

# Broadcasting Board of Governors Fiscal Year 2010 Budget Request

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**Executive Summary**  
**FY 2010 Budget Request**  
**\$745.5 million**

"For democracies cannot be static — they must move forward.... An enduring commitment to the rule of law is the only way to achieve the security that comes from justice for all people."

*Barack Obama*  
*Ankara, Turkey, April 6, 2009*

"...for we've arrived at a moment where each nation and every citizen must choose at last how we respond to a world that has grown smaller and more connected than at any time in its existence."

*Barack Obama*  
*Strasbourg, France, April 3, 2009*

The Broadcasting Board of Governors (BBG) broadcast services have been reaching out to audiences worldwide for over 60 years, 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. U.S. international broadcasting is vital to national interests as a platform for direct communication and dialogue worldwide, with significant audiences in strategically critical areas including Afghanistan, Pakistan, Iraq, and Iran. BBG radio, television, and Internet programs reach over 175 million people each week in 60 languages, with a depth of understanding of these audiences unmatched in the federal government.

In his election night speech, President-elect Obama stated, "And to all those watching tonight from beyond our shores, from parliaments and palaces, to those who are huddled around radios in the forgotten corners of the world, our stories are singular, but our destiny is shared, and a new dawn of American leadership is at hand." BBG broadcasters were present on that historic evening, conveying the events and speeches of election night to audiences worldwide. BBG broadcasts reach those "forgotten corners of the world," ensuring that the story of the United States is heard.

The BBG services provide fair and balanced news; effectively explain the United States, its policies and its culture; and provide a direct avenue for international audiences to communicate with America. BBG's recent successes include its comprehensive coverage of the presidential campaign, election, and inauguration, and the transition to the new Administration. BBG services utilize the latest multi-media technologies to make programs highly interactive, to increasingly talk with, not at, audiences worldwide. For example, Iranians flooded a special Voice of America (VOA) Persian-language website immediately after the election to express their views on topics ranging from U.S.-Iranian relations to access to student visas.

The BBG has been committed to developing and adapting programs to meet the ever-changing world situation and media environments. The BBG has relied on a strong strategic planning process that closely ties our mission to U.S. national interests and regional audience preferences.

Our FY 2008-2013 Strategic Plan lays out implementation strategies for accomplishing our mission given the challenges we face. These action steps align with the Administration's goals to reach out to other countries and peoples, support free press and evolving civil societies, and ensure that the voice of the United States is heard in the media worldwide.

### ***Regional Accomplishments and Program Changes***

The BBG has established long-term performance objectives based on regional priorities. The following highlights each of the performance objectives; recent accomplishments; and proposed FY 2010 program initiatives that target long-term critically important challenges and BBG program reductions.

#### **Reach the Arabic speaking world.**

##### Program Accomplishments

- Middle East Broadcasting Networks' (MBN) Radio Sawa and Alhurra reach over 35 million people each week in 22 countries throughout the Middle East. Alhurra is one of the five most popular television services in Iraq, outpacing Al-Jazeera. In Syria, 93 to 96 percent of the audience finds Alhurra and Radio Sawa reporting credible. Audiences throughout the Middle East can turn to MBN programs for the full story, including the Israeli perspective on issues that are not covered by most Arabic media. *Al Youm*, a live 3-hour pan-Arabic television program, launched on March 8, 2009.
- In coordination with the State Department, MBN launched a radio program to the Darfur region of Sudan in September 2008. The all-news and information program provides unbiased reports about the Darfur Peace Process, the deployment of UN peacekeeping forces, human and women's rights, U.S. humanitarian relief efforts and the scheduled 2009 elections. The FY 2010 budget request includes funding for this program.

##### Program Changes

- *MBN Television and Radio Maintenance and Repair (\$2.0 million)*  
MBN has been in existence since FY 2004. Its sets are beginning to deteriorate, and equipment is nearing its end of life. MBN must replace old and broken sets and related graphics, and equipment.

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

##### Program Accomplishments

- VOA's Urdu radio and television weekly audience has doubled since 2007 to 11.8 percent of the adults in Pakistan. VOA and Radio Free Europe/Radio Liberty (RFE/RL) Dari and Pashto radio broadcasts to Afghanistan are the most popular in the country. VOA's Radio Deewa Pashto program broadcasts six hours of live news, current affairs, and call-in shows daily to the critical Pakistan/Afghanistan border region.

- VOA's Persian News Network (PNN) has a combined weekly radio, television, and Internet audience of 29.4 percent of the adults in Iran. The network offers seven hours a day of programming repeated in a 24-hour stream with frequent news updates.
- VOA and RFE/RL extensively covered the turmoil in Georgia last summer and elections in Russia, Ukraine, and Armenia. RFE/RL's Central Asian services provided in-depth coverage of important social issues, including corruption and religious fundamentalism, as well as human rights issues and breaking news of important political stories, such as growing authoritarianism in Uzbekistan and continued political instability in Kyrgyzstan.

### Program Changes

- *Increased Local Coverage for Radio Deewa*  
The BBG proposes \$350,000 for VOA to increase its local/regional content for the critical Pakistan/Afghanistan border region by adding stringer reports from Federally Administered Tribal Areas (FATA) and Provincially Administered Tribal Areas (PATA) and to conduct interviews with newsmakers and others in Afghanistan and Pakistan. Research has shown that radio is the most important medium in the Northwest Frontier Province.
- *RFE/RL Russian Language Internet to Central Asia*  
The BBG proposes \$716,000 to create an RFE/RL Russian-language Web 2.0 program, including news, information, and analytical products for Central Asian audiences throughout the five country region (Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan). The situation in Central Asia continues to worsen: authoritarianism continues to increase, repression of free media has intensified, and Russia and China are vying for increased political and economic leverage. The State Department has expressed strong support for broadcasts to Central Asia in Russian, the *lingua franca* of the region.

BBG proposes to end VOA broadcasts in Croatian, Hindi, and Greek, and discontinue radio rebroadcasts of PNN television programming and one hour daily of original VOA Persian radio.

### **Focus broadcasting to audiences of strategic priority in East Asia.**

#### Program Accomplishments

- VOA and Radio Free Asia (RFA) established a 10-hour programming stream to North Korea and significantly improved the transmission of the broadcasts by adding medium wave to the shortwave strategy.
- VOA and RFA reported on and maintained strong connections with the people of Burma and Tibet during the uprisings last year. RFA played a critical role in getting information out of Tibet to the world. Both broadcasters have also been very effective in providing information during natural disasters, such as Cyclone Nargis in Burma.
- VOA's Indonesian Service broadcasts in Bahasa Indonesian on television and radio and has established an extensive network of over 250 affiliate stations throughout Indonesia. The programs reach more than 20 million Indonesian adults each week.

- VOA and RFA broadcasts to Southeast Asia have included programs on health issues, particularly avian flu, through cooperation with USAID.

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

#### Program Accomplishments

- VOA's largest audiences are in Africa – 45.8 million adults throughout Africa tune into VOA programs each week.
- In coordination with USAID, VOA has established its *Studio 7* program in Zimbabwe as the pre-eminent source of reliable news with a weekly listenership of 10.2 percent of adults. The FY 2010 budget request includes funding for this program.
- With assistance from USAID, VOA has developed relevant and critical health broadcasts to Africa including programs on HIV/AIDS, malaria, tuberculosis, and avian flu. VOA broadcasts are one of the most effective tools for providing health information to millions of people worldwide.

### **Expand audience reach in strategic locations of Latin America.**

#### Program Accomplishments

- VOA Spanish broadcasts in radio and television to Latin America with particular focus on audiences in Venezuela. Radio and TV Martí broadcast 24 hours daily to Cuba.

#### Program Changes

- The BBG proposes to change the news format for TV Martí by replacing the two evening news programs with news updates on the half hour and to convert Radio Martí to an all news format.

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

#### Program Changes

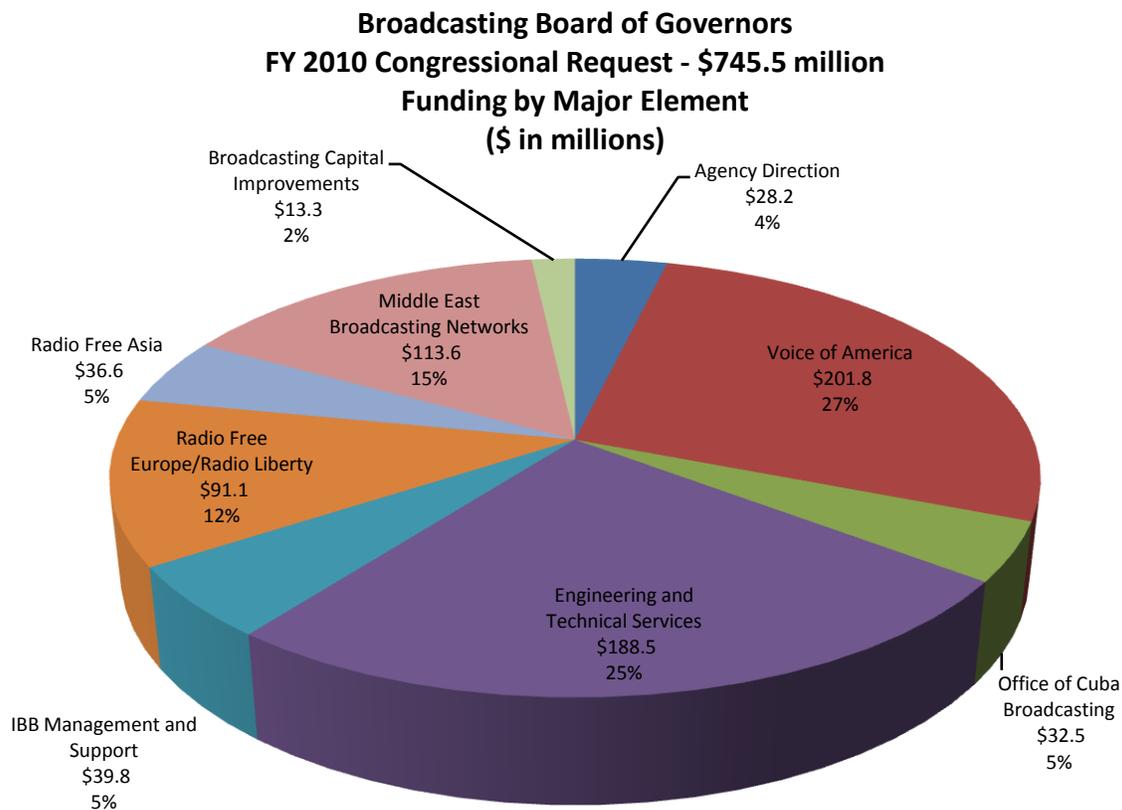
- *BBG Digital Video/Internet Enhancement*  
The BBG proposes to invest \$8.7 million to support VOA, RFE/RL, and RFA in further transitioning to audio/video digital capabilities that are crucial to increasing interactive programming through popular new digital platforms. The enhancement would include software and hardware to create, transfer, and store digital audio and video content. VOA's costs will be partially offset by reducing shortwave English broadcasts from 14 to 9 hours a day and utilizing the transmission savings towards this project in FY 2010.
- The BBG proposes to consolidate the West and East Africa regional marketing offices in Johannesburg, South Africa and close VOA's Paris Finance Office.

## Summary of Funding Request by Account

The Broadcasting Board of Governors requests a total of \$745.5 million for FY 2010.

The FY 2010 request includes:

- \$732.2 million for International Broadcasting Operations (one-year funding for all broadcasting and support services, including the Office of Cuba Broadcasting). This request includes increased funding for MBN television and radio maintenance and repair, local and regional coverage on VOA Radio Deewa to Afghanistan and Pakistan, RFE/RL Russian language Internet to Central Asia, and digital video/Internet at RFE/RL and RFA.
- \$13.3 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, other measures to secure the current transmission capability, and VOA's digital audio/video initiative.



**Broadcasting Board of Governors**  
**Summary of Resources**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008 Actual</u>	<u>2009<sup>1</sup> Estimate</u>	<u>2010 Request</u>	<u>2009- 2010 Difference</u>
<b><u>International Broadcasting Operations</u></b>				
Agency Direction	25,913	28,308	28,247	(61)
International Broadcasting Bureau				
Voice of America	188,298	194,250	201,828	7,578
Office of Cuba Broadcasting	33,356	34,816	32,474	(2,342)
Engineering and Technical Services	181,880	174,739	188,541	13,802
IBB Management and Support	32,964	37,513	39,809	2,296
<b>Total, IBB</b>	<b>436,498</b>	<b>441,318</b>	<b>462,652</b>	<b>21,334</b>
<b><u>Independent Grantee Organization</u></b>				
Radio Free Europe/Radio Liberty	83,161	90,180	91,063	883
Radio Free Asia	34,353	35,919	36,648	729
Middle East Broadcasting Networks	91,652	110,361	113,577	3,216
<b>Total, Grantees</b>	<b>209,166</b>	<b>236,460</b>	<b>241,288</b>	<b>4,828</b>
<b>Transfer to Buying Power Maintenance Fund</b>	<b>400</b>	-	-	-
<b>Total IBO Resources</b>	<b>671,977</b>	<b>706,086</b>	<b>732,187</b>	<b>26,101</b>
<b>SUMMARY OF RESOURCES</b>				
Appropriated P.L. 110-161/ P.L. 111-8/ Request	<b>676,727</b>	<b>698,187</b>	<b>732,187</b>	34,000
Supplemental Appropriations Act P.L.110-252 <sup>1/</sup>	101	7,899	-	(7,899)
Transfer from Broadcasting Capital Improvements	533	-	-	-
Rescission	(5,384)	-	-	-
<b>Total, IBO Resources</b>	<b>671,977</b>	<b>706,086</b>	<b>732,187</b>	<b>26,101</b>
<b><u>Broadcasting Capital Improvements</u></b>				
Appropriated P.L. 110-161/ P.L. 111-8/ Request	10,748	11,296	13,263	1,967
Transfer to International Broadcasting Operations	(533)	-	-	-
Rescission	(87)	-	-	-
<b>Total, BCI Resources</b>	<b>10,128</b>	<b>11,296</b>	<b>13,263</b>	<b>1,967</b>
<b>Grand Total, Broadcasting Board of Governors Resources/Request</b>	<b>682,105</b>	<b>717,382</b>	<b>745,450</b>	<b>28,068</b>

<sup>1/</sup> Includes funding provided in Supplemental Appropriations Act - \$2.0 million in FY 2008 and \$6.0 million in FY 2009.

**Broadcasting Board of Governors**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+	<b>717,382</b>
Represents the FY 2009 estimate for all BBG elements including the FY 2009 Emergency Supplemental funding.		
<b>Wage Increases: Domestic/American</b>	+	<b>9,214</b>
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.		
<b>Wage Increase: FSNs</b>	+	<b>215</b>
Represents anticipated wage increases for overseas foreign service national employees.		
<b>Other Wage Requirements</b>	+	<b>4,391</b>
Provides for the annualization of salary and benefits to continue programming into FY 2010, including increased workers compensation, health care costs, and social insurance costs.		
<b>Inflation</b>	+	<b>1,370</b>
Reflects a .5% inflation increase for general operating expenses for FY 2010		
<b>FY 2010 Current Services Net Changes</b>	+	<b>10,906</b>
<b>Built-in Requirements</b>	+	<b>25,032</b>
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		8,422
b) Program delivery		4,265
c) Information technology and capital projects		3,543
d) Consolidated research		648
e) Annualization of Language Program Costs		8,154
<i>Continue reinstated language services</i>		3,736
<i>Continue VOA Zimbabwe Service</i>		955
<i>Continue MBN Darfur Service</i>		825
<i>Alhurra's 3 hour Program</i>		2,638
<b>Non-Recurring Costs</b>	-	<b>(14,126)</b>
The following costs are non-recurred in FY 2010:		
a) Other operating expenses, including one-time 2009 costs		(13,325)
b) One time costs associated with FY 2009 program increases		(801)
<b>FY 2010 Net Program Changes</b>	+	<b>1,972</b>
<b>Program Decreases</b>	-	<b>(7,520)</b>
Reflects the following reductions to base operations:		
a) TV Marti's two 30-minute newscasts transition to news updates on the half-hour and convert Radio Marti to a news and information format		(4,232)
b) End VOA broadcasts in Croatian, Hindi, and Greek, and discontinue radio rebroadcasts of PNN television programming and 1 hour original VOA Persian radio		(2,520)
c) Consolidate East and West Africa Regional Marketing Offices		(318)
d) Close VOA's Paris Finance Office		(450)
<b>Program Increases</b>	+	<b>9,492</b>
Reflects the increase above base operations to fund the following enhancements:		
a) Critical Digital Audio/Video and Capital Equipment		8,426
b) Radio Deewa local programming		350
c) RFE/RL Russian Internet to Central Asia		716
<b>TOTAL FY 2010 BROADCASTING BOARD OF GOVERNORS REQUEST</b>		<b>745,450</b>

**Broadcasting Board of Governors**  
**Explanation of Change**  
**FY 2009 - FY 2010**  
(\$ in thousands)

	FY 2009 <sup>1</sup> Estimate	FY 2010 Requirements			FY 2010 Continuing Operations	Program Decreases	Program Increases	FY 2010 Request
		Wage Requirements	Inflation	Other Net Built-in Changes				
<b>International Broadcasting Operations</b>								
Agency Direction	28,308	1,030	9	(821)	28,526	(279)	-	28,247
<b>International Broadcasting Bureau</b>								
Voice of America	194,250	5,585	238	3,645	203,718	(2,240)	350	201,828
Office of Cuba Broadcasting	34,816	1,291	40	559	36,706	(4,232)	-	32,474
Engineering and Technical Services	174,739	3,842	400	10,418	189,399	(530)	(328)	188,541
International Broadcasting Bureau Management and Support	37,513	1,364	86	1,085	40,048	(239)	-	39,809
<b>Independent Grantee Organizations</b>								
Radio Free Europe/Radio Liberty	90,180	(1,115)	170	412	89,647	-	1,416	91,063
Radio Free Asia	35,919	655	41	(417)	36,198	-	450	36,648
Middle East Broadcasting Networks	110,361	1,168	318	(246)	111,601	-	1,976	113,577
<b>Subtotal, IBO</b>	<b>706,086</b>	<b>13,820</b>	<b>1,302</b>	<b>14,635</b>	<b>735,843</b>	<b>(7,520)</b>	<b>3,864</b>	<b>732,187</b>
<b>Broadcasting Capital Improvements</b>	<b>11,296</b>	<b>-</b>	<b>68</b>	<b>(3,729)</b>	<b>7,635</b>	<b>-</b>	<b>5,628</b>	<b>13,263</b>
<b>Total, BBG Request</b>	<b>717,382</b>	<b>13,820</b>	<b>1,370</b>	<b>10,906</b>	<b>743,478</b>	<b>(7,520)</b>	<b>9,492</b>	<b>745,450</b>

1/ Includes funding provided in P.L. 110-252 Supplemental Appropriations Act - \$1.9 million carryover from FY 2008 and \$6.0 million in FY 2009.

**Broadcasting Board of Governors  
Summary of Positions and FTE  
As of September 30, 2008-2010**

	FY 2008 On Board		FY 2009 Authorized		FY 2010 Request	
	Positions	FTE	Positions	FTE	Positions	FTE
<b><u>International Broadcasting Operations</u></b>						
<b>Agency Direction</b>	<b>55</b>	<b>48.2</b>	<b>81</b>	<b>67.8</b>	<b>81</b>	<b>73.8</b>
American Salaries	55	48.2	81	67.8	81	73.8
<b><u>International Broadcasting Bureau</u></b>						
<b>Voice of America</b>	<b>1,212</b>	<b>1,197.2</b>	<b>1,322</b>	<b>1,216.4</b>	<b>1,301</b>	<b>1,258.3</b>
American Salaries	1,185	1,183.2	1,293	1,202.4	1,274	1,244.3
Foreign Nationals DH/Personnel Service Agreements	27	14.0	29	14.0	27	14.0
<b>Office of Cuba Broadcasting</b>	<b>161</b>	<b>157.6</b>	<b>171</b>	<b>160.7</b>	<b>136</b>	<b>137.7</b>
American Salaries	161	157.6	171	160.7	136	137.7
<b>Engineering and Technical Services</b>	<b>487</b>	<b>460.3</b>	<b>558</b>	<b>433.2</b>	<b>558</b>	<b>453.0</b>
American Salaries	210	215.8	240	213.0	240	232.8
Foreign Nationals DH/Personnel Service Agreements	277	244.5	318	220.2	318	220.2
<b>IBB Management and Support</b>	<b>158</b>	<b>146.7</b>	<b>181</b>	<b>162.0</b>	<b>181</b>	<b>168.9</b>
American Salaries	148	143.7	171	159.0	171	165.9
Foreign Nationals DH/Personnel Service Agreements	10	3.0	10	3.0	10	3.0
<b>Subtotal, BBG Federal Employees</b>	<b>2,073</b>	<b>2,010.0</b>	<b>2,313</b>	<b>2,040.1</b>	<b>2,257</b>	<b>2,091.7</b>
<b><u>Independent Grantee Organizations</u></b>						
<b>Radio Free Europe/Radio Liberty</b>	<b>480</b>	<b>-</b>	<b>536</b>	<b>-</b>	<b>536</b>	<b>-</b>
Employees	480	-	536	-	536	-
<b>Radio Free Asia</b>	<b>252</b>	<b>-</b>	<b>286</b>	<b>-</b>	<b>286</b>	<b>-</b>
Employees	252	-	286	-	286	-
<b>Middle East Broadcasting Networks</b>	<b>473</b>	<b>-</b>	<b>656</b>	<b>-</b>	<b>656</b>	<b>-</b>
Employees	473	-	656	-	656	-
<b>Subtotal, Grantees Employees</b>	<b>1,205</b>	<b>-</b>	<b>1,478</b>	<b>-</b>	<b>1,478</b>	<b>-</b>
<b>Total, Broadcasting Board of Governors</b>	<b>3,278</b>	<b>2,010.0</b>	<b>3,791</b>	<b>2,040.1</b>	<b>3,735</b>	<b>2,091.7</b>

**Broadcasting Board of Governors**  
**Program Enhancements**  
**Enhancing Digital Audio/Video Capability**  
**(\$8.7 million offset by reallocations of \$.3 million for a net increase of \$8.4 million)**

The BBG has identified two critical digital requirements in FY 2010: the first is improving VOA's, RFE/RL's, and RFA's efficiency and effectiveness of producing and managing digital audio and video content, and the second is replacing MBN's television and radio equipment. These are priority projects because of the competitive nature of television, radio, and Internet media around the world. As audiences become more sophisticated in their expectations of programming, VOA, RFE/RL, and RFA services must strive to produce high quality, content rich programming that can be delivered via radio, television, the Internet, or portable devices. MBN's Alhurra and Radio Sawa programming must maintain high production quality to compete with other news agencies throughout the Middle East.

**VOA**

Three of VOA's central production and distribution systems have reached their end of lifecycle, and the vendors are no longer providing support. VOA is proposing to replace these systems with integrated digital systems, including the software to create audio and video content, hardware to internally transfer content, a database to share and administer the content, and the ability to deliver the content to a wide range of platforms, including audio, video, and text, throughout the world. Both the proposed audio and video production systems would provide more efficiency and effectiveness in multi-media content production across the entire entity. VOA would reduce shortwave English broadcasts from 14 to 9 hours a day and utilizing the transmission savings towards this project in FY 2010.

**RFE/RL**

A high priority for RFE/RL is the establishment of an Internet video capability. To support its nascent Internet video operation and visual strategy, RFE/RL would build the infrastructure necessary to support multi-media content. The proposal establishes video production in three RFE/RL bureaus, including infrastructure and equipment costs, as well as enhanced VSAT and increased bandwidth to successfully establish RFE/RL's Internet video operation.

**RFA**

A priority for RFA is to establish a television capability and expand its Internet video content. RFA proposes converting one of its radio studios into a television studio. This studio would benefit all of RFA's services by providing in-house video production capability. To facilitate video reporting on location, RFA has also requested the purchase of video flyaway packs.

**MBN**

MBN has been in existence since FY 2004. Its sets are beginning to deteriorate, and its equipment requires replacement. In FY 2010, MBN must replace old and broken sets and related graphics and Alhurra and Radio Sawa equipment that is at its end of life.

<b>Entity</b>	<b>Performance Goal</b>	<b>FY 2010 Target</b>	<b>FY 2011 Target</b>	<b>FY 2012 Target</b>
VOA	Improve quality and timeliness of programming through integrated digital formatting	30% of programming content available in integrated digital format for multi-media use	60% of programming content available in integrated digital format for multi-media use	99% of programming content available in integrated digital format for multi-media use
RFE/RL	Increase web audience	5% increase in page views over FY 2009	10% increase in page views over FY 2009	15% increase in page views over FY 2009
RFA	Increase production of video clips for the web	Establish baseline number of video clips produced	Increase 5% over FY 2010 baseline	Increase 7.5% over FY 2010 baseline
	Increase web impact (direct and indirect) using video clips	Establish baseline – measurement system to capture indirect and proxy traffic is under development	Increase 5% over FY 2010 baseline	Increase 7.5% over FY 2010 baseline
MBN	Maintain high production quality	Good or better program quality scores	Good or better program quality scores	Good or better program quality scores

**Broadcasting Board of Governors  
Program Enhancements  
Enhance Radio Deewa Local Reporting Capability  
(\$.4 million)**

VOA Radio Deewa, launched in 2006, reaches critically important audiences in the Afghanistan/Pakistan border region, primarily including Pakistan’s North West Frontier Province (NWFP), Northern Baluchistan, Provincially Administered Tribal Areas (PATA), and Federally Administered Tribal Areas (FATA), which includes Waziristan. Though Radio Deewa has listeners in Pakistan and Afghanistan – the region is home to 40 to 45 million Pashtuns – its primary target is Pakistanis living along the country’s 1,500 kilometers of mountainous border with Afghanistan. This area is geographically isolated, politically fragmented and essentially lawless, making it fertile ground for terrorists.

Since September 11, 2001, many parts of the region, especially Waziristan, have become havens for terrorists and Islamist militant organizations, including the Taliban, Al-Qaeda, and the Islamic Movement of Uzbekistan. In addition to attracting violent elements from outside the region, its Pashtun population has been receptive to the militants’ message, as noted in the State Department Country Report on Terrorism (April 30, 2008). By 2007 extremists began gaining footholds beyond their customary territory, staging raids on areas of the NWFP as well as other parts of the region that were once peaceful.

