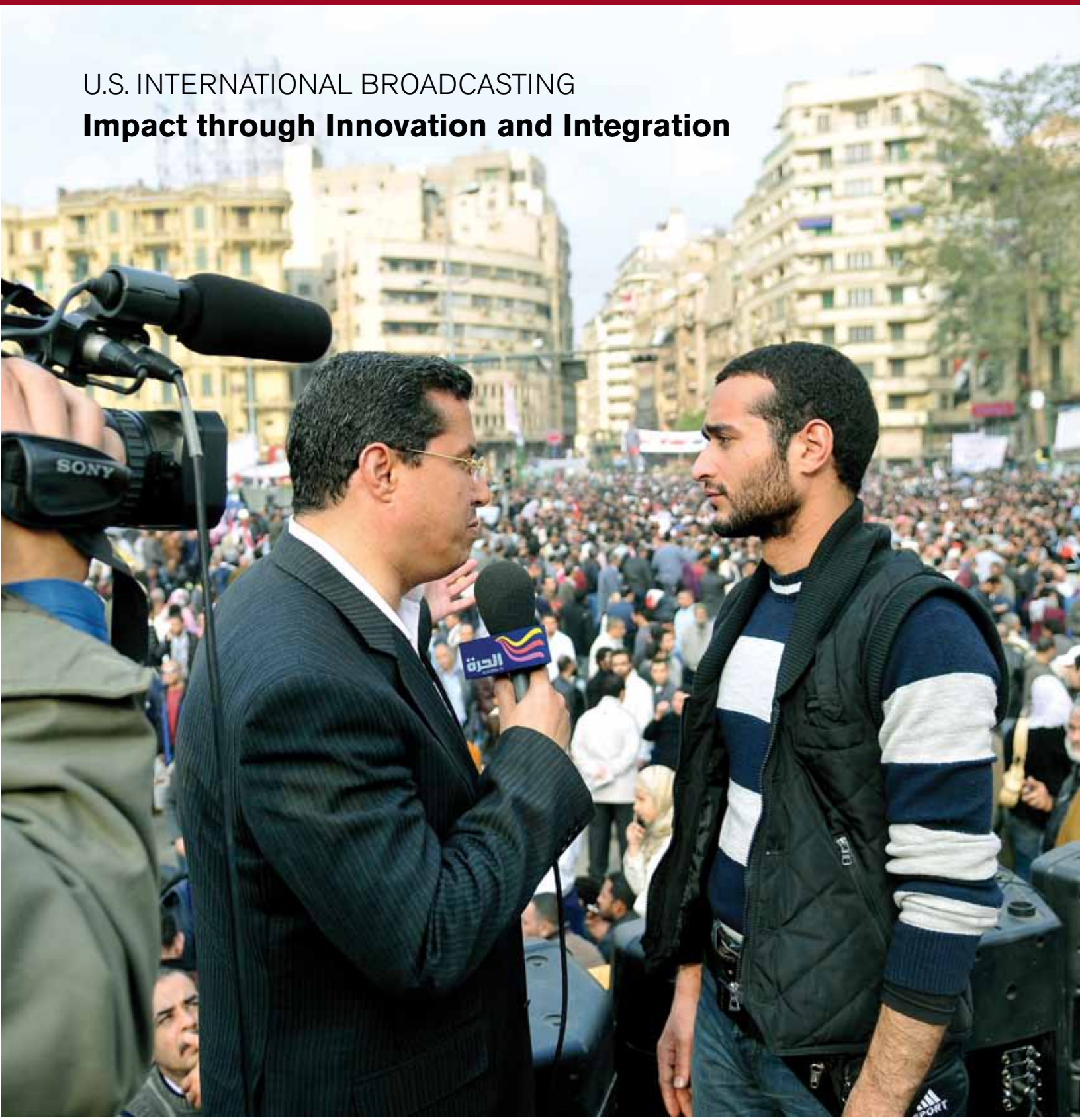
Broadcasting Board of Governors

2011 Annual Report

U.S. INTERNATIONAL BROADCASTING

Impact through Innovation and Integration



Voice of America · RadioFreeEurope RadioLiberty · Martí · RFA Radio Free Asia · MBN Middle East Broadcasting Networks, Inc. · International Broadcasting Bureau

bbg.gov

BBG languages

GLOBAL
- English *(including Learning English)*

AFRICA
- Afaan Oromoo
- Amharic
- French
- Hausa
- Kinyarwanda
- Kirundi
- Ndebele
- Portuguese
- Shona
- Somali
- Swahili
- Tigrigna

CENTRAL ASIA
- Kazakh
- Kyrgyz
- Tajik
- Turkmen
- Uzbek

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

EASTERN/ CENTRAL EUROPE
- Albanian
- Bosnian
- Croatian
- Greek
- Macedonian
- Montenegrin
- Romanian to Moldova
- Serbian

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

LATIN AMERICA
- Creole
- Spanish

NEAR EAST/ NORTH AFRICA
- Arabic
- Kurdish
- Turkish

SOUTH ASIA
- Bangla
- Dari
- Pashto
- Persian
- Urdu

On cover: Tarek El-Shamy of Alhurra TV interviews a protester in Tahrir Square in Cairo.

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Radio and TV Martí 32

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“[Steve Herman’s tweets]..have kept us ahead of the curve in reporting aftershocks, tsunami effects and nuclear crisis developments.”

–Australian Broadcasting Corporation article titled “Journalism’s New Wave, the World in a Tweet”

VOA correspondent Steve Herman was one of the first American reporters to report from the “depopulated zone” around the crippled Fukushima Daiichi nuclear power plant.

Alhurra, Radio Sawa, Afia Darfur and the Voice of America were on hand as the people of South Sudan voted in January 2011 to form a new nation and made their first halting steps toward independence. (AFP Photo/Roberto Schmidt)

Broadcasting Board of Governors

Letter From the Board

TO THE PRESIDENT AND THE CONGRESS OF THE UNITED STATES

On behalf of the Broadcasting Board of Governors (BBG), and pursuant to Section 305(a) of Public Law 103-236, the U.S. International Broadcasting Act of 1994, I am pleased to submit the BBG's annual report for 2011.

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

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

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

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

The essential role of unbiased information and the value of freedom of the press underlie the impact of U.S. international broadcasting from Egypt, Tunisia and Libya to Burma and North Korea to Somalia, Sudan and Zimbabwe. Audience engagement and media diversity contribute to the richness of our networks' coverage. We're on televisions, radios, laptops and mobile devices in more than 100 countries, bringing news and information to scattered populations in 59 languages. To reach difficult places, like Iran or Cuba, we have been inventive and distributed programs in small, mobile-friendly formats.

