program Support | 13,659 | 14,005 | 13,789 | (216) |
| Total, IBB | 424,664 | 435,978 | 394,221 | (41,757) |
| <u>Independent Grantee Organization</u> | | | | |
| Radio Free Europe/Radio Liberty | 75,051 | 79,934 | 87,225 | 7,291 |
| Radio Free Asia | 31,537 | 34,167 | 33,166 | (1,001) |
| Middle East Broadcasting Networks | 93,190 | 93,451 | 112,394 | 18,943 |
| Total, Grantees | 199,778 | 207,552 | 232,785 | 25,233 |
| Total IBO Resources | 649,728 | 671,343 | 653,801 | (17,542) |
| SUMMARY OF RESOURCES | | | | |
| Appropriated P.L. 110-5, P.L. 110-161/Request | 639,126 | 664,727 | 653,801 | (10,926) |
| Emergency Supplemental P.L.110-28, P.L.110-161 | 10,000 | 12,000 | - | (12,000) |
| Transfer from USAID | 602 | - | - | - |
| Rescission | - | (5,384) | - | 5,384 |
| Total, IBO Resources | 649,728 | 671,343 | 653,801 | (17,542) |
| <u>Broadcasting to Cuba</u> | | | | |
| Request | - | - | 34,392 | 34,392 |
| Total, OCB Resources | - | - | 34,392 | 34,392 |
| <u>Broadcasting Capital Improvements</u> | | | | |
| Appropriated P.L. 110-5, P.L. 110-161/Request | 7,624 | 10,748 | 11,296 | 548 |
| Rescission | - | (87) | - | 87 |
| Total, BCI Resources | 7,624 | 10,661 | 11,296 | 635 |
| Grand Total, Broadcasting Board of Governors Appropriated/Request | 656,750 | 682,004 | 699,489 | 17,485 |

Broadcasting Board of Governors
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | | |
|---|---|-----------------|
| FY 2008 Estimate | + | 682,004 |
| Represents the FY 2008 estimate for all BBG elements including the FY 2008 Emergency Supplemental funding. | | |
| Wage Increases: Domestic/American | + | 9,849 |
| Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009. | | |
| Wage Increase: FSNs | + | 208 |
| Represents anticipated wage increases for overseas foreign service national employees. | | |
| Other Wage Requirements | - | (9,216) |
| Provides for the annualization of salary and benefits to continue programming into FY 2009, including increased workers compensation, health care costs, and Radio Farda consolidation offset by wage costs associated with the FY 2008 Emergency Supplemental. | | |
| Built-in Requirements | + | 24,229 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | | |
| a) Annualization of FY 2008 program initiatives | | 14,462 |
| b) Rent/utilities/security/building maintenance | | 8,534 |
| c) Information technology and capital projects | | 791 |
| d) Consolidated research | | 442 |
| Non-Recurring Costs | - | (13,810) |
| The following costs are non-recurred in FY 2009: | | |
| a) Cost associated with FY 2008 Emergency Supplemental | | (4,917) |
| b) Other operating expenses, including one-time FY 2008 costs | | (4,208) |
| c) Program delivery | | (4,179) |
| d) Radio Farda consolidation | | (506) |
| Program Decreases | - | (2,298) |
| Reflects the following reductions to base operations: | | |
| a) Eliminate RFE/RL's South Slavic programming | | (2,298) |
| Program Increases | + | 8,523 |
| Reflects the increase above base operations to fund the following enhancements: | | |
| a) Enhance Internet programming | | 2,026 |
| b) Continue Somali broadcasts to Horn of Africa | | 1,790 |
| c) Establish Azerbaijani-Language radio and Internet programming to Iran | | 1,207 |
| d) Upgrade television production | | 3,500 |

| | | |
|--|--|----------------|
| TOTAL FY 2009 BROADCASTING BOARD OF GOVERNORS REQUEST | | 699,489 |
|--|--|----------------|

Broadcasting Board of Governors
Explanation of Change
FY 2008 - FY 2009
(\$ in thousands)

| | <u>FY 2008</u> <u>Estimate</u> | <u>FY 2009 Requirements</u> | | <u>FY 2009</u> <u>Continuing</u> <u>Operations</u> | <u>Program</u> <u>Decreases</u> | <u>Program</u> <u>Increases</u> | <u>FY 2009</u> <u>Request</u> |
|--|-----------------------------------|------------------------------------|---|--|------------------------------------|------------------------------------|----------------------------------|
| | | <u>Wage</u> <u>Requirements</u> | <u>Other Net</u> <u>Built-in</u> <u>Changes</u> | | | | |
| International Broadcasting Operations | | | | | | | |
| Agency Direction | 27,813 | 452 | (1,470) | 26,795 | - | - | 26,795 |
| International Broadcasting Bureau | 23,976 | 966 | 698 | 25,640 | - | 145 | 25,785 |
| Voice of America | 190,165 | (8,386) | (138) | 181,641 | - | 3,045 | 184,686 |
| Engineering and Technical Services | 174,424 | 1,167 | (4,627) | 170,964 | - | (1,003) | 169,961 |
| Program Support | 14,005 | (4) | (302) | 13,699 | (90) | 180 | 13,789 |
| Independent Grantee Organizations | | | | | | | |
| Radio Free Europe/Radio Liberty | 79,934 | 282 | 7,240 | 87,456 | (2,208) | 1,977 | 87,225 |
| Radio Free Asia | 34,167 | (822) | (858) | 32,487 | - | 679 | 33,166 |
| Middle East Broadcasting Networks | 93,451 | 6,491 | 8,952 | 108,894 | - | 3,500 | 112,394 |
| Subtotal, IBO | 637,935 | 146 | 9,495 | 647,576 | (2,298) | 8,523 | 653,801 |
| Broadcasting to Cuba | 33,408 | 694 | 290 | 34,392 | - | - | 34,392 |
| Broadcasting Capital Improvements | 10,661 | - | 635 | 11,296 | - | - | 11,296 |
| Total, BBG Request | 682,004 | 840 | 10,420 | 693,264 | (2,298) | 8,523 | 699,489 |

**Broadcasting Board of Governors
Summary of Positions and FTE
As of September 30, 2007-2009**

| | FY 2007 On Board | | FY 2008 Authorized | | FY 2009 Request | |
|---|------------------|----------------|--------------------|----------------|-----------------|----------------|
| | Positions | FTE | Positions | FTE | Positions | FTE |
| <u>International Broadcasting Bureau</u> | | | | | | |
| Agency Direction | 61 | 51.9 | 82 | 69.8 | 82 | 70.2 |
| American Salaries | 61 | 51.9 | 82 | 69.8 | 82 | 70.2 |
| International Broadcasting Bureau | 119 | 109.4 | 139 | 134.2 | 142 | 136.7 |
| American Salaries | 119 | 109.4 | 139 | 134.2 | 142 | 136.7 |
| Voice of America | 1,199 | 1,163.3 | 1,358 | 1,289.4 | 1,247 | 1,195.6 |
| American Salaries | 1,176 | 1,141.3 | 1,332 | 1,263.4 | 1,221 | 1,169.6 |
| Foreign Nationals | 23 | 22.0 | 26 | 26.0 | 26 | 26.0 |
| Engineering and Technical Services | 501 | 519.8 | 536 | 495.1 | 478 | 448.1 |
| American Salaries | 225 | 244.8 | 242 | 226.9 | 243 | 227.9 |
| Foreign Nationals | 276 | 275.0 | 294 | 268.2 | 235 | 220.2 |
| Program Support | 26 | 25.5 | 29 | 28.8 | 29 | 28.7 |
| American Salaries | 21 | 20.5 | 24 | 23.8 | 24 | 23.7 |
| Foreign Nationals | 5 | 5.0 | 5 | 5.0 | 5 | 5.0 |
| Subtotal, Int'l Broadcasting Bureau | 1,906 | 1,869.9 | 2,144 | 2,017.3 | 1,978 | 1,879.3 |
| <u>Broadcasting to Cuba</u> | | | | | | |
| American Salaries | 159 | 154.1 | 167 | 157.5 | 167 | 156.7 |
| American Salaries | 159 | 154.1 | 167 | 157.5 | 167 | 156.7 |
| Subtotal, BBG Federal Employees | 2,065 | 2,024.0 | 2,311 | 2,174.8 | 2,145 | 2,036.0 |
| <u>Grantees</u> | | | | | | |
| Radio Free Europe/Radio Liberty | 497 | - | 525 | - | 523 | - |
| Employees | 497 | - | 525 | - | 523 | - |
| Radio Free Asia | 254 | - | 281 | - | 266 | - |
| Employees | 254 | - | 281 | - | 266 | - |
| Middle East Broadcasting Networks | 356 | - | 624 | - | 624 | - |
| Employees | 356 | - | 624 | - | 624 | - |
| Subtotal, Grantees Employees | 1,107 | - | 1,430 | - | 1,413 | - |
| Total, Broadcasting Board of Governors | 3,172 | 2,024.0 | 3,741 | 2,174.8 | 3,558 | 2,036.0 |

**Broadcasting Board of Governors
Fiscal Year 2009 Budget Request**

Program Enhancements

Broadcasting Board of Governors
Internet Programming
(\$6.4 million offset by reallocations of \$4.4 million
for a net increase of \$2.0 million and 18 positions)

New media technologies are revolutionizing the way people communicate and access information. A June 28, 2007 *Washington Post* front-page story described the critical role of text messaging and the Internet in the successful effort of Chinese citizens to delay the construction of a factory in Southern China until environmental studies are conducted. According to the *Washington Post*, “The delay marked a rare instance of public opinion in China rising from the streets and compelling a change in policy by Communist Party bureaucrats. It was a dramatic illustration of the potential of technology – particularly cell phones and the Internet – to challenge the rigorous censorship and political controls through which the party maintains its monopoly on power over China’s 1.4 billion people.” The article continued by describing how individuals were able to stay one step ahead of the censors on the Internet by posting reports of the demonstrations against the building of a factory in Southern China. The reports were posted, and by the time the security monitors blocked these sites, the reports had already bounced to other sites.

This article vividly illustrates the potential of the Internet for BBG broadcast entities, and one of the BBG’s highest priorities is to establish a robust and well-integrated Internet capability, with frequent news updates and increased interactivity. The BBG is facing serious challenges reaching strategically important audiences in Russia, Venezuela, China, Vietnam, and Iran as local government restrictions and the changing habits of consumers cut into the use of conventional radio and television. As the BBG looks for alternative ways to reach these audiences, the method with the greatest potential to counter censorship and press restrictions is the Internet. The BBG must strengthen its Internet products in order to make them more competitive as the Internet marketplace expands around the world.

To accomplish this, the BBG proposes launching an Internet initiative to significantly expand VOA’s Internet capability in Russian, Mandarin, Spanish, Persian, and Vietnamese; to strengthen RFE/RL’s central Internet capability; to strengthen RFA’s on-line presence in China and Vietnam; and to create a more vibrant home port for VOA English as its shortwave audiences turn to more modern broadcast technologies. This proposal would also reallocate language service radio staff to web positions, shift radio transmission funding to the Internet program, and build on the FY2008 Internet anti-jamming initiative, reflecting changing listening habits away from shortwave toward the Internet.

The Internet is increasingly critical to the distribution of BBG content worldwide. As with shortwave transmission, the Internet bypasses gatekeepers and delivers programs directly to audiences. Despite attempts to censor Internet content, much traffic is able to get through, often through proxy servers. The BBG views the Internet as a key element in delivering audio and video content and reaching new audiences, while eventually lowering costs for transmission and placement. To position BBG broadcast services competitively, a significant investment in Internet infrastructure and capability must be made now. To take advantage of the Internet’s interactive, multi-media capability, major upgrades must be implemented to compete with the

proliferation of news and information sites in our target markets. While each BBG broadcast service has unique content to offer its audience, the design, format, and interactivity of the sites must be enhanced to meet audience expectations.

The total number of adult Internet users in Russia, Venezuela, Bolivia, Colombia, China, and Iran is 253 million, according to InterMedia research. In all regions, there has been a sharp upward trend in Internet use for the past several years. Internet World Stats, which measures trends since 2000, shows growth in Iran of 2900%, growth in Russia of 664%, and growth in the Andean region of between 248% and 523%. According to the Vietnamese Urban Survey, there are 3.1 million urban Vietnamese adults who are regular Internet users with an interest in Vietnamese news.

VOA

VOA's Internet plan would focus on several key initiatives that have begun in FY 2008. To be competitive and fulfill its mission, VOA will update the Russian, Mandarin, and Persian language sites 24/7, create a robust English language portal, and strengthen the Internet presence of its Spanish and Vietnamese sites. The English home page, including 24/7 news updates and a dynamic Learning English site, will also carry targeted regional pages for areas such as South Asia and Africa. To further the BBG goal of providing a forum for debate, dialogue, and two-way communication, VOANews.com will incorporate a full menu of interactive elements and make content available on a variety of digital platforms. Such steps will appeal to younger audiences and allow VOA to compete in the more interactive Internet marketplace.

VOA will establish a centralized Internet team to provide oversight for all elements of VOANews.com. This team will apply a common set of tools and protocols across all language sites, while allowing for customization to suit market needs. The team will include graphic artists, photo editors, and new media experts to provide day-to-day interactive and multi-media materials and will be responsible for serving both the portal page and language sites. Also, the VOA Internet team and IT team will work together to develop and maintain these sites, monitor visitor traffic and customer satisfaction, and promote improved functionality and design. This proposal includes a new Internet content management system to support the program enhancement.

VOA will target educated seekers of news and information on the Internet. This audience is largely made up of 15 to 39-year-olds living in urban areas, but it also includes opinion leaders and influential government officials, journalists, and academics. VOA expects the results of this initiative to be substantial with the addition of younger audiences, more efficient sharing of information across mediums and among language services, and cost savings in transmission and placement in upcoming years.

Radio Free Europe/Radio Liberty

Radio broadcasts alone are no longer sufficient to generate maximum impact and mission success for RFE/RL. The success of the revamped, sophisticated multimedia Radio Farda website confirms the potential audience growth through enhanced Internet presence. The Radio Farda website saw an increase of 77 percent in the number of pages viewed in the first full month after the introduction of its new website (5,687,821 in January 2007), as compared to the last full

month prior to its launch (3,218,127 in November 2006). Radio Farda’s website now draws more than 700,000 requests for audio each month.

RFE/RL’s proposal would strengthen its central Internet capability, enabling the creation and support of sophisticated Internet products that can compete successfully in fast-growing Internet-based media markets in RFE/RL’s broadcast region. In particular, the enhancement will support increased audience interactivity of RFE/RL websites. This is particularly relevant in Russia, where RFE/RL is working to upgrade its Internet operations. RFE/RL’s Internet technology team will build, maintain, and enhance the systems needed to distribute text and audio content over the Internet, and the addition of technical and graphic support personnel will allow RFE/RL language services to create multimedia components for breaking news and in-depth features and analysis.

Radio Free Asia

The BBG proposes creating an online presence for RFA’s trusted news and information that would more fully engage its audience and would attract a new and younger audience – future leaders and decision makers in the target countries. While RFA is committed to its radio broadcast listeners, it must enhance its Internet capability to reach larger and younger audiences. Increasingly, RFA’s audience is moving into a multi-media environment with greater access to the Internet, mobile phones, and MP3 players. This is especially true in China and Vietnam, where urban populations are supported by strong and growing economies.

Building a strong and robust online presence will also greatly augment RFA’s radio broadcasts by bringing news and stories to life with pictures and through podcasts and mobile phones. Interactive, participatory websites will provide a safe forum for audiences to engage in social discourse, debate local issues, and share user-generated content and information.

The proposal will allow for improved packaging and presentation of RFA news and information content, with increased multi-media capabilities. To accomplish this, RFA will increase staffing to prepare content and to establish a multi-media desk to support all language services.

The primary audiences are regular Internet users, particularly between the ages of 25 and 34, who are web-savvy and have an interest in news and current affairs. Secondary target audiences are the regular Internet users from all other age groups. While emphasis will be placed on audiences in China and Vietnam, resources will be shared with web teams for all other language services.

| Performance Goal | FY 2009 Target | FY 2010 Target | FY 2011 Target |
|--|-----------------------|-----------------------|-----------------------|
| Increase average monthly visits to targeted websites | 8.5 million | 3.0 million | 3.5 million |

Broadcasting Board of Governors
Somali Broadcasts to Horn of Africa
(\$1.8 million and 3 positions)

VOA launched a one-hour Somali broadcast to the Horn of Africa in February 2007, funded through a reimbursable agreement from the State Department. Additional reimbursable agreements supported the expansion of the program to three hours (two hour original and one hour repeat) in December 2007. The deteriorating political and economic situation in Somalia over the last year continues. According to policymakers, al Qaeda is playing a role in driving these events. There is clearly a need to provide accurate, timely, and unbiased news and information and a clear presentation of U.S. policy to the region that will command attention.

To respond to this crisis, the BBG proposes to continue VOA's Somali three-hour daily programming in FY 2009. Since its launch on February 12, 2007, the VOA Somali program, *Evening Edition*, has attracted ever-widening audiences. Its accurate and objective news and feature programming examine alternatives to clan-based conflict and extreme ideologies, and engage leaders and citizens in discussions of reconciliation and models for a stable future.

VOA provides intensive news coverage, carried out by a network of stringers around Somalia and in Ethiopia, Eritrea, Kenya, and Sudan. VOA also works with local partners, including USAID and nonprofit health institutions, to provide critically needed health, immunization, and child care information to Somalia and Djibouti. Specific information on personal and family health and HIV/AIDS will be broadcast to a region with one of the world's lowest development ratings.

VOA targets the seven to ten million people in Somalia, Djibouti, Ethiopia, the greater Horn of Africa, East Africa, and Yemen who either speak or understand Somali. Specific program segments will engage Somali-speaking youth, ages 17-35, who are predominantly male and Muslim. The median age in Somalia is roughly 17 for both men and women. The target audience is heavily radio dependent. A study by UNDP in 2002 found that 78% of Somali males listened to the radio regularly. More recent research from Djibouti also shows large audiences (50-65%) for Somali-language radio broadcasts.

This proposal supports BBG efforts to engage non-Arabic Muslim populations. It reflects the prominence of Somalia in the broad palette of U.S. foreign policy and anti-terrorism initiatives in Africa.

Performance Measures

| Performance Measure | FY 2009 Target | FY 2010 Target | FY 2011 Target |
|---|--------------------------------|--------------------------------|---------------------------------|
| Increase VOA Audience Reach in Target Countries | 1 million additional listeners | 1 million additional listeners | .5 million additional listeners |
| Increase VOA Awareness in Somalia | 10% Awareness in Somalia | 13% Awareness in Somalia | 15% Awareness in Somalia |

Broadcasting Board of Governors
Azerbaijani-Language Radio and Internet Programming to Iran
(\$1.2 million and 6 positions)

Iran is a central focus of the U.S.-led War on Terror. Since the 2005 election of President Mahmoud Ahmadinejad, confrontation with the West has grown over Iran's nuclear program, its support for terrorist groups, and its violations of human rights. Most independent domestic media outlets have been silenced, leaving Iranians with few choices other than international broadcasts for accurate, balanced information about events in their own country, the Middle East, and the world.

While the Iranian constitution gives minorities the right to use their languages in the mass media, Iranian authorities have ignored these guarantees in favor of discriminatory policies of enforced religious, linguistic, and cultural orthodoxy. Responding to reports of the arrest of Azeri activists in Iran in February, 2007, the U.S. State Department said it was "deeply concerned by the regime's continuing repression of Iran's minority ethnic (groups)," including Azeris, and charged that the Iranian regime "has banned the teaching of the Azeri language in schools, harassed Azeri activists and unjustly jailed Azeri citizens for advocating for cultural and linguistic rights."

Estimates of the number of ethnic Azerbaijanis living in Iran range from 12 to 23 million. *The World Factbook 2007* reports that 24 percent (15.7 million people) of the Iranian population is ethnically Azerbaijani. According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), there are more Azerbaijanis inside Iran than anywhere else in the world, including in Azerbaijan, where the total population is 7 million.

To address the lack of objective and comprehensive news and information for the Azerbaijanis in Iran in their native language, the BBG proposes to launch a one-hour RFE/RL radio program (repeated once daily), to be broadcast seven days a week and delivered by shortwave and, potentially, by medium wave transmission. Multi-media online and mobile programming will be available through a companion website. These products will provide timely and in-depth news, information, and analysis to the large Azerbaijani population, and contribute an interactive forum where they may freely discuss current issues and their perspectives on democracy and civil society. Interactive programming will include audio, podcasts, RSS feeds, program descriptions, and host/contact information.

Broadcasts in minority languages have been an integral part of RFE/RL's broadcast strategy for more than five decades. The strategy looks toward reaching key populations, rather than just providing programming that is country-specific. Programming for Azerbaijanis in Iran will draw on the rich reporting, analytical expertise, and technical infrastructure of Radio Farda, the most popular international radio broadcaster to Iran, and on RFE/RL's Azerbaijani Service, which has earned high credibility as a source of balanced, comprehensive information and analysis for its broadcasts to Azerbaijanis under repressive regimes for more than 50 years.

This new program will target ethnic Azerbaijani news-seekers 15 years and older living in Iran. In the most recent InterMedia telephone survey in Iran in April 2006, nearly all respondents who identify themselves as ethnic Azerbaijanis also speak the Azeri language. Iranians have demonstrated an interest in Azerbaijani-language products from RFE/RL in the past. Nearly half of Iranian Azeris use the radio each week, and access to radios that receive MW/AM and SW signals is high. In an InterMedia survey, three-quarters of Azerbaijani respondents reported access to radios that received these wavebands. Weekly radio listeners use MW/AM and SW at higher rates than the general population; just over one-quarter listen to MW/AM each week while 12 percent listen to programming on SW. Looking at the potential audience for programming delivered on both wavebands, 30 percent of weekly Azerbaijani radio listeners in Iran use one or the other waveband each week. The long-term target is to reach 1.5 million Iranian Azerbaijanis.

| Performance Goal | FY 2009 Target | FY 2010 Target | FY 2011 Target |
|---|-----------------------|------------------------|------------------------|
| Increase Audience Reach of Azeri Listeners | 950,000 Listeners | 1,160,000 Listeners | 1,320,000 Listeners |
| Achieve and maintain “Good” or better Program Quality Score | At least “Good” Score | “Good” or better score | “Good” or better score |

Broadcasting Board of Governors
Upgrade Television Production Capability
(\$3.5 million)

Millions of people in the Middle East rely on MBN broadcasts to provide them with accurate news and information. The technology used to create these programs is constantly evolving and improving. In order for MBN to deliver programs of the highest quality, it must keep pace with these evolving technologies. Integrating various video, audio, and Internet media resources into digital systems is an important step in achieving this goal.

As MBN's programs have grown, infrastructure limitations pose challenges for delivering MBN's daily programming and production capacity. For example, MBN's live programming has been interrupted by technological problems with its broadcast automation system because the current system was not configured to support multiple 24-hour streams. The broadcast automation system is the back-bone of the MBN news service's production capability. Failures in this system can undermine MBN's reliability and credibility in its broadcast region. It needs to function seamlessly in order to attract and sustain an audience and deliver quality news coverage.

The BBG proposes to replace MBN's broadcast automation system to streamline editing; improve news system integration, eliminating bottlenecks and on-air interruptions of live programming; increase availability of video content, saving hours spent on manual retrieval; and establish a reliable online video archive system, providing data security. This project is essential to correct prolonged, consistent system instability and avoid operational failures and archive system failures, which diminish broadcast quality.

Replacement of the Cinegy broadcast automation system that is currently in use at MBN will streamline workflows, creating immediate efficiencies in news production and delivery. The initial configuration of the Cinegy system did not fully anticipate the requirements of MBN's current broadcast schedule. It was designed to broadcast on one channel for 18 hours a day. Alhurra currently operates three distinct twenty-four hour news channels to the Middle East and Europe. Under this increased workload, the broadcast automation system has been plagued with periods of poor performance, unable to keep up with demands.

MBN estimates that the introduction of a new broadcast automation system will enable them to be 75 percent more efficient. System performance provides the critical link between newsroom users (editors, producers, directors) and the ability to get programming to air. This enhancement will create system stability through proven broadcast automation solutions, including the streamlined editing, improved news system integration, and increased video archive availability. It will eliminate data access bottlenecks that create system-wide slowdowns while allowing continuous availability of all system resources. The end result will be greater reliability, improved data quality, and increased production of content ready to air.

| Performance Goal | FY 2009 Target | FY 2010 Target | FY 2011 Target |
|--|-----------------------|-----------------------|-----------------------|
| Access to needed materials available for multi-media use | 30% | 45% | 75% |

**Broadcasting Board of Governors
Fiscal Year 2009 Budget Request**

International Broadcasting Operations

**Broadcasting Board of Governors
International Broadcasting Bureau
Voice of America**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|-------------------------------------|-------------------|---------------------|--------------------|
| Funding | 172,782 | 182,743 | 184,686 |
| Emergency Supplemental P.L. 110-161 | - | 7,422 | - |
| Total Funding | 172,782 | 190,165 | 184,686 |
| Positions | 1,199 | 1,358 | 1,247 |

Since 1942, the **Voice of America (VOA)** has been promoting U.S. interests abroad by providing accurate and objective news and information about events in the United States and the world to people lacking access to unbiased news. Through its worldwide broadcasts, VOA exemplifies the values of freedom and democracy and provides a powerful source of inspiration. VOA is a multi-media organization, with worldwide distribution of content to an audience of tens of millions via television, radio, the Internet, mobile Internet-enabled devices, Real Simple Syndication (RSS) feeds, and podcasts. VOA’s coverage of news events is a global effort, utilizing reporters in its 14 foreign and five domestic bureaus as well as a worldwide network of reporters and stringers. This year, VOA has provided front-line reporting by its correspondents from such “hot” zones as Iraq, Burma, Pakistan, Afghanistan, Somalia, and Kenya. One Central News reporter went to Somalia repeatedly during the year, often having to dodge mortar and artillery attacks and house-to-house fighting to get a story few news organizations could cover. VOA also dispatched a correspondent in Addis Ababa to improve coverage of developments in Ethiopia and the Horn of Africa region.

In addition to reporting U.S. and international news, VOA tells the world how America’s democratic system works, and reports and discusses U.S. policies. Through call-in shows and other interactive media, VOA also seeks a dialogue with its audiences. All major pronouncements by top officials of U.S. executive, judicial, and legislative branches are broadcast. VOA’s daily multimedia broadcasts currently total more than 1,000 hours of programming each week on radio, television, and the Internet. In addition, VOA has a network of more than 1,200 local affiliate stations. As VOA continues to evolve, it will seek to utilize the latest technologies in newsgathering and transmission to serve its worldwide audiences.

Dramatic Growth in Television

Since September 2002, VOA’s television production has grown significantly and its worldwide TV audience has quadrupled – from 10 million a week in 2002 to 49 million a week in 2007. More than 100 hours of original television programming is distributed each week to strategically important target audiences in priority countries such as Iran, Afghanistan, and Venezuela. The editorial and production quality of VOA’s offerings has also improved, enabling VOA to stay competitive in dynamic media environments. VOA’s worldwide television newsgathering has increased with enhanced television capability in several bureaus, including new production

studios in New York and London. With new interview capabilities at UN headquarters, the Miami news bureau, and VOA's office in Kabul, Afghanistan, VOA can present a greater variety of experts and stories. Since January 2007, VOA's newsroom has doubled its output of TV stories, including more than a half-dozen series about America and global issues. A new digital Master Control system to be completed in 2008 will allow VOA to simultaneously feed more than a dozen video signals to different affiliates, with improved production quality. Also in 2008, VOA will standardize the equipment and production capabilities in VOA's four studios. Improvements to the central video server are allowing language services to share stories more efficiently and gain access to centrally produced television stories on a more timely basis.

Internet and New Media

VOA has increased its use of digital platforms to become more engaged with its audiences by reaching out to a new, younger demographic of Internet users. Among the major developments in the last fiscal year was a new emphasis on interactivity. Several services, including Persian and Russian, now feature polls on their home pages, and invite audiences to e-mail their comments and questions. VOA established standards and guidelines for services to launch blogs, which are becoming increasingly important as a means for sharing and distributing content in our target markets. VOA now has an innovative African Music Blog, an informative News Blog, and a Persian News Blog.

VOA's efforts to increase interactivity with the audience and to provide more frequent news updates in multiple languages have resulted in a steady growth in traffic, including a new monthly high in October when VOANews.com recorded 5.4 million visits. Between 2006 and 2007, overall traffic increased 23%, from 42.8 million visits and 142.3 million page views to 52.6 million visits and 185.3 million page views. Much of the increase can be traced to surging audience interest in times of crisis – and increased faith in the credibility of VOA News – in such places as Burma, Pakistan, and Kenya. The most popular destinations on VOANews.com this past year were the VOA portal page, and the home pages of such services as VOA Special English (learning English), Mandarin Chinese, Persian, Vietnamese, English News, and the Amharic audio page.

In line with market trends showing greater use of video on the web, VOA has increased both the quantity and quality of its online video, and has begun making more video and audio available via podcasts. Among the new web products are the English-language *Daily Download*, a four-minute, personality-driven web video program offering interesting news and feature stories. Another new interactive feature launched on the English site was an online chat. VOA converted its former call-in radio program, *Talk to America*, to a weekly web-based chat called *T2A*, featuring a prominent guest who answers questions live online. The level of audience participation has been much higher for the chat than it had been for the radio program.

VOA is planning to provide content through links with other websites that are popular with target audiences, including YouTube. VOA is also trying to use tags and keywords that will help ensure that large search engines reference VOA content. The research firm Newsknife ranked VOA's website as the second most popular news source for 2007 on Google news.

VOA Responds to Crises in East Asia, South Asia, Africa and Latin America

Burmese Language Broadcasting

On September 27, 2007, VOA Burmese doubled its daily broadcast from 1.5 to three original hours daily in response to the massive nationwide demonstrations against the military junta and the ensuing crackdown. The Service offers audiences inside Burma credible news and information about the latest developments on the ground, as well as U.S. and world reaction. The Service's stringer network inside Burma provided exclusive video and photos via satellite and Internet. During the unrest, VOA Burmese was the first to air President Bush's announcement of new sanctions against the Burmese military regime. In addition, the Service broadcast a translation of the exclusive VOA Central News interview with First Lady Laura Bush, which was also carried live in English on television, radio, and the Internet. Other interviews included UN Envoys Zalmay Khalilzad and Alejandro Wolf, and Congressman Tom Lantos. A testament to the effectiveness of these stepped up coverage efforts is the flood of letters, tips, phone calls, and e-mails received by VOA. Visits to the Burmese language website have tripled to 17,000 daily. VOA's Burma coverage was also a topic on the September 26, 2007 edition of the *NewsHour with Jim Lehrer*, which featured an interview with VOA Burmese Service Chief Than Lwin Htun. He also testified on the situation in Burma and VOA's role as a lifeline for accurate information to the people of Burma before the Congressional Human Rights Caucus on October 3, 2007.