Research has shown that radio is the most important medium in the Northwest Frontier Province. Radio Deewa provides six hours of live programming broadcast daily during the 6 PM – 12 midnight evening block. The BBG proposes \$350,000 for VOA to increase its local/regional content by adding stringer reports and contractors to conduct interviews with newsmakers and others in Afghanistan and Pakistan. VOA would hire at least five additional stringers in the FATA and PATA regions and at least two contractors in Washington.

<b>Performance Goal</b>	<b>FY 2010 Target</b>	<b>FY 2011 Target</b>	<b>FY 2012 Target</b>
Increase number of stringer reports from the region	130 additional stringer reports per year over FY 2009	260 additional stringer reports per year over FY 2009	390 additional stringer reports per year over FY 2009
Increase program credibility through enhanced local reporting	N/A*	N/A*	N/A*

\*The security situation in the target region does not allow representative surveys to be conducted at this time. If and when this situation improves, this data will be collected and reported.

**Broadcasting Board of Governors  
 Program Enhancements  
 RFE/RL Russian Language Internet to Central Asia  
 (\$.7 million)**

The BBG proposes \$716,000 to create an RFE/RL Russian-language Web 2.0 platform, including news, information, and analytical products for Central Asian audiences throughout the five country region (Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan). The situation in Central Asia continues to worsen: authoritarianism continues to increase, repression of free media has intensified, and Russia and China are vying for increased political and economic leverage. The State Department has expressed strong support for broadcasts to Central Asia in Russian, the *lingua franca* of the region.

The site will target Internet users ages 23 to 35, an audience younger than RFE/RL’s traditional target audience in Central Asia. Russian is the language of choice for Internet usage in the region: approximately 90 percent of young Internet users in Central Asia look for information on-line in Russian. State-controlled Russian-language media outlets, heavily skewed toward the Kremlin, dominate the media and information scene; current successful Web ventures are in Russian.

Building on a rich broadcasting tradition in local languages and high audience credibility, RFE/RL’s Russian-language website for Central Asia will be an interactive, multi-media hub – or portal – focused on news, analysis and dialogue. Each of RFE/RL’s five Central Asian language services will have its own “front door” to the portal and a regional page will be added to enhance the current RFE/RL Russian Service website. Podcasts, RSS feeds, SMS, mobile pages and subscription newsletters will make it possible for site visitors to utilize information products off-line and on portable, hand-held devices, which are growing in popularity.

In addition to news and analysis, the site will highlight other topics that are consistent with RFE/RL’s mission to promote democracy and civil society and which research indicates are of special interest to youth, such as health, education, family and social relations, employment, and technology. Staff will foster interactive dialogue by developing conversations, moderating comments and managing guest bloggers and forums. A unique feature of the Central Asian portal will be citizen journalism; the website will provide a venue for text, photos and videos from its users.

RFE/RL will begin preparations in FY 2010 to launch the service in early FY 2011. Operating costs for the initiative in FY 2011 are estimated at \$1.8 million.

<b>Performance Goal</b>	<b>FY 2010 Target</b>	<b>FY 2011 Target</b>	<b>FY 2012 Target</b>
Increase web audience for Russian-language Central Asian website	0 monthly users (site under development)	350,000 monthly users	400,000 monthly users

**Broadcasting Board of Governors  
Agency Direction**

(\$ in thousands)

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>
<b>Funding</b>	25,913	28,308	28,247
<b>Positions</b>	55	81	81

Offices under the heading *Agency Direction* include:

***Broadcasting Board of Governors (BBG)***

Oversees all U.S. funded, civilian 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. Timely and regular research is required to understand target markets, given the increasingly complex media environment into which the BBG services broadcast.

***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 Office of Public Affairs coordinates BBG communications and conducts public affairs and outreach programs for the BBG and its broadcasters. It maintains contact with U.S. and overseas media organizations regarding the BBG mission and the broadcasters’ coverage of news events worldwide. It is also responsible for maintaining the BBG website and the employee newsletter.

**FY 2008 Highlights and Program Accomplishments**

The BBG completed the strategic plan for 2008-2013 and is working with the entities to ensure that strategic and long-term planning incorporates the BBG strategic plan. The FY 2008 BBG Performance and Accountability Report (PAR) was submitted on time and the BBG received an unqualified opinion on the audit of BBG FY 2008 financial statements.

The Agency’s new financial management system was implemented in June 2008. The new system is expected to significantly improve BBG’s ability to process procurement awards and perform contract management.

On July 16, 2008, the BBG dedicated a memorial to journalists slain in the line of duty, honoring ten fallen BBG broadcasters and reporters.

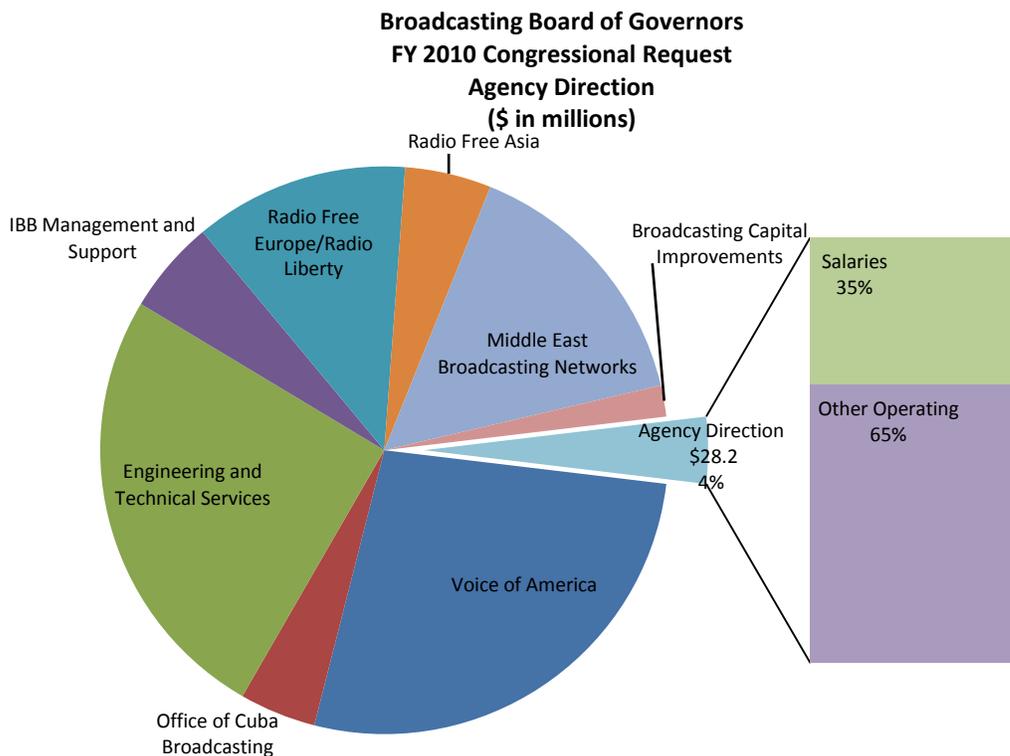
**FY 2010 Performance Goals**

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.

**Program Decreases**

The FY 2010 request for Agency Direction reflects ICASS savings related to the closing the VOA Paris Finance Office and the consolidation of the East and West Africa Regional Marketing Offices.

For FY 2010, we are requesting \$28.2 million for Agency Direction.



**Agency Direction**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+	<b>28,308</b>
Represents the FY 2009 estimate for all offices within Agency Direction.		
<b>Wage Increases: Domestic/American</b>	+	<b>263</b>
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.		
<b>Other Wage Requirements</b>	+	<b>767</b>
Provides for the annualization of salary and benefits to continue programming into FY 2010.		
<b>Inflation</b>	+	<b>9</b>
Reflects a .5% inflation increase for general operating expenses for FY 2010		
<b>FY 2010 Current Services Net Changes</b>	+	<b>(821)</b>
Built-in Requirements	+	<b>1,077</b>
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	429	
b) Consolidated research	648	
Non-Recurring Costs	-	<b>(1,898)</b>
The following costs are non-recurred in FY 2010:		
a) Other operating expenses, including one-time 2009 costs	(1,898)	
<b>FY 2010 Program Changes</b>	-	<b>(279)</b>
Program Decreases	-	<b>(279)</b>
Reflects the following reductions to base operations:		
a) Close VOA's Paris Finance Office	(200)	
b) Consolidate East and West Africa Regional Marketing Offices	(79)	
<b>TOTAL FY 2010 AGENCY DIRECTION REQUEST</b>		<b>28,247</b>

**Agency Direction**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting Board of Governors	4,024	4,151	3,575	(576)
Strategic Planning and Performance Measurement	9,437	9,711	10,363	652
General Counsel	1,163	1,427	1,483	56
Chief Financial Officer	3,174	4,283	4,723	440
Financial, Payroll and E-Travel Services	4,207	5,224	5,268	44
International Cooperative Administrative Support Services	3,908	3,902	2,835	(1,067)
<b>TOTAL, AGENCY DIRECTION</b>	<b>25,913</b>	<b>28,698</b>	<b>28,247</b>	<b>(451)</b>
<b>Reconciliation:</b>				
(-) Balances In/Recoveries	(390)	(390)	-	390
(+) Balances Out	390	-	-	-
<b>Enacted/Request Level</b>	<b>25,913</b>	<b>28,308</b>	<b>28,247</b>	<b>(61)</b>

For comparison, reorganizations are shown consistently in FY 2008 - 2010.

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

(\$ in thousands)

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>
<b>Funding</b>	<b>188,298</b>	<b>189,470</b>	<b>201,828</b>
Emergency Supplemental P.L. 110-252	-	4,780	-
<b>Total Funding</b>	<b>188,298</b>	<b>194,250</b>	<b>201,828</b>
<b>Positions</b>	<b>1,212</b>	<b>1,322</b>	<b>1,301</b>

Since its first broadcast in 1942, the Voice of America (VOA) has evolved into a multi-media organization, delivering high quality programming in 45 languages to audiences in the medium of their choice—whether via radio, television, the Internet, or newer media. Broadcasting more than 1,250 hours of programming each week, VOA today promotes U.S. interests abroad by providing accurate and objective news and information about the United States and the world to an estimated 134 million people. In 2008, VOA’s audiences reached record numbers across the non-Arabic-speaking Muslim societies, including Indonesia, Pakistan, Afghanistan, Bangladesh, Nigeria, Somalia and other African countries.

Responding rapidly to events in crisis areas, VOA expanded broadcasts to Somalia, Kenya, Burma, Pakistan, Venezuela, and Georgia. It also improved its programming to such strategically important countries as Iran, Iraq, Afghanistan, North Korea, China, Indonesia, and Russia. Recently, coverage of crisis has put VOA reporters at risk. For example, a VOA stringer in Zimbabwe spent more than two weeks in detention after being arrested and charged with inciting “public violence.” He was detained while covering a strike led by the opposition Movement for Democratic Change (MDC) designed to pressure authorities to release the results of the March presidential election. Other threats in 2008 included the violent beating of the general manager of a VOA affiliate in Macedonia, and a suspicious incident in which Azerbaijani security officers visited a VOA stringer.

All VOA programs adhere to the VOA Charter by informing audiences about the United States, its institutions, and its foreign and domestic policies. VOA also provides comprehensive coverage of global news events. VOA has correspondents in 14 foreign and five domestic bureaus, as well as a worldwide network of freelance reporters. VOA also uses freelance reporters in nearly every U.S. state to document life in the United States through a diverse offering of radio, television, and web material. Features include profiles of notable Americans and cities and towns across the country, and explorations of social, economic, and political issues. In addition to comprehensive reporting on U.S. policy by VOA’s Central News and language services, the Office of Policy writes daily editorials presenting the views of the U.S. government. All major pronouncements by leading officials of the executive, judicial, and legislative branches are broadcast. As VOA continues to evolve, it will seek to utilize the latest technologies in newsgathering and transmission.

## **Expanding Reach on Television**

VOA's weekly reach on TV in 2008 reached an all-time high of about 69 million people. Each week, VOA distributes more than 100 hours of original television programming in 25 languages to audiences around the world including in Iran, Afghanistan, Pakistan, and Venezuela. VOA continues to improve the editorial and production quality of its television offerings to stay competitive in dynamic media environments. In addition, VOA's newsroom has expanded its output of TV stories, including multi-part series about the U.S. election process and the new Obama Administration, North Korean defectors making their way to freedom, the Beijing Olympics, and the global economic crisis.

In FY 2008, VOA increased its worldwide television newsgathering capabilities by establishing production studios in its New York, Los Angeles, and London bureaus, as well as interview sets at the U.N. headquarters, Miami news bureau, and the Kabul office. In addition, a new digital master control system is being installed to allow VOA to simultaneously feed more than a dozen video signals to different satellite distribution paths, with improved production quality. Also in 2008, VOA completed its first prototype digital studio control room and is standardizing the equipment and production capabilities in its remaining four studios. The installation of a new central video server and data asset management system is allowing language services to share stories more efficiently and gain more timely access to centrally produced television stories.

## **Internet and New Media**

VOA is embracing new media technologies, including the Internet, podcasts, SMS messaging, RSS feeds and social networking to complement its traditional radio and television programming. VOA seeks to use the latest technologies in newsgathering and transmission to improve its editorial and production capabilities and to stay competitive in dynamic media environments using satellite television, streaming video and other digital-media tools.

VOA has increased the use of Internet and related digital platforms to engage with audiences and reach out to a new, younger demographic of media consumers. Among the major developments contributing to a sharp increase in online traffic this past fiscal year was a new emphasis on multi-media features and more sophisticated distribution methods. Traffic to VOANews.com soared 47 percent from a year earlier to more than 117 million visits. At least 25 percent of this traffic originated in Iran, while significant segments also came from China, Indonesia, Pakistan, India, Afghanistan, Nigeria, Turkey and Russia. Blogs on Iranian issues, Russian politics, U.S. politics and African music attracted visitors to VOANews.com and the VOA language websites.

New branded pages on YouTube, Facebook, and Twitter offered another way for audiences to find VOA content. For example, VOA launched a partner page on YouTube and sixteen VOA services post language specific content on YouTube for users to view and register their comments. These sites have generated tens of thousands of page views and more than two million views of VOA videos. VOA also offers podcasts of audio and video programs on iTunes. VOA has begun to use tags and keywords that will help ensure that large search engines

reference VOA content. The international research firm Newsknife ranked VOANews.com the fifth most popular source for news on Google in 2008.

VOA used new and traditional technologies to cover some of the biggest stories of the year, including comprehensive coverage of the U.S. presidential and congressional elections, the Russia-Georgia conflict and the March violence in Tibet. Ongoing coverage of the deepening political and health crises in Zimbabwe included an innovative text messaging programming to circumvent government censors. VOA has also begun using text-messaging services to reach audiences in Indonesia, where Internet use is low, but where the use of cell phones has increased significantly.

An increasing number of VOA language services provide news updates on their websites, including the Persian, Mandarin, Russian, and English Services. They have added new online interactive features, such as polls, blogs, and audience comments and questions. VOA now distributes mobile versions of its content in 11 languages. Along with greater use of video on the web, VOA increased the quantity and quality of its online video, and is making more stories and programs available for downloading and podcasting.

Another new interactive feature launched on the English site is an online chat. VOA converted its former call-in radio program Talk to America to a weekly web-based chat called T2A, featuring prominent guests who answer questions live online. The level of audience participation has been much higher for the chat than it had been for the radio program.

In the coming year, VOA plans to build on its achievements as a multi-media broadcaster by increasing its audience reach in critical parts of the world through social media and other interactive means.

### **VOA's U.S. Election Coverage**

VOA provided comprehensive, round-the-clock coverage of the Democratic (Denver) and Republican (St. Paul) Conventions. Through on-the-scene reporting, interactive shows, call-ins and special interviews, VOA reached key target audiences around the world in places such as Iran, Indonesia, northern Nigeria, Eastern Africa and Pakistan.

VOA provided unprecedented worldwide election night coverage on television, radio, and the Internet. Central News and the language services provide thorough coverage from locations throughout the United States. Correspondents and stringers were also on hand in key locations in Africa, Indonesia and elsewhere to provide world reaction to election developments. VOA English-language radio and TV aired ongoing live coverage, including the latest election returns, live reports from the McCain and Obama campaigns, the victory and concession speeches, and comprehensive U.S. and world reaction and analysis. VOANews.com, which featured VOA's first interactive and user community page, [www.USAVotes2008.com](http://www.USAVotes2008.com), offered an online meeting place where visitors worldwide learned about the historic U.S. presidential contest and shared their thoughts and opinions. The site contained video blogs, discussion forums, and many other interactive features. In just its first week, the site attracted visitors from some 150 countries.

More than three dozen election officials from around the world visited VOA on election night to witness its coverage. The visitors, including Genema Mamadou of the Independent Electoral Commission in Cote d'Ivoire and Orette Fisher of Jamaica's Ministry of Interior were briefed by VOA Director Dan Austin and interviewed by the Africa Division.

Noteworthy U.S. election coverage highlights included VOA's collaboration with Pakistan Television (PTV), the state broadcaster, which devoted nine hours of programming to the election, largely produced by VOA, with inserts from PTV studios in Islamabad and Lahore. Coverage was carried on PTV News and PTV Global, which reaches the Pakistani diaspora throughout much of the world. Pakistan Broadcasting Corporation (PBC), the state radio broadcaster, also carried special hourly reports from Radio Aap Ki Dunyaa on its high-power AM network, which is audible across Pakistan.

More than 200 VOA journalists covered the inauguration of Barack Obama with live television and radio positions at Capitol Hill, Lafayette Plaza, the National Archives, the National Mall, and on the rooftop of BBG's Washington, D.C. headquarters building. VOA translated the inaugural speech into 45 languages and made it available on radio, television, and the Internet.

In Indonesia, for example, more than 600 radio and television stations carried special inauguration programs, while VOA's Urdu Service linked up live with state broadcaster Pakistan Television and the number one private cable news channel GEO TV. In Mongolia, inauguration ceremonies were seen on TV throughout the country, and in Kenya, Tanzania, Somalia, Ethiopia, Mali, Nigeria, and Zambia, radio and television stations used VOA extensively. In addition, VOA's Persian News Network broadcast a live 4.5 hour TV special report, and VOA English was simulcast on TV and radio with live audio and video streaming on the Internet. VOA was also heard live in Afghanistan, and VOA's Hindi Service broadcast live segments to its Zee-TV affiliate from the VOA building's rooftop. VOA's Russian Service streamed video and provided video blogs—vlogs—to YouTube, becoming one of YouTube's most-watched Russian sites.

## **Responding to Crises Worldwide**

### VOA Covers Mumbai Terrorist Attacks

VOA's South Asia Division language services provided wall-to-wall coverage of the terrorist attacks in Mumbai, including on-the-ground coverage from stringers, interviews in Pakistan and India, and live call-in shows. VOA Hindi provided its new affiliate Zee TV with reaction from President Bush, President-elect Obama, U.S. officials, experts and members of American-Indian communities. VOA Urdu's comprehensive, live radio coverage included correspondent reports from Mumbai, Kolkata, New Delhi, Indian-Kashmir, Islamabad, Karachi, Washington D.C. and New York. VOA Urdu's radio, television and website coverage also provided U.S. and world reaction, as well as interviews with experts and eye witnesses. VOA Urdu was the first to report promised cooperation by Pakistan's Intelligence Services with the Indian investigation. VOA's Radio Deewa, which broadcasts to the Afghanistan-Pakistan border region, also provided coverage and reaction through stringer reports and interviews. In addition, VOA's Afghanistan Service preempted its regularly scheduled programming to cover the breaking news from Mumbai, and the Bangla Service engaged its stringers in India to provide timely coverage of developments.

### VOA Responds to Crisis in Georgia

On August 8, 2008, Russia's military forces in Georgia's breakaway region of South Ossetia began invading Georgian territory and moving toward its capital, Tbilisi. In response to the crisis, VOA increased its daily Georgian radio broadcasts from 30 to 60 minutes on shortwave and FM. VOA's broadcast is also available live and on-demand on VOA Georgian's website. VOA's Russian Service also provided comprehensive coverage of Russia-Georgia conflict.

### Burmese Language Broadcasting

On September 27, 2007, VOA Burmese doubled its daily broadcast from 1.5 hours to 3 original hours daily in response to the massive nationwide demonstrations against the military junta and the ensuing crackdown. The Service added another 30 minutes of original programming in April to provide Burmese listeners credible news and information amid the continuing crisis. In May, VOA Burmese started broadcasting reports of Cyclone Nargis 36 hours before it hit Burma and a full 24 hours before the Burmese media mentioned it. As the Burmese government was downplaying the severity of the storm, VOA Burmese was alerting its listeners that the U.S. Navy's Joint Typhoon Warning Center had predicted that the cyclone was going to be enormously powerful. VOA also aired remarks by President Bush and Laura Bush. The First Lady said, "It's troubling that many of the Burmese people learned of this impending disaster only when foreign media outlets such as Radio Free Asia and Voice of America sounded the alarm." In the wake of the devastating storm, VOA Burmese and its network of freelance reporters provided timely reporting that was not available through official media, including coverage on water borne diseases and other health-related issues. A testament to the effectiveness of these stepped-up coverage efforts is the flood of letters, phone calls, and emails received by VOA.

In February 2009, VOA's Burmese Service launched its first satellite TV program to Burma, repurposing Web video. Called *Burmese Weekly TV Magazine*, the program's first edition provided international and national news and features including a special report on the Rohingya, a ethnic group from northern Burma that was persecuted by Burma's Junta and forced to flee to Thailand. The TV program, airing Sunday mornings in Burma and repeated during the week, expands on the service's 3.5 hours of daily shortwave radio broadcasts.

### Somali Language Broadcasting

VOA Somali broadcasts, which are heard by more than 66% of adults in Mogadishu, carried interviews with key players in the political crisis and in President Abdullahi Yusuf's resignation, including top Somali government officials, opposition leaders and American Congressional leaders. VOA's Somali broadcasts have expanded from the original daily half-hour evening program (and a half-hour repeat) to two full hours (and a one-hour repeat) seven days a week, with programs in the afternoon and evening.

VOA's Somali broadcast is notable for airing the voices of Somalis from all political persuasions and walks of life, its interaction with listeners, and in-depth discussion segments. VOA Somali also provides listeners with the views of top U.S. administration officials, members of Congress, and respected U.S. foreign affairs analysts. In cooperation with the George Mason University Institute for Conflict Resolution and Analysis, the Service broadcast two programs on conflict

resolution in Somalia. It also broadcasts regular features on reconciliation, democratic ideals, development, health, youth, women's issues, American life, and Somali culture. In June 2008, the Service began a series of live town hall meetings on issues important to Somalis.

#### Swahili Language Broadcasting

On January 2, 2008, 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 left more than 500 dead and 250,000 displaced. On March 16, 2008, VOA Swahili expanded its broadcasts again by adding a half-hour Monday through Friday mid-day show offering news from a network of stringers in the region, and interviews with ruling and opposition party representatives. The new program also features a series of reports entitled In Focus: Kenya Crisis – The Healing Process, which takes an in-depth look at issues such as land distribution, the constitution, ethnic tensions, national reconciliation, and the future of democracy in Kenya. The series has received accolades from the audience for its positive outlook on the future of Kenya.

#### Urdu Language Broadcasting

VOA's Urdu Service went to an all news format when Pakistan's President Pervez Musharraf resigned on August 18, 2008. In addition to reports from the region and U.S. and world reaction, the Urdu Service aired a series of in-depth interviews with analysts and newsmakers, including one with former Prime Minister Nawaz Sharif (which made front-page news on Pakistan's leading Jang daily newspaper) and another with Assistant Secretary of State Richard Boucher (which was also widely used by the Pakistani media). VOA Urdu's Radio Aap ki Dunyaa broke with normal radio format to provide live non-stop coverage on September 6, 2008 when the Pakistan People's Party (PPP) leader Asif Ali Zardari overwhelmingly won the presidency. VOA broadcasts focused on reactions of common Pakistanis, interviews with politicians and political analysts, the President-Elect's speech and U.S. reaction. VOA conducted no less than 13 interviews that day - which included comments from leaders of virtually every political party.

VOA's Urdu service also provided wall-to-wall coverage of Pakistan's parliamentary elections. VOA Urdu radio – maintaining an expanded radio broadcast schedule of 12 hours a day – provided live coverage on the election during the entire day. VOA Urdu's website featured a special election page that included a 20-part series of in-depth reports. VOA Urdu's TV show Beyond the Headlines provided U.S. reaction and focused on how Pakistani-Americans were monitoring the election.

VOA Urdu broadcast a special series of television programs in 2008 that highlighted the diversity of Muslim-Americans and distinguished between myths and realities of the Muslim-American experience through interviews, discussions and personal profiles. Muslims' America aired weekly on two VOA affiliates in Pakistan and has its own blog and Facebook page. The second season of the program series will begin in June 2009. In addition, VOA Urdu has started broadcasting another TV series called On Campus, which focuses on the experiences of Pakistani and foreign students attending American universities.

VOA Urdu's Radio Aap ki Dunyaa (Your World) broadcast doubled its audience in 2008, bringing VOA's all-media reach to nearly 12% of Pakistani adults in 2008. VOA Urdu also started its first affiliation with a private FM station in Pakistan by broadcasting four hours a day

on the Voice of Kashmir FM and made history by co-producing coverage of the U.S. election with Pakistan's state radio and television broadcasters.

### Zimbabwe Broadcasting

In response to the deepening political crisis in Zimbabwe, VOA doubled its radio broadcasts in English, Shona, and Ndebele by repeating its *Studio 7* evening program in June 2008. Throughout this period, *Studio 7* aired 19 hours of programming a week to Zimbabwe. Coverage included on-the-ground reporting from a network of stringers in Zimbabwe, South Africa, and other nearby countries. The Service carried reports from VOA Central News correspondents and stringers in Africa. It also featured interviews with such newsmakers as Zimbabwe opposition leader Morgan Tsvangirai. The Service aired reaction from Zimbabweans as well as from Americans, including Congressman Donald Payne, chairman of the House Africa Subcommittee, and State Department Deputy Spokesman Tom Casey. By repeating the programs on shortwave, VOA offers listeners more opportunities to tune in to VOA's *Studio 7* broadcasts, which have been jammed on medium wave since mid-2006. Despite the jamming, VOA's weekly radio listenership in Zimbabwe has increased from 7.3 percent in 2005 to 10.2 percent in late 2007, far outstripping the BBC's weekly reach of 3 percent.

On January 9, 2009, VOA launched a radio show to provide Zimbabweans a forum to discuss the political, economic and social challenges facing the nation. *Live Talk*, a 30-minute weekly call-in radio show, incorporates callers who speak English, Shona and Ndebele.