As this report details, U.S. international broadcasting continued to fulfill its vital role in 2011 as a provider of news and information to key audiences overseas, innovating to meet the evolving needs of our consumers, and integrating our operations to increase our impact.

Respectfully submitted,

Walter Isaacson
BBG Chairman
July 2010 to January 2012
On behalf of the Broadcasting Board of Governors

Victor H. Ashe
Michael Lynton
Susan McCue
Michael P. Meehan
Dennis Mulhaupt
Dana Perino
S. Enders Wimbush
Hillary Rodham Clinton, *ex officio*

Broadcasting Board of Governors

Overview

The Broadcasting Board of Governors is an independent federal government agency that oversees all U.S. civilian international broadcasting. Our networks serve as indispensable sources of news for people who often lack access to independent information. They inform, engage, and connect with international audiences across new and traditional media platforms in over 100 countries.

Fast Facts: Budget $746.9 million in FY 2011
3,592 Employees *(includes IBB, VOA, RFE/RL, OCB, RFA & MBN)*
More than 4,100 broadcast hours | 59 languages
187 million weekly audience | more than 100 countries

BBG Worldwide Impact

Press Not Free

Press Partially Free

Press Free

Designated by Freedom House's 2011 Map of Press Freedom

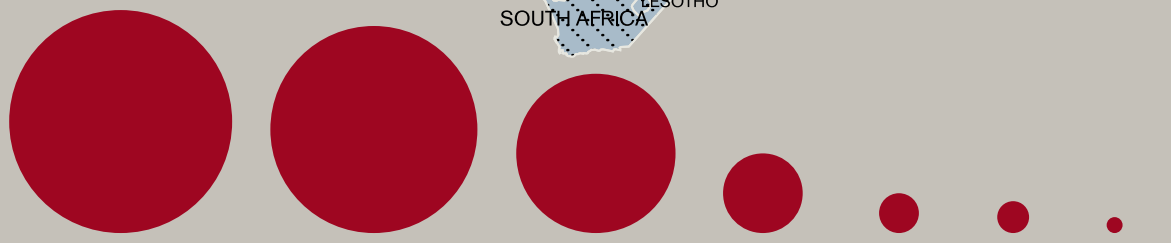
BBG Networks have 10+% Audience Reach

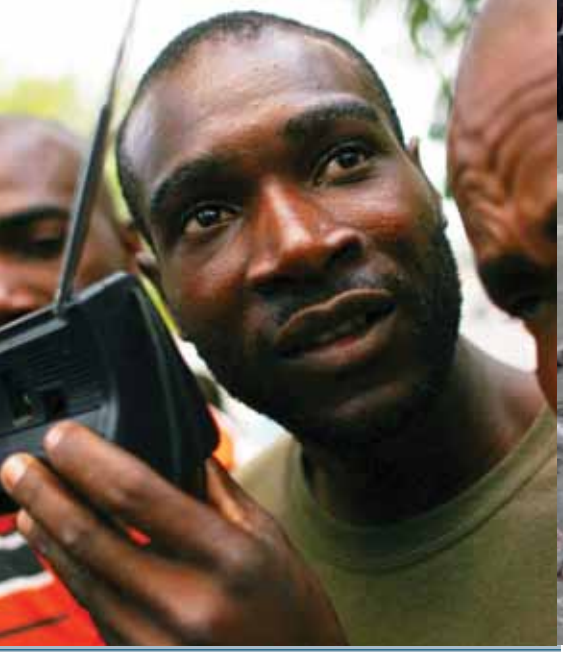
Not a BBG Target Audience

BELARUS
UKRAINE
KAZAKHSTAN
MOLDOVA
CROATIA
SERBIA
BOS. & HERZ.
MONT.
KOSOVO
MACEDONIA
ALBANIA
GREECE
TURKEY
GEORGIA
ARMENIA
AZERBAIJAN
UZBEKISTAN
TURKMENISTAN
KYRGYZSTAN
TAJIKISTAN
MOROCCO
WESTERN SAHARA
(Occupied by Morocco)
TUNISIA
ALGERIA
LIBYA
EGYPT
LEBANON
ISRAEL
SYRIA
IRAQ
JORDAN
IRAN
AFGHANISTAN
PAKISTAN
KUWAIT
BAHRAIN
QATAR
U.A.E.
SAUDI ARABIA
NEPAL
BANGLADESH
BURMA
OMAN
YEMEN
DJIBOUTI
ERITREA
SUDAN
CHAD
NIGER
MALI
MAURITANIA
CAPE VERDE
SENEGAL
GAMBIA
GUINEA-BISSAU
GUINEA
BURKINA FASO
SIERRA LEONE
LIBERIA
COTE D'IVOIRE
TOGO
GHANA
NIGERIA
CAMEROON
CENTRAL AFRICAN REPUBLIC
SOUTH SUDAN
ETHIOPIA
SOMALIA
SAO TOME & PRINCIPE
GABON
CONGO
DEM. REP. OF CONGO
UGANDA
RWANDA
BURUNDI
KENYA
TANZANIA
ANGOLA
ZAMBIA
MALAWI
ZIMBABWE
MOZAMBIQUE
NAMIBIA
BOTSWANA
SWAZILAND
LESOTHO
SOUTH AFRICA
MAURITIUS
MADAGASCAR
CUBA
HAITI
VENEZUELA
COLOMBIA
ECUADOR
PERU
BOLIVIA

BBG Audience Profile

% of total BBG audience by region





Listening to election results in Haiti. (AFP Photo, Hector Retamal); An Egyptian celebrates in Cairo; An Indonesian man checks his mobile phone on a crowded city bus in rush-hour traffic in Jakarta, Indonesia. (AP Photo/Tatan Syuflana)

Impact

In 2011, the BBG had one of its most successful years ever: our broadcasts reached a record 187 million people every week, up 22 million from 2010. The BBG is responsive to U.S. foreign policy priorities, while remaining fully independent editorially. We reach people in their languages of choice; in countries where independent journalism is limited or not available; and where governments jam broadcasts and censor the Internet.

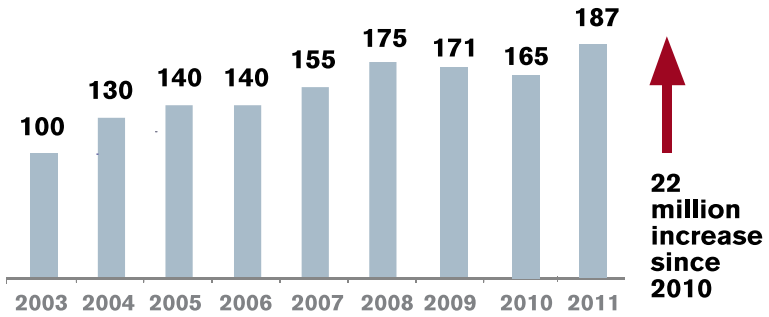
Our nation's overseas media outlets - Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio and TV Martí, Radio Free Asia (RFA), and the Middle East Broadcasting Networks' (MBN) Alhurra TV and Radio Sawa – demonstrated vividly that they are vital, cost-effective, U.S. foreign policy assets.