Somali Language Broadcasting

VOA established its Somali Service on February 12, 2007 with an on-air promise to listeners that they would hear the voices of Somalis from all political persuasions and walks of life. Making good on that pledge, VOA Somali quickly established itself as a credible and balanced news service to a wide audience. What started as a 30-minute broadcast expanded to 60 minutes in July and then to two hours in early December. One hour is also repeated for VOA's FM HornAfrik affiliate in Mogadishu. In addition to shortwave and medium wave transmissions that reach the entire Horn region, VOA's Somali program is available to millions of Somalis through rebroadcast by some of the most widely listened-to FM stations in Somalia and the region, including HornAfrik, the network of stations run by Radio Daljir, and the SBC in Puntland. HornAfrik's satellite service also broadcasts the VOA Somali programs to the Diaspora throughout Europe, and Somali websites all over the world are providing links to the VOA Somali Service website.

The expanded VOA Somali broadcast has allowed for more interaction with listeners, more in-depth discussion segments, and more regular features on such topics as reconciliation, democratic ideals, development, health, youth, women's issues, American life, and Somali culture. After his recent appointment, Transitional Federal Government Prime Minister Nur Hassan Hussein gave his first broadcast interview to the VOA Somali Service. The Service has also conducted interviews with: transitional government President Abdulahi Yusuf, opposition figures such as Islamic Courts leader Sheikh Sharif Sheikh Ahmed, and U.S. Assistant Secretary of State for African Affairs Jendayi Frazer.

Swahili Language Broadcasting

On January 2, 2007, VOA's Swahili Service began a new broadcast to Kenya in response to the crisis that followed that country's elections on December 27, 2007. Protests over alleged irregularities in the presidential contest escalated into violence that, to date, has left more than 500 people dead and 250,000 displaced from their homes. The Kenyan government banned local radio and TV stations, including VOA affiliate Citizen FM, from broadcasting coverage of the events. The inaugural broadcast of the half-hour morning program, which airs on shortwave and FM, featured live reports from key cities in Kenya, analysis of the crisis, a background report on corruption in Kenya, a statement from Sen. Barack Obama, and reaction from listeners. VOA Swahili also broadcasts an hour-long evening program seven days a week in east Africa and has received positive audience reaction to its extensive coverage of the 2007 election in Kenya and its aftermath. Coverage highlights include a VOA-organized town hall meeting in Nairobi on December 21, 2007, which offered audiences a debate between Kenya's Finance Minister Amos Kimunya and other political personalities on economic, health, security, and a host of other issues in advance of Kenya's presidential election.

Urdu Language Broadcasting

The Pakistani government's "state of emergency" crackdown on private media on November 3, 2007 darkened VOA television affiliates inside the country – foremost among them the privately-owned cable news operation, GEO TV, which had carried VOA's 30-minute news and information Urdu-language show, *Beyond the Headlines*. In response, VOA immediately increased radio news and information programming in Urdu by shifting its TV staff to expand live daily news programming from five to 12.5 hours. Domestic TV stations currently face restrictions on the use of foreign broadcast material. However, VOA is aggressively working to regain access to the Pakistani TV market with affiliates GEO and Aaj.

In covering the crisis and U.S. and world reaction, the Urdu Service engaged its network of stringers in Islamabad, Peshawar, Quetta, Karachi, and Lahore, and interviewed government officials and Pakistani opposition figures, such as former Prime Ministers Nawaz Sharif and Benazir Bhutto. The Service also provided timely, in-depth coverage of the assassination of former Prime Minister Bhutto, with stringers in Rawalpindi and Islamabad providing live coverage of events on the ground. One stringer in Islamabad was among a group of journalists who spoke with Benazir Bhutto just hours before her assassination, between her meeting with Afghan President Hamid Karzai and her final campaign rally.

Zimbabwe Broadcasting

Responding to the deepening crisis in Zimbabwe and the jamming of its broadcasts by the Harare government, VOA has expanded its *Studio 7* broadcasts to include weekends. In addition to its 90-minute Monday through Friday *Studio 7* airtimes, VOA now broadcasts another 60 minutes on Saturday and Sunday (20-minutes each in the Shona, Ndebele, and English languages). In addition to news, the programs focus on important topics such as the continuing political and economic crisis in Zimbabwe, as well as efforts to stem a major HIV/AIDS pandemic. The programs are funded through the U.S. Agency for International Development.

The Zimbabwe Project recently launched e-mail newsletters in the indigenous Shona and Ndebele languages, as well as in English. *Studio 7* plans to introduce listener callbacks,

scheduled through SMS text messages relayed from Harare, ahead of the country's presidential and general elections in March 2008. The Project will stimulate listener interest and awareness with radio-giveaway contests, and distribute promotional materials and items with *Studio 7* program schedules and frequencies.

Opposition leaders and civil society activists cite *Studio 7* broadcasts as a major factor in the democratic reform process given the exclusion of dissenting voices in state media.

Spanish Language Broadcasting

In June 2007, responding to the closing of Venezuela's oldest and most popular broadcaster – RCTV – by the Chavez Government, VOA Spanish launched *VOA Noticias (VOA News)*, a daily 22-minute live television newscast aimed at audiences in the Andean region. The new program provides credible news and information in the face of the crackdown on free media that sparked mass protests in the Venezuelan capital. In FY 2008, VOA Spanish will begin a 30-minute, 5 day a week television news magazine and news feeds to Venezuela.

VOA Spanish covered the Venezuelan election in which voters rejected a sweeping constitutional reform project launched by President Hugo Chavez. As part of its coverage, VOA Spanish TV provided man-on-the-street reaction, and interviews with government officials and opposition leaders, often using webcam technology. One stringer gained an exclusive interview with Venezuela's former Defense Minister, General Raul Isaias Baduel, who told VOA that the Venezuelan people would overwhelmingly vote against the constitutional referendum. In addition to coverage of Latin American and U.S. news developments, *Noticias* features regular segments on health, business, finance, American culture, and the arts. The new program is aired on the daily VOA Spanish satellite TV program stream, and is carried by NETUNO, Venezuela's third largest cable network. Washington-trained video journalists continue to provide valuable reports, interviews and information from within Venezuela. In an effort to provide on-going coverage of events in Cuba and Latin America, VOA Spanish continues its daily radio program *Ventana a Cuba (Window on Cuba)*, expanded from 30 to 60 minutes. VOA's coverage has included interviews with U.S. government officials, members of Congress, political analysts, and Cuban exiles in Miami and Latin America. The weekly radio call-in program *Hablemos con Washington (Let's Talk With Washington)* covers issues relevant to the island as well as other parts of the region. The program continues to receive calls from different parts of Cuba where the program is heard.

Responding to audience and affiliate station requests, VOA in November 2007 added two 15-minute radio programs to its line-up: *Deportivo Internacional* (International sports), a Monday through Friday morning sports program, and *Cronicas del Dia* (Today's Headlines), a Monday through Friday evening news program. Both are now carried by many VOA radio affiliates in Latin America.

VOA Programming Accomplishments

Persian Language Broadcasting

VOA's Persian-language television continues to rank as one of the top international broadcasters to Iran, attracting a TV audience that has grown significantly in the past two years. In a 2006 national telephone survey of adults inside Iran, 20.2% of respondents reported viewing VOA

Persian TV programs during the previous week. The combined weekly radio and television audience was 24.1%.

In July 2007, VOA's Persian Service was officially named the Persian News Network (PNN), reflecting its scope of mission. In all, the new network—the first of its kind at VOA—broadcasts 24 hours a day, including acquired and repeated programs, to Farsi speakers throughout Iran. In April 2007, VOA's Persian-language television added the 60-minute *Newsbrief*, featuring each day's headlines, followed by History Channel documentaries highlighting events, individuals, and inventions that have shaped the U.S. cultural and political landscape. In July 2007, PNN launched the 60-minute expansion of *News and Views*, to include more live reporting from Washington and the world, and to provide opportunities for viewers to express their views. PNN's newest program, *Today's Woman*, debuted in September 2007 and brings the total of original television programming to six hours daily. The 60-minute program features influential women from around the world discussing a full spectrum of topics, including social, medical, human rights, legal, sports, and business.

Throughout the year, VOA Persian correspondents provided live on-the-scene television coverage of major stories in the United States and the world, including high level International Atomic Energy Agency conferences on Iran's nuclear program in Vienna. Programs also featured many noteworthy interviews, including: Under Secretary of State for Political Affairs Nicholas Burns; U.S. Ambassador to the United Nations Zalmay Khalilzad; Israeli Consul General in Los Angeles Enod Danuch; the wife of missing ex-FBI agent Robert Levinson, Christine Levinson; student leaders and lawyers involved in the Amir Kabir University demonstrations; and prominent Iranian-Americans. Interviews also included a number of Congressional leaders such as Representative Tom Lantos, who appeared on the popular daily *Roundtable With You* TV call-in show to answer questions directly from viewers inside Iran.

Afghan Language Broadcasting

VOA's *Radio Ashna (Friend)* continues to build on its reputation as a source of accurate and credible news for listeners in Afghanistan. The seamless daily 12-hour program, broadcast in the Dari and Pashto languages, includes daily call-in shows and in-country reporting from approximately 30 stringers. Program topics include reconstruction, security, continuing violence, disarmament, the global fight against terrorism, drug trafficking, and human rights.

VOA continues to rank as one of the top three international broadcasters in Afghanistan. The most recent survey shows that VOA's one-hour daily *TV Ashna* program in Dari and Pashto has become widely popular among Afghans, including government, political, and community leaders. Viewership jumped from 9% in 2006 to 20% in 2007. Coverage, which focuses on U.S., Afghan, and international news, included an exclusive interview with President Hamid Karzai, as well as ongoing reports on Afghanistan's campaign against illegal drugs. The Afghanistan Service is currently working on a special TV documentary on drugs.

Radio Deewa (Light)—a broadcast stream aimed at the more than 40 million Pashto-speaking people living in the Afghanistan-Pakistan border region—offers local, regional, U.S., and international news, as well as features on politics, illegal drug and narcotics trafficking, the economy, health, education, sports, and Muslims living in America. *Radio Deewa* also received

a grant from the U.S. State Department's Narcotics Division to cover illegal drug and narcotics issues. The Service has hired stringers in the target region to provide on-the-ground coverage. They were instrumental in covering Benazir Bhutto's assassination, enabling *Radio Deewa* to be the first international broadcaster to report on the assassination. Its stringers in Rawalpindi and Islamabad immediately began providing live coverage of events on the ground.

In March 2007, *Radio Deewa* added two new 60-minute news and current affairs programs and a second live 60-minute daily call-in show on entertainment and Pashto literature, bringing its total broadcast of news and information to six hours daily. *Radio Deewa's* two daily, live call-in shows attract about 300 calls per day, mostly from the border regions of Pakistan and Afghanistan. There are also scores of e-mails and voice messages. One message read, "This lamp in Washington is providing light to Pashtoons. This is the lamp of our hopes."

Korean Language Broadcasting

In October 2007, VOA expanded its broadcasts to North Korea from three-and-a-half to five hours daily. For 35 hours every week, VOA's Korean language broadcasts deliver hard-hitting, in-depth news and information on developments in and around North Korea. Of special interest are human rights conditions in North Korea and the security threats posed by North Korea's nuclear and missile activities. In the aftermath of North Korean missile tests, South Korean national media frequently picked up VOA's news reports and interviews with senior U.S. officials and members of Congress. The Service set up its Seoul News Center, which provides a steady stream of reports for use throughout VOA with enhanced coverage of events in North Korea and other parts of Asia. A 2007 InterMedia survey of North Korean defectors affirmed VOA's impact: 12.7% of the defectors said they had listened to VOA at least once a week while still in North Korea.

Indonesian Language Broadcasting

According to late 2006 audience research, VOA Indonesian's combined weekly radio and television audience rose to over eight million, or 5.4% of the nationwide adult population. Audience awareness of VOA radio and television also reached an all time high of 15.6% of adult Indonesians in 2006.

In 2007, the Indonesian Service produced nearly nine hours of original radio programming per day for over 200 affiliates throughout Indonesia. New to the program lineup in 2007 was *VOA Executive Lounge*, a daily 30-minute radio talk show for Indonesia's growing numbers of young professionals, which airs during evening primetime on the new affiliate Trijaya Radio Network in Jakarta and in 10 other cities in Indonesia. The Service also produces more than three hours of regular television programs per week, and VOA Indonesian TV programming can now be seen regularly on five of the 11 national stations. New programs include *VOA Pop Notes*, a weekly 60-minute culture and lifestyle program for JakTV (Jakarta) and other regional TV stations, and *Warung VOA (Café VOA)*, a weekly 30-minute talk show for JTV (East Java). In addition, the Service provides four new regular short features for Indonesian national TV stations.

In addition to covering all major news developments in the U.S., the region and the world, VOA Indonesian met affiliate demands for special coverage of stories like the Virginia Tech shootings,

which claimed one Indonesian victim. At the request of radio and TV networks in Indonesia, VOA Indonesian also produced a series of special Ramadan-related stories that aired on five of the top national Indonesian television networks during the first few weeks of the Islamic holy month. The TV features focused on Ramadan celebrations among American ethnic groups, reports on Muslim parades and festivals in New York and other cities in the United States, and features on Islamic music groups and Islamic centers in Washington, New York, and elsewhere. In all, VOA Indonesian produced over 30 individual TV packages that aired across Indonesia.

On the web, the Service now sends out a daily email with headline news as well as a weekly email-newsletter. *VOA Headlines* are also available for mobile phones.

Mandarin Language Broadcasting

During the past year, VOA's Mandarin Service focused on original news programming. The Service, which broadcasts more than 84 hours of radio and 10 hours of television weekly, provided comprehensive reporting and interviews on major stories in the U.S. and in-depth coverage of U.S.-Chinese relations through live call-in shows. With the installation of the Polycom videoconference equipment in its Beijing bureau, the Service now regularly invites Chinese newsmakers, analysts, and activists censored by official media to participate in its televised daily call-in shows. Despite the Chinese government's tightening control of the media, 12 television stations and more than 70 radio stations in China now carry VOA's programming, and branded multimedia VOA Mandarin English teaching programs are widely sold throughout China. VOA Mandarin is successful in reaching its audience through the Internet. About seven million Chinese receive a daily news digest from VOA Mandarin with updated links to new proxy servers that allow them to bypass government firewalls. Since 2002, a Hong Kong-based VOA mirror site has received over one billion server requests. VOA's Mandarin Service also broadcasts its television features with its own YouTube channel, which is not blocked by the Chinese government. In December 2007, VOA Mandarin began broadcasting its television programs on the more popular AsiaSat-3 satellite. Audience responses clearly indicated that more Chinese viewers in the direct-to-home satellite television community are now able to view VOA Mandarin programs.

Kurdish Language Broadcasting

VOA is the only international broadcaster offering programs in the Kurdish language. Broadcasting four hours of daily radio programming in the two main Kurdish dialects, Sorani and Kurmanji, VOA's Kurdish Service remains highly popular among Kurds in Iraq despite their increased access to a variety of media choices. The InterMedia survey of September 2007 shows that VOA Kurdish broadcasts reach 11.7% of adult Kurds in Iraq. According to the same survey, "VOA has distinguished itself by using the Kurdish dialects, Kurmanji and Sorani, and offering non-news features and the latest U.S. government views." Annual qualitative studies, conducted since the expansion of VOA Kurdish broadcasts in 2003, reveal that listeners appreciate VOA's accurate, reliable news coverage. Iraqi Kurdish listeners also enjoy panel discussions and call-in shows focusing on U.S. politics and policies regarding Iraq and the Middle East as well as American and Kurdish cultural programming.

Russian Language Broadcasting

In view of increasing difficulties in expanding its reach in Russia due to Russian government actions and direct pressure on VOA affiliates, VOA has embarked on a reevaluation of the best way to reach its audience in Russia, including increased focus on the Internet. The Russian Service is appealing to growing web audiences with targeted content including a variety of video products. In November 2007, the Service launched a daily webcast called *Video-Express*. The four-minute webcast consists of several short video segments on a variety of topics, including politics, science, culture, and American life. The new *Video-Express* replaces VOA Russian's daily half-hour live *Focus* TV program, which was discontinued recently due to the lack of affiliate opportunities in Russia. The Russian Service continues to produce its weekly half-hour magazine format TV program *Window on the World* and three half-hour radio shows a day. VOA is also continuing efforts to contact potential new partners and find ways for affiliate TV stations to place VOA programming in accordance with the Russian government's legal requirements. As part of this effort, VOA has produced special reports for REN-TV, the fourth largest network in Russia.

Other VOA Highlights

Ukrainian Language Broadcasting

VOA's Ukrainian Service continues to have a major impact through its television programming. A September 2006 survey indicated that VOA Ukrainian weekly TV audience reach is 10.5%, and that the combined weekly TV and radio audience reach is 11.7% (4.7 million people). VOA's TV programming efforts in Ukraine include the nightly *Chas-Time* news program, a weekly magazine show (*Window on America*) and two prime-time interactives for Ukraine's Channel 5 and Tonis TV national networks. The Ukrainian Service also produces special reports for several stations in Ukraine on a variety of topics, such as reports on the U.S. primaries and U.S. culture. The Ukrainian Service built on its success with television in Ukraine by launching a mobile TV service, which enables users of cell phones and PDAs to watch downloadable TV programs on their hand-held device. Throughout the year, the Service provided extensive coverage of Ukraine's September 2007 parliamentary elections, interviewed U.S. officials and members of Congress, and many prominent Ukrainian officials, including Prime Minister Yulia Tymoshenko.

Azerbaijani Language Broadcasting

VOA's Azerbaijani Service has increased its daily radio broadcasts in early 2007 by adding two daily five-minute newscasts to its daily 30-minute broadcast schedule. In addition, the Service produces a 15-minute TV news program, which is rebroadcast by Azerbaijan TV network six days per week. All radio programs can be heard in the Azerbaijani capital city of Baku via the dedicated local FM frequency that is shared by RFE/RL Azerbaijani Service and VOA English broadcasts. In neighboring Iran, listeners among the large Azeri-speaking minority (estimated at more than 15 million) tune in to the VOA Azerbaijani broadcasts on shortwave frequencies. VOA Azerbaijani maintains two websites, one in Persian-Arabic script to reach the Azeri-speaking minority in Iran and a second one in Latin script. In 2007 the Service started to send out daily VOA newsletters in Latin and Persian scripts to subscribers via the Internet. VOA Azerbaijani regularly covers topics dealing with human rights and freedom of expression,

frequently interviewing members of Congress, high level U.S. and Azerbaijani officials, and leading Azerbaijani opposition figures.

Armenian Language Broadcasting

The latest research indicates that VOA Armenian is the leading Western broadcaster in Armenia with an audience share exceeding 20.3% of those surveyed in February 2007. In partnership with Armenia TV Company, a major TV network in Armenia, VOA's Armenian Service offers a weekly 30-minute television program, *VOA Armenian TV Magazine*, which airs in Armenia and via satellite in various countries in Europe and the Middle East where there are sizeable Armenian communities. VOA Armenian also produces a 10-minute daily TV feed for broadcast on the same network.

Turkish Language Broadcasting

In 2007, VOA's Turkish Service continued to expand and solidify its TV affiliation with TGRT News TV, one of Turkey's leading all-news TV networks with a weekly audience share of over 30% of the country's estimated 25 million regular viewers. In late 2006, VOA Turkish added a second live 15-minute wrap-up of news and current affairs to the TGRT News TV lineup, which also includes a weekly 30-minute VOA news and magazine program. Beginning in December 2007, VOA Turkish Service has been providing its TV affiliate exclusive daily reports from Washington on the U.S. presidential election process via live Internet webcam. On radio, VOA Turkish broadcasts two news shows on NTV-FM, Turkey's largest FM news network. A third program is simulcast by local FM stations in Ankara, Nicosia, Cyprus, Pristina, and Kosovo.

VOA Broadcasts to Nigeria

VOA's biggest audience is in Nigeria, with a weekly audience of more than 21 million adults tuning in to its Hausa or English broadcasts – up from 19 million in 2006. Among the primarily Muslim Hausa-speaking population of Nigeria, 45% listen to VOA at least once a week. In April 2007, VOA's Central News, Hausa, and English to Africa provided on-the-ground coverage of the Nigerian presidential, gubernatorial, national, and state assemblies elections. VOA Hausa and English to Africa broadcasts included live hookups with VOA's three reporting centers in Nigeria, Q&A's and debriefers with reporters and stringers on the scene, and interviews with leading political and election officials. VOA's Hausa reporter clinched an exclusive interview with the winner of the controversial presidential election, Umaru Musa Yar'Adua of the ruling People's Democratic Party. VOA Hausa also interviewed General Muhammadu Buhari, leader of the Nigerian opposition who was second, and the third leading opposition candidate, Nigerian Vice President Atiku Abubakar. Prior to the elections, VOA Hausa organized two town hall meetings – one in Kano with 900 people and the other in Abuja with an audience of more than 1200 – featuring live panel discussions with politicians, opposition and government spokespersons, and leaders of the civil society. Using staff correspondents and 14 stringers throughout Nigeria, Hausa and English to Africa Services also covered extensively the aftermath of the elections, especially the violence, burnings and killings, and complaints of vote rigging.

Bosnian Language Broadcasting

In October 2006, VOA Bosnian launched an interactive program segment in partnership with BHT1, Bosnia and Herzegovina's public broadcaster. The segment airs each Sunday during BHT1's primetime news program. Topics vary from official Washington comments and policy

on Bosnian issues to medicine and technology reports, which have proven to be very popular. The Sarajevo-based BHT1 network is internationally funded and is the only station that reaches audiences in both of Bosnia and Herzegovina's entities – the Bosnian-Croat Federation and Republika Srpska. VOA Bosnian interviewed Congressman Ben Carnahan during a visit to his district, which has the largest number of Bosnian-Americans in the U.S.

Serbian Language Broadcasting

VOA's Serbian Service continues to be one of the few objective and reliable sources of news and information in Serbia, and the country's main news agencies and major broadcasters regularly cite VOA Serbian reports. At the request of major broadcasters, such as the popular Belgrade-based B92 television station, the Serbian Service produces special segments on top news stories. The Service also launched a weekly interactive news program via satellite with a television affiliate in Montenegro, and plans to establish a similar partnership with B92, known for its independent and courageous broadcasting.

Tibetan Language Broadcasting

VOA Tibetan's weekly 60-minute radio and television simulcast program, including a review of major international news and events of the week and a 40-minute live discussion and call-in segment, provides an important forum for Tibetans inside and outside China. Most Tibetan refugee settlements in India and Nepal have access to the program via their local cable providers. In 2007, VOA used a webcam feed from the remote Himalayan region of Northern India to broadcast a live TV show into Tibet—a first in VOA history. On October 17, 2007, VOA Tibetan Service broadcast live from the Capitol the Dalai Lama's Congressional Gold Medal ceremony. Thousands of people gathered to watch the VOA telecast in Tibetan communities throughout India and Nepal. Group viewing of the special program was also reported in Tibetan monasteries and residential areas inside China. VOA Tibetan has since received more than 1,300 requests for DVDs of the program.

Worldwide English Broadcasting

VOA Worldwide English continued its diversification from shortwave radio broadcasting into television and web content. In June 2007, Worldwide English launched a new *Daily Download* video feature on the portal. This fast-paced three-to-four minute news and entertainment video download aimed at younger audiences is available online, through podcasts, mobile phones, YouTube, and iTunes. As of October 2007, the videocast has been drawing more than 9,000 downloads each month, receiving viewer emails from places such as Vietnam, Turkey, and Iran.

In July 2007, *Talk to America*, a long-running shortwave radio program, was converted into a live text-based discussion show (*T2A*). The staff seamlessly made the transition from radio to the web, and visitors to VOA's website can now e-mail or text questions to the show's guest. Guests, who come from all walks of American life, have included: NASA Astronaut Sunita "Suni" Williams, Spiderman Comic creator Stan Lee, political strategists Mary Matalin and Elaine Kamarck, author and daughter of the President Jenna Bush, and Hall of Fame baseball player and State Department Sports Envoy to China Cal Ripken, Jr. The questions and answers are posted in real time on the website. Since October, the *T2A* page on VOA's website has averaged 6,396 visitors, who made 8,254 visits. Traffic included visitors from 33 countries, including Cuba, Iran, Iraq, Indonesia, Vietnam, and Azerbaijan. The BBG recognizes the critical

role played by English language broadcasts around the world and proposes to strengthen the impact and relevance of VOA English language programs by consolidating current English language resources into one Division, thereby bringing both expertise and efficiencies to VOA English language programming.

VOA Tours and Outreach

To focus responsiveness to press and public queries about VOA, the BBG proposes to move the following functions to the Office of the VOA Director: the management of the VOA Studio Tour and other events, as well as drafting, editing, and producing materials about VOA.

From April 2006 to April 2007, the VOA Studio Tour attracted more than 4,300 visitors, an increase of 145% increase from the previous year. Outreach was initiated through educational groups, tour companies, Congressional offices, and visitor bureaus. The feedback from the tour has been overwhelmingly positive with a growing number of returning groups, including the Smithsonian Associates, Global Young Leaders, Presidential Classroom, and many others.

FY 2009 Performance Goals

VOA continues to receive excellent or good program quality ratings on a consistent basis and will work to maintain this ranking. In the languages where the audiences prefer television, VOA has been successful in attracting larger television audiences. At the same time, we recognize the fact that there are many strategically critical regions that rely on radio or Internet.

FY 2009 Program Increases

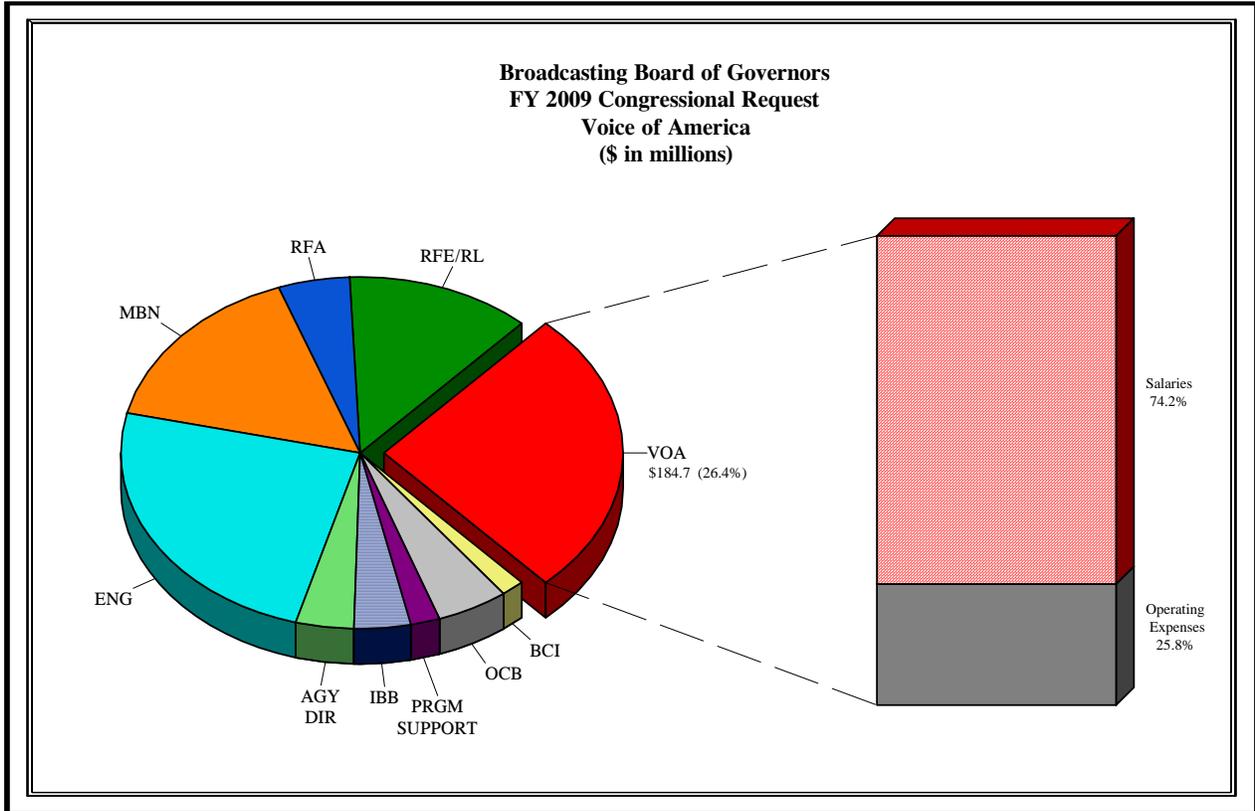
Internet Programming (\$2 million and 6 positions)

The BBG proposes launching an Internet initiative that includes significantly expanding VOA's Internet capability in Russian, Mandarin, Spanish, Persian, Vietnamese, and English. This proposal also begins to refocus programming from shortwave to Internet. The proposal includes reallocations of existing staff to web positions as well as shifting radio transmission to the Internet.

Somali Broadcast (\$1.1 million and 3 positions)

The BBG proposes to continue VOA Somali's three-hour daily program (two hours of original and one hour repeat). VOA will provide intensive news coverage, carried out by a network of stringers around Somalia and in the sub-region of Ethiopia, Eritrea, Kenya, and Sudan.

For FY 2009, we are requesting \$184.7 million for the Voice of America.



Voice of America
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | | |
|--|---|-----------------|
| FY 2008 Estimate | + | 190,165 |
| Represents the FY 2008 estimate for Voice of America including the FY 2008 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering, International Broadcasting Bureau, Program Support and the BBG. | | |
| Wage Increases: Domestic/American | + | 4,333 |
| Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009. | | |
| Wage Increase: FSNs | + | 4 |
| Represents anticipated wage increases for overseas foreign service national employees. | | |
| Other Wage Requirements | - | (12,723) |
| Provides for the annualization of salary and benefits to continue programming into FY 2009, offset by wage costs funded by the FY 2008 Emergency Supplemental and Radio Farda consolidation. | | |
| Built-in Requirements | + | 3,344 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | | |
| a) Annualization of FY 2008 program initiatives | | 3,314 |
| b) Information technology and capital projects | | 30 |
| Non-Recurring Costs | - | (3,482) |
| The following costs are non-recurred in FY 2009: | | |
| a) Cost associated with FY 2008 Emergency Supplemental | | (1,480) |
| b) Other operating expenses, including one time FY 2008 costs | | (1,596) |
| c) Radio Farda consolidation | | (406) |
| Program Increases | + | 3,045 |
| Reflects the increase above base operations to fund the following enhancements: | | |
| a) Enhance Internet programming | | 1,900 |
| b) Continue Somali broadcasts to Horn of Africa | | 1,145 |

| | | |
|---|--|----------------|
| TOTAL FY 2009 VOICE OF AMERICA REQUEST | | 184,686 |
|---|--|----------------|

Voice of America
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|--|------------------------------|--------------------------------|-------------------------------|---|
| Domestic Operations | | | | |
| Office of the VOA Director | 2,365 | 3,672 | 3,351 | (321) |
| Associate Director, Operations | 40,756 | 38,954 | 39,326 | 372 |
| Associate Director, Central Programming | 26,948 | 28,111 | 28,231 | 120 |
| Associate Director, Language Programming | 2,788 | 3,706 | 3,823 | 117 |
| Africa Division | 11,285 | 12,423 | 12,688 | 265 |
| East Asia & Pacific Division | 26,231 | 28,886 | 28,121 | (765) |
| Eurasian Division | 11,804 | 13,860 | 9,255 | (4,605) |
| Latin American Division | 4,619 | 5,907 | 6,770 | 863 |
| Near East and Central Asia Division | 5,141 | 5,496 | 4,602 | (894) |
| South Asia Division | 15,981 | 17,636 | 16,739 | (897) |
| Persian News Network | 11,282 | 16,757 | 16,993 | 236 |
| English Division | 10,937 | 11,364 | 7,310 | (4,054) |
| Total, Domestic Operations | 170,137 | 186,772 | 177,209 | (9,563) |
| Domestic Correspondent Bureaus | 942 | 1,088 | 1,097 | 9 |
| Overseas Correspondent Bureaus | 8,725 | 7,335 | 7,380 | 45 |
| TOTAL, VOICE OF AMERICA | 179,804 | 195,195 | 185,686 | (9,509) |
| Reconciliation: | | | | |
| (-) Balances In | (7,112) | (2,498) | - | 2,498 |
| (+) Balances Out | 2,498 | - | - | - |
| (-) Reimbursements/Agreements | (2,408) | (2,532) | (1,000) | 1,532 |
| Enacted/Request Level | 172,782 | 190,165 | 184,686 | (5,479) |

For comparison, proposed reorganizations are shown consistently in FY 2007 - 2009.