## **Programming to Strategically Important Countries**

### Persian Language Broadcasting

VOA's Persian News Network (PNN), which broadcasts seven hours of television a day ranks as one of the top international broadcasters reaching Iran. Through a February 2009 national telephone survey of adults inside Iran, audience projections determined that PNN has a combined weekly radio/television/Internet audience of 29.4 percent.

Throughout the year, VOA's PNN provided live on-the-scene television coverage of major events in the United States and the world, including the U.S. presidential election, G-8 Summit and IAEA conference in Vienna, the United Nations Conference on Iraq in Stockholm, and the visit of Iran's President Ahmadinejad in Baghdad. Extensive U.S. election coverage was provided to Iranian audiences, culminating in a special 70-minute live TV broadcast on election night that coincided with the announcement that Barack Obama had been projected the winner. The News and Views TV program was anchored live from Istanbul for the Iraqi Neighbors Conference, and correspondents gave live reports from many of the key states during the primaries. In the days immediately following the election, PNN turned its attention to the transition and to international and Iranian reaction to the outcome. PNN traveled with the press corps during President Bush's tour of the Middle East in January 2008, and was granted an exclusive interview with the President at the White House. Other noteworthy interviews included General David Petraeus, Commanding General of the Multi-National Force in Iraq; U.S. Ambassador to Iraq Ryan Crocker; Ambassador James Jeffrey, Senior Advisor to the Secretary of State and Coordinator for Iraq; and Iraqi Foreign Minister Hoshyar Zebari. Many U.S. Senators and representatives were also interviewed by PNN, including House Foreign Affairs Committee Chairman Howard L. Berman, Republican Whip Roy Blunt, and Mark Kirk,

co-chairman of the House Iran Working Group. PNN has also provided extensive coverage and discussion regarding human rights issues in Iran, and it carried a live broadcast from the newly opened Newseum with its Late Edition program, focusing on world press freedom.

PNN received a world bronze medal at the 2009 New York Festival Television Programming and Promotions Awards competition for design work on a special program about the 2008 U.S. presidential election. PNN also earned two finalist certificates for design work on *Roundtable With You*, a five-day-a-week call-in show, and for the best computer animation promotion spot for network identification. International broadcasters from 30 countries on five continents submitted entries to the competition, now in its 52nd year.

### Afghan Language Broadcasting

VOA's Radio and TV Ashna (Friend) continues to build on its reputation as a source of accurate and credible news for listeners in Afghanistan. More than 30% of adults listen to or watch VOA Afghan programs in Dari and Pashto at least once a week. The seamless 12-hour daily radio stream broadcast in the Dari and Pashto languages includes call-in shows and in-country reporting from approximately 30 stringers. Program topics include reconstruction, security, disarmament, the global fight against terrorism, drug trafficking, and human rights. The Service also informs listeners on social, scientific, health, and political developments in the United States, with a recent focus on the presidential campaign.

In May 2008, TV Ashna debuted *A Fateful Harvest*, a one-hour documentary about the opium trade in Afghanistan and its impact on Afghanistan's people, economy, and society. Dari and Pashto adaptations were also aired on Radio Ashna. Shot mostly on location in Afghanistan, the program looks at the growth of poppy, explores the plight of poppy growers, goes behind the scenes in the mountains of Afghanistan, and documents a dramatic drug bust in Badakhshan. TV Ashna aired *A Fateful Harvest* in Dari and Pashto, accompanied by live, on-set interviews with journalist and poppy expert Elaine Shannon, former Department of State official Ambassador Karl Inderfurth, and the head of counter-narcotics at the U.S. Embassy in Kabul, Doug Wankel. The 53-minute film, VOA's first endeavor of this kind, was televised across Afghanistan, and is available on YouTube.

### Pashto Language Broadcasting to the Afghanistan-Pakistan Border Region

VOA's Radio Deewa (Light) continues serving the more than 40 million Pashto-speaking people living in the volatile Afghanistan-Pakistan border region, and offers local, regional, U.S., and international news, as well as features on politics, illegal drug and narcotics trafficking, the economy, health, education, and sports. Radio Deewa's extensive network of stringers was instrumental in covering Benazir Bhutto's assassination, enabling Radio Deewa to be the first international broadcaster to report on the assassination. Radio Deewa carried all-news programming to cover the latest developments in Pakistan's parliamentary elections. In addition to on-the-ground stringer reports, the service interviewed Saif Ali Khan, Pakistan's federal minister; Nawaz Sharif, Pakistan's former prime minister; and Pakistan People's Party leaders. Radio Deewa also provided extensive coverage of the earthquake that left more than 200 people dead and another 15,000 displaced in Baluchistan, Pakistan. VOA stringers traveled to the earthquake hit areas, reporting on developments and providing interviews with Pakistani officials, relief workers and victims. Radio Deewa also provided live coverage of the U.S. elections, interviewing visiting Pakistani journalists in battleground states and a delegation of Pakistani observers. In addition, through a reimbursable agreement with the U.S. State

Department, Radio Deewa also covers illegal drug and narcotics issues. Two daily, live call-in shows, covering topics such as suicide bombings, school burnings and religious moderation, attracted about 300 calls a day and many electronic and voice messages. One message read, “This lamp in Washington is providing light to Pashtoons. This is the lamp of our hopes.”

As of January 26, 2009, listeners in Pakistan’s Northwest Frontier Province and the rest of the country can listen to six hours of programming in Pashto, Urdu and English on FM, medium wave, shortwave and the Internet. The new programming mix—a collaborative effort by VOA’s Urdu, Radio Deewa and English services—offers feature news packages, talk shows, analysis of events in the U.S. and Pakistan and entertainment.

#### 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. Annual qualitative studies 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. VOA’s Kurdish Service provided comprehensive coverage of elections in 14 of Iraq’s 18 provinces through on-the-ground coverage by stringers and interviews with candidates, politicians, and citizens. It was the country’s first ballot since 2005, which, despite threats of violence, was mostly peaceful.

#### Korean Language Broadcasting

For 35 hours each week, VOA’s Korean language broadcasts deliver 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 March 2008, Yahoo! Korea began to offer VOA news covering the Korean Peninsula, international and U.S. news. Under this partnership agreement, Yahoo! Korea offers VOA news in the Korean language in real time, giving Korean users free access to news flashes on topics such as the six-party negotiations regarding North Korea and major policy decisions by the U.S. Administration and Congress.

In July 2008, the VOA Korean Service reported from several Chinese towns and cities bordering North Korea as the Chinese government stepped up efforts to repatriate North Korean refugees in advance of the Olympics. VOA reporter Young-Kweon Kim interviewed many defectors, including females who had been smuggled from North Korea into China as sex slaves.

The VOA Korean Service greatly enhanced its ability to reach its target audience in 2008 by expanding medium wave broadcasts from one to five hours and introducing new programs such as A New Land and a New Life, focusing on the experiences of North Korean refugees in America, and Window on Seoul, a roundtable discussion of stories from the Korean peninsula. The service also continues to air daily five-hour broadcasts on shortwave.

In January 2009, VOA Korean further improved its reach by broadcasting 90-minutes daily of innovative programming aimed at listeners inside North Korea on a medium wave transmitter owned by South Korea’s Far East Broadcasting Company.

### Indonesian Language Broadcasting

New affiliate partnerships have driven audience growth in Indonesia, where more than 25 million people (17.5% of the adult population) are reached by VOA each week. VOA Indonesian TV products can now be regularly seen on seven of Indonesia's eleven national TV stations, in addition to more than 20 local and regional stations, and eight hours daily of original radio programming is produced for a network of more than 230 affiliate FM and medium wave stations across the country.

### Mandarin Language Broadcasting

In China, VOA teamed up with Nokia China to offer branded VOA Mandarin English teaching programs directly to Nokia cell phones. Some 6.5 million phones had the programs as of December 31, 2008. Since VOA began its collaboration with Nokia in March 2008, there have been over 350,000 downloads of VOA Mandarin by over 200,000 users. In response to Nokia's request for additional content from VOA, the China Branch started providing the language-learning programs *Popular American*, *American Sports English*, and *Words and Idioms*. Multimedia VOA English-language instruction programs are already sold throughout China, which is one of the ways VOA gets around government censorship of news. VOA Mandarin also continues to successfully reach audiences via the Internet through proxy servers and mirror sites that allow users to bypass government firewalls. About seven million Chinese receive a daily e-mail from VOA Mandarin with the latest news and proxy server links. Since 2002, a Hong Kong-based VOA mirror site has received over one billion server requests. VOA's Mandarin Service also broadcasts feature programs with its own YouTube channel, which is not blocked by the Chinese government.

Also in China, a VOA Mandarin video journalist produced the first high definition television product for VOA language services for distribution to Chinese TV stations and through the Internet. The report, *Howard [University] Marching Band*, produced on Jan. 20 in both English and Mandarin versions showcased the Howard University band and its performance in the inauguration parade.

VOA's Mandarin Service continued to focus 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 United States and in-depth coverage of U.S.-Chinese relations through live call-in shows. Immediately after the May 12, 2008 earthquake that killed more than 75,000 and left millions homeless in China's Sichuan Province, VOA's Chinese correspondent and Central News stringer rushed to the epicenter and provided first-hand reporting. Despite the Chinese government's tightening control of the media, 12 television stations and more than 70 radio stations in China carry VOA's programming.

On March 22, 2008, VOA Mandarin provided extensive television, radio, and Internet coverage of the 2008 Taiwan presidential election, including the broadcast of live television election results from the Central Election Commission, Democratic Progress Party headquarters, and Kuo Min Tang headquarters in Taipei. All television and radio reports and photographs were published on VOA's Chinese website throughout the election.

VOA reporters in Beijing covered every angle of the 2008 Olympics for radio, television, and the Internet. VOA's Mandarin Service produced 21 video features on U.S. Olympians during the run-up to the games. Ninety copies of the video features were delivered to Chinese affiliates, and three Chinese television stations, including the influential Beijing TV and Guangzhou TV, aired VOA profiles of American Olympians, including ethnic Chinese athletes. Hong Kong Radio and TV stations also aired a series of VOA Chinese radio reports on the Olympics, and Taiwan's ETTV and Asia Travel TV aired VOA Olympic programs during the games. China unblocked VOA's Chinese website during the Olympics, which resulted in a record number of 50,000 visits daily from inside China.

### Tibetan Language Broadcasting

In response to a violent crackdown by Chinese authorities in Tibet, VOA increased its shortwave radio broadcasts from four to six hours daily on March 17, 2008. VOA also doubled its weekly Tibetan-language television programming from one to two hours via the AsiaSat 3 satellite. On October 16, 2007 VOA conducted an exclusive interview with the Dalai Lama. The next day, VOA broadcast a live two-hour program covering the Congressional Gold Medal Ceremony via radio, television, and the Internet. Thousands gathered in Dharamsala, India, the largest Tibetan community outside of Tibet, to watch the VOA broadcast on large screens, as did Tibetan communities in Nepal, New Delhi, Bylakuppe, and Tibetan refugee camps across India.

VOA's Tibetan Service launched a new 60-minute radio call-in program in 2008 entitled Homeland Forum, which aims to strengthen VOA's coverage of issues of relevance to Tibetans living inside China. Broadcast twice each week, the program addresses a variety of topics, including the increased use of Chinese language in Tibet, the effect of economic growth in China on Tibetans, intermarriage between Tibetans and Chinese, religion and faith among Tibetan youth, and the forced settlement of Tibetan nomads.

### VOA Broadcasts to Cambodia

VOA Khmer added a half-hour daily radio program to its broadcasts on May 18, 2008 to provide audiences with more comprehensive coverage of Cambodia's July 27, 2008 National Parliamentary elections. As part of its stepped up coverage, the Khmer Service aired a special 18-part radio series and focused on the elections in its two weekly call-in shows with guest(s) in VOA's studio in Phnom Penh. As of 2008, VOA Khmer broadcasts reached 29.5 percent of Cambodian adults each week.

National Television Kampuchea (TVK) or National Cambodian Television, one of the top two national television stations in Cambodia, has agreed to broadcast two VOA Khmer-language television features each week during primetime newscasts. On January 20, 2009, TVK aired *Obama Memorabilia*, VOA's first Khmer-language television feature. Then in March 2009, *VOA Khmer Discovering*, which includes stories on issues such as health, science, travel, and life in America, began airing five days a week on TVK.

### Spanish Language Broadcasting

In June 2008, VOA Spanish launched El Mundo al Dia (The World Today), a 30-minute television program featuring news from the Andean region, the United States, and the world. In addition, VOA began a five-minute version of El Mundo al Dia in May 2008. The programs,

which air live Monday through Friday, are broadcast via satellite and local Andean terrestrial TV stations, including the popular MGM channel, which reaches 20 million households in 19 countries across Central and South America.

In an exclusive interview on VOA Spanish radio, Luis Eladio Pérez, former Colombian Senator and hostage of the Revolutionary Armed Forces of Colombia (FARC) terrorist group, praised VOA for helping him and his fellow hostages feel connected to current events and the outside world. He said: "During the day, when we didn't have access to the local AM and FM Colombian radio stations, we listened to the Voice of America...It was one of the radio stations that kept us in contact with the world, with reality."

The resignation of Fidel Castro in February 2008 was a milestone, and VOA was on top of the story from the moment it was leaked by Havana's official Granma newspaper. VOA's Central News radio and TV reporters worked closely with the Miami bureau correspondents to cover the story and provide reaction from the Cuban-American community and analyses on Castro's likely successor, his brother Raul. In addition, the Newsroom provided a retrospective of Castro's nearly 50 years in power, and participated in live Q&As on Worldwide English and Spanish Branch programs. Ongoing U.S. reaction was provided by VOA's reporters, and VOA provided additional radio and television reports when Raul Castro was formally sworn in as Cuba's new president.

#### Russian Language Broadcasting

In light of increasing difficulties in expanding its reach in Russia due to Russian government actions and direct pressure on VOA affiliates, VOA has embarked on an ambitious strategy to deliver news and information to Russians via the Internet. The Russian Service, which ceased its radio broadcasts on July 26, 2008, is enhancing its website to appeal to burgeoning web audiences with targeted content. Research shows more than 29 million Russians, up to one-fifth of the population, have access to the Internet. The enhanced site, updated regularly, provides news, interviews and analysis in video, audio, and text. In November 2007, the Russian Service launched a daily webcast called Video-Express, a four-minute webcast consisting of several short video segments on a variety of topics, including politics, science, culture, and life in the United States. In addition to making a variety of video features available on its website, VOA Russian is also making them available off-site on YouTube. The Russian Service website will also include more interactive features that allow for more dialogue with users and a more robust system for receiving and sharing audience feedback. In FY 2009, the VOA Russian Service is broadcasting 2.5 hours of audio programs and 1.25 hours of video programs each week via the Internet.

#### Ukrainian Language Broadcasting

VOA's Ukrainian Service continues to have a major impact through its television programming. An October 2008 survey indicated that VOA Ukrainian's weekly TV programs reach 11.9 percent of the population and that the combined weekly TV, radio, and Internet audience is 14.2 percent (5.7 million people). VOA's TV programming efforts in Ukraine include the nightly Chas-Time news program, a weekly magazine show (Window on America), and primetime broadcasts for Ukraine's Tonis TV network. The Ukrainian Service also produces special reports for several stations in Ukraine on a variety of topics dealing with the U.S. 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 devices. The Service provided extensive coverage of Ukraine's September 2007 parliamentary elections, interviewing U.S. officials and members of Congress, and many prominent Ukrainian officials, including Prime Minister Yulia Tymoshenko.

#### Azerbaijani Language Broadcasting

Despite the Azeri National TV-Radio Council's decision to ban all international broadcasters, including RFE/RL, VOA, and BBC, from the domestic airwaves effective January 1, 2009, VOA and RFE/RL broadcasts remain available on shortwave, satellite and online. 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 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 continues to be the leading Western broadcaster in Armenia. The weekly reach of VOA's Armenian TV programming rose from 17.9 percent in 2007 to 26.3 percent in 2008. In partnership with Armenia TV Company, a major TV network in Armenia, VOA's Armenian Service offers a weekly 30-minute television program, 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.

#### VOA Broadcasts to Africa

In 2008 and 2009, all Africa Division services broadcast special programming, in-depth reporting, analysis and reaction to the U.S. presidential and congressional elections. Every language service aired live morning show coverage, and VOA's Central Africa, Portuguese, Somali, Swahili, and Amharic services expanded their programming beyond their regular broadcast schedule. Many affiliates on the African continent received live VOA coverage of the election. African affiliates in Rwanda and Burundi expanded programming from VOA's Kinyarwanda and Kirundi Services with a live interactive show between VOA reporters and RPA-FM in Kigali. VOA Somali reporters in Minnesota and Ohio also gave interviews to an affiliate inside Somalia, with live responses to audience questions about the election. VOA's Africa Division took advantage of African audiences' keen interest in Barack Obama by staging specials that included the Swahili Service's interactive programs with affiliates Citizen Radio and Radio Free Africa at the Democratic Convention.

#### Kinyarwanda Language Broadcasting (Central Africa)

On January 6, 2008, the VOA Central Africa Service, which has a weekly audience share of 72.7 percent, launched the new Heza youth program for Rwanda, in partnership with the German Development Service and the Giramahoro Youth Forum, a youth aid organization based in Kigali, Rwanda's capital. Heza, a weekly half-hour program produced by young journalists, features news, roundtable discussions, and music by young Rwandan artists, and also focuses on topics such as healthy living, inter-ethnic understanding, and respect between genders. Heza's format is similar to Ejo Bite? (How About the Future?), a youth-oriented VOA radio program focusing on Burundian refugees and repatriation issues. In February 2008, Ejo Bite? organized

its second annual successful soccer tournament for former refugees, local youth, and former child soldiers in the southern Burundi town of Makamba. The three-day tournament was attended by more than 8,500 spectators, and the VOA affiliate Radio Isanganiro carried the championship game live.

#### VOA Broadcasts to the Horn of Africa

In March 2008, VOA Horn of Africa's Amharic Service launched a new 30-minute morning show aimed at millions of VOA listeners throughout Ethiopia. The new program features area stringer coverage as well as the latest U.S. and world news, cultural highlights, and in-depth reporting on social, political and economic issues of interest to Ethiopians. The new program is also available live and on demand on the Internet

#### VOA Broadcasts to Nigeria

In the first six months of 2008, VOA's Central News, Hausa, and English to Africa Services provided on-the-ground coverage of developments in the volatile Niger Delta. When violent clashes broke out between Christians and Muslims in Nigeria's northern state of Jos, VOA's coverage included on-the-scene reports, interviews with witnesses, victims, government officials and religious and ethnic leaders. VOA Hausa also provided extensive analysis of the sectarian conflict and organized a panel discussion with members of opposing factions. Some 47 percent of Nigeria's Hausa-speaking population listen to VOA at least once a week, and VOA broadcasts in Hausa and English have a weekly audience of 21 million people in Nigeria.

Beyond its daily coverage and programming, VOA's Hausa Service has reached out to audiences in Nigeria by organizing town hall meetings focusing on health issues and other important topics. For example, in March 2008 VOA's Hausa Service organized four successful town hall meetings on maternal health and child survival in the Nigerian states of Zamfara, Kebbi, Sokoto, and Borno. More than a thousand people attended the sessions, which included presentations by health experts from private and public sectors, non-governmental organizations, and civic, religious, and traditional leaders. VOA Hausa editor Ibrahim Alfa Ahmed moderated the meetings, which focused on issues of prenatal care, malaria, measles, and polio immunizations, and were broadcast live by Nigerian state and local radio stations. In October 2008, VOA staff traveled to northern Nigeria to organize and cover town hall meetings in the Kaduna and Bauchi states, which attracted more than 4,000 people.

#### French Language Broadcasting to Africa

VOA's French-to-Africa Service launched its new 24/7 programming stream in December 2008 on VOA's own FM frequencies in Abidjan and Ouagadougou, along with an Internet stream on its website. The new programming stream includes repeats of French-to-Africa's weekly magazine shows dealing with science, health, economics, women's issues, the media, Americana, English lessons, and African, U.S. and world news, as well as targeted music.

#### VOA Broadcasts to the Balkans

VOA provided blanket coverage of Kosovo's declaration of independence from Serbia. Reporting live from Kosovo's capital, Pristina, VOA Albanian covered the declaration of independence and the vote in Parliament, as well as celebrations on the streets of Kosovo. Stringers and video journalists for VOA Serbian gave man-on-the-street reaction and reports on

protests in Belgrade, Podgorica, Brussels and Banja Luka. VOA's Serbian, Bosnian, Croatian and Albanian services also provided comprehensive coverage of former Bosnian Serb leader Radovan Karadic's arrest in Belgrade and trial on charges of genocide and crimes against humanity in The Hague.

Albania's public TV station TVSH started broadcasting VOA's Albanian Ditari television program on April 14, 2008. The new affiliate reaches the entire country of Albania. VOA's Albanian Service also introduced a new, weekly interactive program with News 24, a leading all-news TV station in Albania. The program is three-to-five minutes long and focuses on the top news story in Washington. In addition, VOA Albanian TV co-produced a 90-minute U.S. election special with a leading Albanian channel, and on election night, the Eurasia Division provided 28 special live interactive programs to affiliates in Albania, Ukraine, Bosnia, Croatia, Greece, Macedonia, and Serbia.

### **FY 2010 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 2010 Program Increases**

Radio Deewa Local Programming (\$.35 million)

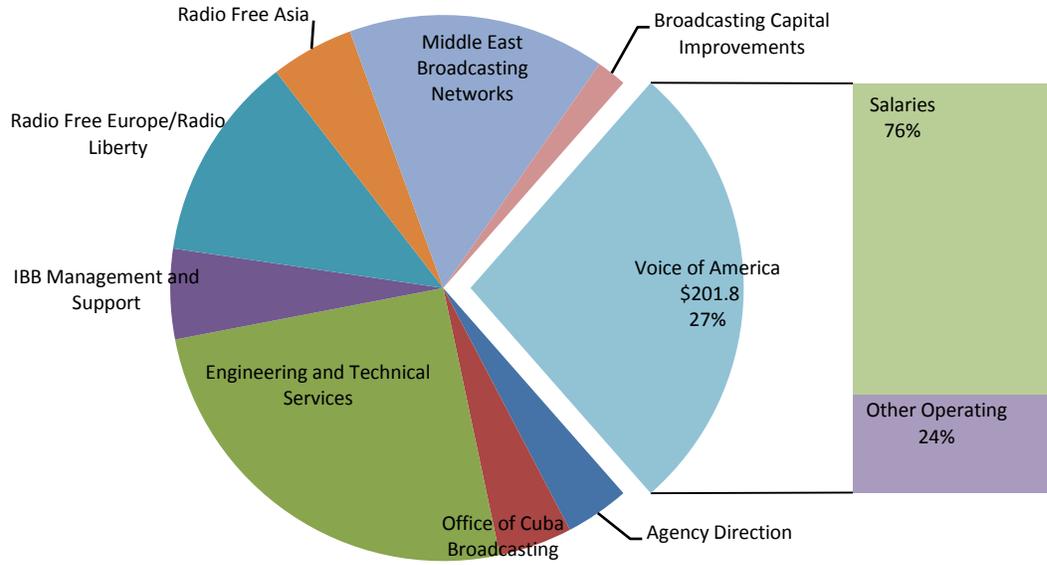
The BBG proposes to increase local/regional content on Radio Deewa's programming to the Afghanistan- Pakistan border region by increasing its stringer network.

### **FY 2010 Program Decreases**

With the increasingly free media market in the Balkans and India, the BBG proposes eliminating VOA's Croatian, Greek and Hindi Services. In addition, given shifting media consumption towards television and the Internet, the BBG proposes ending radio rebroadcasts of PNN television programming and one hour daily of original VOA Persian radio. The BBG also proposes closing the VOA Paris Finance Office.

For FY 2010, we are requesting \$201.8 million for the Voice of America.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 Voice of America  
 (\$ in millions)**



**Voice of America**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+ <b>194,250</b>
Represents the FY 2009 estimate for Voice of America including the FY 2009 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering and IBB and the BBG.	
<b>Wage Increases: Domestic/American</b>	+ <b>4,084</b>
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.	
<b>Wage Increase: FSNs</b>	+ <b>28</b>
Represents anticipated wage increases for overseas foreign service national employees.	
<b>Other Wage Requirements</b>	+ <b>1,473</b>
Provides for the annualization of salary and benefits to continue programming into FY 2010.	
<b>Inflation</b>	+ <b>238</b>
Reflects a .5% inflation increase for general operating expenses for FY 2010	
<b>FY 2010 Current Services Net Changes</b>	+ <b>3,645</b>
Built-in Requirements	+ <b>5,156</b>
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	157
b) Information technology and capital projects	438
c) Annualization of Language Program Costs	4,561
<i>Continue reinstated language services</i>	3,662
<i>Continue VOA Zimbabwe Service</i>	899
Non-Recurring Costs	- <b>(1,511)</b>
The following costs are non-recurred in FY 2010:	
a) Other operating expenses, including one-time 2009 costs	(1,422)
b) One time costs associated with FY 2009 program increases	(89)
<b>FY 2010 Net Program Changes</b>	- <b>(1,890)</b>
Program Decreases	- <b>(2,240)</b>
Reflects the following reductions to base operations:	
a) End VOA broadcasts in Croatian, Hindi, and Greek, and discontinue radio rebroadcasts of PNN television programming and 1 hour original VOA Persian radio	(1,990)
b) Close VOA's Paris Finance Office	(250)
Program Increases	+ <b>350</b>
Reflects the increase above base operations to fund the following enhancements:	
a) Radio Deewa local programming	350
<b>TOTAL FY 2010 VOICE OF AMERICA REQUEST</b>	<b>201,828</b>

**Voice of America**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
<b>Domestic Operations</b>				
Office of the VOA Director	2,305	2,218	2,714	496
Associate Director, Operations	42,930	40,779	42,646	1,867
Associate Director, Central Programming	25,991	26,663	28,518	1,855
Associate Director, Language Programming	3,275	4,184	3,912	(272)
Africa Division	11,653	13,043	12,419	(624)
East Asia & Pacific Division	29,235	31,452	32,240	788
Eurasian Division	12,081	10,629	9,985	(644)
Latin American Division	4,811	5,843	6,317	474
Near East and Central Asia Division	5,446	5,107	5,811	704
South Asia Division	17,150	17,580	16,671	(909)
Persian News Network	15,172	17,052	17,210	158
English Division	14,754	13,946	15,112	1,166
<b>Total, Domestic Operations</b>	<b>184,803</b>	<b>188,496</b>	<b>193,555</b>	<b>5,059</b>
<b>Domestic Correspondent Bureaus</b>	1,052	1,116	1,134	18
<b>Overseas Correspondent Bureaus</b>	7,508	6,998	7,139	141
<b>TOTAL, VOICE OF AMERICA</b>	<b>193,363</b>	<b>196,610</b>	<b>201,828</b>	<b>5,218</b>
<b>Reconciliation:</b>				
(-) Balances In	(2,492)	(147)	-	147
(+) Balances Out	931	-	-	-
(-) Reimbursements/Agreements	(3,504)	(2,213)	-	2,213
<b>Enacted/Request Level</b>	<b>188,298</b>	<b>194,250</b>	<b>201,828</b>	<b>7,578</b>

For comparison, reorganizations are shown consistently in FY 2008 - 2010.