Independent research found strong audiences in strategically significant countries representing many of the world's most repressive media and political environments. The countries with the largest audiences for our content include Indonesia, Nigeria, Afghanistan, Iraq, Burma, Egypt, Ukraine, Tanzania and Syria.

Seventy years after our first broadcasts, radio remains the BBG's number one media platform, reaching 106 million people per week. TV is close behind with a weekly audience of 97 million people. The Internet audience was approximately 10 million, with the largest online audiences measured in Iraq, Russia, Indonesia, Egypt, and Iran.

BBG Global Audience

(Unduplicated weekly audience in millions)



BBG's Strategy

Pictured here are some of the participants in the 15 regionally focused sessions: Top Row: Brian Conniff, President of the Middle East Broadcasting Networks; Ambassador Raymond Joseph; Libby Liu, President of RFA, Elizabeth Henderson, RFA Director of Research; Elez Biberaj, VOA Eurasian Division Director; Clara Dominguez, Managing Editor VOA Spanish; Beth Mendelson,VOA Afghanistan Service; Spozhmai Maiwandi, VOA Director of South and West Asia; 2nd Row: Gwen Dillard, VOA Director Africa Division; James Hooper, Managing Director of the Public International Law & Policy Group; Michael Haltzel, Senior Fellow at the Center for Transatlantic Relations at Johns Hopkins University's School of Advanced International Studies; Ivan Vejvoda, Vice President of Programs at the German Marshall Fund of the United States; Dr. Tami Hultman, Co-founder and Chief Editorial Officer of AllAfrica Global Media/allAfrica.com and Director of the AllAfrica Foundation; Norm Goodman, VOA Indonesian Service Chief; Endy M. Bayuni, Visiting Fellow at the East West Center & former Editor-in-Chief of the Jakartan Post; Malou Innocent, Foreign Policy Analyst at the Cato Institute; 3rd Row: Governor Victor Ashe; Emira Woods, co-director of Foreign Policy in Focus at the Institute for Policy Studies, Bruce Sherman, IBB Director of Strategy and Development; Kate Woodsome, VOA English, Davin Hutchins, VOA English; Large Photo: Russian Strategic Review; 4th Row: Cevdet Seyhan, Navbahor Imamova, both of VOA Uzbek and Sean Roberts, Associate Professor and Director, International Development Studies Program at George Washington University, Governor S. Enders Wimbush, Tom Gjelton, NPR correspondent who reported from Sarajevo, author of "Sarajevo Daily: A City and Its Newspaper Under Siege," and Governor Michael Meehan.

Some 75 independent journalists, media experts and practitioners, diplomats, and area specialists engaged *pro bono* with more than 200 employees from all levels to analyze the unique value and impact of BBG broadcasters in light of evolving media and political environments.

A Year-Long Strategic Review

The new Broadcasting Board of Governors took the helm in July 2010 and set in motion a year-long strategic review. This comprehensive assessment included a detailed study of the global operating environment, an examination of the Agency's mission statement, and consideration of distribution and technology efforts.

The review assessed all Agency media efforts worldwide in 15 regionally focused sessions. These thorough regional reviews included in-depth consultations with management and language service staffs at each of the BBG broadcast organizations.

New Strategic Plan

In November 2011, the BBG released its resulting strategic narrative **Impact through Innovation and Integration,** that provides a five-year strategic framework for U.S. international broadcasting. The strategy upholds the Agency's statutory obligations and the separate missions of the broadcast services while uniting them within an overall enterprise.

The BBG's new mission statement is:
To inform, engage, and connect people around the world in support of freedom and democracy.

The 2012-2016 Strategic Plan addresses the critical challenges and new opportunities marked by worldwide political and economic upheaval, and a historic communications revolution.

The global demand for objective news, analysis, and engagement remains high. The U.S. capacity to fill that demand must increase in order to meet both our nation's foreign policy requirements and the information needs of our audience. To have impact today, the BBG must innovate as never before – using the latest media technologies and dynamic news-gathering strategies. Even in difficult economic times this can be accomplished by unlocking the resources of the whole BBG through integration of its operations.

The task is to transform the current stove-piped bureaucracy of semi-autonomous entities into an integrated international media network. Implementation of parts of the new strategy has already begun. The new vision is for one organization with many brands.

The objective is to leverage the talents and expertise of the BBG's broadcasters and journalists, increasing efficiencies across the Agency, and ensuring that original reporting and delivery resources are shared across platforms.

Global Landscape

As the winds of democratic change swept across the Middle East and North Africa in 2011, their progress was aided in no small way by robust news coverage from the BBG and other broadcasters who were able to operate outside the control of authoritarian regimes. Now, as the Arab Spring's nascent democracies struggle to establish themselves and new freedom movements sprout around the world, free flowing information remains a crucial, though threatened, commodity.

As the world turned its attention to the audacious uprisings against long-entrenched authoritarian regimes in the Middle East and North Africa, many of the region's citizens relied on BBG broadcasts to follow local events and view reactions from around the world.

In Egypt, the MBN's Alhurra Television provided live coverage of protests from Cairo and Alexandria and was the first to break the news that Egyptian President Hosni Mubarak would step down. A telephone poll showed that 25 percent of Egyptians in Alexandria and Cairo followed news of the uprising on Alhurra. Surveys found that Alhurra's audience in Egypt nearly doubled between 2010 and 2011 to 7.7 million viewers each week.

Alhurra also provided comprehensive coverage of the uprising in Libya, broadcasting live up to 20 hours a day. And Radio Sawa brought its coverage of the uprisings to the people of Libya for the first time through FM broadcasts to Benghazi.

Even as it broadcast news of democratic breakthroughs in the Arab world in 2011, the BBG continued its advocacy for press freedom in parts of the world where repression persisted. There were advances in Egypt, Libya, Tunisia, Syria and elsewhere, but at the same time repression, censorship and extremist anti-American propaganda continued to flourish in Afghanistan, Iran, North Korea, Pakistan, Somalia, China, Cuba and other countries.

> "In our day and age – a time of 24 hour news cycles, and constant communication – people expect the transformation of the region to be resolved in a matter of weeks. But it will be years before this story reaches its end."
>
> *– President Barack Obama, Speech to the State Department, May 19, 2011*

Left: Alhurra reporter Osama Youssef interviews protesters in Cairo; Protesters shout anti-Putin slogans during a mass rally to protest against alleged vote rigging in Russia's parliamentary elections in Moscow (AP Photo/Mikhail Metzel); Petitioners protesting the forced demolition of private homes in front of Wuhan city government offices in September.