**Broadcasting Board of Governors
Radio Free Europe/Radio Liberty**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|-------------------------------------|-------------------|---------------------|--------------------|
| Funding | 75,051 | 79,598 | 87,225 |
| Emergency Supplemental P.L. 110-161 | - | 336 | - |
| Total Funding | 75,051 | 79,934 | 87,225 |
| Positions | 497 | 525 | 523 |

Radio Free Europe/Radio Liberty (RFE/RL) is a nonprofit international communications organization with a mission to promote democratic values and institutions by disseminating accurate, balanced, and timely news, information, and analysis. Through radio, Internet, television, and other information products, RFE/RL continues to support aspirations for freedom in repressive societies and to make a significant contribution to the U.S.-led global struggle against terrorism.

RFE/RL is funded through a grant from the BBG. Its role is to focus 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, or other threats to democracy remain.

As of December 2007, RFE/RL broadcasts in 28 languages to Central, Eastern, and Southeastern Europe; Russia; the Caucasus; Central Asia; Iraq; Iran; and Afghanistan. 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 19 bureaus throughout its broadcast region and more than 1,000 freelancers worldwide reporting local, regional, and international news. RFE/RL's emphasis on reporting domestic issues regularly draws the ire of repressive governments and terrorist groups. Two Radio Free Iraq correspondents, Khamail Khalaf and Nazar Abdulwahid Al-Radhi, were slain in Iraq in 2007; a third, Jumana Al-Obaidi, was kidnapped for nearly two weeks of October before being released (her driver was shot and killed during the kidnapping). A similar, if less publicized, situation unfolded involving the kidnapping and subsequent release of a correspondent for Radio Free Afghanistan. A VOA correspondent and frequent guest of RFE/RL's Uzbek Service, Alisher Saipov, was murdered in Osh, Kyrgyzstan in October 2007. Prague-based Radio Farda correspondent Parnaz Azima was held for eight months in 2007 against her will in Iran, after the government seized her passport. In December 2007, RFE/RL's Azerbaijani Service freelance correspondent Ilgar Nasibov was jailed on trumped-up libel charges because of his reporting on corruption and human rights violations in the Azerbaijani exclave of Nakhchivan.

Each week, RFE/RL broadcasts more than 1,000 hours of radio programming and four hours of television from its operations center in Prague and from its bureaus. During fiscal year 2007,

RFE/RL's 19 Internet websites reached a monthly average of over 1.3 million unique visitors, logged nearly 1.7 million requests to listen to radio content online, and garnered an average of 20 million page views each month—reflecting increases of 13 percent, 18 percent, and 21 percent respectively over the previous year. RFE/RL's proximity to its broadcast regions facilitates production of relevant, locally-oriented programming in a cost-efficient manner.

While RFE/RL broadcasts are transmitted by shortwave and medium wave stations that belong to or are leased by the IBB, programs increasingly are rebroadcast by local affiliates. As of December 2007, RFE/RL programs were available on 261 local AM, FM, UKV, and TV affiliates across its broadcast region. RFE/RL is increasing delivery of its information products on television, the Internet, and other emerging media in order to attract new audiences and to reach closed and semi-closed societies.

FY 2007 and FY 2008 Highlights and Program Accomplishments

Across its vast broadcast region, RFE/RL served as an indispensable source of news and information. RFE/RL enriched its information products for countries and regions that are in the front line of the U.S.-led efforts to promote democracy and the struggle against terrorism.

- The people of **Iran** turned to Radio Farda (“Tomorrow”) and its website for round-the-clock breaking news on stories of global interest—the ongoing standoff over Iran’s nuclear program; the seizure and release of several British sailors; President Mahmoud Ahmadinejad’s trip to New York; the arrest of four Iranian-Americans visiting Iran, including one Radio Farda reporter—and important domestic stories that did not get much attention outside Iran, such as the arrest of a prominent union leader and several women’s rights activists; retaliation against students at the university where President Ahmadinejad was heckled (within one hour of the incident, Radio Farda’s website featured photos of the event taken by the hecklers and interviews with them); intensifying crackdowns on media, journalists, and activists; and riots sparked by gasoline rationing. To enhance its coverage, Radio Farda doubled the length of its main evening newscast to one hour and launched a revamped, news-oriented website. In FY 2008, the BBG is proposing to transfer to RFE/RL the eight-hour news shift previously produced by VOA.
- RFE/RL delivered breaking news, in-depth reporting, and nuanced analysis to the people of **Afghanistan** on the struggles their young democracy faces, including a resurgent Taliban. With its dual-language programming and its tone of moderation, Radio Free Afghanistan played a critical role in promoting national unity and religious tolerance. In January 2007, a would-be suicide bomber even credited a Radio Free Afghanistan series on suicide bombings with changing his mind about carrying out his deadly mission. Surveys by InterMedia show that Radio Free Afghanistan is one of the most trusted sources of news in the country.
- Radio Free Iraq provided objective, balanced coverage of **Iraq’s** tumultuous transition to democracy with daily coverage of the activities of the Iraqi Cabinet and Parliament. Its civic-minded programming promotes national unity and the universality of human rights. The trial and execution of Saddam Hussein, the international conference on Iraqi

reconstruction, and the Iraqi President's visit to Iran are among the events covered by Radio Free Iraq in fiscal years 2007 and 2008.

- In **Russia**, where the Kremlin controls nearly all electronic media, RFE/RL provided in-depth, balanced coverage on issues of global interest, including the murder of Anna Politkovskaya, a vocal critic of President Vladimir Putin; the Russian government's violent crackdowns on opposition protests; the murder of former KGB agent Aleksandr Litvinenko in London and the subsequent investigation; the protests and diplomatic furor that erupted in Moscow when the government of Estonia relocated a Soviet-era World War II memorial from downtown Tallinn; and the December 2007 parliamentary elections and the behind-the-scenes battle to succeed President Putin. RFE/RL covered the elections with its extensive network of freelancers across the eleven time zones of the Russian Federation.
- In **the Caucasus**, RFE/RL served as a trusted source of objective news and analysis in a volatile region. In Georgia, RFE/RL covered the declaration of a state of emergency in November 2007 and the subsequent presidential election. RFE/RL balanced the differing perspectives of ethnic Russians and Georgians in its reports on the growing tensions over the deportation of Georgians from Russia and competing claims on South Ossetia and Abkhazia. In Azerbaijan, RFE/RL and VOA secured 24/7 rebroadcasting on an FM station that reaches the entire capital city and its suburbs. RFE/RL was pressured by the government to give up its longtime rebroadcasting arrangement on market-leading Armenian Public Radio, moving to a private network with fewer transmitters and smaller audiences. During Georgia's November 2007 state of emergency, RFE/RL programs were aired on surge medium wave and shortwave frequencies to compensate for the loss of local affiliates. RFE/RL's Armenian and Azerbaijani Services launched new talk shows in FY 2007, while the Georgian Service launched a second television program in November 2007.
- Across **Central Asia**, corrupt autocracy is the rule, fundamentalist Islam is on the rise, and the media are tightly controlled. RFE/RL's five Central Asian services provided in-depth coverage of important social issues, including corruption and fundamentalism, as well as breaking news of important political stories, such as the death of Turkmen dictator Saparmurat Niyazov and continued political instability in Kyrgyzstan.
- In **Central Europe**, RFE/RL continued to provide moderate, balanced programming to Belarus, a hard-line dictatorship in the heart of Europe; Moldova, the poorest country in Europe; and Ukraine, whose deeply divided government has struggled to ameliorate the broad discontent that fueled the "Orange Revolution" over two years ago.
- **The Internet as Key Delivery Platform.** In October 2007, RFE/RL converted to a new content management system for its websites that has generated significant increases in traffic for the sites using it. In December 2007, for example, the Belarusian language website received 25 percent more page views than it had in November, while the Tajik language website reported a 30 percent increase from the previous month.

Each month of 2007, RFE/RL distributed via email more than 1.6 million copies of news and analysis about the countries to which it broadcasts, an increase of 19 percent over the previous year.

- **Television: Expanded Audiences Using Local Partners.** In FY 2007, RFE/RL attracted significant audiences with television programs broadcast in Bosnia, Macedonia, Georgia, and Kyrgyzstan.

FY 2009 Challenges

RFE/RL's foremost challenge in FY 2009 will be to thwart the efforts of autocratic regimes to deny their citizens access to RFE/RL content. The governments of Belarus, Iran, Turkmenistan, and Uzbekistan are determined foes of RFE/RL and its mission. Affiliates across Russia have dropped RFE/RL programming due to pressure from the increasingly authoritarian government. Iranian authorities continue to jam Radio Farda broadcasts and block its popular website. To protect its staff in these hostile environments, RFE/RL will need to focus intensively on security in FY 2009.

RFE/RL Relocation

Following the terrorist attacks of September 11, 2001, general threat assessments by a variety of U.S. government agencies emphasized that RFE/RL's headquarters in Prague was vulnerable to terrorist attack and therefore should be relocated. The schematic design package was scheduled for completion in FY 2008. Following the completion of construction, RFE/RL will begin the move into the new building, utilizing a leap-frog process designed to minimize the potential for disruption to programming. In FY 2009, RFE/RL will complete the project and vacate its premises in the heart of Prague. The FY 2009 budget includes the annual rent cost of the new building.

FY 2009 Performance Goals

RFE/RL continues to receive excellent or good program quality ratings on a consistent basis and will work to maintain this ranking.

FY 2009 Program Increases

Internet Programming (\$1.0 million and 4 positions)

The BBG proposes launching an Internet initiative that includes significantly strengthening RFE/RL's Internet capability. Specifically, the proposal will enable RFE/RL to expand its Internet Technology team to keep up with the increasing demand for, and sophistication of, RFE/RL's Internet products. Increased staff is needed to support creation and distribution of video and other multimedia elements over the Internet and to support increased interactivity with RFE/RL's online audiences. This will particularly support RFE/RL's efforts to enhance its Russian Internet presence. This proposal includes reallocation of some existing program delivery funding.

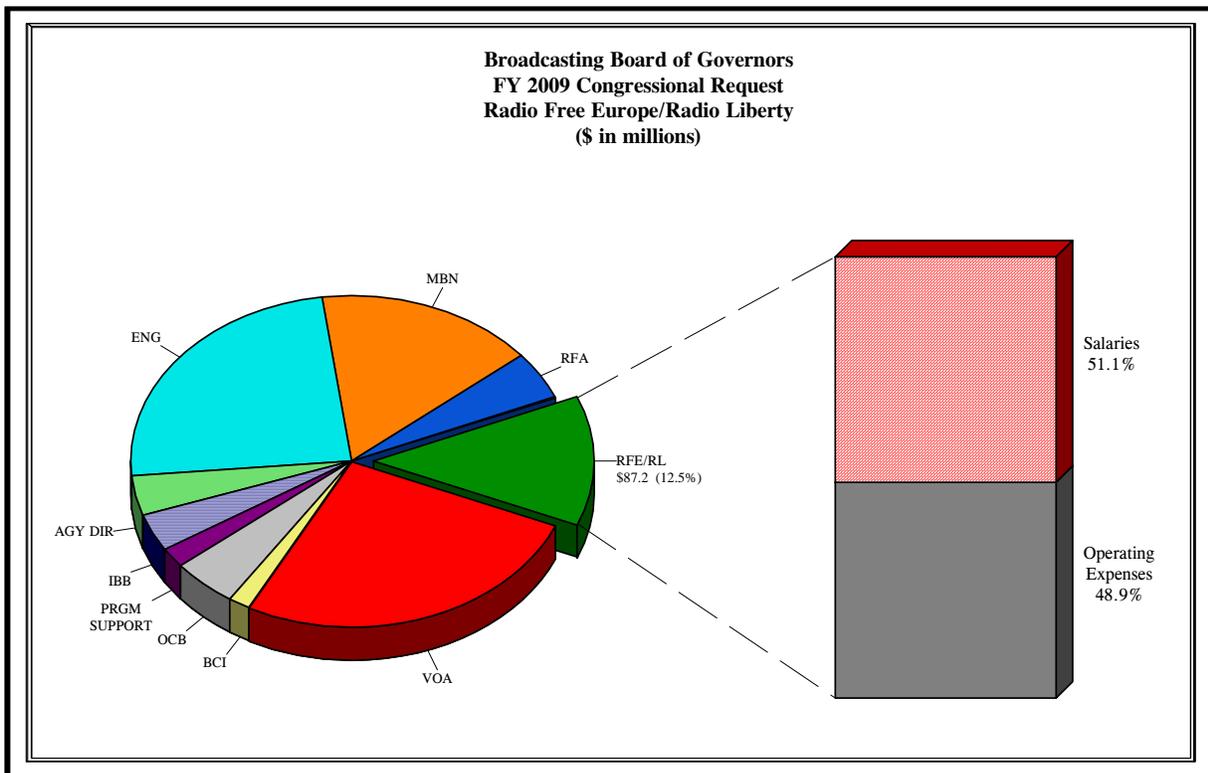
Azerbaijani Program to Iran (\$1.0 million and 6 positions)

To address the lack of objective and comprehensive news and information for ethnic Azeris in Iran, the BBG proposes to launch a one-hour RFE/RL radio program (repeated once daily) for the Azerbaijani population of Iran, to be broadcast seven days a week and a companion website to provide multi-media and online programming.

FY 2009 Program Decreases

With the shifting of priorities to the Middle East and the increasingly free media market in the former Yugoslavia, the BBG proposes eliminating RFE/RL's South Slavic and Albanian language programming.

For FY 2009, we are requesting \$87.2 million for Radio Free Europe/Radio Liberty.



Radio Free Europe/Radio Liberty
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

FY 2008 Estimate + 79,934

Represents the FY 2008 estimate for Radio Free Europe/Radio Liberty including the FY 2008 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering, Program Support and the BBG.

Wage Increases: Domestic/American + 1,323

Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009.

Other Wage Requirements - (1,041)

Provides for the annualization of salary and benefits to continue programming into FY 2009, including increased workers compensation, health care costs, and Radio Farda consolidation offset by wage costs associated with the FY 2008 Emergency Supplemental.

Built-in Requirements + 7,530

Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:

- | | |
|---|-------|
| a) Rent/utilities/security/building maintenance | 5,951 |
| b) Other operating expenses | 1,215 |
| c) Annualization of FY 2008 program initiatives | 230 |
| d) Program delivery | 134 |

Non-Recurring Costs - (290)

The following costs are non-recurred in FY 2009:

- | | |
|--|-------|
| a) Cost associated with FY 2008 Emergency Supplemental | (190) |
| b) Radio Farda consolidation | (100) |

Program Decreases - (2,208)

Reflects the following reductions to base operations:

- | | |
|--|---------|
| a) Eliminate RFE/RL's South Slavic programming | (2,208) |
|--|---------|

Program Increases + 1,977

Reflects the increase above base operations to fund the following enhancements:

- | | |
|--|-----|
| a) Enhance Internet programming | 996 |
| b) Establish Azerbaijani-Language radio and Internet programming to Iran | 981 |

TOTAL FY 2009 RADIO FREE EUROPE/RADIO LIBERTY REQUEST **87,225**

Radio Free Europe/Radio Liberty
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|--|------------------------------|--------------------------------|-------------------------------|---|
| Broadcasting Division | | | | |
| Director | 3,427 | 3,288 | 3,333 | 45 |
| Marketing & Affiliates Development | 1,988 | 2,010 | 2,166 | 156 |
| Broadcast Services: | | | | |
| Armenian | 1,137 | 1,160 | 1,180 | 20 |
| Azerbaijani | 1,299 | 1,146 | 2,116 | 970 |
| Belarusian | 2,105 | 2,240 | 2,263 | 23 |
| Georgian | 985 | 1,131 | 1,150 | 19 |
| Kazakh | 1,328 | 1,335 | 1,243 | (92) |
| Kyrgyz | 1,607 | 1,719 | 1,741 | 22 |
| Radio Farda (Persian) | 4,861 | 5,415 | 5,990 | 575 |
| Radio Free Afghanistan (Dari and Pashto) | 3,859 | 4,025 | 4,080 | 55 |
| Radio Free Iraq (Arabic) | 1,861 | 2,036 | 2,070 | 34 |
| Romanian to Moldova | 1,009 | 994 | 774 | (220) |
| Russian | 8,910 | 8,079 | 8,814 | 735 |
| North Caucasus Unit (Avar, Chechen and Circassian) | 1,085 | 1,214 | 1,225 | 11 |
| South Slavic/Albanian (Bosnian, Macedonian, Serbian) | 3,883 | 4,149 | 1,650 | (2,499) |
| Tajik | 1,497 | 1,600 | 1,637 | 37 |
| Tatar-Bashkir | 799 | 957 | 962 | 5 |
| Turkmen | 1,041 | 1,199 | 1,213 | 14 |
| Ukrainian | 2,428 | 2,464 | 2,016 | (448) |
| Uzbek | 1,268 | 1,421 | 1,433 | 12 |
| News and Current Affairs | 4,053 | 4,175 | 4,184 | 9 |
| Total, Broadcasting Division | 50,430 | 51,757 | 51,240 | (517) |
| Office of President | 4,340 | 4,702 | 5,097 | 395 |
| Operations Division | 15,652 | 18,494 | 26,193 | 7,699 |
| Finance Division | 4,878 | 5,008 | 5,141 | 133 |
| Capital | 786 | 637 | 722 | 85 |
| Total, Offices | 25,656 | 28,841 | 37,153 | 8,312 |
| TOTAL, RADIO FREE EUROPE/ RADIO LIBERTY | 76,086 | 80,598 | 88,393 | 7,795 |
| Reconciliation: | | | | |
| (-) Balances In/Recoveries | (1,699) | (1,832) | (1,168) | 664 |
| (+) Balance Out | 1,832 | 1,168 | - | (1,168) |
| (-) Other Resources | (1,168) | - | - | - |
| Enacted/Request Level | 75,051 | 79,934 | 87,225 | 7,291 |

For comparison, proposed reorganizations are shown consistently in FY 2007 - 2009.

Broadcasting Board of Governors Radio Free Asia

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|-------------------------------------|-------------------|---------------------|--------------------|
| Funding | 31,537 | 32,533 | 33,166 |
| Emergency Supplemental P.L. 110-161 | - | 1,634 | - |
| Total Funding | 31,537 | 34,167 | 33,166 |
| Positions | 254 | 281 | 266 |

Radio Free Asia (RFA), a private, non-profit news organization, continues its mission of providing objective, timely, in-country news and information in the native languages of its target countries. Guided by the core principles of freedom of expression and opinion, RFA serves its listeners by providing information critical for informed decision-making and reporting on events that affect their lives. This vital mission was especially apparent in the late summer and fall of 2007 when RFA Burmese Service began reporting on the protests of the monks, students, and citizens of Burma against the military junta that has ruled the country for almost 20 years. Utilizing the Internet and cell phones to gather information from inside the country, RFA was able to broadcast details of these daily events back to the people of Burma via shortwave radio—the one form of mass media the military dictatorship cannot control. As one listener wrote: “I am very grateful to your most valuable work for the people of Myanmar by leading in the fight for the better life...Don’t give up, go ahead, many poor and frightened people are looking up to you as their heroes and hopefully as saviors.”

Listeners in other countries where RFA broadcasts in its surrogate capacity share similar feelings: “Radio Free Asia is the best present the American people have ever given to the Chinese people,” a Shanghai man called to say. “RFA is like an ear-nose-throat specialist. It makes us see and hear, and it allows us to speak. It’s like a magical mirror that reflects what is wrong with the system in China. RFA has served the Chinese people for 10 years now. After 10 years of hard work, RFA is like a torch that leads us on the road to democracy.”

RFA broadcasts in nine languages and four dialects to China (including Tibet and the Xinjiang Region of Western China), Burma, Cambodia, Laos, North Korea, and Vietnam, providing unbiased news to Asian countries that do not tolerate a free press, and filling the news gap created by state-controlled media. Through its network of reporters across Asia and its eight bureaus/offices, RFA frequently leads the world in breaking news and continues to cover stories not reported by other media. RFA currently broadcasts 259 hours of news and information weekly on shortwave and medium wave.

RFA’s language services are recognized worldwide as authoritative sources of breaking news and compelling features. Each language service is staffed with native speakers, and the programming of each service is distinctive, reflecting each market’s individual requirements. To expand RFA’s reach and the impact of its broadcasts, programming is streamed over the Internet with major news stories and features repackaged to include video or photos providing viewers

with in-depth information. RFA's broadcasts are archived on each service's website for listening or downloading. This online presence also enables RFA to engage its audience and attract new and younger audiences who represent future leaders and decision makers in target countries.

Increasingly, RFA is setting the agenda for discussions for listeners and governments of its target countries. Listeners provide anecdotal accounts of daily discussions of RFA broadcasts, while the governments of the target countries often dedicate personnel to listen, transcribe, and disseminate for discussion news items in RFA broadcasts.

FY 2007 - FY 2008 Highlights and Program Accomplishments

RFA's unique advantage in developing radio programming, audio content, and multi-language websites has deepened its impact, expanded its reach, and engaged larger audiences. In FY 2007, the popularity of RFA's call-in programs continued to grow, and in October 2007 its websites hosted a record 1.6 million visitors.

Burmese

Before, during, and after the Saffron Uprising in the fall of 2007, RFA's Burmese Service reported on the critical events inside the country and has served as one of the few sources of independent news and accurate information. In response to the crisis, RFA doubled its broadcasts to Burma beginning in September 2007. Shortwave radio—more than ever—is the single most important medium in providing this news and information to the citizens of Burma. While the junta has tried its best to quash the free flow of information by confiscating cell phones, cutting off the Internet, and charging exorbitant satellite “taxes,” RFA has continued to gather information on what is happening inside the country and to provide an open forum for Burmese citizens wishing to exercise their right to freedom of speech.

In the spring of 2007, a 25-part series on bird flu broadcast by the Burmese Service helped government officials and the public to understand the dangers involved with this disease and the need for greater transparency. In addition to its primary broadcasts in the Burmese language, RFA's Burmese Service also broadcasts weekly programs in the seven main ethnic languages. Some courageous and industrious listeners are using portable transmission equipment to rebroadcast RFA's programming inside eastern Burma over FM frequencies.

Korean

The Korean Service continues to offer its audience compelling accounts of the lives of North Koreans. For example, RFA presented a powerful ten-part series about women defectors who had escaped from North Korea only to be trafficked inside China. An RFA Korean reporter and former defector carried out this reporting, documenting 14 victims' stories. In May 2007, the Service introduced a new weekly series, *American Pacific Dialogue*. This program is designed to debunk 60 years of North Korean propaganda, which suggests that Americans were the aggressors and responsible for the Korean War.

In September 2007, the Korean Service added another 30 minutes of original programming to bring its total daily original programming to three hours. Much of this new programming is

produced in the Seoul bureau that now serves five full-time employees and several part-time reporters. RFA also has a stringer inside China. Being closer to the audience allows the bureau to provide increased content on border stories, defector reports and round-table discussions.

Included in the additional broadcasts is a weekly program entitled “Job Culture in South Korea” that contrasts the differing culture and lifestyles between North and South Korea. Other new programs recently added include “Current Korean Wave” that covers the Korean entertainment industry and “New Era for Women” that discusses issues for women in North and South Korea. The Service continues to provide a forum for defectors to relay messages and stories to family members left behind in North Korea.

In mid-FY 2008, RFA broadcasts to North Korea will increase to five hours daily, on both medium wave and shortwave.

Mandarin

RFA’s Mandarin Service has established itself as a leading, credible source of information on Chinese government censorship. Reporters Without Borders issued three press releases in July 2007 based on RFA Mandarin Service reports, including the hacking of a China-based human rights website, the shutdown of a literary online forum, and the dismissal of journalists who dared to not support the party line at the *Democracy and Legal Times* newspaper.

One of the most important phenomena in China today is the rise of rights consciousness at the grass-roots level, which is contributing to the increase in mass protests and civil unrest in rural China. A major focus of the Mandarin Service is reporting on these protests and, during the past year, it covered the continuing protests throughout China by dispossessed farmers who lost their land to commercial and industrial projects. On an almost daily basis, RFA Mandarin followed these events, providing interviews with protesters, local officials, and analysts in the reports. To supplement this reporting, the Service has featured many of the lawyers who are helping spearhead this nascent civil rights movement, with a special emphasis on the importance of the rule of law in democracy building. In June 2007, RFA aired an eight-part series on how the Internet is helping to raise rights consciousness in China and how the Chinese government is clamping down on online freedom of expression.

The Mandarin Service’s coverage of the protest riots against abuses by family-planning officials is an example of how RFA gives “voice to the voiceless.” A 70-year-old retired military official, who is a native of the area, told a call-in host: “I listened to RFA’s reporting on the Bohai unrest from May 22 to May 24... It spelled out what the people of Bohai wanted to say...”

Uyghur

RFA’s Uyghur Service is the only Uyghur-language news source to report on violations of religious freedom, human rights, and other social issues that affect the lives of the ten million Uyghur Muslims in the northwestern Uyghur Autonomous Region of China. In January 2008, Rebiya Kadeer, President of the World Uyghur Congress, presented an award to RFA Uyghur Service for its excellent work and great contribution to the Uyghur communities, telling the staff that the programming “gives hope and confidence to our people... hope for a better future because of the powerful message,” adding, “they are not afraid of going to prison in order to listen to your daily programs.”

During the past four years, RFA has been reporting on forced labor practices that are still occasionally seen in parts of China. A two-part report broadcast in March 2007 revealed that Chinese authorities in the Xinjiang region were forcing tens of thousands of ethnic Uyghurs to plant almond trees for the county government without pay. Local residents told RFA that the labor-recruiting drive requires every Uyghur household to send one person and a donkey cart to help with the massive expansion of the region's almond industry.

In another story, RFA reported that authorities in Xinjiang had begun to confiscate passports assigned to Uyghur Muslims, claiming the action was being taken to prevent "illegal" pilgrimages to Mecca. A district police officer contacted by RFA confirmed the confiscations, saying, "Local residential offices are collecting the passports in order to register them... The authorities will keep the passports for the public."

Tibetan

Tibet was listed in 2007 as one of the two least free territories in the world by Freedom House. Through its call-in shows and with tips from citizen news sources, RFA continues to break news from Tibet. In August 2007, RFA reported that Chinese authorities in the southwestern province of Sichuan had detained scores of people for protesting at a traditional holiday picnic, calling for the return of Tibetan exiled leader, the Dalai Lama. "About 20 persons, young and old, belonging to the Yonru group are now behind bars. Then others from outside the jail also raised a protest...and now some 200 Tibetans have been taken into custody," a source told RFA. Another story highlighting the oppressive environment in Tibet was RFA's exclusive story in June 2007 about Chinese authorities in a remote county in western Tibet who jailed a prominent local businessman for three years after finding banned CDs of the Dalai Lama's teachings in his home.

The Tibetan Service has begun to "put faces to voices" for some of its radio features by filming selected broadcast interviews and call-in programs then posting the video on its website. In addition, field reporters are supplementing their on-air broadcasts, whenever possible, with photos or video clips that are included in the online content.

Cantonese

RFA's Cantonese Service reports news and covers events in the fast-developing provinces of Guangdong and Guangxi, which are home to 71 million native speakers of Cantonese and center of some of China's human rights problems over the past year. RFA has broken several stories including widespread rural unrest that went unreported by the state-controlled Chinese media and rioters protesting abuses by family planning officials in southwestern China. RFA Cantonese is increasingly utilizing new media formats in its coverage, including podcasts and online photographs and videos. RFA utilized the Internet in its extensive coverage of the student riots in Henan province when it posted two photos of the vandalized scene sent by students via the web. The service followed up with a feature story to explain the reasons behind the college students' protest.

Khmer (to Cambodia)

RFA's effectiveness in providing news and information for listener decision-making was evidenced with the coverage of Cambodia's 2007 Communal Elections. According to research conducted by the National Democratic Institute (NDI), 72% of voters based their vote on

knowledge gained through NDI-managed debates and, of these, 40% learned about them from Radio Free Asia. RFA broadcasters reported from 22 provinces on every aspect of the elections, ranging from the 12 political parties and their platforms to voting irregularities and voter apathy. Starting in the spring of 2008, RFA will cover the national elections, slated for July, as special election teams spread across the country begin reporting on the progress of the campaign.

In June 2007, the Khmer Service began airing *The Road to the Death Fields: The History of the Khmer Rouge*. This multi-part series documents the rise of the Khmer Rouge, their four-year reign of terror, and the awful legacy of the Khmer Rouge that lives on today in Cambodia. This series is RFA's lead-in to the Khmer Rouge Trials, which began in the fall of 2007 with the arrest of the top Khmer Rouge leaders. RFA special coverage will continue throughout the trials.

Two RFA reporters fled the country in 2007 after facing verbal attacks and death threats, resulting from RFA's extensive coverage of the Global Witness report, which tied illegal logging to Prime Minister Hun Sen's friends and family. Despite the government's attempt to ban the report, numerous listeners thanked RFA for its courage in telling the story. (Both reporters have returned to their jobs inside Cambodia.) RFA's popularity and audience continue to grow, making it the top international broadcaster in Phnom Penh for the second year in a row.

Vietnamese

While Vietnam has made impressive strides forward in economic development, its record in protecting religious and other human rights remains deplorable. Toward the end of 2007, the communist government reaffirmed its intentions to control all forms of expression including the Internet. Earlier in the year, Human Rights Watch described the police crackdown against democracy advocates in Vietnam as one of the worst in 20 years, citing the recent arrests of three human rights lawyers and a Catholic priest, all charged with "carrying out propaganda against the Socialist Republic of Vietnam or plotting to overthrow the people power." It is news like this that RFA broadcasts on radio and publishes online for the Vietnamese people, news they do not receive on state-censored media.