**Broadcasting Board of Governors  
International Broadcast Bureau  
Office of Cuba Broadcasting**

(\$ in thousands)

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>
<b>Funding</b>	<b>33,356</b>	<b>34,816</b>	<b>32,474</b>
<b>Positions</b>	<b>161</b>	<b>171</b>	<b>136</b>

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 news and a variety of features and news analysis programs seven days a week, 24 hours a day. TV Martí broadcasts 24 hours per day, seven days a week on Hispasat; four and a half hours per day, six days a week on AeroMartí, including two 30-minute live newscasts each day, and three and a half hours per day, five days a week (two hours per day on weekends) on DirecTV satellite. TV Martí also broadcasts on a large number of 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. Programming also includes promotion of civil society, democratic institutions in Cuba, and freedom of the press.

## **FY 2008 – FY 2009 Highlights and Program Accomplishments**

### U.S. Election Coverage

Radio and TV Martí provided extensive coverage of the electoral process in the U.S., culminating with election night coverage and post-election night reactions with the participation of experts, academics, Democratic and Republican party activists, independent journalists, Cuban-American members of Congress, and dissidents from Cuba. Speeches by Republican candidate John McCain and President-elect Barack Obama were carried live. TV Martí produced a post-election special to summarize the historic election. Radio Martí's post-election coverage included statements from leading dissidents on the island regarding relations between the U. S. and Cuba after Barack Obama takes office.

### Radio and TV Martí Coverage of Fidel Castro's Resignation

In February 2008, Radio and TV Martí provided comprehensive coverage of Fidel Castro's announcement that, after 49 years in power, he would not seek or serve another term as President of the State Council and Commander in Chief, or as a member of the Cuban National Assembly. He officially designated 76 year old Raul Castro as his successor. In December 2008, Radio Martí News broadcast a number of reports on a variety of topics regarding the 50<sup>th</sup> anniversary of the Castro brothers in power.

### Radio and TV Martí Hurricane Coverage

The news coverage during September and October 2008 were dominated by Hurricanes Gustav and Ike across Cuba. Radio Martí News implemented its emergency coverage to respond to the news events, and became the leading source of news for Cubans on the hurricanes. During the first day after Hurricane Gustav left the Isle of Youth and parts of the province of Pinar del Rio without communications, Radio Martí was the first media to have extensive reports on the damage in the region.

Cubans from all over the island have stated that Radio Martí has dominated the news cycle, and is becoming a "local news station" by telling its audience what is happening in other parts of the country. Given Radio Martí News' extensive network throughout the island, it has surpassed the government media in coverage.

TV Martí also developed a special series dedicated to the aftermath of Hurricane Ike in Cuba. For three weeks TV Martí produced a daily one-hour special program that covered issues related to the hurricane including the humanitarian relief available from Miami.

### "Ladies in White" Participate in Live Radio Martí Newscast via Cell Phone

On April 21, 2008, Radio Martí News broke the story of a peaceful protest in Havana by the group Damas de Blanco (Ladies in White). The demonstration took place in Revolutionary Square. Via cell phone, live from Havana, Laura Pollan and Alejandrina Diaz de la Riva participated in the early morning newscast and told Radio Martí that the protest was organized to call on the government to release political prisoners and to deliver a letter to head of state Raul Castro calling for respect for human rights.

### Launch of OCB's Newly Redesigned Website

In December 2008, OCB launched its newly redesigned website with live streaming of radio and television programming.

### TV Martí Now Broadcast on VHF

OCB began broadcasting TV Martí on VHF (Channel 13) on one of the two AeroMartí aircraft in mid-December 2008. After additional work, the aircraft is now capable of simulcasting on UHF and VHF. The first successful simulcast broadcast was the inauguration of President Barack Obama on January 20, 2009, where TV coverage was provided to Cuba on VHF Channel 13 and UHF Channel 20 during the entire five-hour special mission.

### Radio Martí Interviews Yoani Sanchez

On April 4, 2008 Havana blogger Yoani Sanchez won the prestigious Jose Ortega y Gasset Award, given each year by the Spanish newspaper El Pais and considered to be the foremost Spanish language journalism prize. Radio Martí broke the story and interviewed Yoani Sanchez, who has the best known blog from Cuba (which the Cuban government has attempted to block). Stories about Yoani Sanchez have been featured in the Wall Street Journal and the New York Times.

### New OCB Transmitter

During the last week of February 2009, a new 100kW medium wave transmitter was successfully installed at the Marathon Transmitting Station, replacing two older transmitters that had been in use since 1985.

## **Broadcast Operations**

### *News Division*

#### Radio Martí News

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. Radio Martí provides an uncensored, comprehensive, and balanced perspective of current events through its news programming and information programs, including roundtable discussions, expert analysis on political, economic, social, and religious issues with an emphasis on human rights, and an in-depth focus on the Cuban opposition and political prisoners. Radio Martí also covers the social and economic issues faced daily by Cubans, including 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 1:00 a.m. On weekends, the station broadcasts short news briefs at the top and bottom of the hour and three half-hour newscasts on Saturday and Sunday.

Radio Martí News extensively covers U.S. policy towards Cuba and the work of Cuban dissidents. The station maintains contact with a network of independent journalists that work from every province in Cuba providing accounts of relevant issues, ranging from human rights to health care. Major presidential speeches, pronouncements by other U.S. government officials such as the Secretary of State, and congressional discussions and votes, have been covered live. The station also features Cuba-related issues and proposals from the U.S. Congress. News coverage is also enhanced by the network of stringers in the U.S., Europe, and Latin America. With the addition of several correspondents, Radio Martí News has expanded coverage of Latin-American affairs, specifically news from Venezuela. Radio Martí News provided live coverage of student protests and the government closing of a Caracas television station. Contacts with experts, journalists, and government officials throughout Latin America have also increased.

Radio Martí News has increased its live coverage of events in Cuba and elsewhere. This year, the station has broadcast live dissident protests throughout the island. One recent example was the April 2008 protest of the group “Ladies in White” from Revolutionary Square in Havana. The station broke the story and via cell phone contact with Cuba was able to interview the participants. Radio News has also increased the number of its exclusive interviews. This year and next year plans are to increase contacts with Cubans on the island, not only with dissidents and independent journalists, but also with the new blogging community in Cuba as well as independent musicians and artists. Radio Martí News offered the first comprehensive, exclusive interview with Cuban blogger, Yoani Sanchez, named one of Time Magazine’s most influential people. News programming has dedicated a weekly segment to bloggers in Cuba to share articles written by the blogging community.

The presidential election in the United States was a major topic of coverage. Radio Martí devoted a daily newscast segment to explain the electoral process to the Cuban people. News programming also increased coverage of the elections with analysis and participation from Republicans and Democrats.

The OCB web page, now part of the Radio Martí News operations, was redesigned. OCB organized a course on digital journalism to train staff on maintaining a web page. The new page has a multi-media orientation with a broader outlook for text, sound and video. We also plan to include pictures directly from the island as more contact with Cuba is expected. Up-to-the-minute information and breaking news are part of the web page.

#### 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 TV Martí’s news programming. Currently, TV Martí News produces two live daily newscasts – at 6:00 p.m. and at 10:00 p.m. Beginning in FY 2010, TV Martí will broadcast five minute news updates every half hour between 6:00 p.m. and 10:00 p.m. in place of the two half hour evening newscasts. This change should enable TV Martí newscasts to reach a wider audience throughout the evening and increase operational efficiency.

## ***Programs Division***

### Radio Martí Programs

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

- *Periodismo.Com (journalism.com)* A daily program aimed at the new generation of bloggers that is gaining strength in Cuba. The program serves as a platform for discussion and training in the art of blogging, uploading video and audio to YouTube, Twitter, Face Book and other tools of the Internet. The program encourages participation from the Cuban audience and invites experts in the areas mentioned.
- *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 and their writings.
- *Opiniones: (Opinions)* This daily program features qualified experts drawn from notable professionals representing a broad spectrum of viewpoints engaging in an in-depth discussion 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 its 17 hours of weekly in-house programs. The weekly programs include:

#### News and Information Programs:

- *—Nuestra America” (Our America)* is a program that deals with Latin American issues with emphasis on Venezuela, Bolivia, and other Hispanic countries where democracy has been tested.
- *—Puntos de Vista” (Points of View)* is a program that uses a panel of three newscasters to discuss the most relevant news stories of the week.
- *—Panorama”:* All Cuban and international economic issues that relate to Cuba are discussed in this show.
- *—Washington Al Dia”* A daily news brief that covers policy and political developments in Washington, D.C.
- *Special Programs:* A variety of special programs, series, and documentaries that take an in-depth look at history, politics, economics and day to day life are produced.

#### Sports and Entertainment Programs:

- *Major League Baseball:* A live broadcast, twice a week, of Major League Baseball games, with commentary from former Major League players.

- *–Resumen Deportivo*” (Sports Summary), a 30-minute program that showcases a weekly summary of sports highlights from baseball to soccer, boxing to NASCAR, including interviews with Latin sports personalities 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 half-hour cultural program that introduces the Cuban audience to films and documentaries produced in Cuba but censored by the regime.
- *–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.

#### Other Programs:

In conjunction with the MCID and CUCAD, TV Martí has increased the production of projects on human and civil rights issues, 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 the *–Ladies in White.*”
- A series of programs are being produced to educate all Cubans including:
  - Journalism – educating the Cuban audience to exercise freedom of expression.
  - Human Rights –teaching the Cuban population about human rights issues.
  - Civil Rights – addressing civil rights issues.

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

#### **Office of Engineering and Technical Services**

OCB’s Office of Engineering and Technical Services is charged with the primary responsibility for the development, operation, maintenance, and management of technical facilities, staff, and other resources necessary to enhance OCB’s ability to communicate with the people of Cuba by radio and television. Engineering uses current and emerging technologies to create new products and seeks to improve existing products, services, and transmission capabilities for all OCB elements. The office also provides the tools and infrastructure needed to meet automated information needs of the entire OCB organization. Engineering carries out these support responsibilities at the OCB Headquarters in Miami, Florida, and at two transmission locations in the Florida Keys.

**Continued Operation of Aircraft Dedicated to TV Martí Transmissions**

OCB is currently broadcasting 4 ½ hours per day, six days per week from the airborne platforms that are based at U.S. Navy flight facilities at Boca Chica Key, Florida. OCB is utilizing contractor-owned-and-operated aircraft rather than government-owned aircraft, because the contractor has the specialized skills and resources necessary to handle aircraft ownership responsibilities, including compliance with all FAA airworthiness directives, maintenance and repair requirements, and liability issues. VHF television transmission capability became operational in FY 2008.

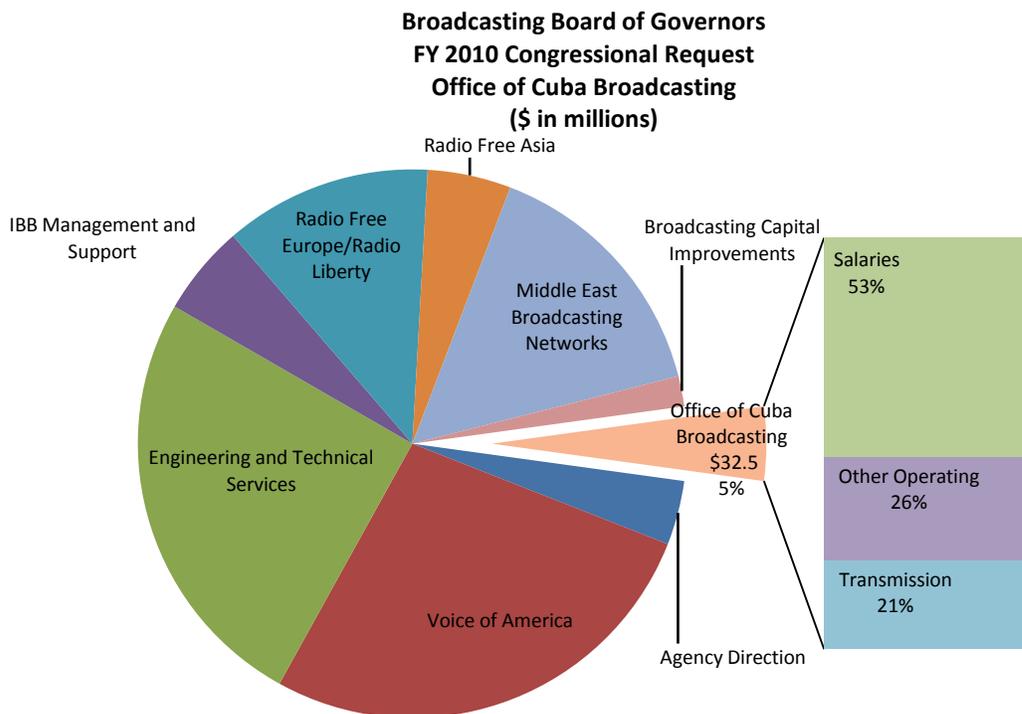
**FY 2010 Performance Goals**

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. However, surveys in the U.S. of recent arrivals from Cuba have shown significant audience levels for Radio Martí in Cuba and increasing audience levels for TV Martí. 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.

**Program Change**

The BBG proposes to change the news format for TV Martí by replacing the two evening news programs with news updates on the half hour and to convert Radio Martí to an all news format.

For FY 2010, we are requesting \$32.5 million for Broadcasting to Cuba.



**Office of Cuba Broadcasting**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+ 34,816
Represents the FY 2009 estimate for the Office of Cuba broadcasting excluding research costs provided by the BBG.	
<b>Wage Increases: Domestic/American</b>	+ 507
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.	
<b>Other Wage Requirements</b>	+ 784
Provides for the annualization of salary and benefits to continue programming into FY 2010.	
<b>Inflation</b>	+ 40
Reflects a .5% inflation increase for general operating expenses for FY 2010	
<b>FY 2010 Current Services Net Changes</b>	+ 559
Built-in Requirements	+ 559
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	174
b) Program delivery	375
c) Other operating expenses	10
<b>FY 2010 Program Changes</b>	- (4,232)
Program Decreases	- (4,232)
Reflects the following reductions to base operations:	
a) TV Marti's two 30-minute newscasts transition to news updates on the half-hour and convert Radio Marti to a news and information format	(4,232)
<b>TOTAL FY 2010 OFFICE OF CUBA BROADCASTING REQUEST</b>	<b>32,474</b>

**Office of Cuba Broadcasting**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
<b>Broadcasting to Cuba</b>				
OCB Directorate	778	893	887	(6)
Broadcast Operations Directorate	3,190	3,060	2,976	(84)
News	8,143	8,874	7,752	(1,122)
Programs	3,214	3,338	3,504	166
Technical Operations Directorate	15,158	14,329	12,983	(1,346)
Administration Directorate	3,235	4,322	4,372	50
<b>Total, Office of Cuba Broadcasting</b>	<u>33,718</u>	<u>34,816</u>	<u>32,474</u>	<u>(2,342)</u>
<b>TOTAL, OFFICE OF CUBA BROADCASTING</b>	<b>33,718</b>	<b>34,816</b>	<b>32,474</b>	<b>(2,342)</b>
<b>Reconciliation:</b>				
(-) Balances In	(362)	-	-	-
<b>Enacted/Request Level</b>	<b>33,356</b>	<b>34,816</b>	<b>32,474</b>	<b>(2,342)</b>

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

(\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>Funding</b>	181,815	174,350	188,541
Emergency Supplemental P.L. 110-252	65	389	-
<b>Total Funding</b>	181,880	174,739	188,541
<b>Positions</b>	487	558	558

The IBB's **Office of Engineering and Technical Services**, headquartered in Washington, D.C., plays a pivotal role in supporting the multi-faceted technical infrastructure required to produce and transmit the varied broadcast products of the BBG.

The Office of Engineering and VOA are working closely together to examine "new media" platforms by pinpointing and establishing technologies that can deliver broadcast content in the media formats best suited to each market. Responsible for keeping abreast of rapidly evolving media options and for developing new approaches, this collaborative media group is analyzing trends and working to ensure that VOA is well positioned to broadcast and interface with its viewers and listeners in the most suitable means available.

To meet the BBG's evolving mission of optimal program delivery through multiple broadcast media, the Office of Engineering provides key 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 75 transmitting sites delivering high frequency, medium wave (AM), FM, and TV broadcasts. Engineering leases broadcast time at 23 transmitting facilities in 14 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 include support for a worldwide array of hundreds of satellite receivers and earth stations, and a rapidly growing Internet delivery system.

Located at the BBG's headquarters in Washington, D.C., 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 located at the BBG Washington, D.C. headquarters building to leased communications satellites. The NCC manages and coordinates scheduling for the satellites that carry BBG programming over 592 separate satellite and fiber circuits, and is responsible for over 959 daily switching events that involve 347 radio inputs and 582 outputs, and 66 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 BBG'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 that lack 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. Harnessing 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 multi-media websites in all VOA languages, in addition to providing technical support for innovative delivery formats such as podcasts, text messages, and "online chats." Engineering also uses Internet anti-jamming technologies to enable people in China, Iran, and other Internet-restricted countries to gain access to web pages that are blocked. A growing email distribution system currently reaches millions in China and tens of thousands in Iran daily.

Engineering also is responsible for a wide variety of IBB information technology functions from computer assistance to ensuring that email and other Agency automated files are safe and secure. The support provided ranges from computer-based technologies that enable state-of-the-art digital audio and video programming for VOA to routine desktop applications essential for accomplishing the Agency's mission.

In addition to the many activities geared to support the BBG's multi-faceted, multi-media global delivery system, the Office of Engineering also is responsible for onsite facility and space management, safety and health, property management, and telecommunications functions at the Agency's headquarters in Washington, D.C.

### **FY 2008 – FY 2009 Highlights and Program Accomplishments**

The BBG regularly assesses the effectiveness of its transmission technologies and resources and makes changes to serve priority audiences, match evolving media preferences and meet new programming requirements. In 2008, the BBG continued shifting from shortwave to more popular media such as AM, FM, TV and Internet where appropriate. As a result, FY 2008 saw the closure of a BBG shortwave transmission station in Morocco, and some of the station's transmitters, antennas and equipment were moved to upgrade and improve active stations elsewhere.

### Continuity of Operations (COOP)

Engineering continued to support the BBG disaster recovery plans to enable the Agency to provide essential broadcast mission functions in the event of catastrophic network loss of its main telecommunications and program production complex in Washington, D.C. The COOP radio studio capability is designed to support radio operations for 10 of VOA's highest priority languages through the quick assembly of pre-positioned "whisper studios" and associated production equipment. The COOP telecommunications hub functionally bypasses and replicates the essential capabilities of the IBB's Network Control Center that feeds and distributes radio, television, and Internet programming worldwide. The COOP telecommunications facility is functional 24/7 and is capable of rerouting essential communications services for all BBG broadcast entities within hours. On January 20th, Inauguration Day, BBG personnel were stationed at the COOP facility as a safeguard to ensure continuity of operations in case broadcasting was disrupted at the Washington, D.C. facility.

In FY 2008, Engineering began constructing a future capability to allow for limited television broadcasting from the COOP facility. Construction of the physical space and infrastructure for the television studios will be completed in FY 2009; procurement and installation of the studio equipment is expected to start in FY 2009. Pre-fabricated trailers have been obtained to house three permanent radio studios. These studios will augment COOP response capabilities and provide a venue for staff training exercises throughout the year.

### Transmission Network

Delivering programming to audiences via the media and formats they prefer requires that the BBG manage, as never before, a mix of media and technologies from traditional shortwave to satellite TV and cell phones. Several key countries jam direct broadcasts, limit or prohibit local distribution via affiliates, and block BBG Internet sites. Therefore, the BBG requires powerful and reliable broadcast equipment to fulfill its mission. BBG customers - audiences around the world - often have a number of choices for where they get their news. To ensure these programs reach target audiences, the BBG must find ways to effectively deliver high quality programs in a format that is preferred in a given area.

The BBG must carefully manage its transmission infrastructure to maintain a strong presence in critical markets. It is necessary to provide modern and effective transmitting and antenna systems in order to improve signal strength and reliability of broadcasts to vital areas throughout the world. The BBG works to determine where transmission resources can be best utilized for BBG broadcasts. As the BBG closes transmitters, a determination is made for the best use of the equipment, including moving to another site for re-use, storing for future use, maintaining as surge capacity, or retiring. Through this analysis, the BBG works to maintain an effective and cost-effective transmission network.

In support of this effort, the BBG closed two of its shortwave transmitting stations in FY 2008. The Delano Transmitting Station in California ceased broadcasting on October 28, 2007, and was placed in caretaker status. In FY 2009, four shortwave transmitters from Delano were dismantled and shipped to the Philippines Transmitting Station to replace aged and inefficient transmitters at the station's Tinang site. Broadcasts from the Morocco transmitting station ended on March 30, 2008 with broadcasts for the former RTM concluding on April 30, 2008. The BBG has rescheduled broadcasts from the Morocco Transmitting Station to other BBG network

assets and leased facilities, and is deploying usable assets, including shortwave transmitters and Solid State Modulators, to other network locations. In FY 2009, Solid State Modulators were installed in shortwave transmitters at the Udon Transmitting Station.

Transmitters, antennas, and related equipment from the Greece Transmitting Station, closed in May 2006 and turned over to the Government of Greece in October of that year, also were dismantled and shipped to other network locations. One of Greece's high power shortwave transmitters and related equipment went to Tajikistan's Teleradiocom's Orzu facility where the BBG leases broadcast time. Installation of this shortwave transmitter began in early 2009, following initiation of the facility preparation work in late 2008; the upgrade to this site's shortwave transmission capability is scheduled for completion in late 2009.

Two high power shortwave transmitters and two high power medium wave transmitters, antenna towers, associated components, and related materials and equipment were shipped from Greece to the BBG's Kuwait Transmitting Station. Two transmitter projects are underway to enhance Radio Farda's broadcast capability from Kuwait. A shortwave enhancement project commenced in FY 2008, with project completion scheduled for 2010. Engineering also is "repurposing" one of the medium wave transmitters and the antenna towers. In FY 2008, three antenna towers were installed, and the construction was initiated. The medium wave transmitter is scheduled for installation in FY 2009 after a new transmitter building is completed. Strengthened medium wave broadcasts for Radio Farda from the Kuwait Transmitting Station are expected to begin in late FY 2009.

To support the BBG's expansion of FM broadcasting in capitals and major population areas around the world, Engineering has 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. These include 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's *Radio Deewa* in the cities of Asadabad, Gardez, and Khost. FM service for Radio Sawa has continued to expand, and Arabic language programs are currently delivered from 38 transmitters located in Palestine and 10 countries in the Middle East and Africa. In FY 2009, broadcasts were initiated from a transmitter in Nablus, Palestine. Initiation of additional FM broadcasts are anticipated in late FY 2009 in Wad Madani and Port Sudan, Sudan, two installations which are believed to be complete, but awaiting frequency authorization by the Government of Sudan. FY 2010 plans include potential FM expansion for Radio Sawa broadcasts in Morocco, Sudan, Oman, and Mauritania. In FY 2010, the BBG hopes to also complete an FM project in Kuwait for Radio Farda broadcasts to southern Iraq, which has been on hold pending frequency authorization by the Government of Kuwait.

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. Work continues at the BBG's Greenville Transmitting Station to convert a 50 kW medium wave transmitter, originally used at the closed BBG station in Belize, for shortwave (tropical band) broadcasts for Radio Martí from Marathon.

To permit remote monitoring of distant stations, the BBG uses satellite, telephone, and Internet-based monitoring systems to assess the technical effectiveness of radio and Internet transmissions. The BBG's worldwide monitoring offices, comprised of 45 part-time human monitors and 75 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 a complex 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 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.

To address the shift in satellite popularity by mass audiences throughout Asia, Engineering orchestrated the transition of transmissions from Asiasat-2 to the more popular satellite, Asiasat-3, in the fall of 2007. Transmissions for about 200 affiliate stations were involved. Serving affiliate and direct-to-home markets, the transfer of services to Asiasat-3 has already dramatically increased the direct-to-home broadcast market for BBG products.

The satellite distribution network also was modified in FY 2008 to provide a return video capability from the news bureau in the VOA Kabul studio in Afghanistan. Similarly, Engineering supported an initiative to provide a return video capability for MBN's facilities in Beirut, Jerusalem, and Cairo, complementing the already existing video return capability from the MBN Dubai production center and Baghdad bureau. These efforts will provide substantial new capability in the existing satellite bandwidth to minimize increases in significant recurring costs for these satellite services.

#### African Coverage

In FY 2008, VOA developed a new, three-pronged strategy for broadcasting in Africa based on targeting FM listeners in critical markets in key cities, aggressively marketing English-language TV products to TV affiliates in key markets, and developing and distributing news and information via digital platforms. Implementation of the new video production systems, including news management and media asset management for VOA, will result in a streamlined digital workflow that allows audio/video content to be created and repurposed easily for delivery through the Internet or wireless mobile devices. Engineering is putting the infrastructure and software in place to support broadcasts to African markets in the formats projected to grow in the upcoming years, including television, mobile phone Short Message Service (SMS) –texting,” and the Internet.

Engineering established the transmission capabilities for the launch of the new Somali Service on February 12, 2007, and continues to provide technical support to an FM affiliate in Mogadishu. In FY 2009, Engineering worked closely with the Office of Marketing to initiate FM projects in Baidoa, Somalia and Hargeisa, Somaliland; both of these FM projects are scheduled for completion in FY 2009. Engineering continues to support the sharing of broadcast time between Radio Sawa and the VOA Somali Service on its high-power medium wave transmitter in Djibouti.

In FY 2008, Engineering also implemented an affiliate FM station in Kaolack, Senegal. Using funding provided by the Department of State, the BBG procured and installed new broadcast and studio-to-transmitter link equipment. This new affiliate has been carrying VOA programming since May 2008.

Engineering deployed a dial-up radio project that enables audiences in Zimbabwe to call in and listen to radio programming from their mobile phones. The system has been customized for VOA requirements, and testing has begun with stringers in Zimbabwe.