“After years of living under dictatorships... people – especially young people – are channeling their frustration into social, economic, and political change.” *–U.S. Secretary of State Hillary Clinton*

Yemeni women raise their mobile phones while chanting slogans during a demonstration to demand the resignation of Yemen’s President Ali Abdullah Saleh. (AP Photo/Hani Mohammed)

Alhurra and Radio Sawa also were on hand as the people of South Sudan voted to form a new nation and made their first halting steps toward independence. When U.S. troops began withdrawing from Iraq, MBN and RFE/RL's Radio Free Iraq reporters were there as well.

A continent away, the Burmese government, one of the world's most repressive regimes, took unprecedented steps toward human rights and free speech reforms in the wake of the Arab Spring. RFA's and VOA's string of breaking stories included an interview with democracy activist and Nobel Peace Prize laureate Aung San Suu Kyi and an exclusive interview on press freedom advances with the country's censorship chief.

But even amid these positive signs of democracy, repression continued from China to Cuba in the form of restrictions on journalists, censorship, and attempts at Internet blocking and satellite jamming.

In China, where the Arab Spring emboldened pro-democracy activists to take to the streets in a dozen cities, VOA and RFA covered a troubling increase in the detention of citizens, petitioners, human rights lawyers, and activists as well as other forms of repression including the harassment of foreign journalists and the implementation of harsher restrictions on state-controlled media and the Internet.

Iran's government sought to chill any impact from the Arab Spring uprisings by stepping up jamming of satellite signals from western Persian-language news channels, including VOA and RFE/RL's Radio Farda.

At the same time, millions in Africa, Haiti, and elsewhere who suffer the ravages of famine, natural disasters, and disease desperately need humanitarian information lifelines provided by BBG broadcasts.

As the seeds of democracy continue to take root, protecting and enhancing press freedoms remain essential goals for the BBG.

> "Radio Azadliq was the only media outlet in Azerbaijan that reported continuously and fearlessly on my imprisonment... We served this sentence against media freedom, against the right to question and the freedom to criticize, together."
>
> *– Azerbaijani journalist Eynulla Fatullayev, who was released from prison in 2011 in a high-profile case.*

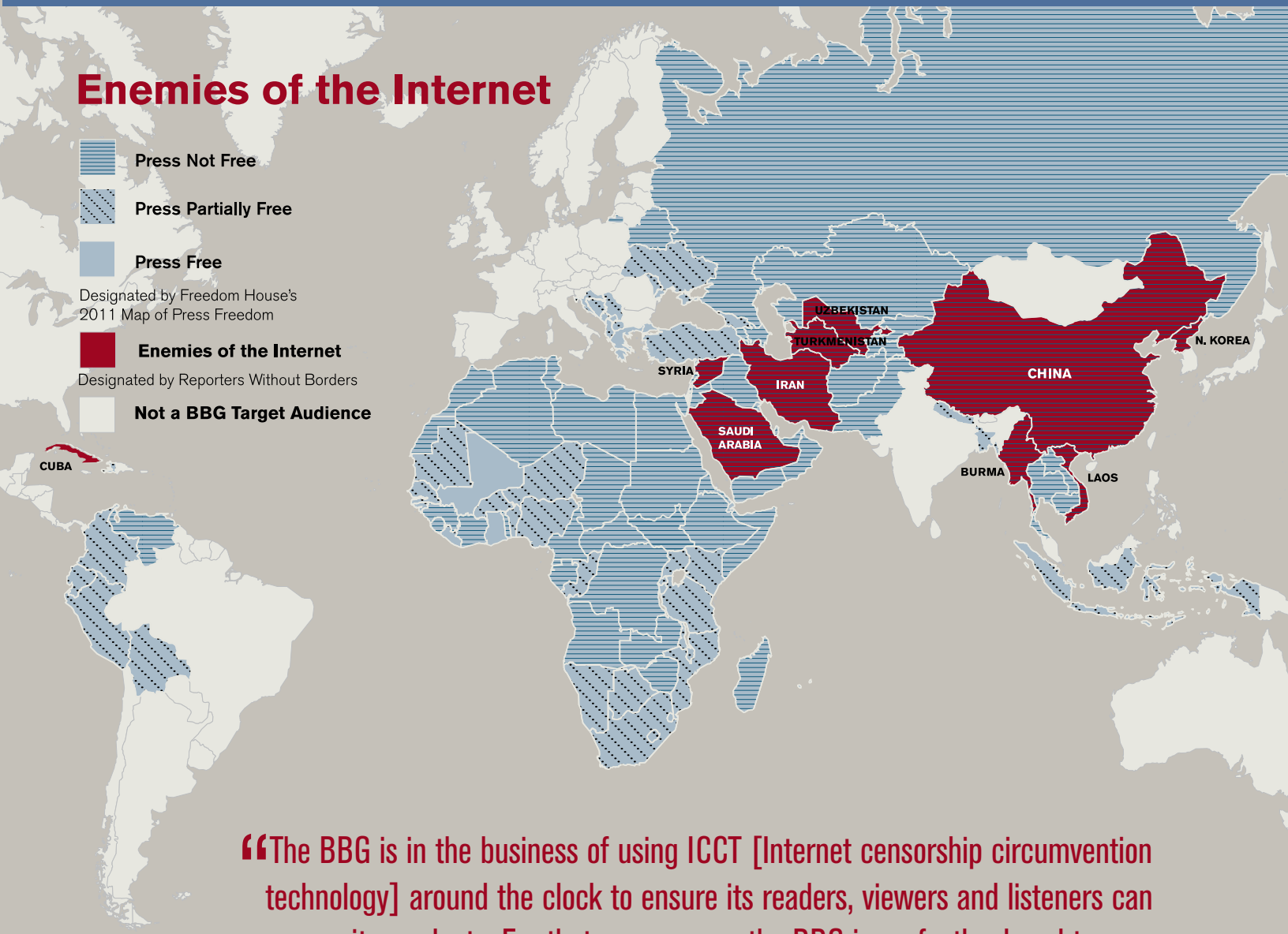
Left: Egyptian protesters take photographs with their mobile phones when Egyptian riot police fire tear gas at protesters during clashes in Cairo's Tahrir Square (Sipa via AP Images, Benedicte Desrus); Nobel peace laureate Aung San Suu Kyi with VOA reporter Khin Soe Win; An Iranian woman surfs the Internet at a cyber cafe in central Tehran. (AFP Photo/Atta Kenare); Displaced Somalian Mohamed Idris listens to the radio as he sits in his makeshift shelter at an Internally Displaced People (IDP) camp in southern Mogadishu. (AFP Photo/Mustafa Abdi)

Jamming and Censorship

The BBG continues to give high priority to defeating jamming and censorship in all its forms. Our efforts to counter Internet censorship have grown significantly in the past few years, with noteworthy results for the millions of users who now have unfettered access to the Internet.