High-profile dissidents are not the only subjects of RFA's programs. In June, RFA reported on the hundreds of farmers who descended on the offices of Parliament in Ho Chi Minh City to protest the confiscation of their lands. After three weeks, the Venerable Thich Quang Do, leader of the outlawed Unified Buddhist Church of Vietnam, sneaked away from his monastery where he is under house arrest, and appeared before the protestors to support their cause. Shortly thereafter, RFA broadcast his remarks and published the story on the Internet with pictures taken at the scene and audio of Thich Quang Do. At the end of 2007, RFA reported on Vietnamese citizens who were protesting the Chinese claim on the Spratly Islands, a touchy issue in which the government does not want its citizens to get involved.

Lao

The Lao Service reported the release of Freedom House's annual study, which lists Laos as a "poor freedom performer," because its government uses state or party control of the press as its primary tool to restrict media freedom. For example, in November 2007, the Lao Service reported on a deal giving a several-hundred-hectare land concession to China around the national palladium, That Luang, in exchange for several hundred million dollars in interest-free loans.

The government itself uses RFA reports to find out what is going on in their country and routinely records and transcribes stories from the Lao Service to disseminate among workers.

The Service regularly reports on the disposition of the Hmong inside Lao and Thailand, and on the impact of dam building as the government pushes to become the “power-house of SE Asia.”

RFA Online

RFA continues to increase the quantity and quality of its multimedia offering on its language websites, offering graphics, interactive maps, photo essays, and videos. Citizen reporters in China regularly contribute video clips, shot with their cell phones, of events not reported by the local media. Increasingly, our Vietnamese audience is speaking out on our message board and on YouTube, where RFA has opened an account to expand its reach to younger audience. One of the most highly debated issues recently among these Vietnamese users was the question of sovereignty over the Spratly and Paracel Islands.

RFA’s listeners and readers have demonstrated a unique and specific interest in the enhanced multimedia pages of www.rfa.org. Notable attractions include a Burmese interactive map, published in Burmese and English, in September 2007, depicting the progression of large-scale anti-government protests from North to South as monks and other demonstrators marched to demand a new political dialogue with the junta. In December, a slideshow and corresponding map of Uyghur activist Rebiya Kadeer’s 22-day visit to Japan ranked as the most-viewed content on the Uyghur website.

Efforts to increase traffic to RFA’s nine native-language websites resulted in a record 1.6 million monthly visits in October 2007. These visits included viewers participating in the Mandarin Service’s moderated blog site – a project that provides a forum for audiences to engage in debate and share information. Another factor in increasing audiences is RFA broadcasters’ directing listeners to the Services’ websites for additional in-depth information, video clips, or photos of news events, as well as to the message board for a debate on issues reported by RFA. Video produced in house and verified video clips from listeners of events as these occur are also posted on websites such as YouTube. These videos carry the RFA logo with links back to RFA’s websites. The Vietnamese Service-produced video of President Nguyen Minh Triet’s visit to the United States was posted on YouTube, and prompted a lively and well-informed debate about communism versus capitalism. Videos posted to social networking sites such as YouTube continue to drive traffic to RFA websites.

Annual growth in monthly visits to RFA websites for October 2007 was 45.5%. Leading this growth was the Burmese website, which since the Fall has been posting more than 200% growth every month from the previous year.

RFA’s Vietnamese website draws a third of total traffic, with a continued rise in popularity inside Vietnam in spite of censorship. In September 2007, RFA’s proxy traffic was 34% higher than the previous year. During that same time period, the volume of audio data transmitted over the proxy servers increased by 150%.

In addition to this significant growth, a large portion of RFA’s Internet traffic remains unaccounted for as its news and programs are duplicated on other websites, blogs, and message boards to bypass Chinese censors. This phenomenon, although impossible to quantify, should be considered. It is testimony to a trend on the Internet commonly called “The Long Tail,” an expression coined by *Wired* Editor-in-Chief Chris Anderson in 2004. “The Long Tail” describes the far-reaching markets opened up by the Internet for special-interest content. RFA’s audience supports that notion, by providing stories and instructions on how they succeed in overcoming censorship, creating virtual communities, and using all available means on the Internet to access and then reproduce RFA content.

FY 2009 Performance Goals

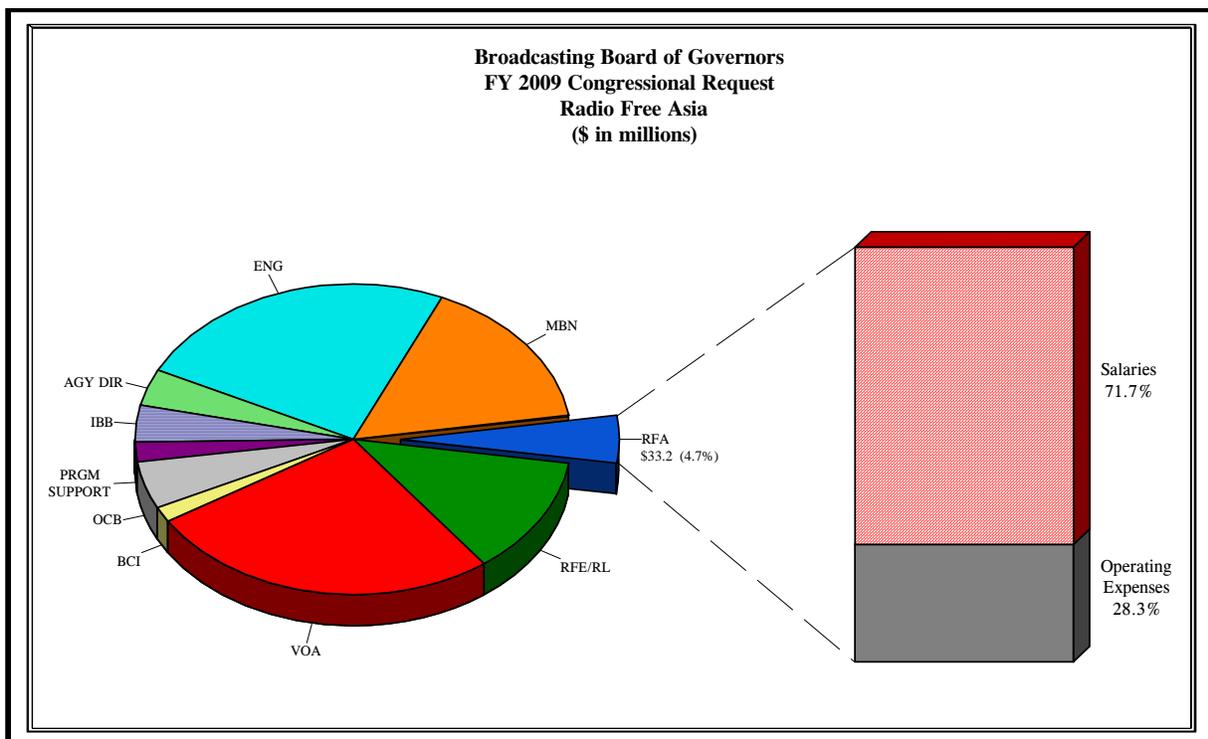
It is difficult to estimate a listening audience due to the inability to gather reliable survey data in many of the closed countries to which Radio Free Asia broadcasts. However, RFA continues to receive excellent or good program quality ratings on a consistent basis and will work to maintain this ranking in 2009.

FY 2009 Program Increases

Internet Programming (\$0.7 million and 8 positions)

The BBG proposes launching an Internet initiative that includes significantly expanding RFA’s on-line presence in China and Vietnam. This proposal begins to refocus programming from shortwave to Internet while continuing RFA’s commitment to its radio listeners. The proposal includes shifting funds supporting radio transmission to the Internet.

For FY 2009, we are requesting \$33.2 million for Radio Free Asia.



Radio Free Asia
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

FY 2008 Estimate + **34,167**

Represents the FY 2008 estimate for Radio Free Asia including the FY 2008 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering, Program Support and the BBG.

Wage Increases: Domestic/American + **701**

Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009.

Other Wage Requirements - **(1,523)**

Provides for the annualization of salary and benefits to continue programming into FY 2009, including increased workers compensation and health care costs offset by wage costs associated with the FY 2008 Emergency Supplemental.

Built-in Requirements + **390**

Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:

- | | |
|---|-----|
| a) Rent/utilities/security/building maintenance | 275 |
| b) Annualization of FY 2008 program initiatives | 115 |

Non-Recurring Costs - **(1,248)**

The following costs are non-recurred in FY 2009:

- | | |
|---|-------|
| a) Information technology and capital projects | (795) |
| b) Cost associated with FY 2008 Emergency Supplemental | (400) |
| c) Other operating expenses, including one-time FY 2008 costs | (53) |

Program Increases + **679**

Reflects the increase above base operations to fund the following enhancements:

- | | |
|---------------------------------|-----|
| a) Enhance Internet programming | 679 |
|---------------------------------|-----|

TOTAL FY 2009 RADIO FREE ASIA REQUEST **33,166**

Radio Free Asia
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|--|------------------------------|--------------------------------|-------------------------------|---|
| Programming Division | | | | |
| Executive Editor | 2,018 | 2,197 | 2,053 | (144) |
| Program Services: | | | | |
| Burmese Service | 1,496 | 1,612 | 1,581 | (31) |
| Cambodian Service | 1,493 | 1,438 | 1,507 | 69 |
| Cantonese Service | 775 | 1,025 | - | (1,025) |
| Korean Service | 1,607 | 1,759 | 1,979 | 220 |
| Laotian Service | 1,268 | 1,365 | 1,481 | 116 |
| Mandarin Service | 4,212 | 4,264 | 4,920 | 656 |
| Tibetan Service | 3,049 | 3,336 | 2,644 | (692) |
| Uyghur Service | 1,009 | 1,077 | 1,158 | 81 |
| Vietnamese Service | 1,428 | 1,515 | 1,789 | 274 |
| Program Offices: | | | | |
| Ankara Office | 74 | 65 | 71 | 6 |
| Bangkok Office | 323 | 274 | 285 | 11 |
| Dharamsala Office | 20 | 25 | 32 | 7 |
| Hong Kong Office | 519 | 612 | 525 | (87) |
| Phnom Penh Office | 194 | 184 | 192 | 8 |
| Seoul Office | 217 | 367 | 442 | 75 |
| Taipei Office | 146 | 139 | 146 | 7 |
| Total, Programming | 19,848 | 21,254 | 20,805 | (449) |
| Office of the President | 863 | 818 | 867 | 49 |
| Research, Training, and Evaluation | 370 | 423 | 440 | 17 |
| Technical Operations | 8,596 | 9,682 | 9,085 | (597) |
| Communications | 215 | 273 | 274 | 1 |
| Finance | 1,337 | 1,373 | 1,336 | (37) |
| Human Resources | 308 | 344 | 359 | 15 |
| Total, Admin, Mgt & Finance | 11,689 | 12,913 | 12,361 | (552) |
| TOTAL, Radio Free Asia | 31,537 | 34,167 | 33,166 | (1,001) |
| Enacted/Request Level | 31,537 | 34,167 | 33,166 | (1,001) |

**Broadcasting Board of Governors
Middle East Broadcasting Networks**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|------------------------------------|-------------------|---------------------|--------------------|
| Funding | 83,190 | 93,451 | 112,394 |
| Emergency Supplemental P.L. 110-28 | 10,000 | - | - |
| Total Funding | 93,190 | 93,451 | 112,394 |
| Positions | 356 | 624 | 624 |

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit corporation that provides objective and balanced news and information to the people of the Middle East about their region, the world, and the United States. MBN works to broaden the range of perspectives and exchange of ideas on issues of significance to the lives and future of its audience and to provide objective, accurate information about America, American policies, and Americans.

MBN is a multimedia broadcasting organization that currently operates three 24/7 Arabic-language news and information television channels – Alhurra, Alhurra-Iraq, and Alhurra Europe – as well as Radio Sawa, which broadcasts 24/7 on seven programming streams in the Middle East. MBN broadcasts from its headquarters in Springfield, Virginia, with a bureau in Baghdad, production capability in Dubai and Beirut, and correspondents in more than 25 countries in the Middle East and around the world.

MBN reaches an estimated 35 million people each week and provides the United States a direct and undistorted line of communication with the Arabic-speaking population of the Middle East. MBN programming expands the spectrum of ideas, opinions, and perspectives presented on the region’s media outlets. By providing a source of balanced information in Arabic, MBN advances freedom, democracy, and long-term U.S. national interests.

Alhurra

Alhurra is the only Arabic-language television service in the region that provides consistently balanced news coverage and current affairs programming that addresses important, controversial topics, including the rights of women, religious freedom, and human rights. Alhurra is unique in its ability to provide information and insight into the policies and people of America. Alhurra broadcasts seven daily newscasts (including one exclusively for Iraqi viewers), as well as live reports from Washington and the Middle East, in-depth discussion and roundtable programs, and quality current affairs and information programs. In addition, news updates are broadcast twice an hour to provide regular news coverage 18 hours of the day. Live breaking news is broadcast around the clock, as events warrant, including coverage of major U.S. foreign policy speeches, as well as press conferences and Congressional hearings of interest to the Middle East.

Alhurra programming is broadcast via three channels. The regional Alhurra channel was launched in February 2004 to provide a reliable source of objective news and information to the entire Middle East region. Alhurra-Iraq was launched in April 2004 to provide more specialized local news and programming to the people of Iraq. Alhurra Europe was launched on August 1, 2006 to provide a reliable source of news and information to Europe's Arabic-speaking population. Alhurra-Iraq carries some programs aired on the regional Alhurra channel, but concentrates on targeted news and current affairs programs for Iraqi viewers as they move into a new era and rebuild their country. Alhurra Europe provides the most popular news and information programs of Alhurra and Alhurra-Iraq.

Alhurra is distributed via Arabsat and Nilesat, the same satellites used by all major Middle Eastern channels. Alhurra-Iraq is also distributed via the Arabsat and Nilesat satellites as well as terrestrial transmitters in Baghdad, Mosul, Basra, and Al Hilla. Alhurra Europe is currently distributed on Eutelsat Hotbird 3.

Radio Sawa

Radio Sawa broadcasts reliable and objective news via newscasts at 15 and 45 minutes past each hour, totaling over 325 live, updated newscasts per week on each of 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 U.N. debates and press conferences on important issues affecting U.S. policy in the region.

Radio Sawa advances freedom and democracy while focusing on clear and effective presentation of U.S. policies through a range of targeted programming that includes its weekly signature current affairs discussion, *Free Zone*, as well as *Ask The World Now*, a regular program that provides answers to key listener questions about U.S. policies related to the Middle East and the ongoing war on terrorism. To Iraq, Radio Sawa broadcasts features focusing 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: Iraq (FM and AM); Jordan and the West Bank (FM); the Gulf (FM and AM); Egypt and the Levant (AM); Morocco (FM); Sudan and Yemen (FM and AM); and Lebanon and Syria (FM). Listeners can also hear Radio Sawa live on the Internet by going to its website and clicking on any of the streams.

FY 2007 – FY 2008 Programming Accomplishments

MBN has continued to target opportunities to further its reach and influence in the region. In FY 2007, Alhurra celebrated its third anniversary and Radio Sawa its fifth anniversary of bringing accurate and balanced news and information to the region. Through innovative programming, Alhurra and Radio Sawa are:

- **Putting America into context for our audience like no other channel or station can.** MBN continues to solidify its competitive advantage among the ever-increasing voices in the crowded Middle Eastern media market through a clear and consistent focus on America – from its politics and policies to its people and culture. Alhurra and Radio Sawa provide a comprehensive look at U.S. foreign policy and institutions. With access to the most influential U.S. policymakers within the Administration and Congress, MBN is uniquely qualified to present the spectrum of American political perspectives. Unparalleled access to an extensive range of guests that represent the diversity of ideas and opinions celebrated in America is also a competitive advantage. MBN is further facilitating its access through direct fiber connections with prominent think tanks. Regular and special programming is designed to highlight, and put into context, America’s institutions and policies for its audience.

Alhurra and Radio Sawa provide live coverage and balanced discussion of hearings, briefings, and remarks by the Administration and Congress related to issues significant to the lives and future of our audience. *Inside Washington*, a weekly show on Alhurra, examines the U.S. political process through in-depth interviews. Alhurra and Radio Sawa provided live, continuous coverage of the U.S. midterm elections, covering several races around the country including the election of the first Arab-American to the U.S. Congress.

Alhurra and Radio Sawa will bring their audience a clear view of the road to the White House through extensive coverage of the 2008 elections. From Iowa to Election Day, Alhurra and Radio Sawa will go beyond the conventions and debates to provide insight into the U.S. election process. With programming on such issues as the separation of powers in a democracy, the role of the military in a democratic state, and the foundations of the electoral process, MBN takes every opportunity to examine the democratic foundations in the United States.

Beyond politics and policy, MBN is dedicated to developing programming that will bring to life America’s diverse culture. For example, in 2008, Alhurra will pilot a series on the experiences of Arab exchange students in America.

- **Building confidence as a reliable, balanced source of breaking news and exclusive coverage.** Alhurra and Radio Sawa were the first to break several major news stories, including the bombing of the Iraqi parliament building and Saddam Hussein’s execution. Alhurra and Radio Sawa consistently provide news coverage not seen or heard on any other outlet. Beyond news, MBN’s current affairs programming regularly addresses social and political issues that would not otherwise be covered in the region’s media. In addition, MBN provides formats and programming opportunities that are unique. For example *Sawa Chat* provides a distinctive platform for interactive discussion and solicitation of audience opinions in the region. Alhurra sponsored a Town Hall meeting in Washington that included prominent Palestinian-Americans who expressed their views of the Middle East peace process. Additionally, Alhurra provided an unprecedented event when an Israeli official and Saudi guest appeared on the talk show *Free Hour* at the same time.

Both Alhurra and Radio Sawa provided extensive coverage of the Middle East Peace Conference, with a team of journalists and expert guests reporting live from Annapolis. On his latest trip to the Middle East, Alhurra's White House correspondent traveled with President Bush to bring viewers an accurate and objective chronicle. In substance and style, MBN is providing its audience unique programming that directly furthers its mission.

In FY 2008, Alhurra will increase newsroom coverage with resources provided to allow for consistent 24/7 coverage with news updates around the clock. The increased coverage will strengthen the newsgathering and reporting capability of Alhurra.

- **Spotlighting freedom and human rights issues.** Alhurra and Radio Sawa have provided consistent, significant coverage of human rights issues. Beyond news reports, regular programming like Alhurra's *Eye on Democracy*, *Equality*, and *Free Hour*, and Radio Sawa's *The Free Zone* provide standing forums for unique discussions in the region's media. For example, in January 2007, Alhurra aired exclusive video of prisoners being tortured in an Egyptian prison. Both Alhurra and Radio Sawa have provided extensive coverage of the humanitarian crisis in Darfur, challenges to human rights across the region, and the rights of women in the Arab world. The range of coverage has included such topics as: the role of women in Bahrain, the persecution of Arab journalists in the region, the human rights implication of proposed amendments to Egypt's constitution, the plight of Iraqi refugees, and the struggle of minorities in the Arab world.
- **Expanding our reach.** A new signature show will be launched by Alhurra in the third quarter of FY 2008. The new three-hour daily show will define Alhurra by providing a format and information mix unique in the region today – it is designed as a launching pad to address significant issues that affect the lives and future of the people of the Middle East. The new show will provide a platform for focusing the news of the day, discussing compelling social issues, investigative reporting, and a spectrum of information not presented anywhere else in the region's media. Anchored from Cairo and other hubs in the region, the format will expand original reporting from the region. The mix from the region and America will continue to capitalize on Alhurra's ability to provide the people of the Middle East with unique insight into America that will inform their views and opinions of the region, the world, and the United States.

In FY 2008, Radio Sawa will establish all news and feature programming for its Egypt, Saudi Arabia, and Sudan streams during the evening hours via AM transmission. Radio Sawa will provide 6-hour blocks of news and information establishing a robust stringer network for each stream to provide significant, local content. Research shows that Radio Sawa has already established itself as a credible source of news and information in the region – this enhancement would capitalize on the foundation built over the past 5 years.

MBN will also expand its web presence in FY 2008 as Alhurra begins streaming and archiving its original programming. Modifications to the Alhurra and Sawa websites will

ensure broader access to the wide array of balanced news and information produced by MBN.

FY 2009 Performance Goals

For FY 2009, MBN will continue to be a valued source of news and information in the competitive Arabic-speaking marketplace. The goal is that 80% of the audience judges its news and information as at least “somewhat trustworthy/reliable” or “very trustworthy/reliable.”

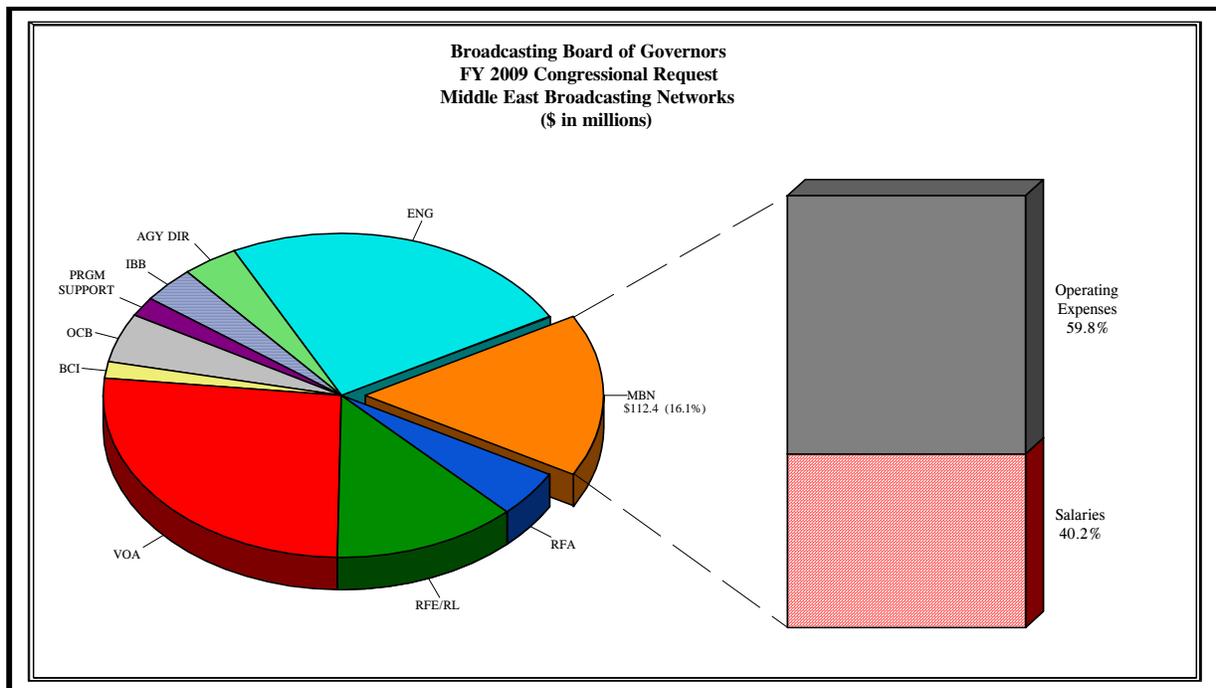
FY 2009 Program Changes

Upgrading Television Production (\$3.5 million)

The BBG proposes to replace Alhurra’s broadcast automation system – the backbone of its television production capability – to eliminate streamline editing; improve news system integration, eliminating bottlenecks and on-air interruptions of live programming; increase availability of video content, saving hours spent on manual retrieval; and establish a reliable online video archive system, providing data security. This project is essential to correct system instability and avoid operational failures and archive system failures, which diminish broadcast quality. These system failures directly undermine MBN’s credibility and reliability in the region.

For budget presentation purposes, MBN’s authorized positions beginning in FY 2007 has been increased from 289 to 385. This does not reflect a change in funding, staffing level, or programming. The funding related to these positions has been moved from general operating expenses to salaries and more accurately reflects the employment status of MBN’s overseas staff.

For FY 2009, we are requesting \$112.4 million for the Middle East Broadcasting Networks.



Middle East Broadcasting Networks
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | | |
|--|---|----------------|
| FY 2008 Estimate | + | 93,451 |
| Represents the FY 2008 estimate for Middle East Broadcasting Networks excluding program delivery and research costs which are provided by Engineering, International Broadcasting Bureau, and the BBG. | | |
| Wage Increases: Domestic/American | + | 1,093 |
| Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009. | | |
| Other Wage Requirements | + | 5,398 |
| Provides for the annualization of salary and benefits to continue programming into FY 2009. | | |
| Built-in Requirements | + | 10,952 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | | |
| a) Annualization of FY 2008 program initiatives | | 10,498 |
| b) Rent/utilities/security/building maintenance | | 454 |
| Non-Recurring Costs | - | (2,000) |
| The following costs are non-recurred in FY 2009: | | |
| a) Other operating expenses, including one-time FY 2008 costs | | (2,000) |
| Program Increases | + | 3,500 |
| Reflects the increase above base operations to fund the following enhancements: | | |
| a) Upgrade television production | | 3,500 |

| | | |
|--|--|----------------|
| TOTAL FY 2009 MIDDLE EAST BROADCASTING NETWORKS REQUEST | | 112,394 |
|--|--|----------------|

Middle East Broadcasting Networks

Summary of Funds

FY 2007 - FY 2009

(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|---|------------------------------|--------------------------------|-------------------------------|---|
| Programming | | | | |
| News and Current Affairs | 27,383 | 35,916 | 41,715 | 5,799 |
| Alhurra Iraq | 7,988 | 8,156 | 8,214 | 58 |
| Radio Sawa | 8,206 | 10,664 | 11,754 | 1,090 |
| Total, Programming | 43,577 | 54,736 | 61,683 | 6,947 |
| Overseas Offices | | | | |
| Baghdad Bureau | 5,782 | 5,086 | 5,541 | 455 |
| Beirut Production Center | - | 978 | 1,608 | 630 |
| Cairo Bureau | - | 5,451 | 4,174 | (1,277) |
| Dubai Production Center | 3,128 | 4,302 | 5,166 | 864 |
| Jerusalem Production Center | - | 586 | 920 | 334 |
| Total, Overseas Offices | 8,910 | 16,403 | 17,409 | 1,006 |
| Administration | | | | |
| Technical Operations | 21,129 | 22,404 | 22,604 | 200 |
| Administration | 8,296 | 7,945 | 8,693 | 748 |
| Creative Services | 1,682 | 1,704 | 1,739 | 35 |
| Communications | 265 | 259 | 266 | 7 |
| Total, Administration | 31,372 | 32,312 | 33,302 | 990 |
| TOTAL, MIDDLE EAST BROADCASTING NETWORKS | 83,859 | 103,451 | 112,394 | 8,943 |
| Reconciliation: | | | | |
| (-) Balances In/Recoveries | (669) | (10,000) | - | 10,000 |
| (+) Balances Out | 10,000 | - | - | - |
| Enacted/Request Level | 93,190 | 93,451 | 112,394 | 18,943 |

**Broadcasting Board of Governors
Agency Direction**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|------------------|-------------------|---------------------|--------------------|
| Funding | 25,286 | 27,813 | 26,795 |
| Positions | 61 | 82 | 82 |

Offices under the heading *Agency Direction* include:

Broadcasting Board of Governors (BBG)

Oversees all U.S. funded, non-military international broadcasting. The BBG oversees the operations of the IBB, which includes the worldwide broadcasting services of VOA and OCB. The BBG also oversees the three grantee organizations, RFE/RL, RFA, and MBN. The bipartisan Board consists of nine members – eight members who are appointed by the President, and 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. To understand our markets, given the increasingly complex media environment into which the BBG services broadcast, timely and regular research is required.

Office of General Counsel (GC)

Reports directly to the BBG. This office provides legal advice to the Board, BBG staff, and IBB officials. This advice includes interpretations on the authority and application of laws, regulations, Executive Orders, international agreements, and other documents involving BBG operations.

Office of the Chief Financial Officer (CFO)

Reports directly to the BBG. This office is responsible for managing the Agency’s budget and financial operations. The CFO provides advice and assistance to the Board, the IBB, and the grantees in managing Agency resources by establishing financial policies and steering the Agency’s budget and financial information management.

Office of Public Affairs

The BBG proposes to move the Public Affairs function to the BBG to better coordinate Agency-wide communications and outreach. The Office of Public Affairs will report directly to the BBG. This office plans and conducts comprehensive public affairs and outreach programs for the BBG and its broadcasters and coordinates activities with the IBB Director and the broadcast entities. It also maintains contact with U.S. and overseas media organizations to explain the broadcasters’ missions and their coverage of news events around the world. It drafts and edits web-based public information including the Agency website and the employee newsletter.

To better represent the Agency's organizational structure, the Director of the International Broadcasting Bureau (IBB), Office of Policy, and Office of Civil Rights, formerly included in the Agency Direction section of the budget document, are now shown under the IBB section.

FY 2007 – FY 2008 Highlights and Program Accomplishments

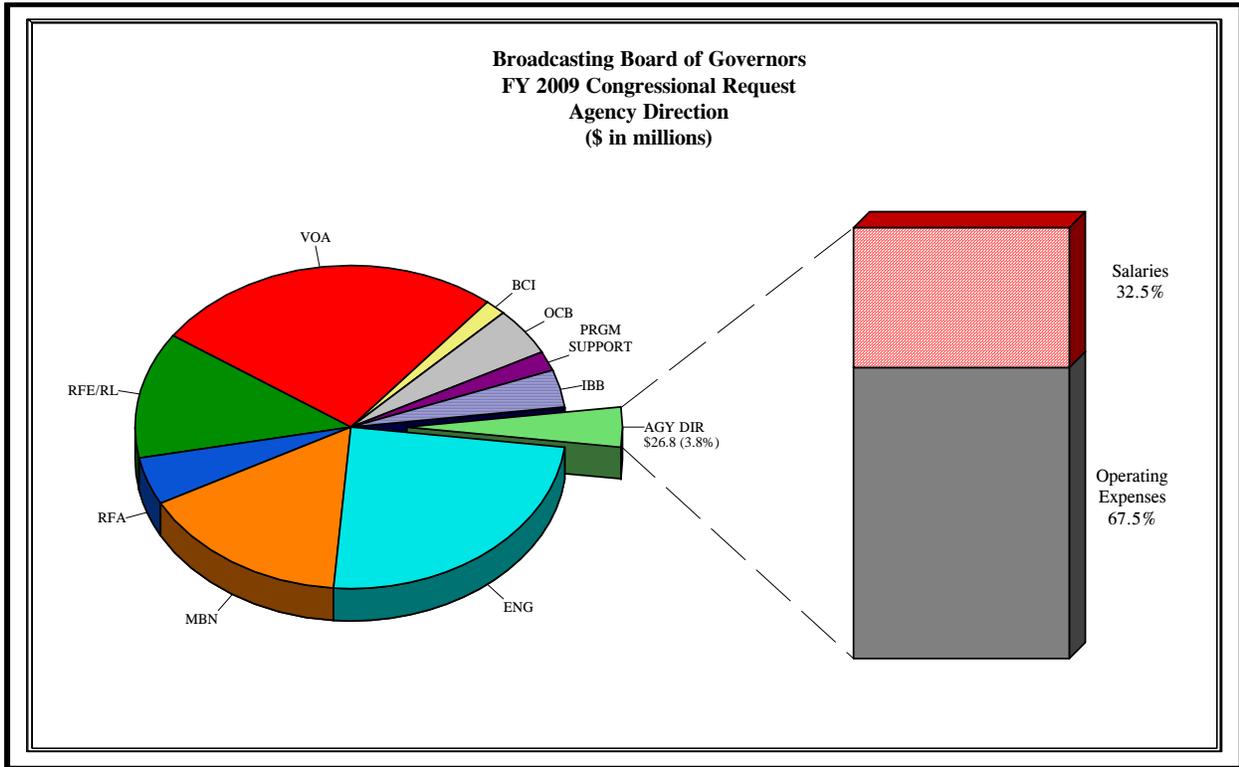
The BBG initiated the development of a new strategic plan for 2008-2013 and incorporated input from the entities and offices. Combined with public diplomacy forecasts from the Department of State, other outside research, think tank input, and consensus from the Board, a draft was prepared. In 2007, the draft was shared with all BBG employees and the new BBG Strategic Plan was finalized.