#### Iraqi Coverage

For the past several years, Engineering has worked diligently to provide comprehensive transmission coverage of Iraq, including the development of plans for increased FM and television coverage. In addition to the FM stations currently broadcasting in Iraq, Engineering has identified other desirable Iraqi FM station sites. At present, the BBG has an operating agreement with the Iraqi Media Network (IMN), the Iraqi Government broadcaster, to support FM systems in Al Nasiriyah, Al Samawah, Kirkuk, Al Amarah, Al Hilla, and An Najaf. Over the past several years, separate operating agreements have been signed with independent owners for BBG FM stations in Baghdad, Mosul, Arbil, and Sulaymaniyah. FM stations in Tikrit and Ar Ramadi (the latter of which also covers Falluja) became operational on May 16, 2008 and August 7, 2008, respectively; both of these systems represent the BBG's first FM coverage in critical Sunni areas of Iraq. Also in FY 2009, Engineering began planning an FM station in Baquba; this facility should be completed in FY 2010.

Engineering has continued to operate terrestrial television stations carrying Al Hurra programming in the following cities: Al Hilla, Baghdad, Basra, and Mosul. In FY 2008, Engineering entered into a lease arrangement for television broadcasts from an existing facility in Tikrit where the Tikrit FM station is located. Alhurra broadcasts from this Tikrit facility were initiated on June 20, 2008.

#### Afghanistan-Pakistan Border Region

To improve broadcasting to the border region between Afghanistan and Pakistan, the BBG is currently establishing a 200 kW medium wave system near Khost, Afghanistan. Despite major logistical and security challenges, this facility should be complete and ready for operation in FY 2009.

### Middle East Coverage

In FY 2006, Engineering entered into a contract to establish a six-station FM network in Lebanon to expand the broadcast reach of Radio Sawa. Four FM sites capable of reaching about 99% of the Lebanese population began delivering Radio Sawa programming in February 2006, followed by a fifth FM broadcasting toward Damascus in November 2006. The sixth FM station to provide broadcasts for Radio Sawa went on-air delivering programs towards western Syria on January 26, 2007. These final two Lebanese FM stations are located near the Syrian border in close range to large numbers of Syrian listeners.

### North Korea

Engineering continues 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, including broadcasts from Mongolia. Engineering initiated leased broadcasts from a medium wave station in eastern Mongolia in March 2008. In FY 2009, Engineering evaluated a medium wave facility in South Korea that offered to lease broadcast time to the BBG. Based on Engineering's positive assessment of the facility, a lease agreement with the Far East Broadcasting Corporation (FEBC) was entered into, and BBG broadcasts to North Korea were initiated in January 2009. Also in FY 2009, Engineering is investigating a second FEBC facility that could provide additional leased medium wave service into North Korea.

### Internet Presence

Engineering continues to increase and improve the BBG's Internet presence to ensure that all VOA language services have active webpages. In addition, the media options for web content delivery have expanded, and the design and usability of VOA web pages have been enhanced. In 2008, the re-designed webpage was rolled out to VOA's Russian Language Service and other priority language services. Also in 2008, social networking and user involvement and comment on VOA programming saw major expansion and growth. The ability to "podcast" audio and video was added to six VOA language services. Moreover, the BBG is piloting the concept of using a web content management "software as a service" vendor to implement a VOA web page providing coverage of the U.S. political party conventions and the November elections.

The amount of material streamed on the Internet continues to increase. Streaming provides Internet users with quick and easy access to BBG broadcast products. In March 2008, the total combined monthly streaming for VOA, Radio Sawa, and the Office of Cuba Broadcasting was 82,000 gigabytes of data, the peak monthly usage to date. In June 2008, the BBG implemented the first phase of federally mandated IPv6, the current version of the Internet Protocol that provides expanded capability to assign Internet addresses and other updated features.

### Internet Anti-censorship Program

An organized effort on behalf of VOA, RFA, and RFE/RL, the Internet anti-censorship program counteracts activities undertaken by governments such as China and Iran to restrict Internet access. Using a combination of technical controls, legal regulations, and surveillance, the Chinese government regularly expands its sophisticated methods of limiting online access. These methods include using 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 email newsletters each day to China and Iran. The emails contain proxy web links that allow users to connect to VOA and other censored websites. The number of weekly emails sent to China was 64.3 million per week in February 2009. About 21,000 emails are sent to VOA Persian addresses each week. Engineering also is testing the transmission of multi-media proxies that can stream both audio and video to the Ukraine. Engineering is constantly exploring new services that circumvent the efforts of governments to filter and block content from users.

### Cyber Security

To date, the extensive layers of cyber security Engineering has established for the BBG's information technology infrastructure and computer systems have protected the IBB's data assets. As part of an ongoing program to examine better ways of protecting the network, databases, and desktop systems from malicious and inadvertent attacks, and to share best practices, Engineering is hosting a series of forums and discussions to enable various elements of the BBG to exchange ideas and approaches on implementing the most effective security controls.

### **FY 2010 Performance Goals**

The Satellite Effectiveness Index target, which provides a quantitative measure of the ability of the satellite network to access TV households, is 9.2 for FY 2009. 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) number of TV households reached; and 5) ability to feed other satellites as part of the network. The index will show a slight decrease from higher levels in the past 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.

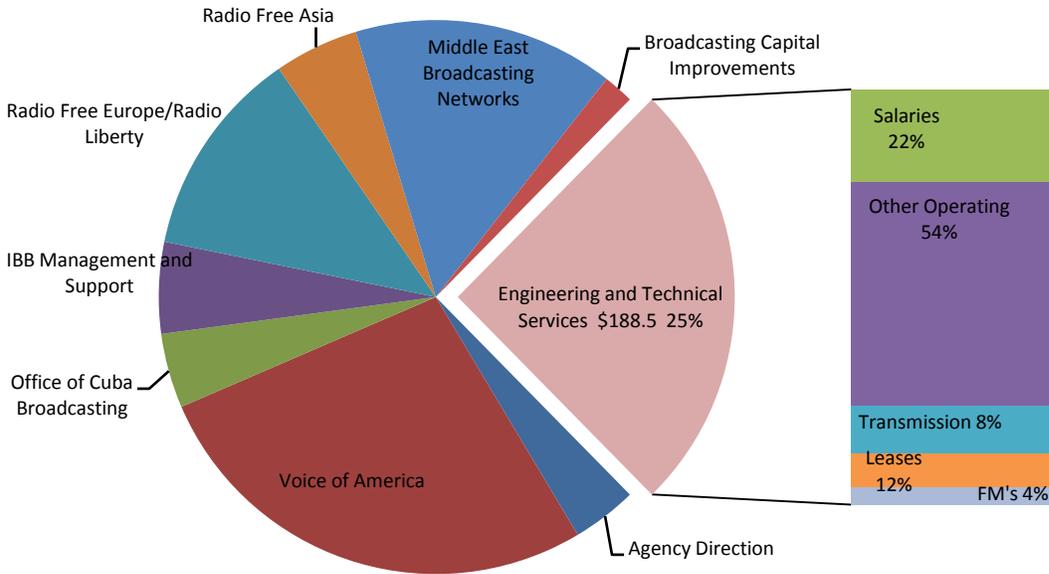
Also for FY 2009, the Radio Signal Strength Index target is 2.63. This index measures whether cross-border shortwave and medium wave radio signals are audible to target audiences. As BBG broadcasting requirements have shifted from shortwave to other media such as FM and television, the remaining cross-border shortwave and medium wave transmissions have been selected carefully to maintain or improve the resulting service to target audiences wherever possible.

### **Program Decreases**

The FY 2010 request for Engineering reflects a decrease in transmission costs related to VOA and RFE/RL broadcast program reductions.

For FY 2010, we are requesting \$188.5 million for Engineering and Technical Services.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 Engineering and Technical Services  
 (\$ in millions)**



**Engineering and Technical Services**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+ 174,739
Represents the FY 2009 estimate for all offices within Engineering and Technical Services including the FY 2009 Emergency Supplemental funding.	
<b>Wage Increases: Domestic/American</b>	+ 872
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.	
<b>Wage Increase: FSNs</b>	+ 178
Represents anticipated wage increases for overseas foreign service national employees.	
<b>Other Wage Requirements</b>	+ 2,792
Provides for the annualization of salary and benefits to continue programming into FY 2010.	
<b>Inflation</b>	+ 400
Reflects a .5% inflation increase for general operating expenses for FY 2010	
<b>FY 2010 Current Services Net Changes</b>	+ 10,418
Built-in Requirements	+ 11,042
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	6,170
b) Program delivery	2,426
c) Information technology and capital projects	2,163
d) Other operating expenses	118
e) Annualization of Language Program Costs	165
<i>Continue reinstated language services</i>	18
<i>Continue VOA Zimbabwe Service</i>	56
<i>Continue MBN Darfur Service</i>	91
Non-Recurring Costs	-
The following costs are non-recurred in FY 2010:	
a) Other operating expenses, including one-time 2009 costs	(385)
b) One time costs associated with FY 2009 program increases	(239)
<b>FY 2010 Net Program Changes</b>	+ (858)
Program Decreases	-
Reflects the following reductions to base operations:	
a) End VOA broadcasts in Croatian, Hindi, and Greek, and discontinue radio rebroadcasts of PNN television programming and 1 hour original VOA Persian radio	(530)
Program Increases	-
Reflects the increase above base operations to fund the following enhancements:	
a) Critical Digital Audio/Video and Capital Equipment	(328)
<b>TOTAL FY 2010 ENGINEERING AND TECHNICAL SERVICES REQUEST</b>	<b>188,541</b>

**Engineering and Technical Services**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
<b>Domestic Headquarters</b>				
Director	782	844	882	38
Resource Management	2,704	2,828	3,062	234
Home Leave and Transfer	556	774	718	(56)
Operations	16,817	20,034	19,347	(687)
Facilities and Space Management	28,873	29,850	35,811	5,961
VOA Transmissions	5,185	5,269	5,472	203
RFE/RL Transmissions	4,042	4,285	4,450	165
RFA Transmissions	4,094	3,988	4,272	284
Host Government Transmissions	659	858	858	-
Worldwide Procurement (WWP)	5,392	4,730	4,588	(142)
Information Technology	18,711	20,074	20,933	859
Technical	14,588	11,940	13,664	1,724
Satellite Transmissions	24,180	21,965	22,128	163
<b>Total, Domestic Headquarters</b>	<b>126,583</b>	<b>127,439</b>	<b>136,185</b>	<b>8,746</b>
<b>Domestic Transmitting Stations</b>				
Delano	401	-	-	-
Greenville	4,756	5,284	5,846	562
Tinian	10,323	9,056	9,451	395
<b>Total, Domestic Stations</b>	<b>15,480</b>	<b>14,340</b>	<b>15,297</b>	<b>957</b>
<b>Overseas Transmitting Stations</b>				
Afghanistan	1,388	2,047	2,148	101
Botswana	1,662	1,466	1,539	73
Germany	10,161	9,037	9,405	368
Kuwait	3,495	4,865	5,105	240
Morocco	5,522	-	-	-
Philippines	6,391	4,872	5,159	287
Sao Tome	5,043	3,021	5,232	2,211
Sri Lanka	2,658	3,044	3,145	101
Thailand	3,956	3,968	4,231	263
<b>Total, Overseas Stations</b>	<b>40,276</b>	<b>32,320</b>	<b>35,964</b>	<b>3,644</b>
<b>Monitors</b>	<b>1,086</b>	<b>1,073</b>	<b>1,095</b>	<b>22</b>
<b>TOTAL, ENGINEERING AND TECHNICAL SERVICES</b>	<b>183,425</b>	<b>175,172</b>	<b>188,541</b>	<b>13,369</b>
<b>Reconciliation:</b>				
(-) Balances In	(1,117)	(368)	-	368
(+) Balances Out	433	-	-	-
(-) Proceeds of Sale	(359)	(65)	-	65
(-) Transfer from Buying Power Maintenance Fund	(500)	-	-	-
(-) Reimbursements/Agreements	(2)	-	-	-
<b>Enacted/Request Level</b>	<b>181,880</b>	<b>174,739</b>	<b>188,541</b>	<b>13,802</b>

**Broadcasting Board of Governors  
International Broadcast Bureau  
Management and Support**

(\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>Funding</b>	32,964	37,414	39,809
Emergency Supplemental P.L. 110-252	-	99	-
<b>Total Funding</b>	32,964	37,513	39,809
<b>Positions</b>	158	181	181

The International Broadcasting Bureau (IBB) provides human resource, EEO, procurement, security, information technology, public affairs, administrative, research, and broadcast program evaluation services to the Voice of America and Radio/TV Martí. It also provides marketing, program placement, and transmission services for all the BBG broadcast organizations, managing a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, along with a rapidly growing Internet delivery system. Also, the IBB Office of Policy produces U.S. government editorials broadcast daily on VOA.

Offices under the heading **International Broadcasting Bureau (IBB) Management and Support** 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 agency's directives system, mail, printing, and other management and administrative support related services. The Advisory, Referral and Counseling Service (ARCS) provides confidential counseling and consultation assistance and related workshops for employees and supervisors.

***Office of Policy***

Produces daily editorials and other programs that convey official U.S. government policies for use by all VOA language services, including television.

***Office of Civil Rights***

Counsels employees, conducts investigations, and issues final agency decisions on Equal Employment Opportunity (EEO) complaints. OCR also provides guidance to BBG managers to ensure that their employment decisions are made without regard to race, color, religion, sex, sexual orientation, national origin, age, disability, or reprisal. In the area of Affirmative Employment, OCR prepares for submission to Congress and federal agencies statistical reports covering the recruitment, hiring and retention of minorities and women. OCR also sponsors events throughout the fiscal year celebrating the agency's rich ethnic diversity and the outstanding achievements made by men and women of all ethnicities and cultures.

### ***Office of Human Resources***

Provides worldwide personnel management services to the Agency. Specifically, the Office of Human Resources develops and administers personnel policies and programs to meet the unique needs of international broadcasting, including recruitment and placement, pay and position management, labor and employee relations, performance management and benefits, and training and development.

### ***Office of Security***

Exercises responsibility for the security of BBG personnel, property and classified material worldwide. It is also responsible for ensuring that the workforce is staffed with individuals who have been investigated and adjudicated in accordance with the requirements of Executive Orders 10450 and 12968 and possess the proper security clearance or certification designated for their position.

### ***Office of Contracts***

Plans, manages, and implements all acquisition efforts in support of the global broadcast network and other broadcasting support operations. The Office of Contracts develops, implements, and coordinates the acquisition and purchasing programs for supplies, services, construction, and other types of procurements. It prepares and administers Interagency Agreements. The Office of Contracts directly negotiates and awards maintenance and repair, design/construction and other contracts within delegated procurement authority for headquarters, domestic and overseas transmitting stations, correspondent offices, and other IBB offices. The Office of Contracts provides procurement expertise, advice, tracking, and evaluation, and also oversees the purchase card program for the Agency.

### ***The Director of Marketing and External Liaison***

Directs the operations of the Office of Marketing and Program Placement (OMPP) in recommending and executing strategies to increase the reach of U.S. international broadcasting; supervises, and, in high-priority cases, directly negotiates placement of BBG programs on leased or affiliated television or radio stations or networks; and ensures programs are marketed effectively through advertising and promotion campaigns. The Director also explores and develops cooperative relationships with other international broadcasters and related organizations.

### **Office of Marketing and Program Placement**

Exercises responsibility for the marketing and placement of BBG programming on local FM, medium wave (AM) and television stations, the Internet, and such emerging media as Internet-capable cell phones and other mobile devices. Guided by market research, commercial broadcasting techniques, and advances in New Media distribution, OMPP continues to broaden the reach of U.S. international broadcasting, which is now at a historic high. Within the office, the Graphics Branch provides graphic design and in-house photographic support services and produces VOA program guides, promotional materials and information about VOA websites. The Media Training Center provides training to foreign broadcasters.

The addition of FM and TV affiliates in open media environments in target areas and the establishment, when possible and appropriate, of locally-licensed 24/7 FM stations in high-priority cities and regions continues to drive the expansion of audiences for U.S. international broadcasting.

### ***Office of Performance Review***

Exercises responsibility for conducting annual reviews of television, radio, and web-based products from VOA and OCB. Also, the Office of Performance Review provides the accurate and timely audience data and market research from outside contractors needed to guide decisions on programming, distribution and marketing. 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 Congress.

### **FY 2008 – FY 2009 Highlights and Program Accomplishments**

To better employ modern communication techniques and technologies and engage the world in conversation about America, IBB appointed a Director of New Media to enhance VOA's Internet presence and the use of digital platforms for distribution of multi-media content.

Accomplishments included:

- Creation of a new, interactive website focusing on the U.S. elections;
- An increase in traffic to VOA online products, including a 47% increase in visits to VOANews.com compared to a year earlier; and
- Establishment of new social media outreaches, including a VOA channel on YouTube, a podcast library on iTunes, and blogs.

To support New Media efforts, OMPP continues to explore novel ways to place and distribute BBG programming. OMPP has struck deals with Internet TV start-ups, including LiveStation and TVU Networks, to carry live streams of BBG television programming. OMPP's East Asia and Pacific office in Bangkok helped establish and then promote VOA participation in the "News on Demand" service provided by the mobile phone company AIS Thailand.

To expand transmission capacities and audience reach in priority countries:

- A groundbreaking agreement was signed with a broadcaster in South Korea to place for the first time VOA's Korean programs onto transmitters beamed into North Korea from South Korea.
- VOA's new Spanish-Language daily newscast, "El Mundo Al Dia," was placed on the MGM Channel, reaching more than 16 million households across Central and South America.
- IBB obtained six major market affiliates for the new VOA TV-to-Africa program, *In Focus*.

- OMPP signed an agreement to place VOA Mandarin Television content on the TVU Networks platform (www.tvunetworks.com). The effectiveness of the placement will be carefully monitored to assess its ongoing value.
- OMPP finalized a distribution agreement with SMS Media Group for distribution of content from BBG entity broadcasters to mobile telephone users in more than 200 countries via more than 600 mobile operating companies. The agreement is advertising supported; broadcasters will have 100 characters for each SMS message. An advertisement attached to each message, fully vetted and approved by OMPP, will cover the costs.

To enhance program delivery across all relevant platforms and optimize broadcasting operations:

- IBB's global distribution network supported new broadcasting requirements, including a new news and information program to Darfur, and surge transmissions to eight countries.
- IBB continued to shift transmission resources to serve audiences with the most effective and economical media. Declining shortwave requirements resulted in IBB closing the Morocco Transmitting Station on March 30, 2008.

Recent examples of program placement and/or marketing in strategically important areas include:

- **Pakistan** – The election of the new government in Pakistan in 2008 led to the relaxation of regulations that had prohibited the placement of news programming on independent FM stations. OMPP successfully signed an agreement with the Voice of Kashmir, which has placed VOA Urdu's *Radio Aap ki Dunyaa* service on three FM stations – a historic first in Pakistan for U.S. international broadcasting. OMPP is aggressively seeking further FM affiliations in Pakistan, including stations operated by the government-run Pakistan Broadcasting Corporation (PBC).
- The popular VOA Urdu TV program *Beyond the Headlines* is back on the air on GEO-TV after a six-month interruption during Pakistan's state of emergency. OMPP also placed the Morning Edition of *Beyond the Headlines* on a second major news channel in Pakistan, the Aaj-TV network. In addition, OMPP has begun to explore possible placements with several other television outlets, including the state-run Pakistan Television (PTV).
- **Afghanistan** – OMPP successfully renegotiated a long-term agreement with Radio-Television Afghanistan (RTA) to carry VOA Pashto/Dari's *TV Ashna* during popular viewing times. In addition, OMPP is providing advertising and media training for RTA.
- **Venezuela** – OMPP continues to negotiate with leading Latin American cable companies to place VOA Spanish's new half-hour program, *El Mundo al Dia*, in South America, with particular emphasis on Venezuela and the other Andean nations.
- **Africa** – OMPP participated in several initiatives on the African continent:
  - OMPP officers took part in ceremonies launching a VOA affiliate FM station operated by Sheikh Hassan Ali Cisse, Chief Imam of the Medina Baye Mosque in Kaolack, Senegal.

The station signed an agreement to carry VOA French and Hausa programming.

- The BBG signed a memorandum of understanding to place a BBG 24/7 frequency in Hargeisa, Somalia.
- OMPP provided advertising and promotion for the re-launch of the BBG 24/7 FM station in Freetown, Sierra Leone, in October 2008.
- OMPP worked together with the VOA Swahili Service to place expanded programming on both affiliates and the BBG FM station in Nairobi during post-election violence in Kenya in early 2008.

To better align essential support functions with broadcasting implementation strategies and performance goals:

- In FY 2008, the Office of Performance Review increased English translations of select programming for several critical services as part of the annual performance review process, further enhancing the credibility and usefulness of the analyses.
- Also in FY 2008, evaluation criteria for VOA web-based programming were developed and are being piloted in coordination with the streamlining and standardization of evaluation criteria for radio and television to correspond to the BBG Implementation Strategies for 2008-2013.
- The IBB Office of Performance Review has begun to require VOA and OCB services to provide three-year strategic plans based on recent research and the BBG's 2008-2013 Implementation Strategies as part of the annual review process.
- In FY 2008, IBB Research ramped up its acquisition of commercial market research on the expansion of the Internet and developments in mobile telephone use and its offshoots. Special attention was given to data on information sharing via SMS and mobile Internet access in markets of interest to VOA and IBB.
- IBB Research is also negotiating with leading research/consulting firms to purchase more detailed and predictive analysis on the penetration and likely future of various digital platforms in key target countries for VOA and IBB. This will help build a solid database of information on new media technologies which will allow VOA and IBB to make sound, market-based decisions about programming for, and investment in, new distribution systems.
- Standard research questionnaires are being revised to include questions on new media activities to better evaluate the reach of VOA products delivered via new methods and the impact and quality of the digitally-delivered content.
- Forty-three employees were approved for buyouts, assisting the agency in reducing costs and reshaping the skills of its workforce.
- IBB was recognized for its excellent resolution rates of informal EEO complaints and timely completion of formal investigations.

- The agency implemented a new integrated financial management and procurement system, Momentum. To support this implementation, the Office of Contracts established processes related to the new system and provided training to users and managers.
- Financial management, procurement, and human resources training were provided to managers and Administrative Officers.
- The Office of Performance Review conducted 41 reviews of VOA and OCB services, recommending almost 1,000 actions to improve programming.
- The Office of Security has continued to provide background investigations in an average of 44 days, at an average cost of less than \$1,000 each, as compared with the rate of \$3,650 charged for similar services by the Office of Personnel Management. The Office of Security worked with the Department of Homeland Security to negotiate a new contract for guard services to save the Agency approximately \$250,000 per year over the previous contract, with no reduction in services.
- To better fulfill its mission of “present[ing] the policies of the United States clearly and effectively,” in July 2008, the Office of Policy launched a new series of TV editorials called "Policy Brief" and was authorized to begin producing a series of public service announcements, produced in cooperation with the U.S. State Department, aimed at encouraging VOA's worldwide audience to cooperate with the USG in bringing to justice wanted terrorists, international war criminals, and major narcotics traffickers.
- During the past year, the Office of Policy stepped up production of editorials for VOA radio service. The head of an Azeri-Iranian human rights organization, testifying before a Congressional committee, credited several of these editorials with the release from prison of Azeri-Iranian dissidents by Iranian authorities.
- The Office of Policy also redesigned its website, providing an improved resource for both Agency users and external audiences.
- The Mentoring Program sponsored by OCR continues to provide excellent developmental experiences to employees in an increasing number of partnerships. The resolution rate for both formal and informal complaints has continued to increase. OCR continues to process EEO complaints in a timely manner.

#### Strategic Management of Human Capital

The BBG obtained renewed 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. The Office of Human Resources continued offering a volunteer intern program and recruited a highly talented and diverse group of 98 interns during the summer of 2008.

Training funds were allocated based on priorities established in consultation with VOA and other elements. Broadcast training was tailored to support television and Internet initiatives. The Office of Human Resources also continued offering the Supervisor Orientation Program for

newly hired and promoted supervisors and managers, in addition to providing other forms of leadership training.

The Office of Human Resources, in conjunction with the Advisory, Referral and Counseling Service (ARCS), presented training sessions for all agency supervisors on the performance management system. The course included advice on setting expectations and goals, providing constructive feedback, and dealing with performance deficiencies. Briefings were also conducted for employees on their role in the performance appraisal process.

ARCS conducted workshops for supervisors on topics such as addressing performance problems and dealing with difficult people. ARCS also sponsored regular brown bag lunchtime sessions for language service chiefs to address topics of common concern and share experiences.

### **FY 2010 Performance Goals**

Provide leadership to the various elements of IBB and align support functions, including personnel services, training, EEO programs, security, procurement, marketing, program placement, program evaluation, and research, with the following implementation strategies and performance objectives:

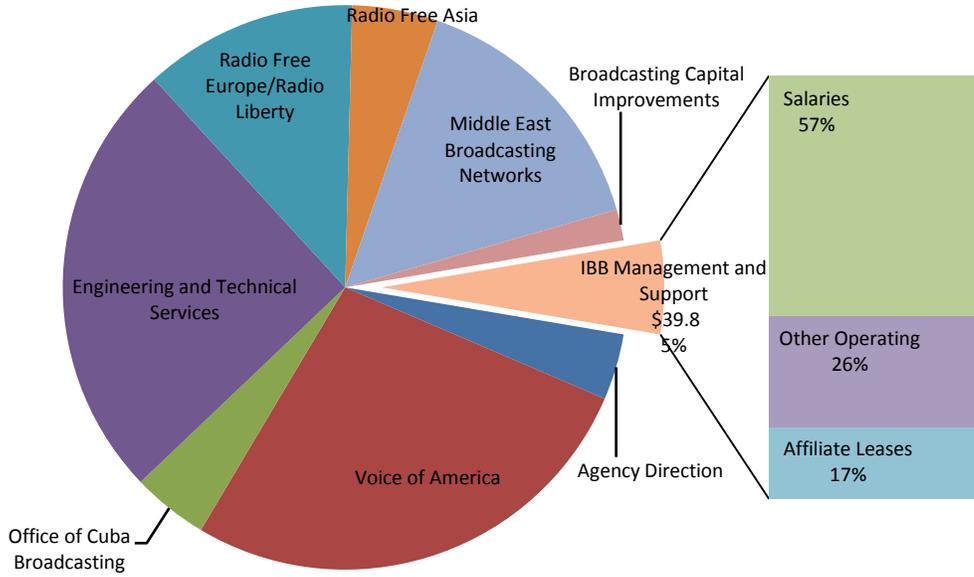
- Support all increases in programming with appropriate program delivery and administrative means.
- Increase awareness of BBG programs in high priority markets through advertising and promotion.
- Use research to identify appropriate target audiences; the preferred media, including TV; and the formats 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 Obama Administration's management and performance initiatives
- Provide the agile, skilled, diverse, well-led and motivated workforce needed to accomplish the BBG's mission and goals.