The Agency continued to develop, deploy and adapt tools to facilitate uncensored web access. Its Internet anti-censorship program counteracts activities undertaken by the governments of China, Iran, Vietnam, Burma, Uzbekistan, Kazakhstan, Kyrgyzstan, Ethiopia, and Cuba to restrict access to BBG broadcasters' websites. The Agency works with outside partners to stay at the cutting edge of anti-censorship technology, and has expanded the scope of its services to include deprived audiences throughout the world.

At the same time, the BBG works in partnership with other international broadcasters – the British Broadcasting Corporation (BBC), Deutsche Welle (DW), Audiovisuel Extérieur de la France (AEF) and Radio Netherlands Worldwide (RNW) – as well as the U.S. Department of State, to condemn the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.



"The BBG is in the business of using ICCT [Internet censorship circumvention technology] around the clock to ensure its readers, viewers and listeners can access its products. For that very reason, the BBG is perfectly placed to serve as the lead U.S. government agency in assisting ICCT efforts."

– Senator Richard Lugar ICCT report, February 2011

Threats to Press Freedom 2011

The number of journalists killed worldwide remained steady at just over 40 last year, but more journalists were jailed than at any time since the mid-1990s, according to the Committee to Protect Journalists (CPJ). In all, at least 179 writers, editors and photojournalists were jailed, an increase of 34 percent over 2010 that was fueled largely by increases in the Middle East and North Africa.

Even as the popular uprisings of the Arab Spring brought new hope for democracy to oppressed regions, a free press remained an elusive goal in many parts of the world. Here are a few examples of the challenges faced by BBG journalists in 2011:

More online: In October 2011, Egyptian security forces stormed into the Cairo studios and cut Alhurra's live feeds. See entire video on BBG.gov.

ANGOLA

VOA reporter Alexandre Neto was assaulted as he covered a pro-democracy rally in the capital city Luanda in September, 2011. In March 2011, VOA, CPJ, and others expressed concern about a one-year jail term imposed on VOA stringer Armando Chicoca, which stemmed from his reporting on alleged improper conduct by a provincial court judge. Chicoca is out on bail and has appealed his conviction.

AZERBAIJAN

Azerbaijani Service stringer Yafez Hasanov was abducted by unknown persons and expelled to the Iranian border while reporting on a murder in the country's exclave of Naxchivan in August 2011. Hasanov has received other serious threats, including on his Facebook page, in response to his reporting for RFE/RL.

BELARUS

RFE/RL's Belarus Service correspondents were harassed, beaten, detained and, in two cases, tried and convicted on spurious charges for trying to report on a series of "silent protests" in June and July 2011 in Minsk and other cities.

CAMBODIA

In August 2011, Cambodian court officials cited VOA's use of confidential court documents in threatening prosecution of journalists who include such resources in their reporting. VOA was covering the U.N.-backed tribunal in Cambodia that has been investigating atrocities committed by the former Khmer Rouge regime.

CHINA

VOA Beijing Bureau Chief Stephanie Ho was detained and roughed up by Chinese police as she tried to cover protests in February 2011. A Chinese reporter with RFA was grilled about her work by officials from the Chinese propaganda department.

EGYPT

In February 2011, Alhurra journalists Akram Khuzam and Tarek El-Shamy received death threats from unidentified individuals warning them to leave Alhurra's office in Cairo. In October 2011, Egyptian security forces stormed into the Cairo studios and cut Alhurra's live feeds as the program *Al Youm (Today)* was reporting on clashes between Coptic Christians and Egyptian security forces.

IRAQ

In February 2011, Radio Sawa's correspondent Ahmed Al-Hayyali was harassed by security forces while covering demonstrations in Mosul. Less than a week later, Iraqi security forces arrested, beat and tortured Alhurra cameraman Imad Hamed and his assistant Musafa Kathem. In June 2011, Radio Sawa correspondent Omar Hammadi was attacked while interviewing people in the street.

KAZAKHSTAN

Alima Abdirova, a Kazakh human rights activist and a correspondent for RFE/RL's Radio Azattyq, was charged with libel, tried, and finally acquitted by a court in northwestern Aqtobe district. Abdirova, who was denied a lawyer at her trial, was sued over the findings of a report on child abuse published by an organization she heads.

LIBYA

In February 2011, Libyan authorities started jamming Alhurra transmissions throughout the Middle East and North Africa. The jamming continued for nearly a month but did not prevent Alhurra from providing coverage for as many as 20 hours a day.

TURKMENISTAN

RFE/RL Turkmen service freelancer Dovletmyrat Yazkuliyev was imprisoned in October 2011 following a sham trial on charges widely believed to have been brought in retaliation for his reporting. He was released three weeks later.

JANUARY 17, 2012

"Mr. Aatif risked his life on a daily basis to provide his audience with fair and balanced news from this critical region." *– David Ensor, VOA Director*