The FY 2007 BBG Performance and Accountability Report (PAR) was submitted on time and the BBG received an unqualified opinion on the audit of BBG FY 2007 financial statements. The Agency received an "Effective" rating for the PART (Program Assessment Rating Tool) in FY 2007. The Agency's new payroll system was implemented in May 2007. The conversion to a new financial system is scheduled to be completed by mid-FY 2008. The new system is expected to significantly improve BBG's ability to process procurement awards and perform contract management.

FY 2009 Performance Goals

The offices included under Agency Direction provide essential oversight, leadership, and guidance in support of BBG's strategic goals and performance objectives, including increasing BBG's total audience reach. The Agency will continue the integration of budget, performance, and financial management and associated systems.

For FY 2009, we are requesting \$26.8 million for Agency Direction.



Agency Direction
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | |
|---|------------------|
| FY 2008 Estimate | + 27,813 |
| Represents the FY 2008 estimate for all offices within Agency Direction. | |
| Wage Increases: Domestic/American | + 284 |
| Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009. | |
| Other Wage Requirements | + 168 |
| Provides for the annualization of salary and benefits to continue programming into FY 2009. | |
| Built-in Requirements | + 442 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | |
| a) Consolidated research | 442 |
| Non-Recurring Costs | - (1,912) |
| The following costs are non-recurred in FY 2009: | |
| a) Other operating expenses, including one-time FY 2008 costs | (1,758) |
| b) Information technology and capital projects | (154) |

| | |
|---|---------------|
| TOTAL FY 2009 AGENCY DIRECTION REQUEST | 26,795 |
|---|---------------|

Agency Direction
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|---|------------------------------|--------------------------------|-------------------------------|---|
| Broadcasting Board of Governors | 2,094 | 3,915 | 2,398 | (1,517) |
| Strategic Planning and Performance Measurement | 9,285 | 9,216 | 9,699 | 483 |
| General Counsel | 1,016 | 1,276 | 1,339 | 63 |
| Chief Financial Officer | 4,248 | 4,938 | 5,174 | 236 |
| Financial, Payroll and E-Travel Services | 4,459 | 3,845 | 3,466 | (379) |
| International Cooperative Administrative Support Services | 3,484 | 4,038 | 3,902 | (136) |
| Public Affairs | 754 | 810 | 817 | 7 |
| TOTAL, AGENCY DIRECTION | 25,340 | 28,038 | 26,795 | (1,243) |
| Reconciliation: | | | | |
| (-) Balances In | (279) | (225) | - | 225 |
| (+) Balances Out | 225 | - | - | - |
| Enacted/Request Level | 25,286 | 27,813 | 26,795 | (1,018) |

For comparison, proposed reorganizations are shown consistently in FY 2007 - 2009.

Broadcasting Board of Governors International Broadcasting Bureau

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|------------------|-------------------|---------------------|--------------------|
| Funding | 22,966 | 23,976 | 25,785 |
| Positions | 119 | 139 | 142 |

Offices under the heading **International Broadcasting Bureau** include:

Director of the IBB

Provides the leadership and guidance to manage the IBB. Also, provides liaison with the Office of Inspector General and Government Accountability Office, records and forms management, the management directives system, mail, printing, and other management and administrative support related services.

Office of Policy (POL)

Produces daily editorials and other programs that convey official U.S. government policies for use by all VOA language services, including television. This office is also responsible for the International Crime Alert Programming.

Office of Civil Rights (OCR)

Manages the Federal Sector Discrimination Complaint, Affirmative Employment, and Special Emphasis Programs. This office is also responsible for counseling employees; conducting investigations; processing EEO complaints; providing EEO awareness training, and ensuring that EEO laws and regulations are implemented and that diversity within the organization is promoted. With assistance from OCR, the BBG manages its workforce without regard to race, color, religion, sex, sexual orientation, national origin, age or disability.

Office of Performance Review

The BBG proposes in FY 2008 to move the Office of Performance Review from Program Support to the IBB in order to streamline the reporting structure and delivery of services and emphasize the strategic value of program review and research operations. This office is responsible for conducting annual reviews of television, radio, and Internet products from VOA and OCB, obtaining and processing audience data and market research from outside contractors, and making it available through the program review process to VOA and OCB management and their broadcasters. Through both internal and external analysis of content and presentation, the Office of Performance Review continues its efforts to ensure that programming pursues the goals of the BBG Strategic Plan, adheres to the highest standards of broadcast journalism, complies with applicable laws and guidelines, and effectively serves the information needs of intended audiences. This office fully employs performance planning and performance evaluation procedures as required by the BBG, OMB, and the Congress.

Office of Human Resources

The Office of Human Resources provides personnel management services to the Agency and its employees worldwide and develops personnel programs and policies to meet the Agency's unique journalistic, broadcasting, and multicultural workforce needs.

Office of Contracts

Provides effective planning and implementation of BBG/IBB's worldwide acquisition program.

Office of Security

The Office of Security is responsible for the protection of Agency personnel, property and classified material worldwide and the conduct of investigative functions mandated by statute and Executive Order. The office also provides assistance to the grantees.

The Director of the International Broadcasting Bureau (IBB), Office of Policy, and Office of Civil Rights, formerly included in the Agency Direction section, are now shown under the separate IBB section.

FY 2007 – FY 2008 Highlights and Program Accomplishments

In FY 2007, the functions and staff of the IBB's Office of Administration were realigned to create a more efficient organizational support structure in the International Broadcasting Bureau. As part of this action, the following functions and staff were reassigned to the Office of the Director of IBB: liaison with the Office of Inspector General and Government Accountability Office, records and forms management, the management directives system, mail, printing, and other management and administrative support related services.

In FY 2007, the Office of Policy improved and enhanced the website for "A Woman's World," developing the look of the site, and adding special web features to this weekly series about the struggles and rights of Muslim women around the world.

The Mentoring Program sponsored by the Office of Civil Rights increased from 13 partnerships in FY 2006 to 27 in FY 2007. In March 2007, the Agency's inventory of active, formal EEO complaints had decreased to 15, a significant reduction since the initial inventory in 1999 revealed over 60 formal complaints. In April 2007, the Agency was ranked fifth among all of the Federal agencies in completing timely EEO investigations. Of the 31 completed investigations, 93.6% were completed in the average time frame of 119 calendar days. In addition, 96% of the pre-complaints counseling cases were processed in a timely manner. On May 9, 2007, the Agency celebrated its sixth Diversity Day Celebration in recognition of its inherently rich international culture.

Strategic Management of Human Capital

The Agency received an extension of the statutory authority to use Personal Service Contracts (PSCs) for broadcasting services. In addition, visa policies were changed to enable the Agency to sponsor non-citizen contractors for immigrant visas beyond 3 years. OPM gave the BBG authority for early out retirements and buyouts to assist the Agency in reshaping and increasing the agility of the workforce and to reduce the need for potential staff reductions. As a result, the

Agency approved more than 30 employees for buyouts in FY 2007.

To enhance management skills, the Office of Human Resources (OHR) provided leadership training, improved the Senior Executive Service performance management system, and developed a “pay for performance” compensation system for the Senior Foreign Service. OHR worked with the VOA management to strengthen its Foreign Service system. As a result, career VOA Foreign Service correspondent appointments were resumed.

In order to augment recruitment, OHR continued to develop automated position descriptions, vacancy announcements, crediting plans, and USA Staffing questionnaire libraries. Also, a category ranking process was implemented to provide a broader range of selection choices to managers. OHR continued to use a volunteer intern program and recruited a highly talented and diverse group of more than 80 interns during the summer of 2007.

The OHR website was enhanced to include guidance for addressing performance and conduct issues. Also, the Agency improved feedback on employee performance by increasing the percentage of completed performance ratings to more than 93 percent.

Training was allocated based on priorities established by the Training Needs Assessment Survey. Broadcast training was tailored to support television and Internet initiatives. OHR also continued the Supervisor Orientation Program for newly hired and promoted supervisors and managers. The FY 2008 employee development initiative addresses critical BBG training and employee recognition programs.

OHR also implemented the OPM mandate for dental and vision insurance benefits and promoted Congressional telework initiatives.

Procurement

The Office of Contracts processed more than 3,651 actions to award approximately \$148 million in contracts, purchase orders, grants, leases and assistance agreements for the fiscal year ending in September 2007. This represents a 28% increase in dollar value and a 14% increase in the number of actions processed over FY 2006. (This is in addition to the 71% increase in dollar value of contracts and 63% increase in number of actions from FY 2005 to FY 2006.) This upward trend is continuing in FY 2008.

Research

IBB Research is a component of the Office of Performance Review, the office responsible for evaluating VOA and OCB programming. An essential element of the program review process is audience research conducted within the target areas for the broadcast services. Such field research, conducted annually for every service, usually includes three separate elements:

- regional or national surveys that provide a demographic profile of audiences, as well as a description of media usage;
- focus groups assembled to provide information on audience program preferences and media habits; and

- panels of monitors intended to determine the effectiveness of a broadcast service in meeting audience expectations as well as standards for content and presentation.

In FY 2007, IBB research oversaw approximately 140 separate research projects, including surveys, focus groups, and monitoring panels around the world on behalf of VOA, OCB, and MBN. In addition to ensuring compliance with all contractual requirements, IBB Research closely monitors the technical details of all research carried out on behalf of its clients and ensures that the research meets the programmatic requirements of the end users in broadcasting and management. IBB Research has taken the lead in developing new measurement methodologies to assess the effectiveness of VOA's enhanced reliance on placement on affiliate stations and the audience for its television products. At the same time, IBB Research has developed relationships with providers of commercial research data, allowing far more accurate measurement of short-form placed programming than has been possible previously.

The results of the research efforts are provided to broadcasting managers, and help shape "Action Plans" to develop and improve programming, as well as informing management decisions on a broad array of strategic issues, including transmission strategies, marketing and affiliation plans, and changing media habits.

Security

The Office of Security continues to complete the background investigations required by Executive Order in under 30 days. The Office has also worked with the Federal Protective Service to negotiate a new contract for guards, to begin approximately April 1, 2008.

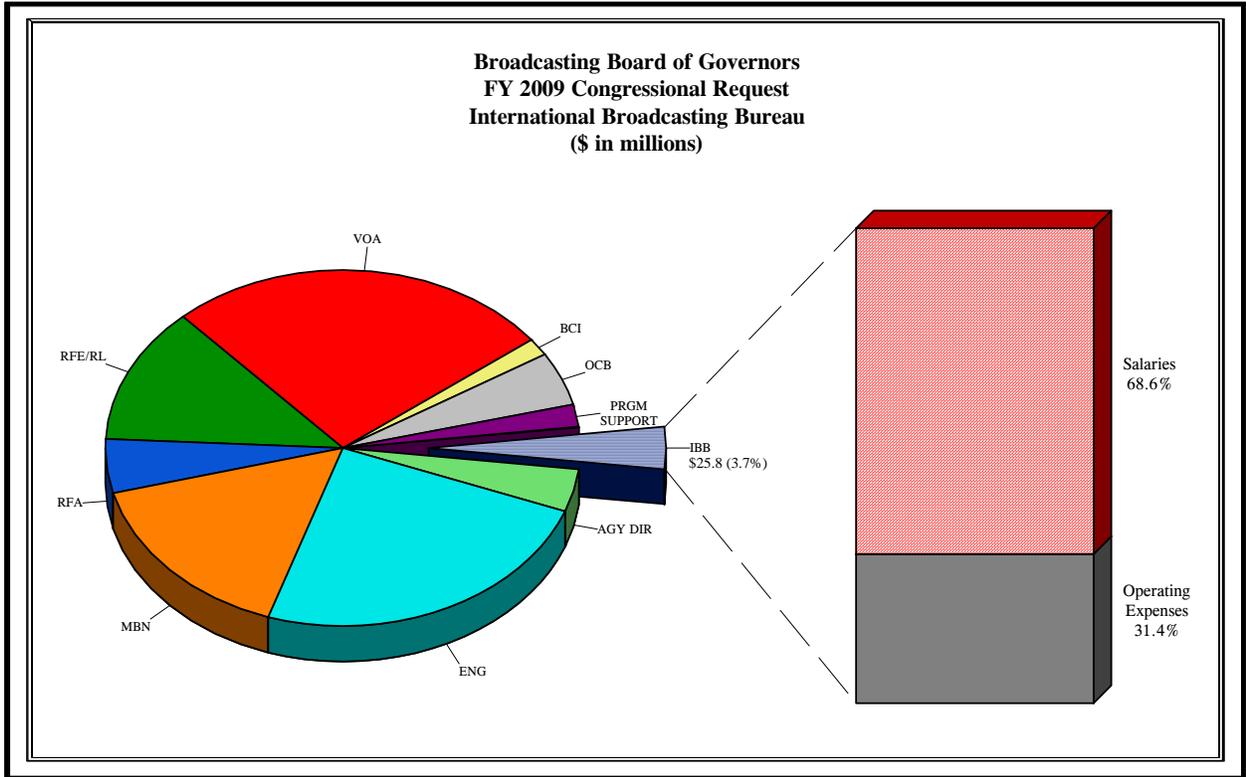
FY 2009 Performance Goals

The offices of the IBB provide critical leadership, management, evaluation, and administrative functions. The Bureau's responsibilities for recruitment, hiring, work environment infrastructure, and security ensure the achievement of the Agency's broadcasting mission and support the President's Management Agenda initiatives including Strategic Management of Human Capital and competitive sourcing.

FY 2009 Program Increases

The Office of Human Resources requires additional funds to adequately support the VOA Internet and language program initiatives (\$.1 million).

For FY 2009, we are requesting \$25.8 million for the International Broadcasting Bureau.



International Broadcasting Bureau
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

FY 2008 Estimate + **23,976**

Represents the FY 2008 estimate for all support offices within International Broadcasting Bureau.

Wage Increases: Domestic/American + **489**

Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009.

Other Wage Requirements + **477**

Provides for the annualization of salary and benefits to continue programming into FY 2009, including increased workers compensation.

Built-in Requirements + **698**

Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:

- | | |
|---|-----|
| a) Annualization of FY 2008 program initiatives | 356 |
| b) Rent/utilities/security/building maintenance | 211 |
| c) Other operating expenses | 95 |
| d) Information technology and capital projects | 36 |

Program Increases + **145**

Reflects the increase above base operations to fund the following enhancements:

- | | |
|---|----|
| a) Enhance Internet programming | 50 |
| b) Continue Somali broadcasts to Horn of Africa | 95 |

TOTAL FY 2009 INTERNATIONAL BROADCASTING BUREAU REQUEST **25,785**

International Broadcasting Bureau

Summary of Funds

FY 2007 - FY 2009

(\$ in thousands)

| | 2007 Actual | 2008 Estimate | 2009 Request | Increase or Decrease (-) |
|---|------------------------|--------------------------|-------------------------|-------------------------------------|
| Director, International Broadcasting Bureau | 4,244 | 4,013 | 4,198 | 185 |
| Policy | 1,246 | 1,265 | 1,305 | 40 |
| Civil Rights | 1,100 | 1,149 | 1,157 | 8 |
| Performance Review | 3,962 | 3,944 | 4,055 | 111 |
| Human Resources | 7,021 | 7,619 | 8,475 | 856 |
| Security | 3,484 | 3,942 | 4,167 | 225 |
| Contracting and Procurement | 1,909 | 2,044 | 2,428 | 384 |
| TOTAL, INTERNATIONAL BROADCASTING BUREAU | 22,966 | 23,976 | 25,785 | 1,809 |
| Enacted/Request Level | 22,966 | 23,976 | 25,785 | 1,809 |

For comparison, proposed reorganizations are shown consistently in FY 2007 - 2009.

**Broadcasting Board of Governors
International Broadcasting Bureau
Engineering and Technical Services**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|-------------------------------------|-------------------|---------------------|--------------------|
| Funding | 181,342 | 172,379 | 169,961 |
| Emergency Supplemental P.L. 110-161 | - | 2,045 | - |
| Total Funding | 181,342 | 174,424 | 169,961 |
| Positions | 501 | 536 | 478 |

Structured to meet the BBG’s evolving mission of optimal program delivery through multiple broadcast media, the IBB’s *Office of Engineering and Technical Services* provides pivotal engineering and technological support to BBG staff and facilities in Washington, D.C. and abroad. In addition to managing a complex, global network of over 70 transmitting sites delivering high frequency, medium wave (AM), FM, and TV broadcasts, Engineering leases broadcast time at nearly 20 transmitting facilities in 10 countries. To meet the needs of its varied broadcast customers, Engineering is responsible for an extensive network of leased satellite and fiber optic circuits and other international telecommunication systems, which includes support for a worldwide array of hundreds of satellite receivers and earth stations and a rapidly growing Internet delivery system.

IBB Engineering’s Network Control Center (NCC), the 24-hour operations hub and central distribution point for all BBG transmission systems, coordinates the flow of electronic broadcast signals from various broadcasters through many different paths to reach audiences. Most signals travel from satellite dishes at the IBB headquarters building in Washington, D.C. to leased communications satellites orbiting the earth. The NCC manages and coordinates scheduling for the satellites that carry BBG programming over 584 separate circuits and is responsible for over 900 daily switching events that involve 338 radio inputs and 564 outputs, and 64 video inputs and outputs. The NCC also manages 88 encoders used for the streaming and file transfer of nearly 1,710 hours of live and 567 hours of on-demand daily BBG programming via the Internet.

This global transmission network delivers the radio and television programs of VOA, RFE/RL, RFA, and MBN to targeted audiences around the world. Engineering also supports segments of Radio and TV Martí’s technical network and transmits the television signals of the Department of State to U.S. embassies worldwide on the American Embassy Television Network. The IBB’s digital satellite system and other leased circuits, managed by the NCC, feed programs to transmission sites and affiliates in Africa, Asia, Europe, Latin America, the Middle East, and North America. The BBG’s 1,400 affiliates worldwide rebroadcast radio and TV programs to local audiences. Other BBG program recipients include cable TV systems, individual home receivers, and U.S. diplomatic posts.

Operations and maintenance of the BBG's shortwave, medium wave, FM, and television transmission sites overseas face many challenges, including environmental and security concerns in countries threatened by lack of adequate security, transportation systems, and power-generating infrastructure.

Engineering plays a prominent role in exploring, developing, and adopting new digital technologies to increase the efficiency and effectiveness of the BBG's broadcast capabilities. Seizing on the Internet's ability to reach millions worldwide, Engineering delivers VOA's website and provides streaming support for all BBG audio programming and most BBG video programming. Engineering manages the web publishing system and the web hosting services for multimedia websites in all VOA languages, in addition to providing technical support for innovative delivery formats such as podcasts, text messages, and "online chats." IBB Engineering also uses anti-jamming technologies to enable people in China, Iran, and other Internet-restricted countries to gain access to web pages that are currently blocked. A growing e-mail distribution system currently reaches millions in China and tens of thousands in Iran daily.

Engineering also is responsible for the IBB's information technology functions, and as a single, focused group, addresses many information technology endeavors from computer assistance to IBB staff to ensuring that e-mail is safe and secure. This support function covers computer-based technologies involved in current, state-of-the-art generation of digital audio and video programming for VOA to routine desktop applications essential to accomplish the agency's mission.

FY 2007 – FY 2008 Highlights and Program Accomplishments

Headquarters Facilities

In FY 2007, the functions and staff of the IBB's Office of Administration were realigned to create a more efficient organizational support structure in the IBB. The following functions and staff of the former Office of Administration were reassigned to the Office of Engineering and Technical Services: facilities and space management; safety and health; property management; and telecommunications.

Numerous projects were completed in the BBG's Cohen Building headquarters, including renovation of Studios 47 and 49. IBB employees also continued to receive training in proper CPR and Automated External Defibrillator (AED) use, and AED units in Cohen and Switzer Buildings were replaced.

Continuity of Operations (COOP)

Engineering continued to support the BBG disaster recovery plans to enable the Agency to continue essential broadcast mission functions in the event of catastrophic network loss of its main telecommunications and program production complex in Washington, D.C. The BBG, in July 2007, successfully and fully tested alternate radio broadcasting facilities and an associated major COOP telecommunications hub at a remote location outside of Washington, D.C. Training exercises for VOA radio programming staff conducted at the COOP site in August 2007 confirmed that these radio broadcast facilities and supporting communications can be set up and fully operational within 12 hours as required by Federal regulations. These COOP facilities can

support radio operations in 10 of VOA's highest priority languages. The COOP telecommunications hub functionally bypasses and replicates the essential capabilities of the IBB's Network Control Center and international communications complex in Washington, D.C. that feeds and distributes radio, television, and Internet programming worldwide. The COOP telecommunications facilities are functional 24/7 and are capable of rerouting, on a moment's notice, all essential communications services for all BBG broadcasting entities. In 2008, Engineering will support COOP planning and implementation of a limited television broadcasting capability, further technical improvements to the radio capability, and additional staff training exercises.

Transmission Network

To satisfy evolving requirements with the most effective technologies, the BBG regularly assesses the effectiveness of its transmission network assets and makes changes to meet new programming requirements, to serve priority audiences, and to satisfy media preferences. Although shortwave remains important in certain areas, audiences increasingly prefer local medium wave (AM) and FM stations where these are available. Moreover, audiences are increasingly turning to television to obtain information and news. Consequently, the BBG is shifting its investments in transmission assets from shortwave to the more popular media of AM, FM, and television. This shift requires investing in new facilities, leasing from other broadcasters, or moving existing BBG assets from locations where needs are diminishing to other locations where the equipment can remain in service productively and economically for years.

In 2006, the BBG closed the Greece Transmitting Station. In early 2008, installation of one of the shortwave transmitters from Greece is expected to get underway in Tajikistan, scheduled for completion in 2009. Installation of one of the medium wave transmitters is underway at the BBG's Kuwait Transmitting Station with completion scheduled in 2008.

The BBG closed the Delano Transmitting Station in FY 2007. The station, with its first shortwave broadcasts delivered to the Pacific Theater in World War II, later provided shortwave coverage to Cuba, South America, and Asia. Broadcasts from the Delano station ceased in October 2007. All of the transmissions have been transferred to other BBG facilities.

In 2008, the BBG will close the Morocco Transmitting Station, and all broadcasts will be rescheduled to other BBG network assets and leased facilities. The BBG will deploy usable assets from Morocco to other network locations.

To support the BBG's expansion of FM broadcasting in capitals and major population areas around the world, Engineering successfully added over 50 FM transmitters to its broadcast inventory over the past several years. Most operate 24 hours a day, seven days a week. Included are 24/7 transmitters delivering the programs of VOA and RFE/RL's Radio Free Afghanistan in the Afghan cities of Kabul, Kandahar, Herat, Jalalabad, and Mazar-e-Sharif and VOA *Radio Deewa*. FM service for Radio Sawa has expanded and Arabic language programs are currently emanating from 36 transmitters located in 10 countries in the Middle East and Africa. In FY 2007, Radio Sawa began 24/7 broadcasting from three new FM transmitters in Iraq (one of which replaced a leased transmitter), two new leased transmitters in Lebanon, two new

transmitters in Palestine, and one new temporary transmitter in Sudan. The agency's FY 2008 plans include potential FM expansion for Radio Sawa broadcasts in Iraq, Morocco, Palestine, Sudan, Oman, and Mauritania. In FY 2008 the agency will complete an FM project in Kuwait and initiate leased FM transmissions for Radio Farda broadcasts within the UAE from Dubai. In addition, VOA is considering several new locations in Africa for 24/7 FM broadcasting.

The BBG also continued leasing a medium wave facility in Tajikistan. In October 2005, a new 800 kW medium wave transmitter became operational in Tajikistan, and a new medium wave antenna system was placed into operation in Tajikistan in November 2006. A back-up power generating system was placed into operation in November 2007. The medium wave transmitter and antenna system are further strengthening BBG broadcasts. In addition, the BBG leases a second 800 kW medium wave transmitter from the UAE. Broadcasts from this UAE facility began in March 2007.

Throughout the past year, Engineering continued to support the requirements of the BBG's broadcasters and address their broadcast delivery needs in a timely and responsive manner. As the number of the BBG's broadcast facilities has increased over the past several years so has the role of the BBG's transmitting stations in managing and maintaining this greatly expanded broadcast network. In FY 2007, Engineering initiated plans to install a shortwave broadcast capability operating on the region's widely used tropical bands at the OCB's transmitting facility in Marathon, Florida. Work continues at the BBG's Greenville Transmitting Station to convert a medium wave transmitter, originally used at the closed BBG station in Belize, for these shortwave (tropical band) broadcasts from Marathon. In FY 2008, Engineering is installing a transmitter and basic antenna system to support broadcasts to Cuba.

To permit remote monitoring of distant stations, the BBG uses satellite, telephone, and Internet-based monitoring systems to assess, in particular, the technical effectiveness of radio and Internet transmissions. The BBG's worldwide monitoring offices, comprised of 45 part-time human monitors and 72 remote monitoring systems, collect over 50,000 observations of BBG broadcasts weekly. These observations are used to verify the reception and audibility of these programs, confirm compliance with transmission scheduling, validate leasing and placement agreements, assess the impact of jamming, and avoid interference with other international broadcasters.

Satellite Distribution Network

Engineering develops, maintains, and manages an effective satellite distribution network – the essential link in the delivery of all BBG radio and television programming – from the main production centers in Washington, Miami, and Prague to cross-border or local transmission stations around the world and even directly to home audiences in many places. The BBG currently leases transmission services on different satellites and adjusts this capacity as needed to serve new requirements. The overall effectiveness of the satellite network capacity, measured in megahertz of bandwidth, has improved because of expanded capacity and the conversion of circuits from analog to digital. Digital transmission offers greater capacity, flexibility, and economy in overall network operation. Engineering also acquires and maintains fiber optic circuits for program delivery to complement the satellite network where such links are cost effective.

The BBG ceased operations at the Ismaning site of the Germany Transmitting Station in 2007. The facility served the network as a satellite gateway and as an administrative center. The BBG has transferred the facility's administrative functions to other sites in Germany and reconfigured its primary satellite gateway functions to Kuwait. Two of the three primary systems in Kuwait became operational on December 16, 2007. The third primary system in Kuwait and the minor systems in Lampertheim, Germany will be completed and activated in February 2008.

African Coverage

Continued instability in Somalia prompted the BBG to launch a new VOA language service to the people in this information-deprived society. Inauguration of the new Somali Service took place on February 12, 2007. Engineering established transmission capabilities for the launch of the new VOA Somalia service, and in FY 2007 provided antenna cables and studio equipment to a new FM affiliate.

Iraqi Coverage

Engineering has worked diligently in recent years to provide comprehensive transmission coverage of Iraq and has developed plans for increased FM and television coverage. In addition to the FM stations currently broadcasting in Iraq, Engineering has identified other desirable FM station sites in other parts of that country. The BBG has an operating agreement with the Iraqi Media Network (IMN), the Iraqi Government broadcaster, which supports FM systems in Al Nasiriyah, Al Samawah, and Kirkuk, Al Amarah, Al Hilla, and An Najaf. In FY 2007, the BBG ordered equipment and entered into a site agreement for an FM in Tikrit, the first installation in a Sunni area. This important FM station is expected to be operational by the middle of FY 2008.

Middle East Coverage

In FY 2006, Engineering contracted to establish a six-station FM network in Lebanon to expand Radio Sawa broadcast coverage. In February 2006, four new sites capable of reaching about 99% of the Lebanese population began delivering Radio Sawa programming.

North Korea

In FY 2007, Engineering continued to support the transmission of VOA and RFA broadcasts into North Korea and to investigate options for obtaining more medium wave broadcast capability into the region. The BBG plans to lease medium wave transmission in mid-FY 2008, bringing VOA and RFA broadcasts to North Korea up to 10 hours daily.

Internet Presence

Engineering continues to increase the BBG's Internet presence by expanding the number of languages with web pages, improving the format options for web content delivery, and enhancing the usability of VOA web pages. In 2007, particular emphasis was placed on introducing Internet features that facilitate social networking to increase user interaction and comment on VOA programming. By implementing an interactive "blogging" program, users were given the opportunity to discuss and comment on African music. In addition, user polling, which allows users to share their views on a variety of topics, was made available to all language services. Engineering is investigating ways to support and present user-generated Internet content and recently completed the testing of various user upload methodologies.

Following the overall trend of VOA towards increased video broadcasting, the amount of video programming presented via the Internet grew substantially, and the video content was made available in multiple ways. The amount of video “podcasting” increased, and the languages offered through VOA mobile also increased. In 2008, all language services will have the ability for audio and video “podcasts” to be associated with their sites.

Based on the results of studies and analysis identifying ways to improve the usability of VOA’s Internet pages, Engineering upgraded the existing Internet design and continued development of a new Internet design that will be rolled out in mid-2008. The new design will improve navigation and emphasize the display of multi-media materials by incorporating a fully enclosed media player as part of the site. In addition, the design will allow more VOA branding of content and will provide VOA users with a way to view media without leaving the site and also view other content at the same time.

The amount of material streamed on the Internet also continues to increase. Streaming provides Internet users with quick and easy access to BBG broadcast products. In October 2007, the total combined monthly streaming for VOA, Radio Sawa, and the Office of Cuba Broadcasting was 72,000 gigabytes of data, the peak monthly usage to date. Engineering also re-tooled the system that provides statistics on the number of visitors and usage of websites to include counts for podcasts, RSS, mobile, and video offerings such as “Daily Download.”

In August 2007, Engineering used an Intranet collaboration tool to implement a new agency Intranet that facilitates posting, updating, and sharing of BBG information internally. This tool also allows IBB users to personalize their “view” of the Intranet to display the information most important to them.

Internet Anti-censorship Program

The Internet anti-censorship program is an organized effort on behalf of VOA, Radio Farda, and Radio Free Asia to counteract Internet censorship activities undertaken by governments such as China and Iran. The Chinese government regularly expands its sophisticated methods of limiting online access using a combination of technical controls, legal regulations, and surveillance. They use software that detects sensitive key words and prevents user connections to sources where those words appear, routers that disrupt user attempts to access particular websites, and programs that block Internet discussion boards and chat rooms. Iran touts its detailed content monitoring tools and claims to inspect nearly all Internet traffic entering and exiting the country. In response, Engineering is constantly revising and updating its approaches and techniques to thwart Internet censorship.

Engineering continues to send out millions of e-mail newsletters each day to China and Iran. The e-mails contain proxy web links that allow users to connect to VOA and other censored web sites. The number of weekly e-mails sent to China grew from 53 million in November 2006 to 62 million per week in November 2007, mainly because of the increase in VOA Chinese lists and the expanded distribution of RFA Mandarin. VOA Persian and Radio Farda e-mail addresses remained stable at around 91,000 per week throughout 2007.