### **Program Decreases**

The FY 2010 request for IBB reflects the consolidation of the East and West Africa Regional Marketing Offices.

In FY 2010, we are requesting \$39.8 million for the International Broadcasting Bureau.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 IBB Mangement and Support  
 (\$ in millions)**



**International Broadcasting Bureau Management and Support**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+ 37,513
Represents the FY 2009 estimate for offices within IBB Management and Support including the FY 2009 Emergency Supplemental funding.	
<b>Wage Increases: Domestic/American</b>	+ 528
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.	
<b>Wage Increase: FSNs</b>	+ 9
Represents anticipated wage increases for overseas foreign service national employees.	
<b>Other Wage Requirements</b>	+ 827
Provides for the annualization of salary and benefits to continue programming into FY 2010, including increased workers compensation.	
<b>Inflation</b>	+ 86
Reflects a .5% inflation increase for general operating expenses for FY 2010	
<b>FY 2010 Current Services Net Changes</b>	+ 1,085
Built-in Requirements	+ 1,095
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	13
b) Program delivery	814
c) Information technology and capital projects	210
d) Other operating expenses	58
Non-Recurring Costs	- (10)
The following costs are non-recurred in FY 2010:	
a) Other operating expenses, including one-time 2009 costs	(10)
<b>FY 2010 Program Changes</b>	- (239)
Program Decreases	- (239)
Reflects the following reductions to base operations:	
a) Consolidate East and West Africa Regional Marketing Offices	(239)
<b>TOTAL FY 2010 IBB MANAGEMENT AND SUPPORT REQUEST</b>	<b>39,809</b>

**International Broadcasting Bureau Management and Support**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Director, International Broadcasting Bureau	4,042	4,109	4,618	509
Policy	989	853	948	95
Civil Rights	1,158	1,188	1,252	64
Performance Review	4,463	4,269	4,446	177
Human Resources	6,577	8,425	8,986	561
Security	1,777	1,897	1,993	96
Contracting and Procurement	2,410	2,695	2,767	72
Office of Marketing and External Liason	262	205	204	(1)
Marketing and Program Placement	3,048	5,723	5,388	(335)
Worldwide Networking	5,555	5,888	6,725	837
Regional Offices	3,285	2,666	2,482	(184)
				-
<b>TOTAL, INTERNATIONAL BROADCASTING BUREAU MANAGEMENT AND SUPPORT</b>	<b>33,566</b>	<b>37,918</b>	<b>39,809</b>	<b>1,891</b>
<b>Reconciliation:</b>				
(-) Reimbursements/Agreements	(602)	(405)	-	-
<b>Enacted/Request Level</b>	<b>32,964</b>	<b>37,513</b>	<b>39,809</b>	<b>1,891</b>

For comparison, reorganizations are shown consistently in FY 2008 - 2010.

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

(\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>Funding</b>	<b>83,161</b>	<b>89,396</b>	<b>91,063</b>
Emergency Supplemental P.L. 110-252	-	784	-
<b>Total Funding</b>	<b>83,161</b>	<b>90,180</b>	<b>91,063</b>
<b>Positions</b>	<b>480</b>	<b>536</b>	<b>536</b>

**Radio Free Europe/Radio Liberty (RFE/RL)** is a private, nonprofit, international news and broadcast organization whose programs—radio, Internet, and television—reach influential audiences in 20 countries such as Russia, Iran, Iraq, Afghanistan, and the republics of Central Asia. It focuses on local and regional developments in places where the media are not free or are engaged in a transition from totalitarian control, and where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism, and other threats to democracy remain.

RFE/RL disseminates content in 28 languages to countries in Central, Eastern, and Southeastern Europe; Russia; the Caucasus; Central Asia; Iraq; Iran; and Afghanistan. RFE/RL’s comprehensive news and information organization includes 19 bureaus throughout its broadcast region and nearly 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 were slain in Iraq in 2007; a third was kidnapped for nearly two weeks 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 Radio Free Afghanistan correspondent. A former correspondent and frequent guest of RFE/RL’s Uzbek Service, Alisher Saipov, was murdered in Osh, Kyrgyzstan. Prague-based Radio Farda correspondent Parnaz Azima was held for eight months against her will in Iran, and in March 2008, she was sentenced *in absentia* to a prison term for the crime of working for Radio Farda. One of RFE/RL’s Azerbaijani Service freelance correspondents was jailed on trumped-up libel charges because of his reporting on corruption and human rights violations in the Azerbaijani exclave of Nakhchivan. In the spring of 2008, Uzbek authorities arrested two former RFE/RL journalists and broadcast personal information about Uzbek Service reporters and their families, including the names of their children and their home addresses, on state television. In June 2008, a regular contributor to the Turkmen Service was seized and placed into a psychiatric hospital for refusing to sign a pledge to cease cooperating with RFE/RL. Governments also target RFE/RL with technological disruption, including a global cyber attack in April 2008 which probably originated in Belarus, and Kazakhstan’s blockage of RFE/RL’s Kazakh-language website in the spring of 2008.

Each week, RFE/RL broadcasts approximately 1,000 hours of radio programming and four hours of television from its operations center in Prague, Czech Republic and from its bureaus in 19

locations. During FY 2008, RFE/RL's 19 Internet websites reached a monthly average of 1.2 million unique visitors, logged over 2.5 million requests to listen to radio content online, and garnered an average of 8.6 million page views each month. Proximity to the broadcast region 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 BBG, programs increasingly are rebroadcast by local affiliates. As of March 2009, RFE/RL programs were available on 254 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 2008 and FY 2009 Highlights and Program Accomplishments**

Across its 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; President Mahmoud Ahmadinejad's trips to New York; the 2008 parliamentary elections; the arrest of four Iranian-Americans visiting Iran, including a Radio Farda reporter—and important domestic stories that did not get much attention outside Iran, including strikes by workers and intensifying crackdowns against journalists, students, and women’s rights activists. In the summer of 2008, RFE/RL assumed full responsibility for the eight-hour news shift previously produced in partnership with VOA, bringing all three eight-hour news shifts under RFE/RL management.
- 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. Surveys show that Radio Free Afghanistan is the most trusted source of news in the country. Radio Free Afghanistan’s coverage of World Peace Day, which the UN marks on September 21, helped facilitate a one-day ceasefire that enabled the UN to carry out vital humanitarian activities.
- As **Russia** has effectively turned into a one-party dictatorship in the past few years, RFE/RL has become an important resource for audiences seeking news products not molded by the Kremlin. In FY 2008, with the help of its extensive network of freelancers across the 11 time zones of the Russian Federation, RFE/RL’s Russian Service provided uniquely balanced news and analysis regarding the December 2007 Duma elections, the presidential campaign, the election of Dmitry Medvedev as the new President of Russia, the assumption by Vladimir Putin of the title of Prime Minister, and the Russia-Georgia conflict.
- Despite working in an extremely dangerous environment, the journalists of 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. Radio Free Iraq’s civic-

minded programming promotes national unity and the universality of human rights. Because its programs are produced and reported by Iraqis, the Iraqi people have come to rely on Radio Free Iraq.

- **In the Caucasus**, RFE/RL served as a trusted source of objective news and analysis in a volatile region. When Russia invaded Georgia in August 2008, the Georgian Service added a fourth hour of primetime news to its daily program clock; established a strong Internet component to its ongoing coverage of the conflict, with audio, photo, and video galleries; and published special blogs from Service correspondents who had managed to remain in two besieged cities throughout the Russian occupation. RFE/RL's Georgian Service also launched a second television program in November 2007. RFE/RL's coverage of the Armenian presidential campaign and election in February 2008 set the standard for that media market, as even the Armenian news agencies frequently cited RFE/RL's exclusive reports as the primary sources for their own stories. Although the Azeri National TV-Radio Council banned all international broadcasters from the domestic airwaves on January 1, 2009, RFE/RL broadcasts remain available on shortwave, satellite and online.
- 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 Turkmenistan's tentative steps towards ending its isolation, growing authoritarianism in Uzbekistan, 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; Kosovo, which declared independence from Serbia in February 2008; 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.** Since October 2007, RFE/RL has been transitioning its language service websites to a new content management system. This transition has generated significant boosts in traffic for the sites using it. In March 2009, for example, RFE/RL's website for Moldova saw an 800 percent increase in page views and an increase in audio listening by a factor of 20, while the Macedonian site enjoyed a 400 percent rise in page views and 300 percent increase in the number of listens.
- **Television: Expanded Audiences Using Local Partners.** In FY 2009, RFE/RL attracted significant audiences with television programs broadcast in Bosnia, Macedonia, Georgia, and Belarus.

### **FY 2010 Challenges**

RFE/RL's foremost challenge is 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. In December 2008, the Azeri government took RFE/RL's Azerbaijani Service off the FM airwaves along with the VOA, BBC, and other foreign broadcasters. BBG is working to restore the dedicated local FM frequency that was shared by RFE/RL's and VOA's broadcasts. RFE/RL's main affiliate in Kyrgyzstan, the state-run national broadcaster UTRK, took RFE/RL off the air—both radio and television—in October 2008. Iranian authorities continue to jam Radio Farda broadcasts and block its popular website, and in FY 2008, RFE/RL was hit with a global cyber attack, probably carried out by the Belarusian government. To protect its staff in these hostile environments, RFE/RL will need to focus intensively on security.

### **RFE/RL Relocation**

RFE/RL began moving into its new, state-of-the-art Prague headquarters in December 2008. It is expected that the move will be completed by the end of May 2009. The six-story, 20,942 sq. meter broadcast center features multi-media recording studios and a modern newsroom. It is also energy-efficient and one of the most secure facilities in Europe.

### **FY 2010 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 2010 Program Increases**

#### Russian Language Internet to Central Asia (\$.7 million)

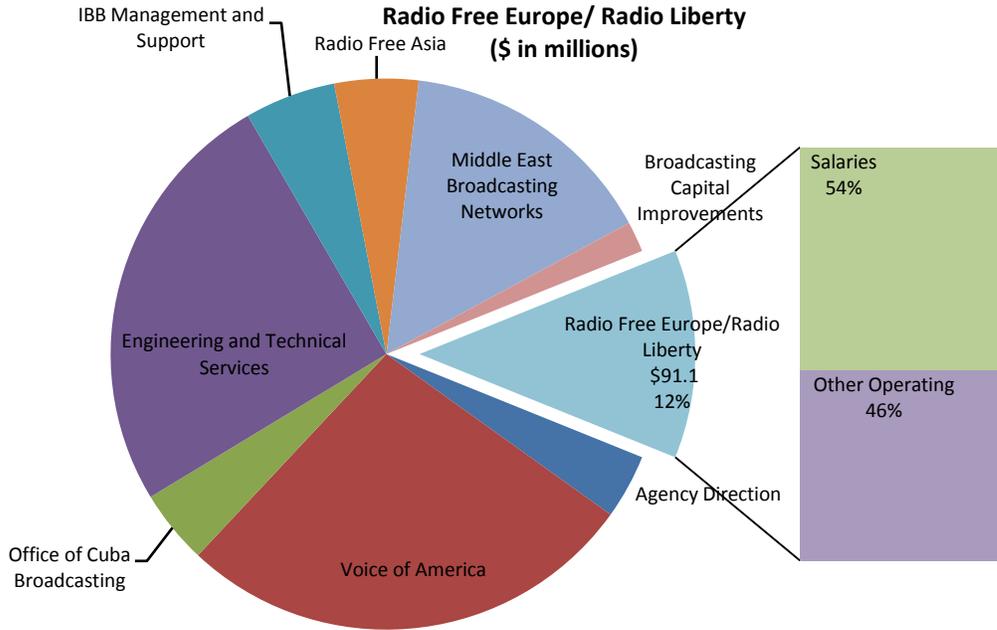
The BBG proposes to launch an RFE/RL Russian-language Web 2.0 platform, including news, information, and analytical products for Central Asian audiences throughout the five country region (Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan).

#### Critical Digital Audio/Video and Capital Equipment (\$.7 million)

To successfully support RFE/RL's Internet video operation, the BBG proposes to establish video production capability in three RFE/RL bureaus by providing infrastructure and equipment as well as enhanced VSAT and increased bandwidth.

For FY 2010, we are requesting \$91.1 million for Radio Free Europe/Radio Liberty.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 Radio Free Europe/ Radio Liberty  
 (\$ in millions)**



**Radio Free Europe/Radio Liberty**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+	<b>90,180</b>
Represents the FY 2009 estimate for Radio Free Europe/Radio Liberty including the FY 2009 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
<b>Wage Increases: Domestic/American</b>	+	<b>1,132</b>
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.		
<b>Other Wage Requirements</b>	-	<b>(2,247)</b>
Provides for the annualization of salary and benefits to continue programming into FY 2010, including increased social insurance costs.		
<b>Inflation</b>	+	<b>170</b>
Reflects a .5% inflation increase for general operating expenses for FY 2010		
<b>FY 2010 Current Services Net Changes</b>	+	<b>412</b>
Built-in Requirements	+	<b>1,044</b>
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	988	
b) Annualization of Language Program Costs	56	
<i>Continue reinstated language services</i>	56	
Non-Recurring Costs	-	<b>(632)</b>
The following costs are non-recurred in FY 2010:		
a) Other operating expenses, including one-time 2009 costs	(169)	
b) One time costs associated with FY 2009 program increases	(463)	
<b>FY 2010 Net Program Changes</b>	+	<b>1,416</b>
Program Increases	+	<b>1,416</b>
Reflects the increase above base operations to fund the following enhancements:		
a) Critical Digital Audio/Video and Capital Equipment	700	
b) RFE/RL Russian Internet to Central Asia	716	
<b>TOTAL FY 2010 RADIO FREE EUROPE/RADIO LIBERTY REQUEST</b>		<b>91,063</b>

**Radio Free Europe/Radio Liberty**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
<b>Broadcasting Division</b>				
Director	2,230	1,879	1,876	(3)
Marketing & Affiliates Development	1,881	1,702	1,708	6
<b>Broadcast Services:</b>				
Armenian	1,188	1,216	1,221	5
Azerbaijani	1,287	1,524	1,532	8
Belarusian	2,222	2,211	2,222	11
Georgian	1,063	1,123	1,127	4
Kazakh	1,301	1,428	1,438	10
Kyrgyz	1,649	1,505	1,514	9
Radio Farda (Persian)	4,986	6,100	6,506	406
Radio Free Afghanistan (Dari and Pashto)	4,279	4,784	4,769	(15)
Radio Free Iraq (Arabic)	1,975	1,966	1,975	9
Romanian to Moldova	1,095	884	912	28
Russian	8,970	9,225	10,172	947
North Caucasus Unit (Avar, Chechen and Circassian)	1,169	1,195	1,201	6
South Slavic/Albanian (Bosnian, Macedonian, Serbian)	4,078	4,142	4,200	58
Tajik	1,456	1,425	1,434	9
Tatar-Bashkir	887	894	895	1
Turkmen	1,072	1,133	1,136	3
Ukrainian	2,478	2,337	2,355	18
Uzbek	1,391	1,472	1,474	2
News and Current Affairs	6,343	6,698	6,735	37
<b>Total, Broadcasting Division</b>	<b>53,000</b>	<b>54,843</b>	<b>56,402</b>	<b>1,559</b>
<b>Office of President</b>	4,105	5,280	3,368	(1,912)
<b>Operations Division</b>	19,797	25,075	24,561	(514)
<b>Finance Division</b>	5,291	5,276	5,326	50
<b>Capital</b>	568	606	1,406	800
<b>Total, Offices</b>	<b>29,761</b>	<b>36,237</b>	<b>34,661</b>	<b>(1,576)</b>
<b>TOTAL, RADIO FREE EUROPE/ RADIO LIBERTY</b>	<b>82,761</b>	<b>91,080</b>	<b>91,063</b>	<b>(17)</b>
<b>Reconciliation:</b>				
(-) Balances In/Recoveries	(500)	(900)	-	900
(+) Balance Out	900	-	-	-
<b>Enacted/Request Level</b>	<b>83,161</b>	<b>90,180</b>	<b>91,063</b>	<b>883</b>

**Broadcasting Board of Governors  
Radio Free Asia**

(\$ in thousands)

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>
<b>Funding</b>	<b>34,317</b>	<b>34,072</b>	<b>36,648</b>
Emergency Supplemental P.L. 110-252	<b>36</b>	<b>1,847</b>	<b>-</b>
<b>Total Funding</b>	<b>34,353</b>	<b>35,919</b>	<b>36,648</b>
<b>Positions</b>	<b>252</b>	<b>286</b>	<b>286</b>

**Radio Free Asia (RFA)** is a private, nonprofit corporation broadcasting news and information in nine languages and three dialects to listeners in Asia who primarily have access only to state-run media. RFA’s purpose is to deliver accurate and timely local news, information, and commentary, and to provide a forum for a variety of opinions and voices from within Asian countries that do not tolerate free media. Whether providing critical information to the people in Burma struggling in the aftermath of Cyclone Nargis, breaking the news of the Tibetan uprising, or balancing the government-controlled media news of the devastating earthquake in the Sichuan province, RFA’s mandate is as vital to its audiences today as it was when it began broadcasting in 1996.

As a multi-media news organization, RFA’s broadcasters focus on developing content that meets the demands of its radio audiences and drives visitors to its websites, that can be repackaged and republished to circumvent ever increasing censorship and that can be shared by word-of-mouth.

RFA’s daily radio broadcasts reach its audiences in China, Tibet, Burma, Vietnam, North Korea, Laos, and Cambodia in Mandarin, Cantonese, Uyghur, three dialects of Tibetan, Wu (Shanghainese), Burmese, Vietnamese, Korean, Lao, and Khmer. Native speakers staff each of its language services, and the programming of each service is distinctive, reflecting particular cultural and customary preferences.

In FY 2008, RFA introduced a new content management system for its online presence. This feature-rich platform greatly enhances RFA’s nine native-language websites, and offers its users greater functionality for blogging channels and online discussions, with increased capabilities for video, slideshows and graphics. While its websites will always be a place to find the trusted news and information RFA’s audience has come to expect, they also provide a venue for citizen journalists to share their eye-witness accounts and views on message boards and blogs, and a place to share photos and videos shot from their cell phones. This kind of reporting is increasingly popular and particularly precious for RFA viewers.

**FY 2008 – FY 2009 Highlights and Program Accomplishments**

RFA Online

RFA continues to maximize use of new and emerging technologies to expand its reach. With a channel on YouTube offering RFA language services’ video production and redistributing citizen journalist content, RFA has taken full advantage of new media as a major conduit for

outreach and multinational discourse. During 2008, as social media gained considerable importance in the global information flow, RFA opened Twitter accounts, or their equivalent, in all its languages; Facebook pages; and several topical blogs, such as the Tibetan blog written by an RFA broadcaster during the meetings in Dharamsala on the future of Tibet. Other blogs, written in Vietnamese, for example, gave an informal view of events during the Olympic Games and the countdown to the U.S. presidential elections.

With the new content management system, RFA's language services have significantly improved their ability to report the news online in multi-media format. Broadcast reports are regularly illustrated with unique slideshows of photos or video footage, covering local events in remote areas such as the Tibet-India border or the Northern Cambodia border, with images and sound. RFA also sent a reporter into remote areas of Burma to cover the aftermath of the brutal repression of the Saffron revolution of August-September 2007. He brought back rare images illustrating ordinary people's courage in the face of repression by, for example, refusing to sell official propaganda, and the wealth of the military class living in Maymyo, where a nuclear plant is being built with Russian assistance. Another investigative report illustrated the largely imbalanced Burma-Chinese trade of raw material exports in return for cheap consumer goods.

RFA made use of citizen reporters' photos, publishing slideshows as well as video. The first earthquake video to reach the Cantonese service was shot by Chengdu University students in their dormitory as objects were falling around in the room.

Throughout the year, RFA utilized interactive maps to illustrate border disputes, new road and rail connections between countries, refugee trails from North Korea to Thailand, and the location of arrests and social unrest. The Olympic torch relay through China was also detailed city-by-city throughout the country.

Multi-media sections of the Vietnamese, Khmer, Mandarin, Korean, and English language Web pages rapidly became the most visited sections of the sites. In some cases, traffic more than doubled, as was the case for the Khmer website during the Thai-Cambodian standoff over their borders near the Preah Vihear temple.

### Mandarin

RFA's Mandarin service continues to play a leading role in reporting on the social, economic, and political tensions in China today. At the same time, it has promoted an awareness of the importance of the rule of law in the democratic process. To help the majority of Mandarin-speaking Han Chinese gain a different perspective of the events surrounding the Tibetan uprising, Mandarin programming highlighted the fact that the monks had demonstrated peacefully for four days, and that rioting started only after Chinese security police used force to crack down on the protesters. In the wake of the March 2008 Lhasa incident, a Mandarin stringer traveled undercover to the Tibetan area in Sichuan province, which borders Tibet. Using a hidden camera, he documented beefed-up security measures by Chinese security forces as well as the daily life of Tibetan Buddhists with a special emphasis on their sense of alienation in the Han-dominant cultural environment. The 10-part series was posted on the Mandarin website and YouTube, each registering thousands of page views.

In 2008, the Mandarin service launched an Internet program featuring Wang Dan, the former Tiananmen student leader. The column, *Wang Dan Hotmail*, enables listeners and readers to communicate directly through “online chat” with the longtime Mandarin commentator. These discussions covered a wide range of topics, from his career goals to the 1989 Tiananmen democracy movement, to human rights in China, to how democratic elections work. The Mandarin blog [www.rfachina.com](http://www.rfachina.com) continues to engage readers with intense debates.

RFA’s China services also provided exclusive and exhaustive coverage of the Chinese government’s crackdown on media and dissent in the run-up to the 2008 Beijing Olympics. RFA also continued to cover the post-Olympic tightening of media restrictions and the crackdown on civil liberty groups, such as Charter 08.

### Cantonese

The Cantonese service broadcasts to audiences in the Guangdong and Guangxi provinces where Cantonese is the dominant language. Social tension remains high in these provinces despite the faster economic development in the regions, and the service routinely reports on clashes between local villagers and police. The service’s popular call-in programs allow listeners to discuss topics ranging from the Olympics to local protests with recent discussion about a young female factory worker who was beaten for taking a break from her 13-hour workday. Younger callers share information about underground house churches and grapple with moral issues around China’s one-child policy. Routinely the Cantonese website posts exclusive videos from inside China.

Emails to the Cantonese service confirm informal RFA fan club activities, with regular meetings attended by listeners from throughout the region. A listener wrote that a meeting in Foshan City was attended by more than 30 listeners, from students and business people to truck drivers and laid-off workers. They gathered at a restaurant to share a meal and tips on how to beat shortwave jamming, use the latest Internet proxy servers, and reposition satellites to receive RFA Cantonese programs.

### Tibetan

In March 2008, RFA’s Tibetan service broke the news of a peaceful protest by monks in Lhasa that was interrupted by Chinese police. RFA continued to lead international media and broke the news again, reporting the deadly crackdown by Chinese forces on Tibetan protesters demonstrating in the Tibetan capital. The service worked to report rapidly evolving and chaotic news events, gathering and cross-checking eyewitness accounts of the riots, protests, and subsequent lockdown in Lhasa. In the months following the March demonstrations, the Tibetan service began broadcasting two additional hours. One caller from Kham praised the new programming, which focuses on news, telling RFA the additional half hour in her dialect meant that she now never misses critical news.

RFA offers a Tibetan-language news website that updates content on a daily basis and enhances this content by equipping reporters and stringers with digital video-recording equipment. The site attracts audiences both inside Tibet and in Tibetan diaspora communities, especially in India and Nepal. In April 2008, RFA launched its newly redesigned websites, including the Tibetan site written with a Unicode font, developed in-house. This development made it possible for

Tibetans across the world to email articles, post messages on RFA message boards, and receive email newsletters with information about and from Tibet, from a Tibetan point of view, in the Tibetan language.

### Korean

The Korean service has more than doubled its news coverage and cultural programming during the past year, now broadcasting five hours daily to listeners in what is probably the least free country in the world. Freedom House ranks North Korea last in its annual freedom index and Reporters without Borders says it has the worst media environment of all 167 countries that it ranked. In this grim context, RFA broadcasts offer a glimpse of the outside world that grows brighter as more citizens take the risk to reset their fixed radios to stations beyond the DPRK. It was noted in a recent *Bloomberg* article on North Korea, “The most popular item now is a radio to listen to Radio Free Asia for information.”

The service focuses on empowering its North Korean audience with news and information they would otherwise be denied. Feature stories highlight the human rights situation both inside and outside of North Korea, especially in China where many North Korean refugees stay in hiding. Other programming offers information about human life situations, such as the value of a happy family, the role of parents, and education and human rights, especially the rights of women. RFA’s North Korean listeners learn about forbidden subjects such as democratic values and the market economy through coverage of outside countries.

The Korean service is confronted with a unique challenge in its Internet presence because this media is not part of the daily life of its audience. Relying on “human proxies” and redistribution by Korean press to deliver its content, the website presents breaking news and special features relevant to the people of North Korea. It also provides a forum for personal stories of defectors and their struggles to adjust to a new life, and allows the service to present a host of issues from international aid to asylum legislation. Two pages of the site are dedicated to the U.S. North Korean Human Rights Act.

### Burmese

Through shortwave radio and the Internet, RFA’s Burmese service has been at the forefront in delivering accurate, unbiased, breaking news into the homes of Burma. In April 2008, the service added two hours of broadcasts, including an additional hour of original programming. The surge broadcasting provided in-depth information on the upcoming referendum the junta was conducting in order to legitimize military rule, and in-depth reporting in the aftermath of Cyclone Nargis. RFA provided early warnings of the cyclone three days before it struck, and continued to inform the citizens of Burma on the latest rescue efforts, water supply, power supply, transportation, etc.

The extent of the damage caused by Cyclone Nargis was immediately visible on the RFA website with maps, photos and video from inside Burma, illustrating on-going news coverage in Burmese and in English.

The Burmese service continues its surge broadcast schedule, including the more popular feature programs that were developed during these tumultuous times, such as “Voices of the Sangha

(Monks).” RFA is also offering a more dynamic Burmese website and radio programs via satellite to further meet the demands of its audience who have access to other media.