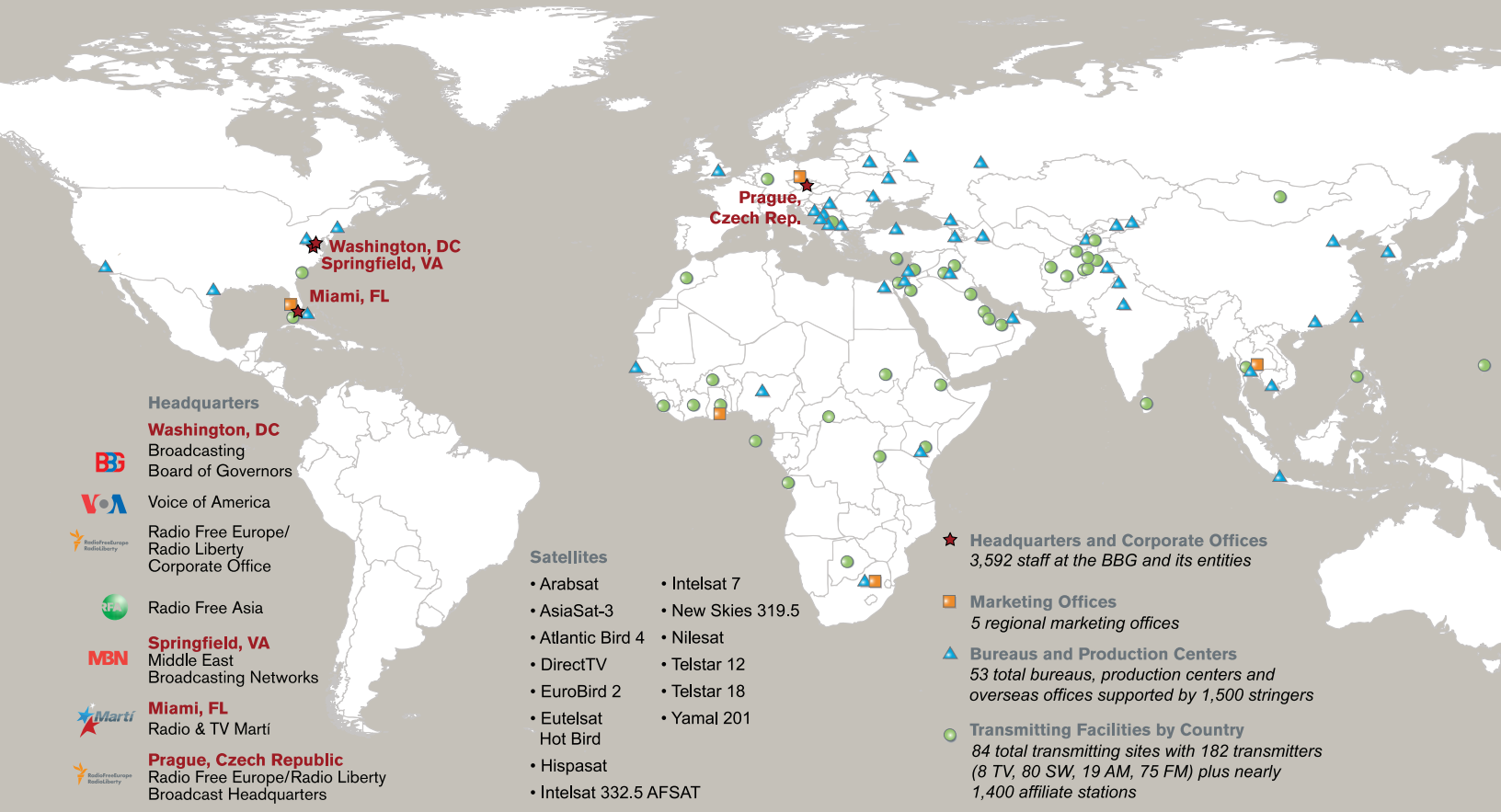
Mukarram Khan Aatif, a reporter for VOA's Deewa Radio, was taking part in evening prayers at a local mosque near his home in the town of Shabqadar, Pakistan, when he was shot by unidentified gunmen. Aatif had been threatened many times but continued to report on militant attacks, military operations, and social issues. After his death, Pakistani journalists joined together to protest (AFP Photo/A. Majeed). For the past two years, Reporters Without Borders has named Pakistan as the world's deadliest country for journalists.

International Broadcasting Bureau

The International Broadcasting Bureau (IBB) provides transmission, marketing, and program placement services for all BBG broadcast organizations. Following a merger of the IBB and BBG staffs in 2011, IBB is also responsible for the Agency's strategic planning, communications, financial operations, and legal support. IBB manages a global network of transmitting sites, an extensive system of leased satellite and fiber optic circuits, and a rapidly growing Internet delivery system. IBB fosters the increasing use of online, mobile, social media, and other digital platforms; provides research and evaluations of broadcasts; and crafts VOA editorials. IBB also provides human resources, Equal Employment Opportunity, procurement, security, information technology, and other essential administrative support for the Agency.

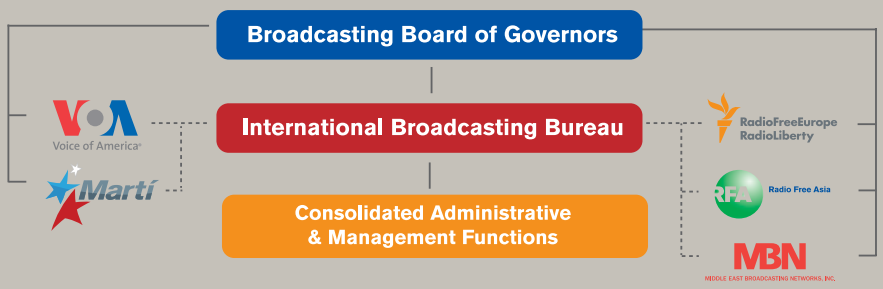
Fast Facts: FY 2011 Budget $272.2 million | 709 employees

Worldwide Facilities



Organizational Chart

In 2011, The Board merged the IBB and BBG staffs, with the IBB Director serving as the head. All senior administrative and management functions were consolidated into one network management operation.



IBB's Development Office and VOA partnered with the State Department to create a pioneering social media project that trained 100 citizen journalists, who fanned out across the Democratic Republic of Congo, enhancing news coverage of the November presidential election and providing a grassroots forum for key issues facing the country.

Agency Highlights

In 2011, the Board merged the IBB and BBG staffs, under the leadership of the IBB Director. All senior administrative and management functions including strategy, development, distribution, marketing, legal, communications, social media innovation, financial management, and research and evaluation were consolidated into one network management operation.

INTEGRATION

Active steps are underway to achieve operational efficiencies, increase impact, and enhance cooperation and integration across the U.S. international broadcasting networks.

As the Arab Spring unfolded, Alhurra and Radio Sawa provided content and support to all of the BBG entities, including a permanent mechanism that gives VOA access to Radio Sawa content.

In April, RFE/RL's Radio Azadi and VOA's Radio Ashna officially opened a shared bureau in Kabul. In the next year staff will be colocated in New York, London, Cairo, Jerusalem, and Moscow.

In August, RFE/RL and VOA set up a "news share site" enabling enhanced cooperation on news stories in real time.

Alhurra TV partnered with VOA to produce the documentary "Hopetown," as part of the coverage of the tenth anniversary of 9-11. The 30-minute documentary shared the story of Teaneck, N.J., a community that has a multicultural population, and where the mayor is Muslim and the deputy mayor is Jewish.

In October, the IBB launched a migration project away from the individual website content management systems currently in place for VOA, MBN, RFA and OCB, to a unified system (Pangea) developed and hosted by RFE/RL. The migration, which will be completed in FY 2012, will provide a consolidated platform for the networks and afford access to a fourth generation system with superior end-user functionality. In addition, it will generate cost savings and pave the way for more extensive Agency-wide collaboration and content-sharing.

In November, research directors from the BBG, BBC, Deutsche Welle, Radio France International, and Radio Netherlands Worldwide discussed best practices for defining and measuring the impact of international broadcasting at the annual Conference of International Broadcasters' Audience Research (CIBAR) meeting.

INNOVATION

The new BBG Commission on Innovation launched on September 22, 2011. The Commission brings together leaders from the commercial, academic, nonprofit, and philanthropic sectors to help shape world-class digital media platforms to reach U.S. international broadcasting's unique overseas environments.