Engineering also continues to explore and test multi-media services to distribute content to mobile devices. These new services may impede the efforts of governments to filter and block content from users.

FY 2009 Performance Goals

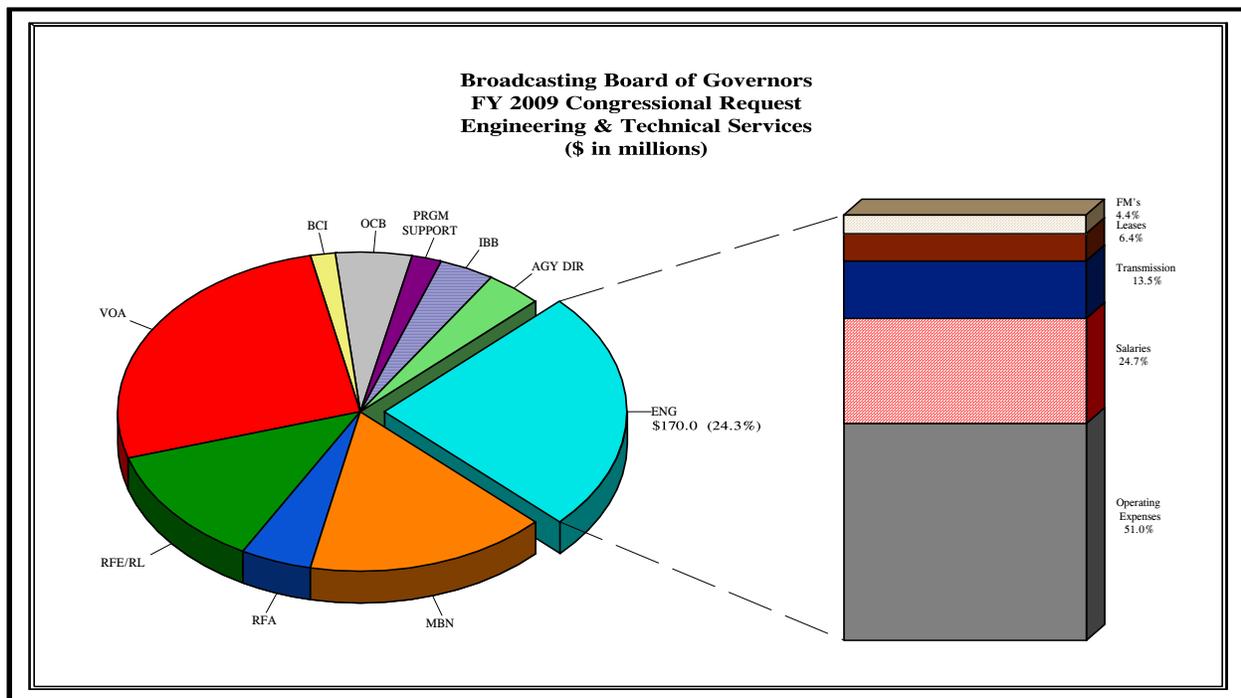
The Satellite Effectiveness Index, the quantitative measure of the ability of the satellite network to access the population of TV households, target is 9.2 for FY 2009. This measure accounts for TV population, total satellite network capacity, signal strength, and prime-time flexibility. The index will show a slight decrease from FY 2006 because some satellite circuits have been converted to more reliable and cost effective fiber optic links and some less effective satellite services have been dropped.

Also for FY 2009, the Radio Signal Strength Index target is 2.70. This index measures whether cross-border shortwave and medium wave radio signals are audible to target audiences. As BBG broadcasting requirements have shifted from shortwave to other media such as FM and television, the remaining cross-border shortwave and medium wave transmissions have been selected carefully to maintain or improve the resulting service to target audiences wherever possible.

FY 2009 Program Changes

Increased funding is included for costs associated with VOA’s Internet initiative (\$1.0 million), VOA programming to Somalia (\$0.4 million), and RFE/RL programming for Azerbaijani language radio and Internet programming to Iran (\$0.2 million). The increase for the Internet initiative is offset by reductions to radio transmission.

For FY 2009, we are requesting \$170.0 million for Engineering and Technical Services.



Engineering and Technical Services
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

FY 2008 Estimate + 174,424

Represents the FY 2008 estimate for all offices within Engineering and Technical Services including the FY 2008 Emergency Supplemental funding.

Wage Increases: Domestic/American + 984

Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009.

Wage Increase: FSNs + 198

Represents anticipated wage increases for overseas foreign service national employees.

Other Wage Requirements - (15)

Provides for the annualization of salary and benefits to continue programming into FY 2009.

Built-in Requirements + 1,906

Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:

- a) Information technology and capital projects 1,655
- b) Rent/utilities/security/building maintenance 251

Non-Recurring Costs - (6,533)

The following costs are non-recurred in FY 2009:

- a) Program delivery (4,047)
- b) Cost associated with FY 2008 Emergency Supplemental (2,284)
- c) Other operating expenses, including one time FY 2008 costs (110)
- d) Annualization of FY 2008 program initiatives (92)

Program Increases - (1,003)

Reflects the increase above base operations to fund the following enhancements:

- a) Offset for Internet programming (1,599)
- b) Continue Somali broadcasts to Horn of Africa 370
- c) Establish Azerbaijani-Language radio and Internet programming to Iran 226

TOTAL FY 2009 ENGINEERING AND TECHNICAL SERVICES REQUEST **169,961**

Engineering and Technical Services

Summary of Funds

FY 2007 - FY 2009

(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | Increase or Decrease (-) |
|---------------------------------------|------------------------------|--------------------------------|-------------------------------|-----------------------------|
| Domestic Headquarters | | | | |
| Director | 819 | 740 | 827 | 87 |
| Resource Management | 2,456 | 2,795 | 2,843 | 48 |
| Home Leave and Transfer | 582 | 774 | 774 | - |
| Operations | 15,217 | 19,229 | 20,446 | 1,217 |
| Facilities and Space Management | 30,580 | 27,244 | 27,317 | 73 |
| VOA Transmissions | 2,946 | 3,965 | 2,548 | (1,417) |
| RFE/RL Transmissions | 3,598 | 3,531 | 3,750 | 219 |
| RFA Transmissions | 3,096 | 5,317 | 4,360 | (957) |
| Host Government Transmissions | 207 | 307 | 282 | (25) |
| Worldwide Procurement (WWP) | 6,799 | 4,665 | 4,665 | - |
| Information Technology | 17,453 | 18,580 | 20,021 | 1,441 |
| Technical | 13,616 | 12,551 | 12,969 | 418 |
| Satellite Transmissions | 29,094 | 22,545 | 22,969 | 424 |
| Total, Domestic Headquarters | 126,463 | 122,243 | 123,771 | 1,528 |
| Domestic Transmitting Stations | | | | |
| Delano | 1,314 | 401 | - | (401) |
| Greenville | 4,865 | 4,858 | 5,085 | 227 |
| Tinian | 8,296 | 8,099 | 7,025 | (1,074) |
| Total, Domestic Stations | 14,475 | 13,358 | 12,110 | (1,248) |
| Overseas Transmitting Stations | | | | |
| Afghanistan | 1,143 | 1,931 | 1,931 | - |
| Botswana | 1,668 | 1,641 | 1,844 | 203 |
| Germany | 7,384 | 5,389 | 5,460 | 71 |
| Kuwait | 1,907 | 2,667 | 8,297 | 5,630 |
| Morocco | 12,812 | 10,412 | - | (10,412) |
| Philippines | 5,907 | 5,800 | 5,768 | (32) |
| Sao Tome | 3,278 | 3,738 | 3,283 | (455) |
| Sri Lanka | 2,520 | 2,702 | 2,698 | (4) |
| Thailand | 3,883 | 3,747 | 3,598 | (149) |
| Total, Overseas Stations | 40,502 | 38,027 | 32,879 | (5,148) |
| Monitors | 1,065 | 1,178 | 1,201 | 23 |
| TOTAL, ENGINEERING | 182,505 | 174,806 | 169,961 | (4,845) |
| Reconciliation: | | | | |
| (-) Balances In | (947) | (382) | - | 382 |
| (+) Balances Out | 382 | - | - | - |
| (-) Proceeds of Sale | (97) | - | - | - |
| (-) Reimbursements/Agreements | (501) | - | - | - |
| Enacted/Request Level | 181,342 | 174,424 | 169,961 | (4,463) |

**Broadcasting Board of Governors
International Broadcasting Bureau
Program Support Directorate**

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|-------------------------------------|-------------------|---------------------|--------------------|
| Funding | 13,057 | 13,442 | 13,789 |
| Emergency Supplemental P.L. 110-161 | - | 563 | - |
| USAID Transfer | 602 | - | - |
| Total Funding | 13,659 | 14,005 | 13,789 |
| Positions | 26 | 29 | 29 |

The Program Support Directorate is responsible for the marketing and placement of BBG programming on local FM, medium wave (AM), television stations, and the Internet.

Office of Marketing and Program Placement (OMPP)

This office continues to broaden the reach of U.S. international broadcasting, guided by market research and commercial broadcasting techniques. The reach of U.S. international broadcasting is now at an historic high, in part because of efforts to place programs with more effective affiliates to reach larger audiences.

The BBG proposes to move audience outreach functions from the Office of Public Affairs to the Office of Marketing and Program Placement. This will include primarily graphic design and production of the VOA program guide, promotional materials, and printed and web-based information including the *About VOA* website.

FY 2007 – FY 2008 Highlights and Program Accomplishments

Program Placement

OMPP continues to work toward increasing audiences in high-priority markets through placement of programs, and to increase awareness of those programs through advertising and promotional campaigns.

Audiences for U.S. international broadcasting continue to expand, in part because of the addition of FM and TV affiliate stations in open media environments, and the establishment – when appropriate – of 24-hour-a-day, locally licensed FM stations in high-priority urban centers. Recent examples of placement of programming in strategically important areas include:

- **Ethiopia** – The government of Ethiopia only recently began granting commercial radio licenses; OMPP worked with one of the license holders, Tinsae Arts, Ltd., to provide training and broadcast equipment in exchange for placement of VOA’s English-to-Africa programming, a first in this key African nation.

- **Uganda** – OMPP also placed English-to-Africa programs on “Capital FM” in Kampala, and saw weekly listening levels double almost immediately.
- **Latin America** – OMPP, jointly with VOA’s Latin America Service, continues to work diligently to place VOA’s new television stream with broadcasters in the region.
- **Cuba** – OMPP, on behalf of, and with the assistance of the OCB, placed programming from Radio and TV Martí with South Florida broadcasters that penetrate Cuba – in continuing efforts to combat Cuban jamming.
- **Somalia** – VOA’s Somali Service launched on February 12, 2007 – with several affiliates on board, including respected independent voice “HornAfrik” Radio in Mogadishu. “HornAfrik” will also be carrying the service on its satellite stations in other Somali cities.
- **Afghanistan** – OMPP successfully worked with Radio-Television Afghanistan (RTA) to place VOA *TV Ashna* in a time period with more viewers.

Recent examples of advertising campaigns in strategically important areas include:

- ***Beyond the Headlines in Pakistan*** – In addition to coordinating the advertising campaign for the television program, OMPP continues to support VOA Radio’s *Aap ki Duniyaa*, via an extensive advertising campaign. However, the State of Emergency and media restrictions put into effect in late 2007 disrupted placement efforts in this pivotal country.
- **Indonesia** – A television campaign on behalf of VOA Indonesian from October through December 2006 resulted in more than 450-thousand responses via e-mail and SMS mobile messaging.
- **Russian** – OMPP continues to support methods to assist VOA and RFE/RL Russian in reaching audiences. As radio and television program delivery has been curtailed, largely by Russian government interference with affiliates, OMPP works with VOA and RFE/RL Russian to actively promote other, web-based methods of reaching audiences.

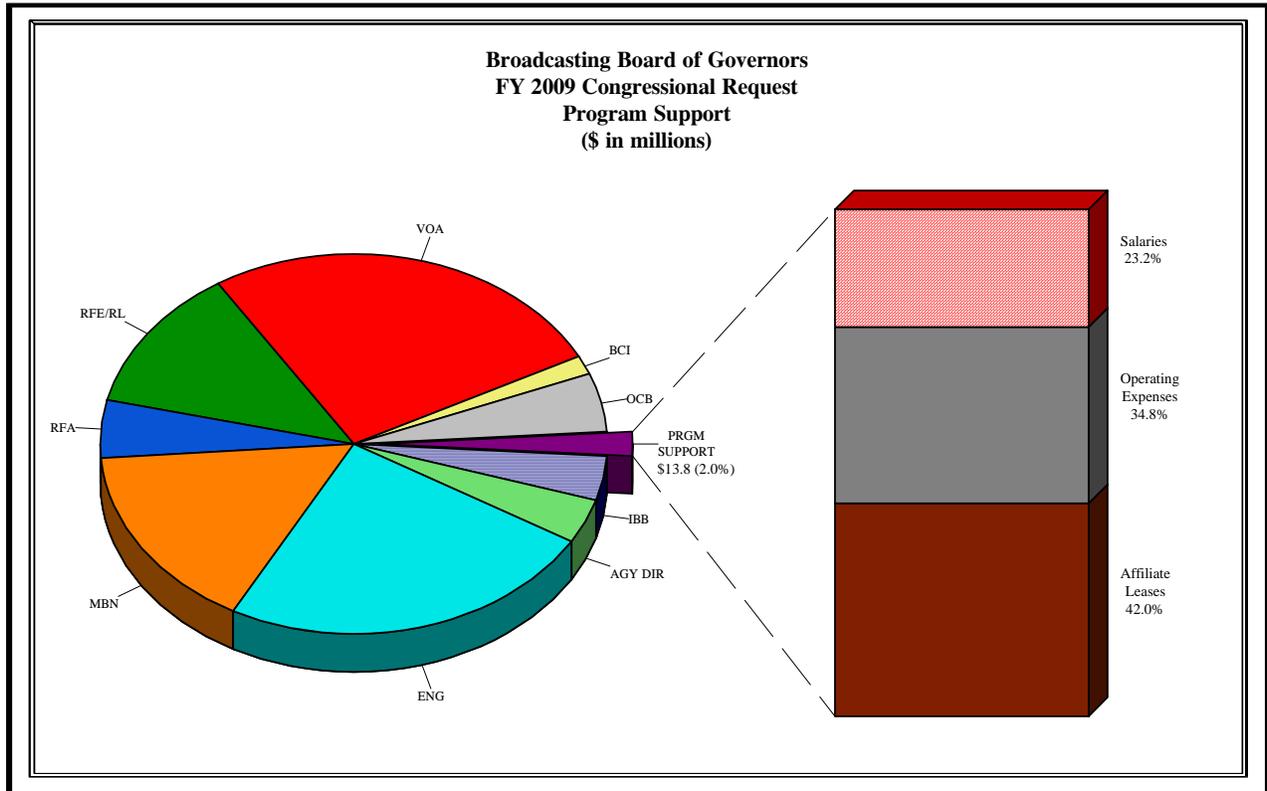
FY 2009 Performance Goals

In FY 2009, the Program Support Directorate will aim to further increase the number of high impact and high quality radio and TV stations regularly carrying U.S. government international broadcasting programming. Focusing on the addition of high impact and high quality stations will strengthen the U.S. international broadcasting system and make the broadcasts more robust. The Program Support Directorate performs essential program placement and marketing functions in support of BBG’s strategic goals and performance objectives, thereby increasing BBG’s total audience reach.

FY 2009 Program Increases

The Office of Marketing and Program Placement requires additional funds to support the VOA Somali language program enhancement (\$0.2 million).

For FY 2009, we are requesting \$13.8 million for the Program Support Directorate.



Program Support
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | |
|---|-----------------|
| FY 2008 Estimate | + 14,005 |
| Represents the FY 2008 estimate for all offices within Program Support including the FY 2008 Emergency Supplemental funding. | |
| Wage Increases: Domestic/American | + 93 |
| Provides for the annualization of a 4.49% increase effective January 2008, and the projected 2.9% increase for January 2009. | |
| Wage Increase: FSNs | + 5 |
| Represents anticipated wage increases for overseas foreign service national employees. | |
| Other Wage Requirements | - (102) |
| Provides for salary and benefits to continue programming into FY 2009. | |
| Built-in Requirements | + 261 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | |
| a) Program delivery | 220 |
| b) Annualization of FY 2008 program initiatives | 41 |
| Non-Recurring Costs | - (563) |
| The following costs are non-recurred in FY 2009: | |
| a) Cost associated with FY 2008 Emergency Supplemental | (563) |
| Program Decreases | - (90) |
| Reflects the following reductions to base operations: | |
| a) Eliminate RFE/RL's South Slavic programming | (90) |
| Program Increases | + 180 |
| Reflects the increase above base operations to fund the following enhancements: | |
| a) Continue Somali broadcasts to Horn of Africa | 180 |

| | |
|--|---------------|
| TOTAL FY 2009 PROGRAM SUPPORT REQUEST | 13,789 |
|--|---------------|

Program Support
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|---------------------------------|------------------------------|--------------------------------|-------------------------------|---|
| Associate Director | 749 | 1,118 | 1,335 | 217 |
| Marketing and Program Placement | 3,674 | 5,505 | 4,998 | (507) |
| Worldwide Networking | 6,864 | 6,127 | 5,780 | (347) |
| Regional Offices | 3,312 | 2,644 | 2,676 | 32 |
| TOTAL, PROGRAM SUPPORT | 14,599 | 15,394 | 14,789 | (605) |
| Reconciliation: | | | | |
| (+) Transfers from USAID | 602 | - | - | - |
| (-) Reimbursements/Agreements | (1,542) | (1,389) | (1,000) | 389 |
| Enacted/Request Level | 13,659 | 14,005 | 13,789 | (216) |

For comparison, proposed reorganizations are shown consistently in FY 2007 - 2009.

**Broadcasting Board of Governors
Fiscal Year 2009 Budget Request**

Broadcasting to Cuba

Broadcasting Board of Governors Broadcasting to Cuba

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|------------------|-------------------|---------------------|--------------------|
| Funding | 33,915 | 33,408 | 34,392 |
| Positions | 159 | 167 | 167 |

The *Office of Cuba Broadcasting (OCB)* provides coordinated management of the Radio Martí and Television Martí programs from its headquarters in Miami, Florida. Radio Martí broadcasts to Cuba from its facilities in the Florida Keys, and from IBB transmission facilities in Greenville, North Carolina, 24 hours per day, 6 days per week, and one day per week for 18 hours. TV Martí broadcasts from its facilities in Cudjoe Key, Florida, and from the Hispasat direct to home satellite service, 24/7. TV Martí is also broadcast on 176 cable stations throughout Latin America and is available on the Internet. Cuban citizens anywhere in the world with access to the Internet can visit the site 24 hours a day seven days a week.

The objectives of the Radio Martí and Television Martí Programs are:

- To support the right of the people of Cuba to seek, receive, and impart information and ideas through any media, regardless of frontiers;
- To be effective in furthering the open communication of information and ideas through the use of radio and television broadcasting to Cuba;
- To serve as a consistently reliable and authoritative source of accurate, objective, and comprehensive news, and;
- To provide news, commentary, and other information about events in Cuba and elsewhere to promote the cause of freedom in Cuba.

Radio and TV Martí are dedicated to providing a reliable source of news and information that is accurate, objective, and credible; they promote freedom and democracy in Cuba, through their programmatic strategy of promoting human rights. Primary areas of coverage include the Cuban economy, news relating to the independent human rights and dissident movements, U.S.-Cuban relations, and international stories such as elections around the world. Programming is focused on the promotion of civil society and democratic institutions in Cuba and the promotion of freedom of the press.

Administration

Office of the Director oversees all OCB operations including administration, broadcast operations, and engineering and technical services.

Office of Administration is responsible for OCB financial management, procurement, security, travel, and other logistical and administrative support. This office also manages all administrative support such as office space, guard service, and utilities.

Broadcast Operations

News Division

Radio Martí News

In keeping with its Congressional mandate to bring news and information to the people of Cuba, the Radio Martí format is an all news and information service. Radio Martí broadcasts news and information programming specifically tailored for the Cuban audience six days per week for 24 hours, and one day per week for 18 hours. Newscasts, as well as news features and updates, figure prominently in the daily schedule. In addition, a wide variety of programs address public affairs, political and economic issues, and other topics.

The all news format provides an uncensored, comprehensive, and balanced perspective of current events through its extended news programming and new information programs, including roundtable discussions, expert analysis on political, economic, social, and religious issues with emphasis on human rights, and in-depth focus on the Cuban opposition and political prisoners. Radio Martí also covers the social, economic, and moral issues faced daily by Cubans, such as alcohol and drug abuse and domestic violence. Radio Martí aims to provide information to the Cuban audience that is denied by the government.

Radio Martí broadcasts five major newscasts Monday-Friday, from 5:00 a.m. to 9:00 a.m., 12:00 p.m. to 1:00 p.m., 2:00 p.m. to 4:00 p.m., 6:00 p.m. to 7:00 p.m., and the summary from 11:00 p.m. to 1:00am. On weekends, the station broadcasts short news briefs at the top and bottom of the hour and has added three half-hour newscasts on Saturday and Sunday. Given the current situation in Cuba, Radio Martí News is now staffed 24 hours a day, seven days a week.

Radio Martí News extensively covers U.S. policy towards Cuba as well as the work of Cuban dissidents in the island. The station maintains contact with a network of independent journalists in Cuba that work from every province giving accounts of relevant issues that interest the population. The topics range from human rights to housing to health care. The station also features Cuba-related issues and proposals from the U.S. Congress. With the addition of several correspondents, Radio Martí News has expanded coverage of Latin-American affairs, specifically news coming from Venezuela. Radio Martí News covered live student protests and news related to the closing of a television station in Caracas by the Chavez government.

Radio Martí News has expanded its network of experts on Cuban and international affairs. Coverage of U.S. policy towards Cuba continues to be an important aspect of news coverage, providing all angles of the debate on this issue. Major presidential speeches, pronouncements by other U.S. government officials such as the Secretary of State, as well as important congressional discussions and votes, have been covered live, and with up to the minute updates. News coverage is also enhanced by the network of stringers in the U.S., Europe, and Latin America. An example of the extended coverage of Latin America included live reporting of the results of

the referendum in Venezuela.

Other broadcasts allow newsworthy developments to be treated in a longer, more in-depth format, including roundtable discussions; expert participation on political, economic, social, religious, and human rights issues; and testimonies from former political prisoners, recent immigrants, and human rights activists. Given the flexibility of the new format and 24/7 newsroom staffing, special broadcasts are quickly produced when major events warrant them.

The OCB web page, now part of the Radio Martí News operations, is in the process of a complete revamping. The new site will include live radio and television, up-to-the-minute information on Cuban and international news, special interviews and sections, breaking news, e-mail updates, and podcasting in order to expand our reach as a media operation. The web team is also preparing a special page in the event of a crisis in Cuba or any major news that warrants a one-page story. Plans are also in the making for this fiscal year to provide comprehensive training for the news staff in web journalism.

TV Martí News

TV Martí continues to provide daily newscasts including special segments on sports, entertainment, science and technology, and economic issues. TV Martí also broadcasts news bulletins at the top of prime-time hours. Since February 2006, the TV Martí newscasts have used a two-anchor format, utilizing modern technology and editing equipment, as well as virtual sets. These changes have greatly enhanced the TV Martí news programming. In September 2006, TV Martí News began producing two live daily newscasts – at 6:00 p.m. and at 10:00 p.m.

Programs Division

Radio Martí Programs

The program schedule includes daily discussion programs that fulfill an important need for the people of Cuba—the need for free and unfettered discussion, incorporating a wide range of opinions on issues. Key programs included in the current schedule are the following:

Voces: (Voices) This daily program discusses the efforts of the Civil Rights Movement to achieve change. In a joint venture with the Mississippi Consortium for International Development (MCID), Center for the Understanding of Cubans of African Descent (CUCAD) and Jackson State University in Mississippi, the program aims at raising the awareness of Cubans of African descent on a variety of topics ranging from participatory government to dealing with issues of racial discrimination.

Lectura Sin Censura: (Reading Without Censorship) This program is coordinated with Independent Libraries in Cuba, and the MCID and Jackson State University program that supports the Independent Library Movement in the Island. This bi-weekly program allows Cuban writers to submit their work to the MCID and Jackson State. The submissions are read by the author or the program's anchors and discussed on air. The program also allows the free discussion of other literary work that is banned by the Cuban Regime. The group at Jackson State makes this work available to the Independent Librarians in Cuba. This program targets Cubans of all ages who can submit their requests as well as their writings.

Transición: (Transition) A series of daily programs that are hosted by Radio Martí staff and cover areas of the transition with open discussion about changes from totalitarianism to democracy changes in the economic infrastructure, as well as human and civil rights issues.

Con Voz Propia: (With Your Own Voice) This daily program deals with women's social issues including alcohol abuse, spousal abuse, and prostitution.

Puntos de Vista: (Point vs. Counterpoint) This daily program features a vigorous discussion of a contemporary issue of importance to Cubans by two expert guests, with differing points of view.

Opiniones: (Opinions) This daily program features an in-depth discussion by qualified experts drawn from a large pool of notable professionals representing a broad spectrum of viewpoints of a contemporary and relevant issue impacting Cuba.

Derechos Humanos: (Human Rights) This daily program explores the dissident movement and the Castro regime's violations of basic human rights. Various qualified experts and prominent dissidents in Cuba are featured.

TV Martí Programs

TV Martí has added live, on-location special programming to the 17 hours of weekly programs it produces in-house. One of the special programs resulted in a Grammy nomination for Cuban performer Willy Chirino. The weekly programs include the following:

News and Information Programs

"Prensa Libre" (Free Press) deals with issues of freedom of the press and freedom of expression using specific issues faced by the Cuban people with videos and testimonies from the island. Program topics range from political and educational issues to the use of popular music as a form of expression.

"Nuestra America" (Our America) a program that deals with Latin American issues with emphasis on Venezuela, Bolivia, and all Hispanic countries where democracy has been tested.

"Puntos de Vista" (Points of View) a program that uses a panel of three to discuss the most relevant news stories of the week.

"Conversemos" (Let's Talk) Discussion program dedicated to women issues.

"Panorama" All Cuban and international economic issues that relate to Cuba are discussed in this show.

Special Programs- A variety of special programs are produced to commemorate historical dates in Cuban history.

Sports and Entertainment Programs

“Resumen Deportivo” (Sports Summary), a 30-minute program that showcases a weekly summary of sports highlights from baseball to soccer, boxing, NASCAR, etc., including interviews with Latin sports personalities together with exciting video footage.

Hollywood en 30 Minutos (Hollywood in 30 Minutes), a weekly review of the most recent movie releases with interviews and clips.

La Pantalla de Azogue (The Silver Screen), a cultural half-hour program that introduces the Cuban audience to films and documentaries produced in Cuba but censored by the regime.

Bonco en Miami (Bonco in Miami) hosted by stand-up comedian “Bonco Quinongo,” who recently arrived from Cuba, on stage in Miami, Washington, D.C., and other locations.

Alto Voltaje (High Voltage), a program that presents the latest in music videos from various locations, appealing to a young audience in Cuba and Latin America.

Marco de Marcos, a one-on-one interview program with popular Cuban personalities, from those recently arrived to those that have been in exile for a long time but never forgotten by our audience.

“Mirada a Cuba” (A Look at Cuba), a spin-off of “La Pantalla de Azogue.” This program uses film and documentaries that have been banned in Cuba, guided by the commentaries of its host.

Other Programs

Voces (Voices), which, like its radio counterpart, is a joint venture with the MCID, the CUCAD, and Jackson State University, that aims at raising the awareness of Cubans of African descent.

In addition to the production of **Voces**, and because the majority of the Cuban population (60%) is of African descent, TV Martí, working in conjunction with the MCID and CUCAD, has increased the production of projects dealing with issues of human and civil rights including:

Teleconferences – In 2007 and 2008, with the help of the U.S. Interests Section in Havana (USIS), OCB hosted a series of teleconferences with members of various Cuban dissident organizations. The series opened with a visit to OCB by James Meredith, who spoke of his experience as a civil rights leader to the dissidents who had gathered at the USIS in Havana. Subsequent teleconferences included members of the independent libraries in Cuba, and a teleconference with the “Ladies in White,” whose family members were incarcerated by the Cuban government for voicing their opposition to the regime.

A series of programs are being produced to educate and re-engage all Cubans who have been living under a repressive regime. Program topics are:

- Journalism – educating the Cuban audience to exercise freedom of expression.
- Human Rights – experts will work on teaching the Cuban population about what Human

Rights are and how to obtain them.

- Civil Rights – what Civil Rights are, how they differ from Human Rights, and how to obtain them.

In 2007, TV Martí began a promotional campaign using the latest state of the art equipment and techniques to inform our audience of upcoming programs as well as to commemorate special “historical dates.”

TV Martí has also entered a new phase with daily broadcasts from an airborne platform, which began with live broadcasts of the World Series in October 2006. In addition to news and information, TV Martí also broadcasts Major League Baseball games twice weekly, with pre- and post-game shows, and in 2007 broadcast “live” all World Series games including various “live” packages from Coors Stadium in Denver, Colorado.

In 2007, TV Martí produced two round-table discussion programs in coordination with the Ambassadors to the United States from Hungary, Poland, Slovakia, and the Czech Republic. The program featured the Ambassadors discussing the promotion of a peaceful transition to democracy from their perspectives and experience in Eastern Europe. TV Martí is also working closely with VOA to coordinate the use of their studio facilities for the production of these programs in Washington, D.C. These first two programs will launch a series of programs on transition experiences with leaders from these countries as well as others.

For 2007 and 2008, a series of programs for Radio and Television Martí will continue to serve as training for the independent journalists in Cuba. The programs will include the essential techniques for reporting, writing, and research, as well as the differences between opinion, editorial opinion, and straight facts. The journalists will be given assignments and the programs will be supervised and conducted with members of the National Association of Black Journalists, Jackson State University Journalism Faculty, and MCID. The concept will also include interactive classes when possible, which will be coordinated with the U.S. Interests Section in Havana.

In December 2007, TV Martí began the use of innovative technical equipment that will allow it to record an entire production on location with minimum turn-around time for broadcast. To initiate the use of this equipment, a one-hour special program was recorded to air on New Year’s Eve. This program included two live musical performances by well-known, recently arrived Cuban artists from a park in Miami.

In addition, in 2008, Television and Radio Martí will bring extensive coverage of the election process in the United States to the people of Cuba, including live coverage from the Democratic and Republican National Conventions. Starting in February 2008, we will produce a half-hour weekly special program including all election news and information issues.

Office of Engineering and Technical Services

OCB’s Office of Engineering and Technical Services is charged with primary responsibility for

the on-going development, implementation, operation, maintenance, and management of technical facilities, staff, and other resources necessary to accomplish and enhance OCB's ability to communicate with the people of Cuba by radio and television. Engineering applies current and emerging technologies to create new products and seeks to improve existing products, services, and transmission capabilities for all OCB elements. The organization is also responsible for providing the architecture, tools, and infrastructure needed to meet the current and future automated information needs of the entire OCB organization. Engineering carries out these support responsibilities at the OCB Headquarters in Miami, Florida, and three transmission locations in the Florida Keys.