### Uyghur

RFA is the only international radio service providing impartial news and information in the Uyghur language to the potential audience of more than 16 million Uyghur people in the Uyghur Autonomous Region, China, and Central Eurasia. The Xinjiang Uyghur Autonomous Region (XUAR) alone comprises roughly one-sixth of China’s territory. The Turkic Uyghurs have faced extreme repression from the Chinese government since the People’s Republic took control of their home territory. In recent years, Beijing has increased their control over Uyghurs, using the War on Terror to justify harsh crackdowns on religious practice and political and social dissent. In July 2008, the service reported on the execution of two ethnic minority Uyghurs and the sentencing of 15 others for alleged terrorist links.

The Uyghur service website is presented in the three writing systems used to convey the Uyghur language – Arabic, Latin, and Cyrillic. News is continuously updated and the site offers ongoing coverage of events in the XUAR through text, images and video.

### Vietnamese

While the Vietnamese government continues to jam RFA’s shortwave broadcast, the recent move to medium wave broadcasting has improved its radio programming delivery. In addition, a large portion of RFA’s audience listens to its broadcasts on the Internet, and many subscribe to the daily email bulletins, which provide the latest news reports on issues and events not covered by in-country media. The Vietnamese service continues its efforts to reach young people through popular panel discussions on socialism.

RFA’s Internet audience inside Vietnam, which is loyal and highly engaged, has grown more than fourfold over the last two years. This is very significant given the Vietnamese government’s jamming of the Internet. The Vietnamese site provides all radio broadcasts, expanded news stories from those radio broadcasts, supplemental audio and content related to the radio broadcasts, multi-media products to enhance visually the core audio product, and a forum for interaction with a vibrant and growing Web-based audience.

### Khmer (to Cambodia)

RFA’s Khmer service, with its in-country presence, played an important role in giving voice to opposition parties during its election coverage of the 2008 Cambodian National elections. RFA reporters, spread across the country, filed daily reports on the progress of the campaign from voter registration through the vote count. One listener wrote: *–The increasing numbers of listeners and supporters for RFA is becoming huger and huger every day. I noticed all kinds of people from various backgrounds: simple, rich, poor, educated, politicians, and others. I hope the democracy will more and more develop in the next election because of RFA’s help every day. What you report and broadcast via local radios is helping people to join in society, especially the election.*”

During the past year, the service continued to expose problems of land grabbing, health, sanitation, and the lack of assistance from government authorities. In June 2008, RFA reported

on a community of 640 families in Kampot that had just lost its land. After RFA broadcast what had happened, the provincial authority returned the land to the community as common property.

The Khmer website is also increasing in popularity as more Cambodians are able to access the Internet on the job or in cyber cafes. In-country visits increased over 100% as the service published slideshows of the initial border dispute between Thailand and Cambodia.

### Lao

According to the most recent U.S. State Department on Advancing Freedom and Democracy report, Laos continues to be an authoritarian, one-party state which infringes on citizens' right to privacy and does not respect the right to freedom of speech, press, assembly, or association. RFA's Lao Service remains the surrogate national radio station as expressed by one listener: *—..you have become the mouthpiece of the Lao people. You have the freedom to report all that is news, especially news happening inside Laos that Lao people don't dare talk about. It does not matter how unhappy they are with the government they don't dare speak up, even less about human rights issues in Laos that you have so truthfully reported...*

Issues that are reported by RFA include the ongoing repatriation of over 8,000 Lao Hmong currently housed in a "temporary" detention center in northern Thailand, the growing influence of the Chinese government and businesses within the country, and the impact of extensive dam building on the economy, culture and environment.

### Technical Operations

The FY 2008 capital enhancement funding allowed RFA to replace its obsolete digital consoles, upgrade its network servers, and increase its network storage capacity. RFA also implemented a major upgrade to its network security.

### **FY 2010 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 2010.

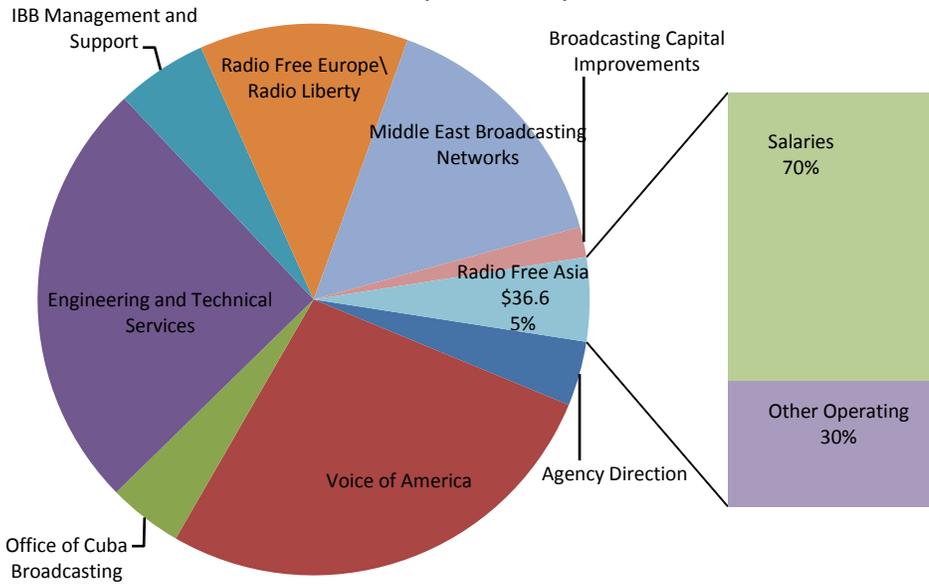
### **FY 2010 Program Increases**

#### Critical Digital Audio/Video and Capital Equipment (\$0.45 million)

The BBG proposes to establish television capability and expand Internet video content at RFA by converting a radio studio into a television studio and purchasing video equipment.

For FY 2010, we are requesting \$36.6 million for Radio Free Asia.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 Radio Free Asia  
 (\$ in millions)**



**Radio Free Asia**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+	<b>35,919</b>
Represents the FY 2009 estimate for Radio Free Asia elements including the FY 2009 Emergency Supplemental funding. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
<b>Wage Increases: Domestic/American</b>	+	<b>633</b>
Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.		
<b>Other Wage Requirements</b>	+	<b>22</b>
Provides for the annualization of salary and benefits to continue programming into FY 2010, including increased workers compensation and health care costs.		
<b>Inflation</b>	+	<b>41</b>
Reflects a .5% inflation increase for general operating expenses for FY 2010		
<b>FY 2010 Current Services Net Changes</b>	-	<b>(417)</b>
Built-in Requirements	+	<b>334</b>
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	298	
b) Information technology and capital projects	36	
Non-Recurring Costs	-	<b>(751)</b>
The following costs are non-recurred in FY 2010:		
a) Other operating expenses, including one-time 2009 costs	(751)	
<b>FY 2010 Program Changes</b>	+	<b>450</b>
Program Increases	+	<b>450</b>
Reflects the increase above base operations to fund the following enhancements:		
a) Critical Digital Audio/Video and Capital Equipment	450	
<b>TOTAL FY 2010 RADIO FREE ASIA REQUEST</b>		<b>36,648</b>

**Radio Free Asia**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<b>2008</b> <b>Actual</b>	<b>2009</b> <b>Estimate</b>	<b>2010</b> <b>Request</b>	<b>Increase or</b> <b>Decrease (-)</b>
<b>Programming Division</b>				
Executive Editor	2,103	2,342	2,427	85
<b>Program Services:</b>				
Burmese Service	1,682	1,987	1,724	(263)
Cambodian Service	1,497	1,631	1,554	(77)
Cantonese Service	825	888	894	6
Korean Service	1,613	1,913	2,035	122
Laotian Service	1,303	1,349	1,429	80
Mandarin Service	4,385	4,843	5,053	210
Tibetan Service	3,352	3,493	3,554	61
Uyghur Service	1,029	1,122	1,190	68
Vietnamese Service	1,467	1,690	1,820	130
<b>Program Offices:</b>				
Ankara Office	69	70	76	6
Bangkok Office	268	260	250	(10)
Dharamsala Office	15	18	19	1
Hong Kong Office	607	542	597	55
Phnom Penh Office	143	136	130	(6)
Seoul Office	295	345	364	19
Taipei Office	149	151	151	-
<b>Total, Programming</b>	<b>20,802</b>	<b>22,780</b>	<b>23,267</b>	<b>487</b>
Office of the President	746	736	770	34
Research, Training, and Evaluation	430	468	474	6
Technical Operations	10,471	10,022	10,196	174
Communications	282	217	233	16
Finance	1,479	1,326	1,337	11
Human Resources	354	370	371	1
<b>Total, Admin, Mgt &amp; Finance</b>	<b>13,762</b>	<b>13,139</b>	<b>13,381</b>	<b>242</b>
<b>TOTAL, RADIO FREE ASIA</b>	<b>34,564</b>	<b>35,919</b>	<b>36,648</b>	<b>729</b>
<b>Reconciliation:</b>				
(-) Balances In	(211)	-	-	-
<b>Enacted/Request Level</b>	<b>34,353</b>	<b>35,919</b>	<b>36,648</b>	<b>729</b>

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

(\$ in thousands)

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>
<b>Funding</b>	<b>91,652</b>	<b>110,361</b>	<b>113,577</b>
<b>Positions</b>	<b>473</b>	<b>656</b>	<b>656</b>

**Middle East Broadcasting Networks, Inc. (MBN)** is a private, non-profit corporation that provides objective, accurate, and relevant news and information to the people of the Middle East about their region, the United States and the world. MBN programming expands the spectrum of ideas, opinions, and perspectives presented in the region’s media. By providing a source of balanced information in Arabic, MBN advances freedom and democracy and long-term U.S. national interests.

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 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 ensure they have objective, realistic information about America, American policies, and Americans.

MBN is a multi-media 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 and websites as a source of up-to-the-minute news. MBN broadcasts from its headquarters in Springfield, Virginia, with bureaus or production centers in Baghdad, Cairo, Dubai, Beirut, and Jerusalem, and correspondents in more than 25 countries in the Middle East and around the world.

Alhurra

Alhurra provides the region with 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 the United States. Alhurra broadcasts seven full 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 high-quality current affairs and information programs. In addition, news updates are broadcast twice an hour to provide consistent news coverage throughout 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 had extensive coverage of the U.S. elections culminating in the election of President Barack Obama and his subsequent Inauguration. In December 2008, Alhurra and Radio Sawa pre-empted regular programming to include extensive live news coverage of the conflict in Gaza. During the

crisis, Alhurra went to an extended news-only format to give viewers the most up-to-date information on the conflict.

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 growing 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 combines the most popular news and information programs seen on Alhurra and Alhurra-Iraq.

Alhurra is distributed via Arabsat (digital) and Nilesat (digital), the same satellites used by all major Middle Eastern channels, as well as terrestrial transmitters in Baghdad, Mosul, Basra, Tikrit 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 370 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 important 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 questions that listeners have about U.S. policies as they relate to the Middle East and the ongoing war on terrorism. Radio Sawa broadcasts features to Iraq that focus on rule of law, democratic political debate, and citizen concerns.

Radio Sawa can be heard throughout the Middle East through FM and medium wave (AM) transmissions on seven streams including: (1) Iraq (FM and AM); (2) Jordan and the West Bank (FM); (3) the Gulf (FM and AM); (4) Egypt and the Levant (AM); (5) Morocco (FM); (6) Sudan, Djibouti and Yemen (FM and AM); and (7) Lebanon and Syria (FM). Listeners can also hear Radio Sawa live on the Internet by going to its website [www.radiosawa.com](http://www.radiosawa.com).

#### **FY 2008 – FY 2009 Programming Accomplishments**

MBN has worked strategically in pursuit of its mission to further its reach and expand its influence in the region. Through their programming, Alhurra and Radio Sawa are:

- Increasing understanding of the U.S. Regular and special programming puts into context America's institutions and policies for MBN's audience throughout the Middle East. In FY

2008 and FY 2009, a clear demonstration of democracy in action has been provided through wide-ranging coverage of U.S. elections.

Alhurra and Radio Sawa brought a clear view of the U.S. election process to its audience in the Middle East through its comprehensive and in-depth coverage of the road to the White House. Alhurra and Radio Sawa provided thorough coverage of the Democratic and Republican primaries as well as unprecedented coverage of the Democratic and Republican national conventions. Alhurra Television broadcast seven hours of live coverage from the conventions daily, including live simultaneous translations of key convention speeches each night. Alhurra brought its audience behind the scenes through live news updates and a daily two-hour program to discuss convention events and put them into context. Radio Sawa similarly provided context through its “Magazine” that reviewed convention developments of the day and their significance to the 2008 U.S. elections. As part of their news reports, MBN journalists presented background information on the speakers and other major figures at the conventions to help provide context of convention events for its viewers. Additional background and perspective was provided through one-on-one interviews with convention participants and political experts (including Madeline Albright and George Allen). MBN has examined democratic institutions through programming on issues such as the separation of powers in a democracy, the role of the military in a democratic state, and the foundations of the electoral process.

Coverage included feature stories on Arab-American views of the Republican and the Democratic candidates and significant election issues. MBN received many emails indicating a positive response from the region to its coverage. One viewer sent an email praising Alhurra’s coverage stating, *“We hear so much about Republicans and Democrats but I have not understood before how ordinary people got engaged in the democratic process. I love your program about the convention. You are the best and no other television is like you when it comes to educating and making us understand America and the world.”*

Regular programming consistently and clearly presents the spectrum of American political perspectives. 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 the audience. *Inside Washington*, a weekly show on Alhurra, examines the U.S. political process through in-depth interviews.

Beyond politics and presidential elections, Alhurra is working to ensure its audiences have access to current and accurate information about Americans; who we are, what we believe, what we value, and how we live. Two pilots are being developed to expand our focus on American life – one weekly series on the lives of American youth, and a documentary series that takes viewers inside the daily lives of Americans and examines their beliefs, aspirations, and challenges.

- Expanding our reach. The new three-hour daily show *Al Youm* launched on March 8, 2009 has redefined Alhurra’s voice in the region with an information mix unique in the Middle East today. The new show provides a platform for focusing on the news of the day, discussing compelling social issues, and a spectrum of information not presented anywhere

else in the region's media. The program broadcasts reports directly from the Middle East with hubs in Dubai, Beirut, Cairo, and Jerusalem. 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.

Through an inter-agency agreement with State Department, MBN has expanded radio broadcasting to Darfur to provide unbiased news and information about the Darfur peace process, the deployment of UN peacekeeping forces, human and women's rights, U.S. humanitarian relief efforts and the scheduled 2009 elections. In September 2008, the all-news and information program, *Afia Darfur* began broadcasting to Darfur. The daily 30-minute program is broadcast on shortwave radio, and includes interviews with American officials, human rights experts, Sudanese experts and NGO representatives.

MBN also expanded its web presence in FY 2008 as Alhurra began streaming and archiving its original programming. Modifications to the Alhurra and Sawa websites provide broader access to the wide array of balanced news and information produced by MBN.

- Reinforcing News Capabilities. In FY 2009, Alhurra expanded hourly news updates at the top and bottom of every hour to establish a regular 24-hour news cycle. This ensures an even flow of news in and out of the region. A cadre of high-quality news correspondents throughout the region and in key international locations ensures effective coverage of local events. News correspondents, directly managed by MBN, are being trained regularly and versed in MBN's policies and standards.

Over the last year, Alhurra has made considerable strides to improve the capabilities of its journalists and the editorial controls that govern its work. Alhurra has recruited and hired new staff members, provided mandatory journalist training by leading American universities and continues to strengthen its editorial controls. A May 2008 Office of Inspector General report, which reviewed Alhurra's current programming policies and procedures, concluded that "during the past year (Alhurra) has put into place more vigorous policies, procedures, training, and tools for transparency in order to preserve its credibility."

Alhurra will continue a robust training schedule in 2009. In addition, BBG and Alhurra have in place an ongoing process of external and internal evaluations that identify areas for improvement.

Radio Sawa is expanding local news and information through all-news and information programming during the overnight hours. Targeting countries where Radio Sawa can be heard via medium wave transmitters, listeners in Egypt and those along the Mediterranean littoral in Syria, Lebanon, Israel, Jordan and the Palestinian Territories as well as those in Sudan, Yemen, Saudi Arabia and the Gulf states.

The Alhurra broadcast automation system is being reinforced to establish reliable television production capabilities. The system replacement will streamline editing, improve news system integration, eliminate bottlenecks and on-air interruptions of live programming,

increase availability of video content, save hours that are spent on manual retrieval of news data, and establish a reliable online video archive system that provides additional data security. This replacement is essential in correcting system instability and avoiding operational and archive system failures, which diminish broadcast quality.

**FY 2010 Performance Goals**

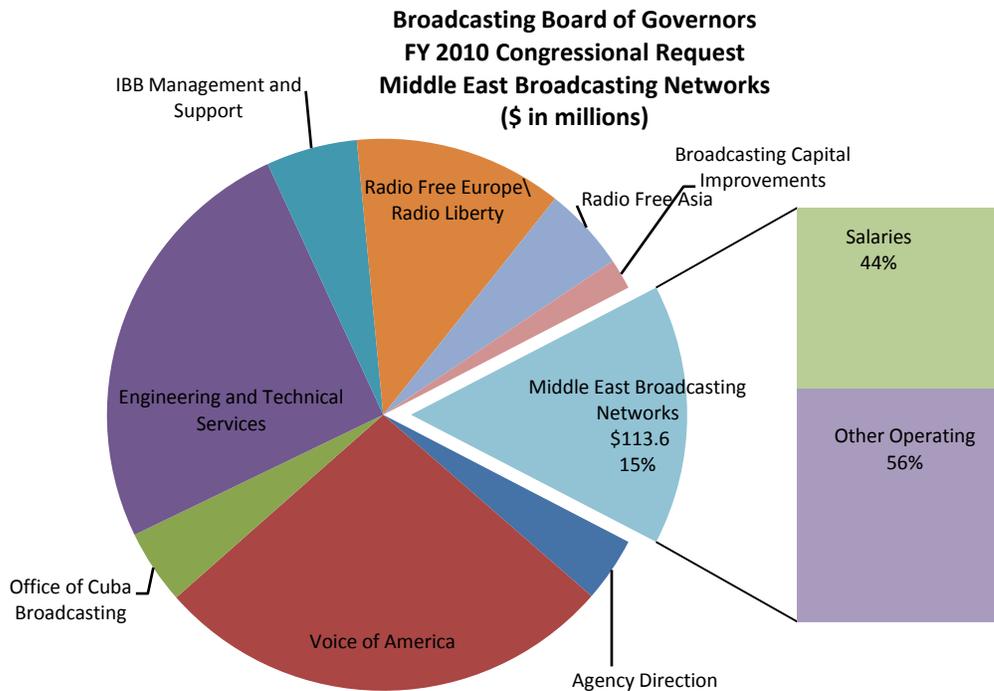
For FY 2010, MBN will continue to be a valued source of news and information in the competitive Arabic-speaking marketplace. The goal is to maintain the credibility level of over 70% of the audience that judges its news and information as at least “somewhat trustworthy/reliable” or “very trustworthy/reliable.”

**FY 2010 Program Increases**

Critical Digital Audio/Video and Capital Equipment (\$2.0 million)

MBN’s digital audio and video equipment has been in use since 2004, only minor replacements and repairs have been accomplished under the existing funding authorizations. A significant portion of the equipment inventory is in need of replacement and repair. The replacement of the equipment utilizing current technology, capabilities, and enhancements will allow MBN to continue and improve its broadcast quality. The BBG proposes to establish a video and audio equipment replacement and repair program for Alhurra and Radio Sawa.

For FY 2010, we are requesting \$113.6 million for the Middle East Broadcasting Networks.



**Middle East Broadcasting Networks**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+	<b>110,361</b>
<hr/> Represents the FY 2009 estimate for all Middle East Broadcasting Networks. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
<b>Wage Increases: Domestic/American</b>	+	<b>1,195</b>
<hr/> Provides for the annualization of a 4.78% increase effective January 2009, and the projected 2% increase for January 2010.		
<b>Other Wage Requirements</b>	-	<b>(27)</b>
<hr/> Provides for the annualization of salary and benefits to continue programming into FY 2010, including increased health care costs.		
<b>Inflation</b>	+	<b>318</b>
<hr/> Reflects a .5% inflation increase for general operating expenses for FY 2010		
<b>FY 2010 Current Services Net Changes</b>	-	<b>(246)</b>
<hr/>		
Built-in Requirements	+	<b>4,261</b>
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	622	
b) Information technology and capital projects	267	
c) Annualization of Language Program Costs	3,372	
<i>Continue MBN Darfur Service</i>	734	
<i>Alhurra's 3 hour Program</i>	2,638	
 Non-Recurring Costs	 -	 <b>(4,507)</b>
The following costs are non-recurred in FY 2010:		
a) Other operating expenses, including one-time 2009 costs	(4,507)	
<hr/>		
<b>FY 2010 Program Changes</b>	+	<b>1,976</b>
<hr/>		
Program Increases	+	<b>1,976</b>
Reflects the increase above base operations to fund the following enhancements:		
a) Critical Digital Audio/Video and Capital Equipment	1,976	
<hr/>		
<b>TOTAL FY 2010 MIDDLE EAST BROADCASTING NETWORKS REQUEST</b>		<b>113,577</b>

**Middle East Broadcasting Networks**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
<b>Programming</b>				
News and Current Affairs	35,459	41,029	38,633	(2,396)
Alhurra Iraq	9,383	7,465	7,599	134
Radio Sawa	8,379	11,108	11,276	168
<b>Total, Programming</b>	<b>53,221</b>	<b>59,602</b>	<b>57,508</b>	<b>(2,094)</b>
<b>Overseas Offices</b>				
Baghdad Bureau	4,844	4,665	4,733	68
Beirut Production Center	2,045	2,241	2,241	-
Cairo Bureau	1,071	1,060	2,220	1,160
Dubai Production Center	3,599	6,851	6,671	(180)
Jerusalem Production Center	165	1,614	1,617	3
<b>Total, Overseas Offices</b>	<b>11,724</b>	<b>16,431</b>	<b>17,482</b>	<b>1,051</b>
<b>Administration</b>				
Technical Operations	23,030	26,907	26,059	(848)
Administration	7,585	9,886	10,092	206
Creative Services	1,505	2,038	2,092	54
Communications	310	335	344	9
<b>Total, Administration</b>	<b>32,430</b>	<b>39,166</b>	<b>38,587</b>	<b>(579)</b>
<b>TOTAL, MIDDLE EAST BROADCASTING NETWORKS</b>				
	<b>97,375</b>	<b>115,199</b>	<b>113,577</b>	<b>(1,622)</b>
<b>Reconciliation:</b>				
(-) Balances In	(9,625)	(4,838)	-	4,838
(+) Balances Out	4,838	-	-	-
(-) Reimbursements	(936)	-	-	-
<b>Enacted/Request Level</b>	<b>91,652</b>	<b>110,361</b>	<b>113,577</b>	<b>3,216</b>

**Broadcasting Board of Governors  
Broadcasting Capital Improvements**

(\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request
<b>Funding</b>	<b>10,128</b>	<b>11,296</b>	<b>13,263</b>

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

**FY 2008 – FY 2009 Highlights and Program Accomplishments**

Over the past year, the Office of Engineering continued to support the U.S. Government’s mission to deliver critical programs from all BBG services to listening and viewing audiences around the world.

Continued Realignment of BBG’s Transmission and Distribution 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 shortwave transmitting stations, realigning shortwave assets where shortwave remains an effective media, redeploying medium wave transmission assets to serve critical audiences, adding FM transmitters in key locations in the Middle East, streamlining the global satellite distribution network, and adding appropriate new production and distribution technologies.

Improved Broadcast Service for Radio Farda

To strengthen coverage in Iran and to overcome jamming, Engineering has initiated work to establish new radio transmission capabilities for Radio Farda. An existing 600 kW medium wave transmitter and antenna towers from the BBG’s closed facility in Greece have been deployed to a new medium wave facility in Kuwait. In FY 2008, the antenna tuning units were fabricated and delivered to the site, the design of the station facilities was completed and construction begun, and a contract was awarded for the construction of the antenna tuning shelters. Radio Farda broadcasts from this medium wave facility are expected to begin in August 2009.

Improved Broadcast Service to Pakistan

The VOA Urdu service to Pakistan, *Aap ki Dunyaa*, is broadcast from leased medium wave facilities in Tajikistan and the United Arab Emirates (UAE), and from various BBG shortwave transmission facilities. Targeted to reach millions of listeners in Pakistan and northwest India between the ages of 15 to 39, *Radio Aap ki Dunyaa* combines news, features, and music to introduce a fresh, vibrant sound to South Asia. The 800 kW medium wave transmitter in Tajikistan was enhanced with the installation of a new medium wave antenna system in late FY 2007 and backup power generation system in FY 2008.

### Strengthened Broadcast Service in the Far East

To improve broadcast capability to East Asia, the BBG developed plans to augment the leased Tajikistan radio facility with a high-power shortwave transmitter and associated antenna system. Facility modifications and installation of equipment began in late FY 2008, with a projected on-air date for broadcasts to commence in late 2009.

### Facilitated Production of Broadcast Material for TV and the Internet

Leveraging new technological advances, Engineering continuously streamlines and improves the tools available to VOA for production and distribution of broadcast material. Several activities were initiated in FY 2008 to move the VOA closer to its goal of creating a tapeless broadcast environment. Engineering implemented a pilot project in the VOA Persian News Network that streamlines its video workflow, enabling users to record, research, edit, broadcast, and archive video news and feature content digitally. Engineering successfully achieved this capability by integrating several products, including a news management system, a digital asset management system, centralized video storage, and a video ingest/playout system. In addition, Engineering continues to upgrade the network infrastructure to support the transmission of large video files, and concurrently ensures that adequate computer security is in place. Engineering is also reviewing various options to provide the substantial amount of digital file storage needed to support centralized sharing and archiving of files among the language services.

Moreover, Engineering is piloting a new, hosted web content delivery system that will provide news features, and simplify and reduce the time required for non-technical personnel to create and maintain language websites. As VOA's web platform expands the amount of video displayed and cell phone usage increases in key VOA target markets, the requirement for file conversion will rise sharply, and the capability to address this need must be in place. Engineering is investigating solutions that will provide a simple user interface for converting files to the formats required for viewing on the web, podcast downloads, and distribution to portable devices and other emerging media.

### VOA Television Infrastructure

The BBG completed plans in FY 2008 for a versatile television studio on the ground floor of the Agency's headquarters in Washington, D.C. Architectural design of this new television studio is currently underway, and construction is projected to commence in FY 2009. Additional efforts to upgrade VOA's TV broadcast capabilities in FY 2008 included: work on the new TV Master Control; completion of Control Room 49, which will serve as a model for other control rooms; initiation of the implementation of a pilot program to provide a next generation digital, integrated TV news feed with editing capability, asset management, and play out system; and completion of a critically needed uninterruptible power system. A TV graphics facility with associated equipment and technology upgrade was completed in early FY 2009. Other projects also scheduled for completion by the end of FY 2009 include: a new camera robotics system for all TV control rooms and studios; renovation of the control room for Studio 47; and cut-over to a new Master Control facility, which will replace obsolete analog switching and routing equipment with a centralized digital system.