The IBB significantly expanded the support it provides the BBG networks as they develop innovative new products. Examples include working with RFA to create an interactive map of Chinese Global investments; partnering

with Alhurra and TV Martí on projects to enhance audience participation through greater integration of social and broadcast media; and facilitating a crowd-sourced design contest with RFE/RL's Azerbaijani service.

The phased implementation of a DaletPlus digital video system for VOA progressed. The system manages the entire news production workflow and allows journalists to operate in a fully digital mode from video production to on air presentation.

Other innovations across the Agency include:

- Co-creation of content began with NGO partners and citizen journalists in support of peace and stability with "VOA's Congo Story: War, Women and Rape".
- Including social media segments that incorporate viewer comments on the most important stories of the day in Alhurra's hour-long primetime newscasts, as well as a daily item on the most popular videos and stories trending on the Internet.
- Reaching Iran with VOA's satirical TV news program, *Parazit*, hosted by a pair of Iranian expatriates with rock-n-roll sensibilities and a rich sense of humor, as well as *Pasfarda*, a popular satire show, which reaches an audience of 500,000 every week on RFE/RL's Radio Farda.
- Sending news headlines via e-mail and SMS to tens of thousands of cell phones in Cuba and highlighting the blogging community across media platforms to better track breaking news stories on the island.

Numerous cost-saving initiatives include:

- Adoption of a new modulation method for transmissions and energy-saving technology achieved savings of over $1.5 million from both power savings as well as annual savings from lower equipment, inventory, and shipment costs.
- Utilizing the latest encoding and transmission protocols (DVB-S2 and MPEG-4) provided 30 percent bandwidth savings allowing the Agency is broadcast more transmissions without any additional cost.
- A new GSA overtime utilities contract will save the agency $500,000 annually.
- Replacement of the satellite link for Radio and TV Martí with the MPLS system, generating $400,000 in annual savings.
- Switch to LED lights to save 90 percent in usage costs and 80 percent on heat load.

RESEARCH AND EVALUATION

The Agency coordinated approximately 350 quantitative and qualitative surveys and studies to provide timely, comparable, and regular data from BBG broadcast regions. This research guides BBG strategic planning at all levels, specifically on-air program development, program reviews, and the Agency's comprehensive annual strategic review of all language services.

To facilitate understanding of how information flows during political crises, the IBB commissioned flash surveys of Egypt and Bahrain during the street protests in the early weeks of the "Arab Spring" and a survey in Ivory Coast during the violent post-election stand-off.

Left: Deputy Mayor Adam Gussen and Mayor Mohammed Hameeduddin are interviewed for "Hopetown" a 30-minute documentary about Teaneck, N.J., a multicultural community; Alhurra and VOA partnered to make "Hopetown," which aired on both television and on the Internet; IBB Director Richard Lobo (on right) visits the joint VOA/RFE/RL bureau in Kabul with Akbar Ayazi, RFE/RL Associate Director of Broadcasting; Members of the BBG Commission on Innovation discuss the media landscape in Afghanistan.

Right: VOA's Congo Story website co-creates content with citizen journalists and NGO partners; VOA correspondent interviews woman about rape for the project Congo Story; Alhurra's Al Youm TV show posted interviews from its "Tell Me Your Story" campaign on Facebook.

Above: VOA Director David Ensor and IBB Marketing Officer Enver Safir sign long-term contract with Radio-Television Afghanistan to carry VOA's TV Ashna in Afghanistan; IBB Engineering partnered with the Embassy in Bangui in the Central African Republic to install a 24 hour feed for VOA; Kuwait station manager Gaines Johnson shows IBB Director Lobo and Gary Thatcher, IBB Director of External Liaison, the station's master control.

PROGRAM DISTRIBUTION

For FY 2011, the average Agency transmitting station availability rate surpassed 99.75 percent, and the average availability rate for internal IT systems reached 99.84 percent.

The IBB successfully renegotiated a long-term agreement – at no increase in cost –with Radio-Television Afghanistan (RTA) to carry VOA's TV Ashna nationwide during prime viewing times, where it garners a weekly audience reach in excess of 60 percent. Staff also secured placement of the Pashto youth-oriented television program *Karwan (Caravan)*.

The IBB restored affiliate facilities in Haiti in the wake of 2010's earthquake, and further promoted VOA news with an SMS news alert system from Digicel, one of the island's major mobile operators. Now, more than 60 percent of adults on the island listen to VOA each week.

HUMAN CAPITAL INVESTMENT AND WORKFORCE PLANNING

The IBB has made progress in addressing the concerns of employees by identifying problems, developing and implementing solutions, and evaluating results. Consequently, the Agency made improvements in the most recent employee feedback survey and the Office of Management and Budget named the BBG one of the two most improved agencies in Government. Actions include:

- Holding town meetings and forums for employees.
- Increasing training in core journalistic and broadcasting skills, including TV production, web page management, writing and editing techniques.
- Initiating intensive leadership and communication training for all managers.
- Hiring an employee assistance counselor to help employees address personal issues affecting their work.
- Establishing an ombudsman program, in collaboration with the employee unions.
- Promoting expanded opportunities for telework.

International Broadcasting Bureau Director

Richard Lobo is the director of the International Broadcasting Bureau. An Emmy Award winning journalist and long-time broadcasting professional, Lobo served as chairman of the Florida Public Broadcasting Service, Inc. and president and chief executive officer of WEDU (PBS) Tampa/St. Petersburg/Sarasota. He also held senior management posts at WTVJ in Miami, WNBC-TV in New York, and NBC stations in Chicago and Cleveland. He served on the board of the National as well as the Florida Association of Broadcasters. A graduate of the University of Miami, Lobo is a Captain (Retired) in the U.S. Army Reserve.

Emergency planning allows the IBB to react quickly to both crises and opportunities on the ground.

In October 2011, IBB commissioned a transmitter (the antenna at top) to carry Radio Sawa for the first time in Benghazi, Libya. An additional transmitter in Tripoli will be launched in 2012.

The Voice of America reaches more than 141 million people and provides accurate, comprehensive, and trustworthy news and information, as well as informed discussion about the United States and the world. VOA strives to engage audiences in regions deemed critical to the U.S. through whatever medium—radio, television, Internet or digital media—the people of those regions prefer.