Continued Operation of Aircraft Dedicated to TV Martí Transmissions

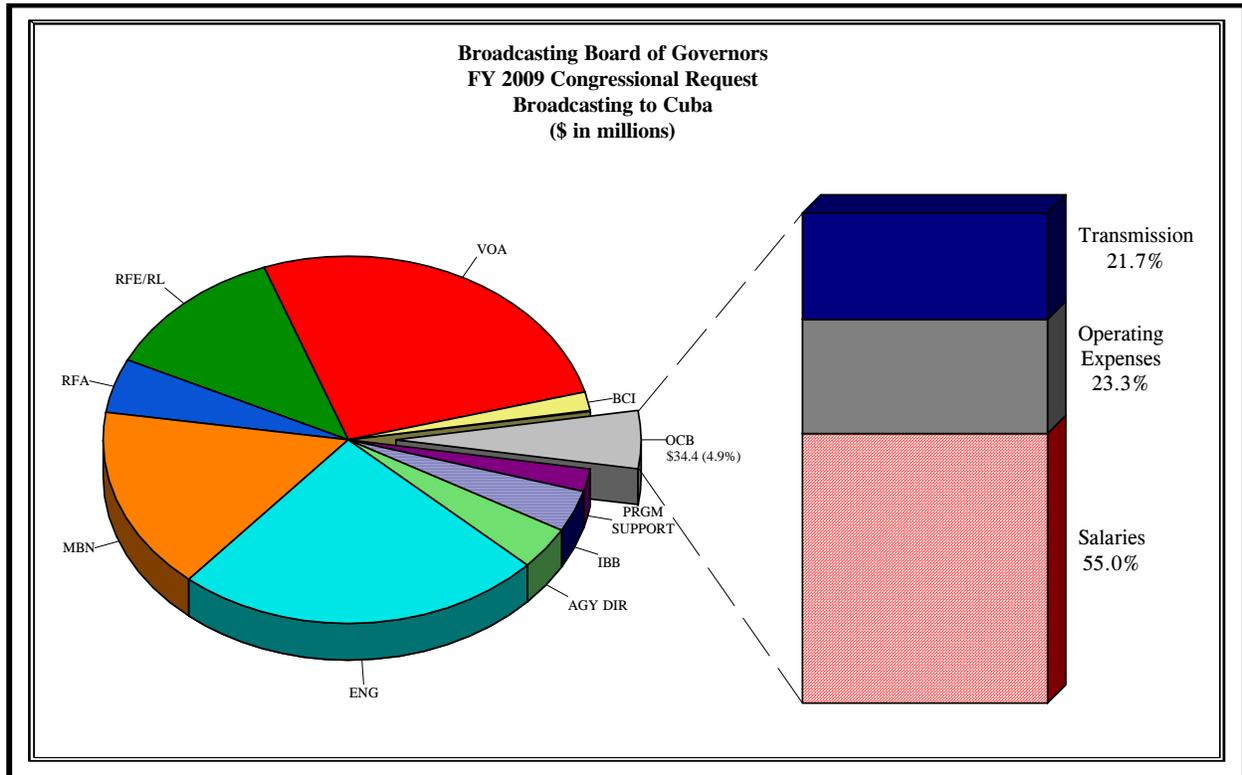
On October 24, 2006, AeroMartí, OCB's new airborne broadcast platform, made its maiden broadcast flight with full operational capabilities, including a live TV satellite antenna. OCB is now broadcasting five hours per day, six days per week from the airborne platform.

OCB is utilizing contractor-owned-and-operated aircraft rather than government-owned aircraft because the contractor has the specialized skills and resources to handle aircraft ownership responsibilities, including compliance with all FAA airworthiness directives, maintenance and repair requirements, and liability issues. By mid-FY 2007, OCB had two contract aircraft equipped and operational. Also in FY 2007, work began to provide VHF television transmission capability. The project, which should be completed during FY 2008, will greatly enhance the AeroMartí broadcast capabilities.

FY 2009 Performance Goals

The closed nature of Cuban society makes it extraordinarily difficult to conduct the survey research required to make reliable estimates of radio and television audiences. Research is limited to telephone surveys and respondents fear admitting to listening to or watching international broadcasts. Radio and TV Martí have received excellent or good program quality ratings for the last several years and will strive to maintain this rating in 2009.

For FY 2009, we are requesting \$34.4 million for Broadcasting to Cuba.



Broadcasting to Cuba
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | | |
|---|---|---------------|
| FY 2008 Estimate | + | 33,408 |
| Represents the FY 2008 estimate for broadcasting to Cuba excluding research costs which are provided by the BBG. | | |
| Wage Increases: Domestic/American | + | 549 |
| Provides for the annualization of a 3.2% increase effective January 2008, and the projected 2.9% increase for January 2009. | | |
| Other Wage Requirements | + | 145 |
| Provides for the annualization of salary and benefits to continue programming into FY 2009. | | |
| Built-in Requirements | + | 777 |
| Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following: | | |
| a) Rent/utilities/security/building maintenance | | 777 |
| Non-Recurring Costs | - | (487) |
| The following costs are non-recurred in FY 2009: | | |
| a) Program delivery | | (487) |

| | | |
|---|--|---------------|
| TOTAL FY 2009 BROADCASTING TO CUBA REQUEST | | 34,392 |
|---|--|---------------|

Broadcasting to Cuba
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|---|
| Broadcasting to Cuba | | | | |
| OCB Directorate | 658 | 794 | 872 | 78 |
| Broadcast Operations Directorate | 2,730 | 2,993 | 3,127 | 134 |
| News | 8,056 | 8,173 | 8,392 | 219 |
| Programs | 3,910 | 3,582 | 3,658 | 76 |
| Technical Operations Directorate | 12,917 | 10,826 | 10,391 | (435) |
| Radio | 1,097 | 1,283 | 1,312 | 29 |
| TV | 2,404 | 2,362 | 2,405 | 43 |
| Administration Directorate | 3,594 | 3,436 | 4,235 | 799 |
| Total, Broadcasting to Cuba | 35,366 | 33,449 | 34,392 | 943 |
| TOTAL, BROADCASTING TO CUBA | 35,366 | 33,449 | 34,392 | 943 |
| Reconciliation: | | | | |
| (-) Balances In/Recoveries | (1,492) | (41) | - | 41 |
| (+) Balances Out | 41 | - | - | - |
| Enacted/Request Level | 33,915 | 33,408 | 34,392 | 984 |

**Broadcasting Board of Governors
Fiscal Year 2009 Budget Request**

Broadcasting Capital Improvements

Broadcasting Board of Governors Broadcasting Capital Improvements

(\$ in thousands)

| | FY 2007 Actual | FY 2008 Estimate | FY 2009 Request |
|----------------|-------------------|---------------------|--------------------|
| Funding | 7,624 | 10,661 | 11,296 |

Broadcasting Capital Improvements provides no-year funding for large-scale capital projects and improvements and maintenance of the operating efficiency and reach of the organization's global broadcast network.

FY 2007 – FY 2008 Highlights and Program Accomplishments

Engineering efforts over the past year continue to support the U.S. Government's mission to combat terrorism and to deliver critical programs from all BBG services to listening and viewing audiences around the world.

Continued Realignment of BBG's Transmission Network

To meet evolving requirements with the most effective technologies, Engineering continually assesses the effectiveness of its transmission network and makes changes as BBG mission needs and shifting audience preferences dictate. The BBG also examines and adjusts the media mix available to reach target listeners and viewers. These efforts have included closing transmitting stations in Germany and Delano and ending shortwave transmissions from Morocco in 2007, 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 streamlining the global satellite distribution network.

Improved Broadcast Service to Pakistan

The Urdu language service to Pakistan, *Aap Ki Dunyaa*, is broadcast from leased medium wave facilities and from various BBG shortwave transmission facilities. A new 800 kW medium wave transmitter became operational with installation of a new medium wave antenna system in the first quarter of FY 2007. A back-up power generation system was added in the first quarter of FY 2008. In addition, completion of construction of a new 800 kW medium wave transmitter and directional antenna array in March 2007 further strengthened broadcasts into Pakistan.

Strengthened Broadcast Service in the Far East

To improve broadcast capability to East Asia, the BBG developed plans to augment a leased radio facility with a high-power shortwave transmitter and associated antenna system. In late FY 2007, negotiations have been finalized. Facility modifications and installation of equipment are expected to begin in mid-FY 2008, with a projected on-air date for broadcasts in mid-FY 2009.

Facilitated Production of Broadcast Material for TV and the Internet

Using new technological advances, Engineering continuously streamlines and improves the tools available to VOA for production of broadcast material. Several activities were initiated in FY 2008 to move the IBB closer to its goal of creating a tapeless broadcast environment. In November 2007, Engineering purchased and began testing digital video storage space designed for centralized, common access to broadcast content for VOA language services. Software and equipment was also purchased that provides digital ingest and playout capabilities and a news management product that provides increased support for many language fonts. In addition, Engineering continues to upgrade the network infrastructure to support the transmission of large video files. Engineering also is reviewing and evaluating several media asset management systems that will allow users to readily search, share, and store video files. The integration of these products will streamline the video workflow, enabling users to record, edit, archive, research, and broadcast video news and feature content digitally.

In other areas, Engineering is using existing technology in new ways to broaden the broadcasting options available to VOA. Several language services use Internet “chat” products, originally developed for video conferencing and “chatting” on the Internet. These products allow journalists in the field with standard software available on their computers and an Internet connection to transmit live video reports to BBG headquarters inexpensively. Once back in Washington, D.C., the programs can be broadcast live or enhanced with graphics or other attributes. To date, this approach has been used for reporting from India, South Africa, China, Albania, and Latin America. Another instance of programming provided without the requirement for a studio is the “Daily Download” program, an Internet-only program designed with an informal format targeted toward younger viewers. Both the “chat” and the “Daily Download” programs use remote broadband technology that facilitates broadcasting from remote locations without the need for a fixed location Internet connection.

VOA Television Infrastructure

Engineering is managing the initiative to upgrade television studios and associated broadcast equipment to support greatly expanded television initiatives in Persian. VOA TV programming in Urdu, Dari, Pashto, and other languages also will benefit from the expanded facilities. In FY 2007, the BBG received initial approval from the U.S. Commission of Fine Arts for a planned rooftop placement of the studio on the Wilbur J. Cohen Building. A feasibility assessment for construction of the studio also was completed in FY 2007. Additional accomplishments to upgrade VOA TV’s broadcast capabilities in FY 2007 included completion of a facility design for the new TV Master Control; procurements for camera robotics, video editing, and graphics system equipment; start of the renovation of Studio 49 control room; and commencement of construction of a critically needed uninterruptible power system.

Security

Security operation programs continued, both domestically and overseas, in accordance with Overseas Security Policy Board (OSPB) standards.

HVAC and Electrical Maintenance

In FY 2006, a preventive maintenance and replacement program for the Cohen Building's HVAC (heating, ventilation, and air conditioning) system and electrical support equipment was established to ensure an appropriate environment and consistent electrical supply for the BBG's around-the-clock broadcast mission. During FY 2007, a web-based monitoring system was installed to provide 24/7 monitoring of the uninterruptible power system (UPS) and batteries, and several HVAC units were replaced. Preventive maintenance was performed using noninvasive infrared scanning technology on all critical electrical panels that support the BBG's broadcasting mission. Maintenance also was performed on the agency's automatic transfer switches. In addition, to ensure Cohen Building operations, an architectural and engineering firm conducted a survey in FY 2007 to determine the current capability of critical HVAC and electrical systems located in the building. In FY 2008, annual preventive maintenance programs and systematic replacement of aged equipment in the Cohen Building will continue to reduce or eliminate down time and preserve the reliability and integrity of BBG broadcasts.

The BCI program includes the following FY 2009 requirements:

Maintenance, Improvements, Replacements and Repairs (MIRR) (\$7.5 million): This activity continues essential maintenance, repair, and security projects throughout the transmitting station network and Internet, radio, and television production facilities at the BBG's Washington, D.C. headquarters. The continuing maintenance and repair program addresses the ongoing needs of the BBG's worldwide network of transmitting sites and the capital plant and equipment at BBG headquarters.

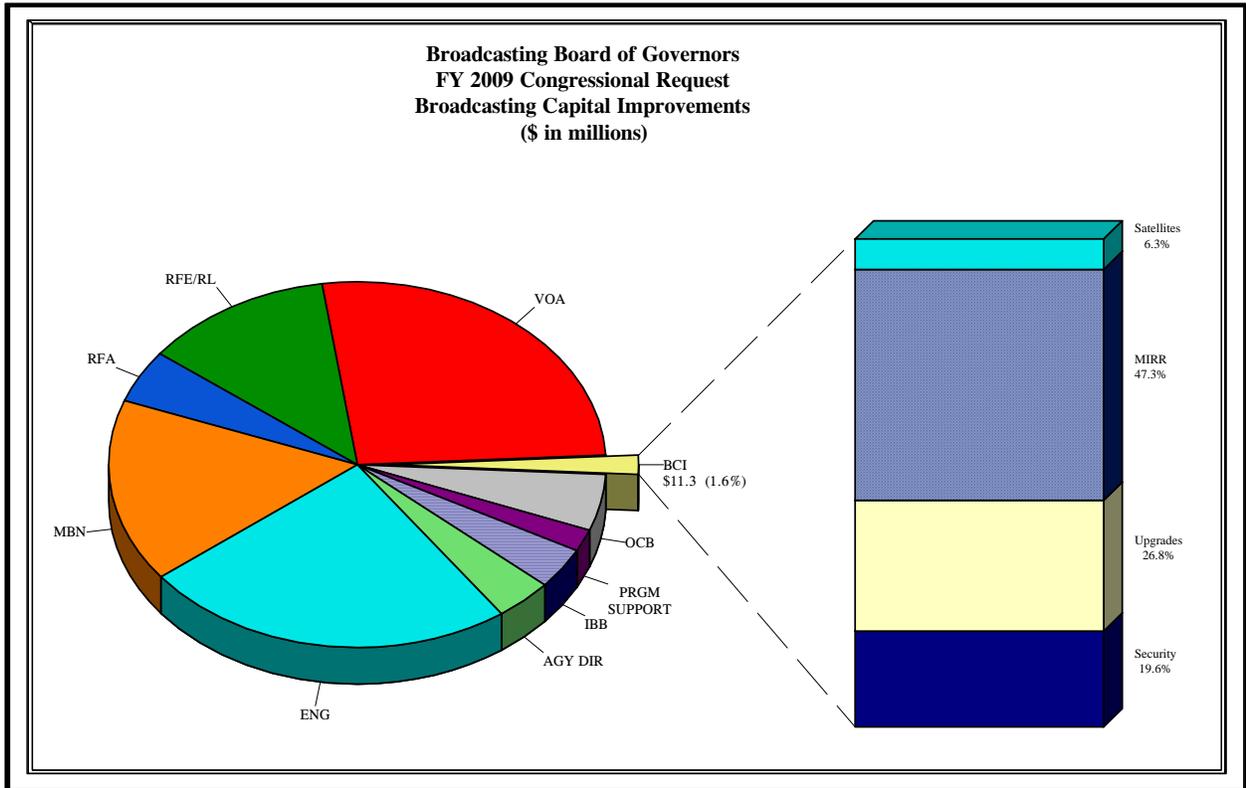
Upgrade of Existing Facilities (\$3.0 million): These funds ensure that the Cohen building's power infrastructure provides consistent electrical supply and an appropriate environment for the BBG's around-the-clock broadcast mission. In the event of a power failure, inefficient generator support can cause permanent damage to broadcast and IT equipment. This power infrastructure will safeguard the agency's vital technical equipment from potentially crippling system failures.

Satellite and Terrestrial Program Feeds (\$0.7 million): These funds are used to install, maintain, and enhance BBG satellite distribution facilities worldwide, which include: installations ranging from small satellite signal receivers to large satellite earth dishes; major satellite gateway facilities in Washington, D.C., Kuwait, the Czech Republic, and the Philippines; and a variety of mid-sized, two-way earth station facilities at BBG transmitting stations.

FY 2009 Performance Goals

The BBG continues to support the performance goals through its transmission capability. The agency has reached and will maintain 99.5% network availability.

For FY 2009, we are requesting \$11.3 million for Broadcasting Capital Improvements.



Broadcasting Capital Improvements
Summary of Increases and Decreases
FY 2008 - FY 2009
(\$ in thousands)

| | | |
|-------------------------|---|---------------|
| FY 2008 Estimate | + | 10,661 |
|-------------------------|---|---------------|

Represents the FY 2008 estimate for Broadcasting Capital Improvements.

| | | |
|------------------------------|---|------------|
| Built-in Requirements | + | 635 |
|------------------------------|---|------------|

Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:

- | | | |
|---|-----|--|
| a) Rent/utilities/security/building maintenance | 616 | |
| b) Information technology and capital projects | 19 | |

| | | |
|--|--|---------------|
| TOTAL FY 2009 BROADCASTING CAPITAL IMPROVEMENTS REQUEST | | 11,296 |
|--|--|---------------|

Broadcasting Capital Improvements
Summary of Funds
FY 2007 - FY 2009
(\$ in thousands)

| | <u>2007</u> <u>Actual</u> | <u>2008</u> <u>Estimate</u> | <u>2009</u> <u>Request</u> | <u>Increase or</u> <u>Decrease (-)</u> |
|---|------------------------------|--------------------------------|-------------------------------|---|
| Maintenance, Improvements, Replace and Repair | 5,363 | 4,517 | 3,858 | (659) |
| VOA TV | 763 | 762 | 761 | (1) |
| Security | 1,187 | 3,407 | 2,240 | (1,167) |
| HVAC and Electrical Maintenance | 429 | 745 | 688 | (57) |
| Facility Leases and Land Rentals | 28 | - | - | - |
| Upgrade of Existing Facilities | 10,306 | 23,857 | 3,010 | (20,847) |
| Satellite & Terrestrial Program Feeds | 610 | 930 | 739 | (191) |
| TOTAL, BROADCASTING CAPITAL IMPROVEMENTS | 18,686 | 34,218 | 11,296 | (22,922) |
| Reconciliation: | | | | |
| (-) Balances In/Recoveries | (34,619) | (23,557) | - | 23,557 |
| (+) Balances Out | 23,557 | - | - | - |
| Enacted/Request Level | 7,624 | 10,661 | 11,296 | 635 |

Broadcasting Board of Governors Fiscal Year 2009 Budget Request

Performance Overview

Broadcasting Board of Governors FY 2009 Performance Overview

Introduction

Under the Administration's direction, the annual performance plan as required by the Government Performance and Results Act (GPRA) is now included as part of an integrated budget and performance submission. The Performance Overview satisfies all statutory requirements for the annual performance plan previously submitted separately to Congress. The integrated budget submission connects the BBG strategic goal to the performance objectives, and links these to the budget presentation.

The Performance Overview includes the following sections: a summary of the BBG strategic plan, descriptions of the Agency's performance indicators and a summary of the status of the Agency's current performance efforts. The performance objectives are also linked to expected results (performance measures and targets) based on the requested budget resources, including the impact of enhancements.

The BBG's 2008-2013 strategic plan reflects the experiences gained since becoming an independent Agency in October 1999, and is a forward looking roadmap to achieve the goals of U.S. public diplomacy in reaching significant audiences in support of U.S. strategic interests. The plan informs the FY 2009 budget request and continues the integration of performance and budget for the BBG.

Summary of the 2008-2013 BBG Strategic Plan

BBG Mission Statement: To promote freedom and democracy and to enhance understanding through multi-media communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas.

The Contribution of U.S. International Broadcasting: The historic contribution of international broadcasting to U.S. national interests is premised on the belief that when given accurate information and a clear understanding of their own countries, of America, and of the world, people will make informed decisions that, in the long run, will be in their own and America's mutual interest. Those decisions will favor human rights, an acceptance of diversity and the freedom to share information. Given adequate information, people around the world will be more likely to embrace democratic ideals, environmental responsibility, principles of free trade, respect for the rule of law, non-proliferation of weapons of mass destruction, and many other values that, combined, will result in a more prosperous, healthy, and secure world for the American people.

Primary Strategic Goal: 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. Its activities are designed to encourage the widest possible exchange of ideas and to foster an understanding of the U.S.'s values and culture, its institutions, and its policies.

Implementation Strategies: The implementation strategies of the BBG guide U.S. international broadcasting in fulfilling the Agency’s primary strategic goal of reaching significant audiences in support of U.S. strategic interests. These implementation strategies provide direction to the Agency and its broadcasting entities in making programming and budgetary decisions. Therefore, they form the foundation upon which all of our international broadcasting activities are supported. They are not goals that we measure, but guide the implementation of all of our measurable performance goals.

1. Enhance Program Delivery across All Relevant Platforms
2. Build on Our 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. Rationalize the Broadcasting Enterprise
9. Preserve our Most Precious Commodity – Credibility – and Ensure Overall Programming Excellence
10. Broaden Cooperation within U.S. Public Diplomacy

BBG Performance Indicators

Delivering accurate news and information to significant audiences in target countries is our core definition of success. This requires first that our programs say what we want in a manner attractive to listeners or viewers, and second, that our programs reach large numbers of people on a regular basis. Both elements are equally important, and we have implemented performance indicators to measure both at the entity level, together with other secondary measures. Scores for the performance indicators and secondary measures are measured for each language service annually and then aggregated at the entity level to summarize the accomplishments of each entity.

Definitions of the Indicators

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/viewing audience 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 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 24 months, although most will be from the current year. In rare cases where in the professional judgment of BBG market researchers, there is reason to believe that media conditions and behavior in a country have not changed, data from surveys from longer than 24 months may be carried forward, to avoid audience values changing strictly from the mix of countries included.

Internationally accepted statistical methods are used to estimate audience size from sample survey data. Only population components (national, urban, rural, capital city) covered by sample surveys are included in national estimates.

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 Russia, it meant that a single national survey of Russia could be used to produce an accurate audience measurement. Now, most of the listening audience tunes in via local FM affiliates, which necessitates multiple city surveys at greater cost.

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. As a result, the BBG’s computational methods avoid counting the same listener or viewer twice when computing country, region, or worldwide audience figures where feasible.

Affiliations: As shortwave usage wanes in parts of the world, the importance of affiliations with local AM and FM stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. This 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.

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* criterion includes evaluations of accuracy, reliability, authoritativeness, objectivity, comprehensiveness, and other variables reflecting distinct statutory, policy, and mission mandates for the different stations. The *presentation* criterion involves separate sub-criteria for each production unit unique to its media and the program. Content is given a 65% weight, and presentation a 35% weight. 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.

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.

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 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.

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 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.

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.

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 2008 and FY 2009. 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 Engineering, 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.

Table 1: BBG Performance Indicators

| | FY 2005 Actual | FY 2006 Actual | FY 2007 Target | FY 2007 Actual | FY 2008 Target | FY 2009 Target |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Regular Listening/Viewing Audiences: Number of people (in millions) in target areas listening or viewing at least weekly by program element | | | | | | |
| VOA (Radio) | 87.0 | 85.2 | 78.3 | 77.0 | 76.4 | 77.3 |
| VOA (TV) | 25.0 | 41.8 | 43.8 | 48.8 | 49.5 | 53.4 |
| VOA (Radio + TV) | 107.0 | 117.7 | 114.0 | 118.6 | 119.4 | 124.7 |
| MBN (Radio Sawa) | 20.8 | 20.8 | 21.0 | 16.1 ¹ | 16.6 | 17.1 |
| MBN (Alhurra) | 21.3 | 21.3 | 21.5 | 23.3 | 25.0 | 26.0 |
| OCB | NA | NA | NA | NA | NA | NA |
| RFE/RL | 31.0 | 34.7 | 30.4 | 28.6 | 29.2 | 30.6 |
| RFA | NA | NA | NA | NA | NA | NA |
| Affiliations and Transmitters: The count of high impact and high quality radio and TV stations regularly carrying US government programming, and of IBB-owned and -operated local transmitters, TV, FM, and AM. | | | | | | |
| VOA (Radio) – Affiliates | 215 | 226 | 237 | 237 | 246 | 250 |
| VOA (Radio) – Transmitters | 20 | 28 | 33 | 30 | 30 | 34 |
| VOA (TV) – Affiliates | 106 | 111 | 117 | 117 | 123 | 125 |
| MBN (Radio Sawa) – Transmitters | 21 | 31 | 44 | 36 | 44 | 48 |
| MBN (Alhurra) - TV Transmitters | 2 | 4 | 4 | 4 | 4 | 4 |
| RFE/RL – Affiliates | 63 | 61 | 70 | 55 | 74 | 77 |
| RFE/RL – Transmitters | 10 | 16 | 20 | 18 | 20 | 24 |
| RFA – Affiliates | 0 | 2 | 3 | 3 | 4 | 6 |
| 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 (Radio) | 98 | 100 | 100 | 100 | 100 | 100 |
| VOA (TV) | NA | NA | NA | 100 | 100 | 100 |
| MBN (Radio Sawa) | 100 | NA | 100 | 100 | 100 | 100 |
| RFE/RL | 100 | 100 | 100 | 100 | 100 | 100 |
| RFA | 100 | 100 | 100 | 100 | 100 | 100 |
| OCB | 100 | 100 | 100 | 100 | 100 | 100 |
| 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. Revised in 2004 and in 2005. | | | | | | |
| VOA (radio only) ² | 90 | 90 | 100 | 89 | 90 | 90 |
| MBN (Radio Sawa) | NA | 70 | 71 | 79 | 80 | 80 |
| MBN (Alhurra) | NA | 74 | 75 | 73 | 75 | 80 |
| RFE/RL | 84 | 86 | 87 | 83 | 85 | 87 |
| RFA | 80 | NA | 90 | 95 | 90 | 92 |
| OCB | NA | NA | NA | NA | NA | NA |
| Radio Signal Strength Index³: This overall network level indicator applies only to cross-border SW and MW radio signals, and measures whether programs can be heard by target audiences. Based on a 5-point scale | | | | | | |
| BBG | 2.84 | 2.79 | 2.70 | 2.78 | 2.70 | 2.70 |
| Satellite Effectiveness Index: Assesses whether the BBG satellite delivery is keeping pace with global media developments | | | | | | |
| BBG | 9.0 | 10.0 | 10.0 | 10.0 | 9.8 | 9.2 |
| Transmission Network Consumable Expense: The cost (in millions) of power and parts to operate the IBO transmitter | | | | | | |
| BBG | \$32 | \$27 | \$28 | \$30 | \$31 | \$32 |

¹ The decrease in audience for Radio Sawa is almost entirely attributable to Iraq, where all international broadcasters are showing significant audience cuts as a consequence of competition, from both local radio and TV stations. However, Radio Sawa is still the #1 radio station – foreign or domestic – in Iraq with a 25.7% weekly listener rate among adults.

² BBG is collecting data on VOA TV credibility and does not yet have adequate data to report.

³ The Radio Signal Strength Index only measures shortwave and medium wave transmissions, thus reflects the shortwave reductions across most of the global network

Current BBG Performance Efforts

The BBG primary strategic goal – to deliver accurate news and information to significant audiences in support of U.S. strategic interests – is funded by the BBG accounts as presented below.

Broadcasting Board of Governors Budget Information (\$ in thousands)

| | FY 05 Actual¹ | FY 06 Actual² | FY 07 Actual³ | FY 08 Estimate⁴ | FY 09 Request |
|--|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|--------------------------|
| International Broadcasting Operations | \$569,021 | \$606,611 | \$615,211 | \$637,935 | \$653,801 |
| Broadcasting to Cuba | 26,585 | 36,920 | 33,915 | 33,408 | 34,392 |
| Broadcasting Capital Improvements | 10,946 | 52,580 | 7,264 | 10,661 | 11,296 |

\1 Includes additional funding pursuant to the FY 2005 Emergency Supplemental, Global War on Terrorism, P.L. 109-13, (\$7.3 million) and the reallocation of \$7.7 million from prior year balances. Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations, but is shown separately for comparison purposes.

\2 Includes additional funding pursuant to the FY 2006 Emergency Supplemental P.L. 109-234 (\$36.1 million) also includes offset balances of \$16 million. Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations, but is shown separately for comparison purposes

\3 Includes additional funding pursuant to the FY 2007 Emergency Supplemental P.L. 110-28 (\$10.0 million). Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations, but is shown separately for comparison purposes.

\4 Includes funding pursuant to the FY 2008 Emergency Supplemental P.L. 110-161 (\$12.0 million). Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations, but is shown separately for comparison purposes.

Current Situation

Audiences worldwide continue to lack adequate sources of accurate news and information upon which to make informed decisions. It is critical to our national interest that these decisions are based on correct information. In support of the BBG mission to promote and sustain freedom and democracy and to enhance understanding, the BBG broadcasts in 60 languages. The increased complexity and competitiveness of media markets worldwide drive the BBG to commit resources to research, distribution, marketing and advertising in priority regions. The Agency demonstrates progress towards its strategic goal of reaching significant audiences where most needed in support of U.S. strategic interests through the accomplishments of the entities during the past year.

Voice of America: VOA continues to promote U.S. interests abroad by providing accurate and objective news and information about the United States and the world to people who live in places lacking access to unbiased news. VOA is a multi-media organization, with worldwide distribution of content to an audience of millions via television, radio, the Internet, Internet-enabled mobile devices, Real Simple Syndication (RSS) feeds, and podcasts. VOA's daily multimedia broadcasts currently total more than 1,000 programming hours each week on radio, television and the Internet. In addition, VOA has a network of more than 1,200 local affiliate stations in the countries in which it broadcasts. VOA television and Internet audience have grown exponentially.

Office of Cuba Broadcasting: OCB Radio and TV Martí are dedicated to providing a reliable source of news and information that is accurate, objective, and credible and promotes freedom and democracy in Cuba. OCB provides coordinated management of the Radio Martí and Television Martí programs from its headquarters in Miami, Florida. Radio Martí broadcasts to Cuba from its facilities in the Florida Keys and from IBB transmission facilities in Greenville, North Carolina, 24 hours per day, 6 days per week, and one day per week for 18 hours. TV Martí broadcasts from its facilities in Cudjoe Key, Florida, on Hispasat direct to home satellite service, 24/7. TV Martí is also broadcast on AeroMartí, its aircraft platform, 176 cable stations throughout Latin America, and is available on the Internet.

Radio Free Europe/Radio Liberty: RFE/RL is a non-profit international communications organization with a mission to promote democratic values and institutions by disseminating timely, accurate, and objective news, information, and analysis. Through radio, Internet, and other information products, including television, RFE/RL continues a significant contribution to the U.S.-led global struggle against terrorism. RFE/RL broadcasts in 28 languages, with almost two-thirds of the total (18) to countries or regions where the majority populations are Muslim. RFE/RL broadcasts more than 1,000 hours of radio programming and 4 hours of television a week, covering local, regional, and international news from its operations center in Prague and other bureaus. RFE/RL programs are available on a total of 255 local AM, FM, and UKV frequencies across its broadcast region.