### Security

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

### HVAC and Electrical Maintenance

During FY 2008, several HVAC (heating, ventilation, and air conditioning) units in the Cohen Building were replaced, and additional repairs were made on the automatic transfer switches. Annual preventive maintenance programs and systematic replacement of aged equipment in the Cohen Building will continue in FY 2009 to reduce or eliminate down time and preserve the reliability and integrity of BBG broadcasts.

### Cohen Building Power Upgrade

With the upgrade and construction of digital studios in the Wilbur J. Cohen Building to support increases in program languages' broadcast hours, it is imperative for the agency to maintain a reliable electrical supply for the BBG's around-the-clock broadcast mission. As the agency moves to an all-digital media platform, the systems used to support digitalization significantly increase, resulting in additional power consumption and additional emergency backup requirements. In FY 2009, Engineering will initiate planning and design for an additional backup generator.

### **FY 2010 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.

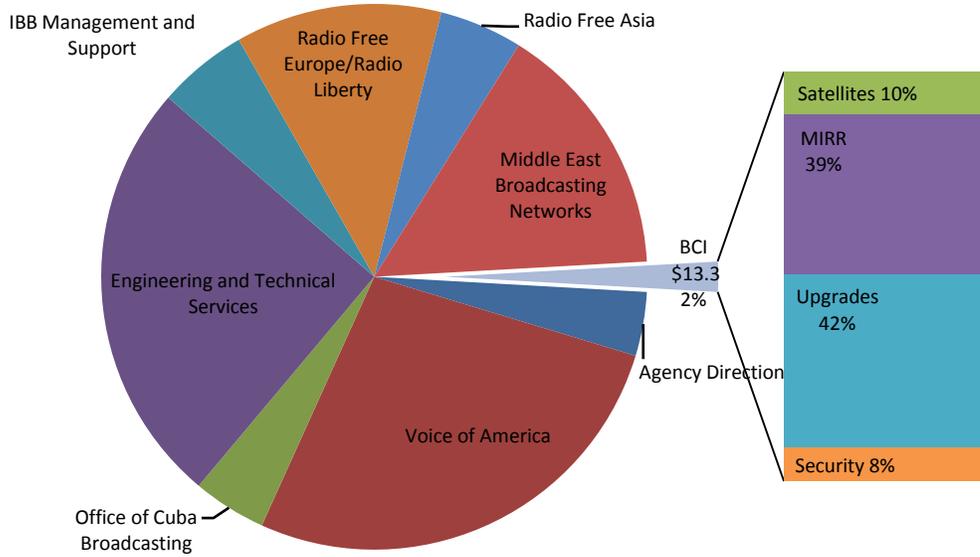
### **Program Increases**

#### *Critical Digital Audio/Video and Capital Equipment (\$5.6 million)*

The BBG is proposing to replace three of VOA's outdated central production and distribution systems with an integrated digital system.

In FY 2010, we are requesting \$13.3 million for Broadcasting Capital Improvements.

**Broadcasting Board of Governors  
 FY 2010 Congressional Request  
 Broadcasting Capital Improvements  
 (\$ in millions)**



**Broadcasting Capital Improvements**  
**Summary of Increases and Decreases**  
**FY 2009 - FY 2010**  
(\$ in thousands)

<b>FY 2009 Estimate</b>	+ 11,296
Represents the FY 2009 estimate for Broadcasting Capital Improvements.	
<b>Inflation</b>	+ 68
Reflects a .5% inflation increase for general operating expenses for FY 2010	
<b>FY 2010 Current Services Net Changes</b>	+ (3,729)
Built-in Requirements	+ 650
Includes built-in requirements to continue on-going projects and technical operations.	
These mandatory built-in requirements include the following:	
a) Program delivery	650
Non-Recurring Costs	- (4,379)
The following costs are non-recurred in FY 2010:	
a) Other operating expenses, including one-time 2009 costs	(4,379)
<b>FY 2010 Program Changes</b>	+ 5,628
Program Increases	+ 5,628
Reflects the increase above base operations to fund the following enhancements:	
a) Critical Digital Audio/Video and Capital Equipment	5,628
<b>TOTAL FY 2010 BROADCASTING CAPITAL IMPROVEMENTS REQUEST</b>	<b>13,263</b>

**Broadcasting Capital Improvements**  
**Summary of Funds**  
**FY 2008 - FY 2010**  
(\$ in thousands)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Maintenance, Improvements, Replace and Repair	4,478	4,002	3,707	(295)
VOA TV	762	774	765	(9)
Security	2,604	3,048	1,082	(1,966)
HVAC and Electrical Maintenance	561	872	692	(180)
Upgrade of Existing Facilities	10,968	15,055	5,628	(9,427)
Satellite & Terrestrial Program Feeds	887	816	1,389	573
<b>TOTAL, BROADCASTING CAPITAL IMPROVEMENTS</b>	<b>20,260</b>	<b>24,567</b>	<b>13,263</b>	<b>(11,304)</b>
<b>Reconciliation:</b>				
(-) Balances In/Recoveries	(23,403)	(13,271)	-	13,271
(+) Balances Out	13,271	-	-	-
<b>Enacted/Request Level</b>	<b>10,128</b>	<b>11,296</b>	<b>13,263</b>	<b>1,967</b>

## **Broadcasting Board of Governors FY 2010 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 2010 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 the United States, and of the world, people will make informed decisions that, in the long run, will be in their own and the United States' 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 BBG’s primary strategic goal. These implementation strategies are the broad action steps the BBG needs to take to accomplish the BBG mission given the challenges facing the Agency, and provide direction in programming and budgetary decisions. 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 BBG Reach and Impact within the Muslim World
3. Help Audiences in Authoritarian Countries Understand the Principles and Practices of Democratic, Free, and Just Societies
4. Employ Modern Communication Techniques and Technologies
5. Facilitate Citizen Discourse
6. Engage the World in Conversation about America
7. Develop and Motivate the Workforce to Meet the Changing Conditions of U.S. International Broadcasting
8. Optimize Broadcasting Operations
9. Preserve Credibility and Ensure Overall Programming Excellence
10. Broaden Cooperation within U.S. Public Diplomacy

### **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 or viewing audience (radio, TV or internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample.

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

In certain countries, however, political conditions 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 a given country, it meant that a single national survey could be used to produce an accurate audience measurement. As more of the listening audience tunes in via local FM or TV affiliates, multiple city surveys are required.

Another factor that complicates the measurement and reporting of audiences for U.S. international broadcasting is that estimates must be unduplicated as they are aggregated. Inevitably there is a certain amount of overlap in listeners among international broadcasters, which increases when television and the Internet are also considered. 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 radio and television stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. 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 GPRM 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 2009 and FY 2010. 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 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2008 Actual	FY 2009 Target	FY 2010 Target
<b>Regular Listening/Viewing Audiences:</b> Number of people (in millions) in target areas listening or viewing at least weekly by program element						
VOA	117.7	118.6	119.4	136.5	138.0	140.0
MBN (Radio Sawa)	20.8	20.8	16.6	17.2	17.7	18.0
MBN (Alhurra)	21.3	21.3	25.0	25.8	27.8	30.0
RFE/RL	34.7	28.6	29.2	25.9	17.5	17.7
RFA	NA	NA	NA	NA	NA	NA
OCB	NA	NA	NA	NA	NA	NA
<b>Affiliations and Transmitters:</b> 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 – Affiliates	337	354	363	324	375	395
RFE/RL – Affiliates	61	55	70	39	70	75
RFA – Affiliates	2	3	3	3	6	7
VOA – Transmitters	28	30	30	32	35	37
MBN (Radio Sawa) – Transmitters	31	36	44	38	48	51
MBN (Alhurra) – Transmitters	4	4	4	5	5	5
RFE/RL – Transmitters	16	18	20	19	22	22
<b>Program Quality:</b> 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 only)	100	100	100	100	100	100
MBN (Radio Sawa)	100	NA	100	NA	100	100
MBN (Alhurra)	NA	NA	NA	NA	100	100
RFE/RL	100	100	100	100	100	100
RFA	100	100	100	100	100	100
OCB	100	100	100	100	100	100
<b>Program Credibility:</b> 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 <sup>1</sup>	90	89	90	94	95	95
MBN (Radio Sawa)	70	79	80	83	85	85
MBN (Alhurra)	74	73	75	72	80	85
RFE/RL	86	83	85	87	88	89
RFA	NA	95	90	94	95	95
OCB	NA	NA	NA	NA	NA	NA
<b>Radio Signal Strength Index<sup>2</sup>:</b> 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	2.79	2.78	2.70	2.65	2.63	2.61
<b>Satellite Effectiveness Index:</b> Assesses whether the BBG satellite delivery is keeping pace with global media developments						
BBG	10.0	10.0	9.8	9.8	9.3	9.3
<b>Transmission Network Consumable Expense:</b> The cost (in millions) of power and parts to operate the IBO transmitter						
BBG	\$27	\$30	\$31	\$34	\$43	\$49

Note: Because of the limitations of reliable survey data in many of their broadcast countries, it is not possible to estimate audience size for RFA or OCB.

<sup>1</sup> VOA program credibility scores cover both radio and television beginning in 2008; in 2006 and 2007, program credibility scores are radio only.

<sup>2</sup> 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)**

	<b>FY 06 Actual<sup>1</sup></b>	<b>FY 07 Actual<sup>2</sup></b>	<b>FY 08 Actual<sup>3</sup></b>	<b>FY 09 Estimate<sup>4</sup></b>	<b>FY 10 Request</b>
<b>International Broadcasting Operations</b>	\$643,531	\$649,126	\$671,977	\$ 706,086	\$732,187
<b>Broadcasting Capital Improvements</b>	52,580	7,264	10,128	11,296	13,263

\1 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.

\2 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.

\3 Includes funding pursuant to the FY 2008 Emergency Supplemental P.L. 110-161 (\$12.0 million) and P.L. 110-252 (\$.1 million) Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations. Reflects transfer of \$.53 million from Broadcasting Capital Improvements to International Broadcasting Operations.

\4 Includes funding pursuant to the FY 2008 Supplemental Appropriations Act, 2008 P.L. 110-252 (\$7.9 million). Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations.

## **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. 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 demonstrated progress towards its strategic goal of supporting U.S. interests by reaching significant audiences where news and information are most needed 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 1,250 programming hours each week on radio, television and the Internet in 45 languages. VOA has correspondents in 14 foreign and five domestic bureaus, as well as network of freelance reporters worldwide and in nearly every U.S. state.

**Office of Cuba Broadcasting:** 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, from the Direct TV North America satellite and on Hispasat direct to home satellite service, 24/7. TV Martí is also broadcast on AeroMartí, its aircraft platform, 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 more than 1,000 hours of radio programming and four hours of television a week in 28 languages, covering local, regional, and international news from its operations center in Prague and other bureaus. RFE/RL also transmits radio content online along with original content on its 19 Internet sites.

**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 audiences 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. To expand RFA's reach and enrich the impact of its broadcasts, programming is streamed over the Internet to provide

24/7 trusted news and information, and also provides a venue for sharing citizen reporting and views through message boards and blogs.

**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. Middle East Broadcasting Networks 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’s expanded hourly news updates at the top and bottom of every hour provide a 24-hour news cycle in addition to the in-depth discussion and roundtable programs. Radio Sawa broadcasts reliable and objective news totaling over 335 live, updated newscasts per week.

**Agency Direction:** The BBG oversees all U.S. funded, civilian international broadcasting, including the operations of the International Broadcasting Bureau (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 IBB Director 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 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 required by GPRA and OMB. The Office of Marketing and External Liaison is responsible for the marketing and placement of programming through local FM, AM and television stations, networks and the Internet and also incorporates the Graphics Branch.

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’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 new media'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. 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 75 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 13 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).

### **Progress in Meeting BBG Performance Objectives through FY 2009**

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 2009.

#### **Reach the Arabic speaking world.**

MBN has strategically worked in pursuit of its mission to further its reach and expand its influence in the region. Through their programming, Alhurra and Radio Sawa are increasing understanding of the U.S. through regular and special programming that puts America's institutions and policies into context for MBN's audience throughout the Middle East. In 2009, and continuing in 2010, a clear demonstration of democracy in action is provided through wide-ranging coverage of U.S. elections as well as programming that presents the spectrum of American political perspectives through 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.

MBN continues its expanded web presence in FY 2009 with streaming and archiving of Alhurra's 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.

Through an inter-agency transfer, MBN has expanded radio broadcasting to Darfur to provide unbiased news and information about the Darfur Peace Process, the deployment of UN peacekeeping forces, human and women's rights, U.S. humanitarian relief efforts and the scheduled 2009 elections.

In 2009, Alhurra's new three-hour daily show, *Al Youm*, redefines Alhurra's voice in the region with an information mix unique in the Middle East today. The new show provides a platform for focusing on the news of the day, discussing compelling social issues, and presenting a spectrum of information not available anywhere else in the region's media.

The Alhurra broadcast automation system will be reinforced in 2009 to establish reliable television production capabilities. This replacement is essential in correcting system instability and avoiding operational and archive system failures, which diminish broadcast quality.

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 areas of strategic importance where freedom and democracy are threatened, restricted or newly emerging. Television remains a key delivery platform throughout the region. VOA continues to improve the editorial and production quality of its television offerings and increase its worldwide television newsgathering capabilities. RFE/RL has expanded television audiences using local partners in Bosnia, Macedonia, Georgia, Kyrgyzstan and Belarus. Significant progress for the Internet was also achieved for both VOA and RFE/RL through timely and comprehensive presentation of news and information, plus new interactive features. Since 2008, RFE/RL's language services have been transitioning to a new content management system for its websites, generating significant boosts in traffic for the sites using it. However, overall audiences in this region are expected to decline over the next year because of increased competition from local media in Afghanistan, distribution challenges in Russia and Central Asia, and elimination of some VOA radio services.

VOA's Persian News Network (PNN), with its seven hours of TV broadcasts a day, now ranks as one of the top international broadcasters reaching Iran. Throughout the year, VOA's PNN provided live on-the-scene television coverage of major events in the United States and the world as well as extensive coverage and discussion regarding human rights issues in Iran. Radio Farda and its website provide round-the-clock breaking news on stories of global interest and important domestic stories. In 2008, RFE/RL assumed full responsibility for Radio Farda and its programming.

Geared to reach millions of listeners in Pakistan and northwest India between the ages of 15 to 39, VOA's *Radio Aap Ki Duniya* combines news, features, and music. In response to the on-again, off-again media restrictions that affect VOA's major television affiliates, VOA is maintaining its 12.5 hours of live radio programming in Urdu. The 30-minute television program, *Beyond the Headlines*, is also streamed on the web page. After media restrictions eased in mid-2008, VOA was able to return to its major television affiliates. In late 2008, VOA Urdu radio programming became available four hours daily on the affiliate, *Voice of Kashmir* – the first time that a private radio channel has carried VOA programming in Pakistan.

VOA's *Radio Ashna* continues to build on its reputation as a source of accurate and credible news for listeners in Afghanistan with its seamless 12-hour daily program, broadcast in the Dari and Pashto languages. In May 2008, *TV Ashna* debuted *A Fateful Harvest*, a one-hour documentary about the opium trade in Afghanistan and its impact on Afghanistan's people, economy, and society. The documentary was televised across Afghanistan, and is available on YouTube. RFE/RL's Radio Free Afghanistan delivers breaking news, in-depth reporting on and analysis of the struggle to achieve democracy, including a resurgent Taliban.

VOA's *Radio Deewa*—a broadcast stream aimed at the more than 40 million Pashto-speaking people living in the volatile 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, and sports.

In 2008, due to increasing Russian government media restrictions and direct pressure on VOA affiliates, the VOA Russian Service embarked on an ambitious strategy to deliver news and information to Russians via the Internet. Research shows more than 29 million Russians, up to one-fifth of the population, have access to the Internet. The enhanced site, updated regularly, will provide news, interviews and analysis in video, audio, and text. The Russian Service also launched a daily webcast, consisting of several short video segments on a variety of topics, video features available off-site on Youtube, interactive features and a more robust system for receiving and sharing audience feedback.

RFE/RL's Russian Service continues to provide radio coverage with uniquely balanced news and analysis for Russian speakers across the region and has added another shortwave transmission for the existing hour of programming. RFE/RL relies on an upgraded website to reach strategically important audiences in Russia when affiliate relationships are restricted. In 2009, RFE/RL is enhancing its central Internet capability, to support the Russian website with increased multimedia capability for breaking news and in-depth features and analysis.

In FY 2008, RFE/RL continued to serve as a trusted source of objective news and analysis in volatile regions. RFE/RL covered the Armenian presidential campaign, the continuing tensions between Georgia and Russia, Turkmenistan's tentative steps towards ending its isolation, growing authoritarianism in Uzbekistan and continued political instability in Kyrgyzstan.

Also in the region, VOA focused its programming on areas with deepening oppression and restricted freedoms. VOA Kurdish, the only international broadcaster offering programming in Kurdish, provides accurate reliable news coverage and interactive discussion about U.S. policies in Iraq. VOA Azerbaijani maintained its increased daily radio broadcasts; the Ukrainian Service launched a mobile TV service, which enables downloads of TV programs to hand-held devices; and the VOA Armenian Service reaches Armenian audiences through a partnership with Armenia TV Company.

### Focus broadcasting to audiences of strategic priority in East Asia.

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, Burma, and Tibet. In early 2008, VOA expanded its broadcasts to North Korea from three-and-a-half hours to five hours daily. As of March 2008, all VOA Korean broadcasts are transmitted via medium wave and shortwave, substantially enhancing VOA's capability to reach its target audiences. At the same time, Yahoo! Korea began to offer VOA news in real time covering the Korean Peninsula, international and U.S. news. RFA's Korean Service has more than doubled its news coverage and cultural programming in 2008, now broadcasting five hours daily.

VOA and RFA continue expanded daily broadcasts to Burma, responding to the nationwide demonstrations against the military junta and the ensuing crackdown. VOA added another 30 minutes of original programming in April 2008, and RFA added two more hours of broadcasts, which included an additional hour of original broadcasting. Both services were able to provide early warning and in-depth reporting in the aftermath of Cyclone Nargis.

In response to a violent crackdown by Chinese authorities in Tibet, VOA increased its shortwave radio broadcasts from four to six hours daily in March 2008. VOA also doubled its weekly Tibetan-language television programming from one to two hours via the AsiaSat 3 satellite. Also in March, RFA's Tibetan Service broke the news of a peaceful protest by monks in Lhasa interrupted by Chinese police. In the months following the March demonstrations, the Tibetan service began broadcasting two additional hours. In April 2008, RFA launched its newly redesigned Web sites, including the Tibetan site written with a Unicode font, developed in-house and called *Tib-US*.

The Chinese government continues its ever-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. For example, immediately after the May 12, 2008 earthquake, VOA provided first-hand reporting on actual events at the scene. RFA's Mandarin Service continues to play a leading role in monitoring and reporting on the social, economic, and political tensions in China, including coverage of the Tibetan uprising with a special emphasis on the Tibetan sense of alienation in the Han-dominant cultural environment. 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. VOA and RFA maintain interactive and innovative websites, with YouTube postings, online chats and blogs, access from handheld equipment and email distribution.

VOA continues to expand and diversify its programming to Indonesia. In 2008, VOA Indonesian produced nearly eight hours of original radio programming per day for over 200 affiliates throughout Indonesia. According to a January 2008 survey, VOA Indonesian broadcasts reach more than 20 million Indonesian adults each week.

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. RFA's Internet audience inside Vietnam has grown more than fourfold since 2006. In 2008, RFA's Khmer Service played an important role in providing in-depth election coverage of the Cambodian National elections.

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

In January 2008, 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. On March 16, 2008, VOA Swahili expanded its broadcasts again by adding a half-hour, Monday through Friday, mid-day show offering news from a network of stringers in the region and interviews with ruling and opposition party representatives. The new program also features a new series of reports entitled *In Focus: Kenya Crisis – The Healing Process*, which takes an in-depth look at issues such as land distribution, the constitution, ethnic tensions, national reconciliation, and the future of democracy in Kenya.

The VOA Somali Service continues to provide 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. VOA's Somali broadcasts have expanded from the original daily half-hour evening program (and a half-hour repeat) to two full hours (and a one-hour repeat) seven days a week, with programs in the afternoon and evening. VOA also maintains an active Internet web site.

In March 2008, the VOA Amharic Service launched a new morning radio show, offering an additional half-hour of up-to-the-minute news and information to millions of VOA listeners throughout Ethiopia. The new morning show features on-the-ground news reports, the latest U.S. and world news, cultural highlights, and in-depth coverage of social, political and economic issues directly affecting Ethiopians.

In response to the deepening political crisis in Zimbabwe, in June 2008, VOA doubled its radio broadcasts in English, Shona, and Ndebele by repeating its *Studio 7* evening program on shortwave. By repeating the programs on shortwave, VOA offers listeners more opportunities to tune in to VOA's *Studio 7* broadcasts, which have been jammed on medium wave since mid-2006.

Among Nigeria's Hausa-speaking population, 44 percent listen to VOA at least once a week. In March 2008, VOA's Hausa Service organized four successful town hall meetings on maternal health and child survival in the Nigerian states of Zamfara, Kebbi, Sokoto, and Borno with more than six thousand attendees. The meetings, focusing on issues of prenatal care, malaria, measles, and polio immunizations, were broadcast live by Nigerian state and local radio stations.

### Expand audience reach in strategic locations of Latin America.

In June 2008, VOA Spanish launched *El Mundo al Dia (The World Today)*, a 30-minute television program featuring news from the Andean region, the United States, and the world. The new program replaces *VOA Noticias*, a 22-minute television newscast launched in June 2007. In addition, VOA began a five-minute version of *El Mundo al Dia* in May 2008. The programs, which air live Monday through Friday, are broadcast via satellite and local Andean terrestrial TV stations.

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, including public affairs, political and economic issues, and other topics. Radio Martí extensively covers U.S. policy towards Cuba and has increased its live coverage of events in Cuba and elsewhere with plans to increase contacts with Cubans on the island through blogs and by featuring bloggers on a weekly news segment.

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. In April 2008, the 10:00 p.m. newscast was extended to one hour, representing an increase of 33% in TV Martí's live news broadcasting. From Monday through Friday each week, OCB is broadcasting 4 ½ hours per day, six days per week from the airborne platforms dedicated to TV Martí transmissions.

VOA and OCB continue to expand the use of the Internet to make broadcast programming available to the Cuban and Latin American audiences. The OCB web page has been redesigned for multimedia with a broader outlook for text, sound and video.

### 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 2008, the functions and staff of the IBB's Management Division were reassigned to report directly to the International Broadcasting Bureau Director 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 BBG completed the strategic plan for 2008-2013 and is working with the entities to ensure that each entity's strategic and long-term planning incorporates the BBG strategic plan.

The FY 2008 BBG Performance and Accountability Report (PAR) was submitted on time and the BBG received an unqualified opinion on the audit of BBG FY 2008 financial statements. The Agency's new financial system was implemented in June 2008. The new system is expected to significantly improve BBG's ability to process procurement awards and perform contract management.

The Agency responded to shifting program and resource priorities through strategies for reshaping the workforce and increasing its agility through the continued 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 changes in broadcast priorities. The Agency enhanced the leadership of the workforce by: providing leadership and supervisory training on the performance management system; 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. 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. The Continuity of Operations (COOP) telecommunications facility is functional 24/7 and is capable of rerouting essential communications services for all BBG broadcast entities within hours. A future capability to allow for limited television broadcasting from the site began in 2008.

The Office of Marketing and Program Placement (OMPP) continues to work toward increasing audiences in high-priority markets through placement of programs and furthers 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.

### **FY 2010 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.

The following are the BBG annual performance objectives, including key initiatives supported by the FY 2010 budget:

- A. Reach the Arabic speaking world.
  - Continue *Al Youm*, Alhurra's 3-hour live program initiated from the Middle East five days per week, and supported by 24/7 news capability.
  - Replace Alhurra's production system to improve production capability and increase broadcast reliability.
  - Continue MBN's radio broadcasts to Darfur.
  - Begin to replace obsolete and unreliable radio and television equipment.
  
- 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 News Network 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.
  - Enhance local coverage on *Radio Deewa* programming— aimed to reach the Pashto-speaking people living in the Afghanistan-Pakistan border region.
  - Expand VOA's Russian and Persian Internet capability.
  - Enhance RFE/RL's central Internet capability and strengthen RFE/RL's Russian Internet site.
  - Expand RFE/RL's internet reach with a regional Russian language website for Central Asian audiences.
  
- 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.
  - Expand RFA's video reporting and content capability.
  
- D. Target African broadcasting to areas prone to terror incidents, genocide or failed states.
  - Continue VOA's Somali programming to Horn of Africa.
  - Continue *Studio 7* broadcasts to Zimbabwe.
  
- 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.
  - Upgrade VOA's audio and video production with integrated digital systems.

- 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 initiatives to improve financial, performance, and budget integration plus finance and contract functions.
- Continue support for critical training and employee recognition programs.

Linking Resources and Results  
 FY 2010 BBG Annual Performance Objectives  
 (Funding and Audience Reach in millions)

Performance Goals	FY08		FY09		FY10	
	Audience	Funding	Audience	Funding	Audience	Funding
A. Reach the Arabic speaking world	36.2	\$105.3	38.8	\$125.4	41.0	\$128.8
B. Expand audience reach in strategic locations in the Near East, South, Central Asia and Eurasia	67.6	\$160.1	59.6	\$158.6	59.2	\$158.5
C. Focus broadcasting to audiences of strategic priority in East Asia	34.6	\$77.1	35.6	\$80.3	37.1	\$81.5
D. Target Africa broadcasting to reach areas prone to terror, incidents, genocide or failed states	45.8	\$14.3	47.3	\$15.9	48.3	\$17.3
E. Expand audience reach in strategic locations of Latin America	2.6	\$38.6	2.8	\$40.8	2.8	\$39.1
F. Align essential support functions with broadcasting implementation strategies and performance goals.	N/A		N/A		N/A	
Operations		\$276.6		\$285.2		\$306.9
Capital		\$10.1		\$11.3		\$13.3

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.

Because of the limitations of reliable survey data in many of their broadcast countries, RFA and OCB audience numbers are not included in the above estimates.