Radio Free Asia: RFA, a private, non-profit news organization, continues its mission of providing objective, timely, in-country news and information in the native languages of its target countries. Through its radio broadcasts and Internet presence, RFA directs vital broadcasts to people

throughout the region. RFA broadcasts in nine languages and four dialects to China (including Tibet and the Xinjiang Region of Western China), Burma, Cambodia, Laos, North Korea, and Vietnam. As an unbiased news source in Asian countries that do not tolerate a free press, RFA fills the news gap created by state-controlled media. RFA broadcasts 252 hours of news and information weekly via the shortwave and medium wave. To expand RFA's reach and enrich the impact of its broadcasts, programming is streamed over the Internet with major news stories and features repackaged to include video or photos providing viewers with more in-depth information.

Middle East Broadcasting Networks: MBN provides objective and balanced news and information to the people of the Middle East about their region, the world, and the United States. MBN works to broaden the range of perspectives and exchange of ideas on issues of significance to the Arabic-speaking population in the region. Broadcasting to the Middle East provides the United States a direct and undistorted line of communication, ensuring objective and accurate information about America, American policies, and Americans. MBN currently operates three, 24/7 Arabic-language news and information television channels: Alhurra, Alhurra-Iraq, and Alhurra Europe – as well as Radio Sawa, which broadcasts 24/7 on seven programming streams in the Middle East. Alhurra broadcasts three hour-long newscasts and four 30-minute live report newscasts, in-depth discussion and roundtable programs, including news updates broadcast twice an hour to provide regular news coverage 16 hours of the day. Radio Sawa broadcasts reliable and objective news totaling over 335 live, updated newscasts per week.

Agency Direction: The BBG oversees all U.S. funded, non-military international broadcasting, including the operations of IBB, VOA, OCB, and the three grantees, RFE/RL, RFA, and MBN. It also oversees audience research for the broadcasting entities. The Office of the General Counsel provides legal advice to the BBG including interpretations on the authority and application of laws, regulations, Executive Orders, international agreements, and other documents involving BBG operations, BBG staff, and senior IBB officials. The Office of the CFO is responsible for managing all Agency budget and fiscal operations, including the integration of performance plans and goals. The Office of Public Affairs plans and conducts comprehensive public affairs and outreach programs for the BBG and its broadcasters.

International Broadcasting Bureau: The Office of the Director of the IBB provides the leadership and guidance to manage the IBB, along with providing liaison with the Office of Inspector General and Government Accountability Office, records and forms management, the management directives system, mail, printing, and other management and administrative support related services. The Office of Policy produces daily editorials and other programs for VOA language services and television that convey official U.S. government policies. The Office of Civil Rights is responsible for the conduct of the IBB Civil Rights and Equal Employment program. The Office of Performance Review continues its efforts to ensure that programming adheres to the highest standards of broadcast journalism, complies with applicable laws and guidelines, and effectively serves the information needs of intended audiences. This office also employs performance review and performance measurement procedures as developed by the BBG and the IBB, and as required by GPRA and OMB.

The Office of Human Resources provides worldwide personnel management services to the BBG and its employees and develops personnel programs and policies to meet their unique journalistic,

broadcasting and multicultural workforce needs and mission. The Office of Contracts provides effective planning and implementation of BBG/IBB's worldwide acquisition program. The Office of Security directs and carries out all security activities to provide for the protection and security of all personnel and physical assets, domestic and overseas. The office also provides assistance to the grantees.

Engineering and Technical Services: The Office of Engineering continues to explore, develop, and adopt new technologies to increase the efficiency and effectiveness of the BBG's broadcast network. It has seized on the Internet's ability to reach millions of people worldwide by delivering VOA's website; providing technical support for innovative delivery formats such as podcasts, text messages, and web logs; and providing streaming support for BBG audio and video programming. IBB Engineering also uses anti-jamming technologies to enable millions in China and tens of thousands in Iran and other Internet-restricted countries to gain access to web pages that are currently blocked. In addition to managing the over 70 transmitting sites worldwide, high frequency and medium wave transmission facilities, FM and TV stations, Engineering leases broadcast time at more than 20 transmitting facilities located in over 10 countries. Engineering is also responsible for an extensive network of leased satellite circuits and other international telecommunication systems, providing program feeds to BBG's 1,400 affiliates worldwide re-broadcasting radio and television programs to local audiences. The Office of Engineering and Technical Services is also responsible for the BBG's Continuity of Operations (COOP).

Program Support: The Office of Marketing and Program Placement is responsible for the marketing and placement of programming through local FM, AM and television stations, networks and the Internet. The office continues to broaden the reach of U.S. international broadcasting, guided by market research and commercial broadcasting techniques for program placement.

Progress in meeting BBG Performance Objectives Through FY 2008

In FY 2005, the BBG established performance objectives based on regional priorities that are generally long-term with underlying annual objectives for targeted focus. The following are highlighted accomplishments in each of the performance objectives during FY 2007 and anticipated in FY 2008.

Reach the Arabic speaking world.

In FY 2007, Alhurra celebrated its third anniversary and Radio Sawa its fifth anniversary of bringing accurate and balanced news and information to the Middle East. Alhurra and Radio Sawa continue to solidify their competitive advantage in the Middle Eastern media market through a clear and consistent focus on America – providing a comprehensive look at U.S. foreign policy and institutions, its politics, people and culture. *Inside Washington*, a weekly show on Alhurra, examines the U.S. political process through in-depth interviews. Alhurra and Radio Sawa provided live, continuous coverage of the U.S. midterm elections, covering several races around the country including the election of the first Arab-American to the U.S. Congress.

Also in FY 2007, Alhurra and Radio Sawa consistently provided news coverage not seen or heard on any other outlet and were the first to break major news stories, including the bombing of the Iraq

parliament building and Saddam Hussein's execution. MBN continues to provide unique programming formats such as *Sawa Chat*, which provide an interactive discussion and solicitation of opinions from its audience. Alhurra, for example, sponsored a Town Hall meeting in Washington with prominent Palestinian-Americans expressing their views of the Middle East Peace process. On Alhurra's *Free Hour*, an Israeli official and a Saudi guest appeared on a talk show at the same time – an unprecedented event.

Alhurra and Radio Sawa have continued to provide consistent and significant coverage of human rights issues and freedom. Regular programming like Alhurra's *Eye on Democracy, Equality, and Free Hour* and Radio Sawa's *The Free Zone* provide forums for unique discussions in the region's media. Alhurra and Radio Sawa have provided extensive coverage of the humanitarian crisis in Darfur, challenges to human rights across the region, and the rights of women in the Arab world. The range of coverage has included: the role of women in Bahrain; persecution of Arab journalists in the region; human rights implication of proposed amendments to Egypt's constitution; the plight of Iraqi refugees; and struggles of minorities in the Arab world.

RFE/RL's Radio Free Iraq provided objective, balanced coverage of Iraq with daily coverage of the activities of the Iraqi Cabinet and Parliament. Its civic-minded programming promotes national unity and the universality of human rights.

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

This regional performance objective 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. Major accomplishments focus on the War on Terrorism and other areas of strategic importance where freedom and democracy are restricted or newly emerging. To accommodate additional TV newscasts by the Persian, Urdu, Dari/Pashto, Russian, and Ukrainian services, VOA expanded its television production capabilities. Significant progress for the Internet was also achieved for both VOA and RFE/RL through timely and comprehensive presentation of news and information, plus special news series.

The VOA Persian News Network currently broadcasts 24 hours a day including acquired and repeated programs to Farsi speakers throughout Iran. RFE/RL covered major international stories that had special relevance to regional and local audiences, including the standoff over Iran's nuclear program and the seizure and release of several British sailors. Radio Farda, a 24/7 Persian radio service, continues to broadcast to Iran. To enhance its coverage, Radio Farda doubled the length of its main evening newscast to one hour and launched a revamped, news-oriented website.

Geared to reach millions of listeners in Pakistan and northwest India between the ages of 15 to 39, VOA's *Radio Aap Ki Dunyaa* combines news, features, and music to introduce a fresh, new sound to South Asia. Two new 800 kW medium wave transmitters became operational: one in the first quarter of FY 2006 and the other with a directional antenna array in March 2007. In response to the Pakistani state of emergency in November 2007, VOA increased its live radio programming in Urdu from 5 to 12.5 hours daily. Domestic TV stations currently face restrictions on the use of foreign broadcast material. However, VOA is aggressively working to regain access to the Pakistani TV market with affiliates GEO and Aaj. VOA Urdu also has a web page offering live radio streaming

and 24-hour access to its television program.

VOA's Afghanistan Service continues to build on the success of its *Radio Ashna* seamless daily 12-hour program stream in the Dari and Pashto languages. In late September 2006, VOA added *TV Ashna* with a one hour daily program in Dari and Pashto that focuses on U.S., Afghan, and international news. VOA's *Radio Deewa* – a new broadcast stream aimed at the more than 40 million Pashto-speaking people living in the Afghanistan-Pakistan border region, expanded its broadcast to six hours daily. RFE/RL's Radio Free Afghanistan delivers breaking news, in-depth reporting and analysis of the struggle to achieve democracy, including a resurgent Taliban.

In FY 2007, RFE/RL continued to enrich its information products for countries and regions that are in the front line of the U.S.-led efforts to promote global democracy and the struggle against terrorism. For example, RFE/RL covered the growing tensions between Georgia and Russia; Iraq's tumultuous transition to democracy; the death of Turkmen dictator Saparmurat Niyazov; and the eruption of street protests in Kyrgyzstan. RFE/RL is increasing delivery of its information products on the Internet and other emerging media in order to attract new audiences and to reach closed and semi-closed societies.

RFE/RL continues to attract significant audiences with television programs broadcast in Bosnia, Macedonia, Georgia, and Kyrgyzstan through its partnership with local television. RFE/RL's 19 Internet websites serve as a key platform to increase delivery of its information products. The number of page views has increased by more than 40% and the distribution of news and analysis reporting via email by 10% from FY 2006.

In 2007, VOA began enhancing its Russian website in response to the increasing difficulty in partnering with local broadcasters in Russia. The shift to the Internet will allow VOA to continue reaching its audience with its video and audio web broadcasts. Elsewhere in the region, VOA focused its programming on areas with deepening oppression and restricted freedoms. The Ukrainian Service continues to have an impact through its prime-time interactive, health and science, and technology television programming. In Azerbaijan and Turkey, VOA expanded and solidified its TV and radio affiliations and partnerships.

Focus broadcasting to audiences of strategic priority in East Asia.

VOA and RFA doubled their daily broadcast hours to Burma in September 2007, responding to the nationwide demonstrations against the military junta. While the junta has tried its best to quash the free flow of information, RFA and VOA have continued to broadcast news and information about the latest developments in Burma and around the world.

Despite continued obstacles to reach audiences in areas of jamming or government restriction, the BBG was able to expand its reach in this critical region of the world with particular attention to North Korea. VOA and RFA Korean services have expanded their broadcasts to 7 ½ hours daily and will further expand to 10 hours in FY 2008.

RFA's unique advantage in audio content, the critical role of its radio programming, and increased development of its multi-language websites has allowed RFA to deepen its impact, expand its reach,

and engage larger audiences. In FY 2007, the popularity of RFA's call-in programs continued to grow, and in June its websites hosted a record 1.5 million visitors.

The Chinese government is tightening control of the media, 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. VOA Tibetan's weekly 60-minute radio and television simulcast program and RFA Tibetan's programming continue to provide a forum for Tibetans inside China and other parts of the world. RFA is the only international radio station broadcasting news and information to China's far northwestern region, with a potential audience of 10 million Uyghur-speaking people.

The BBG continues to reach other areas in the region that restrict international broadcasting and press freedom. RFA broadcasting to Vietnam, Cambodia, and Laos provides balanced coverage of both international and in-country news with enhanced or expanded programming and increased Internet use. In 2007, RFA's effectiveness in providing news and information for listener decision-making was evidenced with the coverage of Cambodia's Communal Elections.

VOA also continues to expand and diversify its programming to Indonesia, the world's most populous Muslim nation. VOA Indonesian now delivers its daily programming through more than 220 radio affiliates and five minutes of television programming every week via 24 national and local TV affiliates.

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

VOA increased its Swahili broadcasts to Kenya in January 2008 in response to the crisis that followed that country's elections in December. While local broadcasters have been banned from covering the events, VOA brings audiences live reports from around Kenya, analysis of the crisis, background reports, and listener reaction.

In February 2007, the VOA Somali Service was inaugurated and has since provided its listeners with accurate news and information, allowing the Somali people to hear the voices of Somalis from all political persuasions and walks of life. Today, VOA's Somali program is available to millions of Somalis through rebroadcast by some of the most widely listened-to FM stations in Somalia, including HornAfrik in Mogadishu. VOA Somali Service's website provides audio daily news stories, and links to other Somali websites.

VOA continues to expand its anti-jamming measures and daily *Studio 7* medium wave radio programming targeted to Zimbabwe in English, Shona, and Ndebele with the support and supplementary funding from the U.S. Agency for International Development. Additionally, VOA's Zimbabwe Project recently launched e-mail newsletters in the three languages.

In April 2007, VOA Hausa and English to Africa language services provided comprehensive coverage of the Nigerian presidential, gubernatorial, national, and state assemblies elections. Elsewhere, the Office of Marketing and Program Placement (OMPP) worked with VOA to expand English to Africa, provide training and broadcast equipment in exchange for placement in Ethiopia,

and place programming on “Capital FM” in Kampala Uganda.

Expand audience reach in strategic locations of Latin America.

In June 2007, responding to the closing of RCTV, Venezuela’s oldest and most popular broadcaster, VOA Spanish launched *VOA Noticias (VOA News)*, a daily 22-minute live television newscast aimed at audiences. In FY 2008, VOA Spanish will add a 30-minute, 5 day a week television news magazine and news feeds to Venezuela. VOA Spanish continues its expanded 60-minute broadcast of its daily radio program *Ventana a Cuba (Window on Cuba)* to provide coverage of events in Cuba and Latin America. VOA and OCB continue to expand the use of the Internet to make broadcast programming available to the Cuban and Latin American audiences.

Radio Martí’s all news and information service provides programming specifically tailored for the Cuban audience six days a week, 24 hours per day, and one day per week for 18 hours. Enhanced news coverage continues to feature a network of experts on Cuban and international affairs to address a wide variety of programs, address public affairs, political and economic issues, and other topics. Radio Martí News extensively covers U.S. policy towards Cuba.

TV Martí’s two-anchor format continues to feature special segments on entertainment, science and technology, and a short segment on economic issues. TV Martí produces 17 weekly hours of programming for airborne transmission into Cuba. OMPP, on behalf of OCB placed programming from Radio and TV Martí with South Florida broadcasters that penetrate Cuba – in continuing efforts to penetrate Cuban jamming.

VOA’s Latin America Service and OMPP are working to place VOA’s television stream with broadcasters in the region.

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

Support functions throughout the BBG are dedicated to the broadcast mission in accordance with the implementation strategies and performance goals. In FY 2007, the functions and staff of the IBB’s Management Division were reassigned to the International Broadcasting Bureau to create a more efficient organizational support structure within the Agency and elevate their strategic importance to the broadcasting entities. For the same reasons, the Office of Public Affairs now reports to the BBG and the Office of Performance Review now reports directly to the IBB.

The FY 2007 BBG Performance and Accountability Report (PAR) was submitted on time and the BBG received an unqualified opinion on the audit of all BBG FY 2007 financial statements. The BBG also continues its efforts to improve the contracting and financial management functions.

The Agency responded to shifting program and resource priorities through strategies for reshaping the workforce and increasing its agility through the use of Personal Service Contracts, the early out retirements and buyouts. Broadcast training was tailored to support use of television and the Internet – responding to the changes in broadcast priorities. The Agency efforts to enhance the leadership of the workforce included: providing leadership training; improving the Senior Executive Service

performance management system; developing a “pay for performance” compensation system for the Senior Foreign Service; resuming career VOA Foreign Service correspondent appointments and crafting steps to strengthen VOA’s management of the Foreign Service system; and revamping the HR website. The FY 2008 employee development initiative addresses critical BBG training and employee recognition programs.

The centralized support functions of Engineering and Technical Services are essential to managing program delivery via the preferred media in targeted areas. To satisfy evolving requirements with the most effective technologies, the BBG must continually assess the effectiveness of its transmission network assets and make changes to meet new programming requirements, to serve priority audiences, and to satisfy media preferences.

The Greece Transmitting Station was closed in 2006 and the Delano Transmitting Station in October 2007 due to changing technology and shifting audience preferences. The Morocco Transmitting Station will close in 2008. These transmitters, associated equipment, and assets have or will be redeployed to high priority areas to support the BBG’s worldwide broadcast mission.

Engineering develops, maintains, and manages a satellite distribution network to link and deliver all BBG radio and television programming. The satellites link main production centers in Washington, Miami, and Prague to transmission stations around the world and directly to home audiences. The conversion of circuits from analog to digital and the use of fiber optic circuits have enabled Engineering to add capacity, flexibility, and cost effectiveness in program delivery.

Engineering continued to develop disaster recovery plans and strategies to safeguard against catastrophic network loss. A Continuity of Operations (COOP) facility began in FY 2006 was completed and a successful full operational test was completed in April 2007. This facility supports the Agency’s continuity of operations plan and provides technical contingency capability in the event of a catastrophic failure – replicating the headquarters central telecommunications hub, essential for receiving international news feeds and for distributing radio, TV, and Internet programming worldwide.

The Office of Marketing and Program Placement (OMPP) continues to work toward increasing audiences in high-priority markets through placement of programs, and to increase awareness of those programs through advertising and promotional campaigns. Audiences for U.S. international broadcasting continue to expand, in part due to the addition of FM and TV affiliate stations in open media environments.

OMPP worked in close cooperation with the Department of State in its marketing and outreach efforts in South and East Asia to focus on the growing importance of Muslims in the global strategic balance. Advertising campaigns in Pakistan to support VOA Radio’s *Aap ki Dunyaa*; a television campaign on behalf of VOA Indonesian; and working with VOA Russian to actively promote other web-based methods of reaching audiences are examples of OMPP’s efforts to reach these strategically important regions.

FY 2009 Annual Performance Objectives

The BBG agency-level performance objectives and measures are further supported and linked to language service and support services performance plans that have action steps and detailed performance goals and measures. The language service plans are evaluated annually through the Agency's Language Service Review process and all programs are evaluated by the Administration's PART process.

The following are the BBG annual performance objectives, including key initiatives supported by the FY 2009 budget:

- A. Reach the Arabic speaking world.
 - Continue the daily 3-hour live Alhurra television program produced and broadcast from the Middle East, which will launch in the third quarter of FY 2008.
 - Sustain Alhurra's live 24/7 news coverage and Radio Sawa's expanded local news coverage.
 - Improve the TV broadcast automation system to ensure seamless live programming.

- B. Expand audience reach in strategic locations in the Near East, South, Central Asia and Eurasia.
 - Reach the strategically critical audiences of Iran through the popular programming of VOA's Persian TV and Radio Farda, a 24/7 Persian radio service.
 - Continue successful BBG broadcasts to Afghanistan through the daily 24-hour program stream in the Dari and Pashto languages, and *Radio Deewa* – aimed to reach the Pashto-speaking people living in the Afghanistan-Pakistan border region.
 - Launch a 1-hour RFE/RL Azeri program 7 days a week to the Azerbaijani population in Iran and provide multi-media online and mobile programming through a companion website.
 - Expand VOA's Russian and Persian Internet capability.
 - Enhance RFE/RL's central Internet capability and strengthen RFE/RL's Russian Internet site.

- C. Focus broadcasting to audiences of strategic priority in East Asia.
 - Sustain the coordinated 10-hour VOA-RFA program stream to North Korea in SW and MW.
 - Strengthen RFA's online presence in China and Vietnam.
 - Expand VOA's Mandarin and Vietnamese Internet capability.

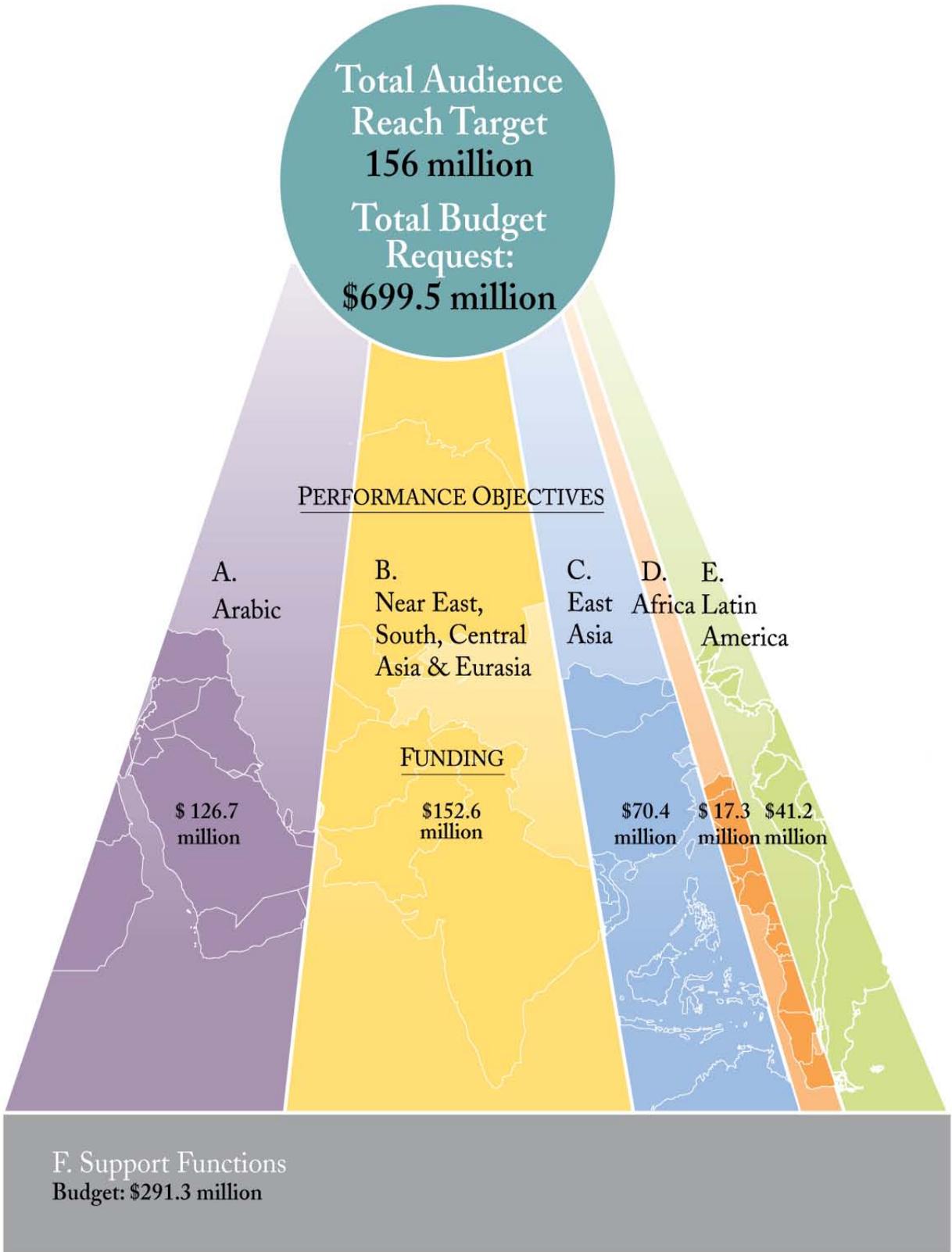
- D. Target African broadcasting to areas prone to terror incidents, genocide or failed states.
 - Continue VOA's Somali programming to Horn of Africa.

- E. Expand audience reach in strategic locations of Latin America.
 - Support Radio and Television Martí's capability to reach into Cuba.
 - Continue expanded VOA Spanish programming to Venezuela.
 - Strengthen the Internet presence of VOA's Spanish site.

- F. Align essential support functions with broadcasting implementation strategies and performance goals.
 - Address BBG's most critical infrastructure maintenance and repair requirements.

- Improve BBG Headquarters (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 the President's Management Agenda, including initiatives to improve financial, performance, and budget integration plus finance and contract functions.
- Continue support for critical training and employee recognition programs.

FY 2009 *Linking Resources & Results*



For detailed explanation see table on next page.

Linking Resources and Results
 FY 2009 BBG Annual Performance Objectives
 (Funding and Audience Reach in millions)

| Performance Goals | Services | Audience | | | |
|---|-------------------------|----------------|----------------|----------------|----------------------|
| | | FY07 | FY08 | FY09 Base | FY09 Enhancements |
| A. Reach the Arabic speaking world | Radio Sawa | 16.1 | 16.6 | 17.1 | |
| | Alhurra TV | 23.3 | 25.0 | 26.0 | |
| | Radio Free Iraq | 3.5 | 3.0 | 2.5 | |
| | Total Funding | \$97.7 | \$117.8 | \$123.2 | \$3.5 |
| B. Expand audience reach in strategic locations in the Near East, South, Central Asia and Eurasia | RFE/RL | 25.1 | 26.2 | 29.7 | 0.95 |
| | VOA Eurasia | 12.8 | 10.0 | 8.0 | |
| | VOA NE & Central Asia | 3.5 | 4.0 | 4.0 | |
| | VOA S Asia & Persian | 33.0 | 33.8 | 35.0 | |
| Total Funding | \$141.4 | \$161.4 | \$150.7 | \$1.9 | |
| C. Focus broadcasting to audiences of strategic priority in East Asia | RFA | NA | NA | NA | NA |
| | VOA East Asia & Pacific | 14.5 | 15.0 | 15.5 | |
| | Total Funding | \$69.3 | \$78.1 | \$69.9 | \$0.6 |
| D. Target Africa broadcasting to reach areas prone to terror, incidents, genocide or failed states | VOA Africa | 51.5 | 53.0 | 54.0 | 1.0 |
| | Total Funding | \$15.6 | \$16.7 | \$15.5 | \$1.8 |
| E. Expand audience reach in strategic locations of Latin America | OCB Cuba | NA | NA | NA | |
| | VOA Latin America | 3.3 | 3.6 | 3.0 | 1.7 |
| | Total Funding | \$48.8 | \$46.9 | \$41.1 | \$0.08 |
| F. Align essential support functions with broadcasting implementation strategies and performance goals. | Total Funding | \$284.1 | \$261.1 | \$290.7 | \$0.7 |

NOTES:

Performance objective A through E include all programming expenses to the region indicated, and expenses for program delivery leases, power, and parts.

Performance objective F includes expenses for BBG technical, administrative, and program support functions.

FY 2009 Enhancement Summary
Performance Goals and Targets

| Enhancement | Performance Goals | Performance Targets | | |
|---|---|---|---------------------------------------|---------------------------------------|
| | | FY09 | FY10 | FY11 |
| Internet Programming | Enhance internet capability in target areas and provide centralized support. Increase average monthly visits to targeted websites | 8.5 million total monthly visits (baseline) | 3.0 million additional monthly visits | 3.5 million additional monthly visits |
| Somali Broadcasts to Horn of Africa | Continue VOA's Somali program. Increase VOA Audience Reach in Target Countries | 1 million additional listeners | 1 million additional listeners | 0.5 million additional listeners |
| Azerbaijani-Language Radio and Internet Programming to Iran | Launch one hour RFE/RL program, seven days a week. Increase Audience Reach of Azeri Listeners | 950,000 new listeners (baseline) | 210,000 additional listeners | 160,000 additional listeners |
| Upgrade Television Production Capability | Access to needed materials available for multi-media use. Increase % of materials available for multi-media use | 30% (baseline) | 45% | 75% |

Program Assessment Rating Tool (PART)

PART Results – Improved BBG Strategic Planning and Performance Integration

In FY 2002, the BBG put forward a new Strategic Plan and approach to international broadcasting that focuses on marrying the broadcasting mission to local media markets. The strategy lays out the primary long-term strategic goal and operational strategic goals linked to Agency performance measures. A new strategic plan for 2008-2013 continues the roadmap to success, strengthens the budget and performance integration, and the approved framework informs the FY 2009 Budget Request. We also continue to refine and explore new performance goals that can better measure overall impact and progress towards achieving the long-term outcome goal.

The Congressionally-mandated Language Service Review continues to be the foundation for making resource adjustments and setting strategic priorities at the language service level. The performance data gathered through this analytical process are common to the GPRA measures, internal Program Reviews, and PART evaluations.

Since the PART began, the BBG has improved its ratings, due in large part to significant progress in strategic planning, budget, and performance integration at all levels. The release of our first strategic plan since becoming an independent agency has served as the roadmap for BBG activities. Individual performance plans have strengthened linkages to the mission, strategic goals, and performance goals, which is a major section in the PART evaluation.

Our goal is to integrate budget and performance information throughout all levels of the BBG. Previously evaluated programs look forward to similar ratings when re-evaluated in light of the improved strategic planning, budget, and performance integration processes now in place.

Results of Prior Year PART Evaluations

Since the PART began, the BBG has significantly improved its ratings from “Results Not Demonstrated” in FY 2002 to “Moderately Effective” in FY 2003 and FY 2004 to “Effective” in FY 2005, FY 2006, and FY 2007.

| Year of Review | Programs Reviewed | Rating |
|----------------|---|---|
| FY 2002 | <ul style="list-style-type: none"> ▪ Broadcasting to Near East Asia and South Asia | <ul style="list-style-type: none"> ▪ Results Not Demonstrated. |
| FY 2003 | <ul style="list-style-type: none"> ▪ Broadcasting to Africa ▪ Broadcasting to Near East Asia and South Asia | <ul style="list-style-type: none"> ▪ Moderately Effective. ▪ Moderately Effective. Re-evaluation because of War on Terror and major enhancements for Alhurra Television. |
| FY 2004 | <ul style="list-style-type: none"> ▪ Broadcasting to East Asia and Eurasia ▪ Broadcasting to Near East Asia and South Asia | <ul style="list-style-type: none"> ▪ Moderately Effective. ▪ Moderately Effective. Re-evaluation due to continued priority of War on Terror and inclusion of additional language services in this program. Final score higher than previous assessment. |
| FY 2005 | <ul style="list-style-type: none"> ▪ Broadcasting to Latin America ▪ Engineering and Technical Services for International Broadcasting | <ul style="list-style-type: none"> ▪ Effective. ▪ Effective with 100% score. |
| FY 2006 | <ul style="list-style-type: none"> ▪ Programming Support for International Broadcasting ▪ Audience Development for International Broadcasting | <ul style="list-style-type: none"> ▪ Effective. ▪ Effective. |
| FY 2007 | <ul style="list-style-type: none"> ▪ Broadcasting to Africa | <ul style="list-style-type: none"> ▪ Effective. |

PART recommendations

OMB's recommendation that the BBG ensure that funding for each of the PART programs be explicitly linked to the accomplishment of relevant performance goals is accomplished in the FY 2006, FY 2007, and FY 2008 Performance Budgets. Another recommendation is to implement additional performance measures that align with the BBG mission and vision. The BBG added an agency-wide measure of "credibility" (percent of the audience assessing BBG news and information as trustworthy or very trustworthy) and is now reporting radio and television results separately. We continue to explore and test specific Internet and television performance measures, as well as testing survey questions to capture data that will measure the impact of BBG programming to enhance understanding. The recommendation to revise the current Agency strategic plan to build on a market-based approach to broadcasting will be completed with the issuance of the new BBG Strategic Plan covering 2008-2013.



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