Fast Facts: Budget $205.1 million in FY 2011 | 1,209 employees
1,893 broadcast hours | 44 languages

VOA Target Audiences

Press Not Free

Press Partially Free

Press Free

Not a VOA Target Audience

Designated by Freedom House's 2011 Map of Press Freedom

RUSSIA
MONGOLIA
N. KOREA
CHINA
UKRAINE
CROATIA
SERBIA
BOS. & HERZ.
KOSOVO
MONT.
MACEDONIA
ALBANIA
GREECE
TURKEY
GEORGIA
ARMENIA
AZERBAIJAN
UZBEKISTAN
SYRIA
LEBANON
ISRAEL
JORDAN
IRAQ
IRAN
AFGHANISTAN
PAKISTAN
NEPAL
KUWAIT
BAHRAIN
QATAR
U.A.E.
SAUDI ARABIA
OMAN
YEMEN
BANGLADESH
BURMA
LAOS
THAILAND
CAMBODIA
VIETNAM
INDONESIA
TUNISIA
MOROCCO
WESTERN SAHARA
(Occupied by Morocco)
ALGERIA
LIBYA
EGYPT
MAURITANIA
MALI
NIGER
CHAD
SUDAN
ERITREA
DJIBOUTI
ETHIOPIA
SOMALIA
CAPE VERDE
SENEGAL
GAMBIA
GUINEA-BISSAU
GUINEA
BURKINA FASO
BENIN
TOGO
NIGERIA
SIERRA LEONE
COTE D'IVOIRE
LIBERIA
GHANA
CAMEROON
CENTRAL AFRICAN REPUBLIC
SOUTH SUDAN
UGANDA
KENYA
RWANDA
BURUNDI
SAO TOME & PRINCIPE
GABON
CONGO
DEM. REP. OF CONGO
TANZANIA
ANGOLA
ZAMBIA
MALAWI
ZIMBABWE
MOZAMBIQUE
NAMIBIA
BOTSWANA
SWAZILAND
LESOTHO
SOUTH AFRICA
MAURITIUS
MADAGASCAR
HAITI
VENEZUELA
COLOMBIA
ECUADOR
PERU
BOLIVIA

Languages

GLOBAL
English *(including Learning English)*

LATIN AMERICA
Creole
Spanish

AFRICA
Afaan Oromoo
Amharic
French
Hausa
Kinyarwanda
Kirundi
Ndebele
Portuguese
Shona
Somali
Swahili
Tigrigna

EASTERN/ CENTRAL EUROPE
Albanian
Bosnian
Croatian *(last broadcast Nov. 2011)*
Greek
Macedonian
Serbian

EURASIA
Armenian
Azerbaijani
Georgian
Russian
Ukrainian

CENTRAL ASIA
Uzbek

NEAR EAST/ NORTH AFRICA
Kurdish
Turkish

SOUTH ASIA
Bangla
Dari
Pashto
Persian
Urdu

EAST ASIA
Burmese
Cantonese
Indonesian
Khmer
Korean
Lao
Mandarin
Thai
Tibetan
Vietnamese

The Voice of America brings accurate information and context to breaking news in Washington to hundreds of affiliates around the world **through reports delivered over the Internet and through live interactives.**

Spanish service reporter Lina Correa covers the announcement of the death of Osama bin Laden from the White House.

AUDIENCE CONNECTIONS

With correspondents and bureaus in the United States and around the world, VOA offers its listeners 24-hour coverage of breaking news, commentary, and a platform for informed discussion about the United States and the world. In 2011, VOA provided high level newsmaker interviews, including with President Barack Obama, Secretary of State Hillary Clinton, leading members of Congress, and numerous other world leaders along with innovative English language teaching programs, as well as music, entertainment, science and health shows.

AFGHANISTAN AND PAKISTAN

VOA's *TV Ashna*, a respected hour-long program that broadcasts in Dari and Pashto, is now appointment viewing for many in Afghanistan. Under a new five year contract, Radio-Television Afghanistan will continue to broadcast the news program six nights a week. VOA Dari and Pashto websites have grown in popularity, and subscribers get programs via mobile browsers and e-mail. VOA's Radio Deewa broadcasts target the rugged tribal region along the Pakistan-Afghanistan border, and VOA TV programs are broadcast on Pakistani cable stations.

IRAN

> "*'Parazit'* is like the Iranian Jon Stewart… Almost every single Iranian on the planet watches that show."

– King Raam, lead singer of Iranian-American punk band Hypernova.

VOA's satirical program to Iran, *Parazit*, rode a wave of popularity in 2011. Viewers sent in pictures of their families, both young and old, watching at so-called "*Parazit* Parties." It even spawned a new term in Iran: "*Paraziti*," a fan who dresses up like the irreverent co-creator of the program Saman Arbabi, who is well known for his wild and colorful outfits. The show was viewed millions of times on social media sites, despite Iranian efforts to block access. In November, Secretary of State Clinton made a guest appearance on the program, which has been called an Iranian version of "The Daily Show."

Along with ongoing news programming in Persian, VOA marked the Iranian New Year with a special televised performance of the play, *An Iranian in Heaven*, starring Oscar-nominated actress and Emmy award winner, Shohreh Aghdashloo.

Left: VOA's TV Ashna anchors; Former President Perez Musharraf of Pakistan is interviewed on VOA's The Platform; Hosts of VOA's Parazit, Saman Arbabi & Kambiz Hosseini speak at the 2011 PopTech conference; Elizabeth Arrot and Japhet Weeks prepare to film a report on location in Libya; VOA's Erica Marat interviews Kyrgyzstan President Roza Otunbayeva who commented, "I listen to your half-hour broadcasts every day at 11 pm, my dear, and let me tell you, you do a great job."

Right: VOA's Russian Service engages citizen journalists who upload short reports or photos from events happening on the ground like last fall's elections in Russia. (AP Photo/Dmitry Lovetsky); VOA Croatia's last broadcast on November 23, 2011; Your Health-Your Future broadcasters; VOA's data visualization project on the drought in the Horn of Africa; Town hall meeting in South Sudan.

RUSSIA

Traffic to VOA's Russian website nearly doubled in 2011 and saw record growth in Twitter followers and YouTube video views. With its web-only strategy in Russia, VOA has attracted a growing audience with new blogs and social media features that invite an active online conversation. The new Russian iPhone app rolled out in April lets citizen journalists upload and share short reports, photos, or video about key events.

CROATIA

VOA's Croatian Service signed off for the last time on November 23, 2011, after 19 years of broadcast history that began during the bloody breakup of the former Yugoslavia and ended with Croatia's emergence as a democratic member of the European community.

AFRICA

VOA made increasing use of mobile as a delivery platform in Africa, where in most areas the technology is outpacing the growth of home Internet use. In addition, a daily video headline segment called *VOA 60 for Africa* has also been added to many VOA mobile sites. The Hausa Service saw over 200,000 visits to its mobile site in December alone. The Zimbabwe Service's radio show, *Studio 7*, which broadcasts in English, Shona and Ndebele, joined the Intelsat-10 "direct to home" satellite lineup along with other VOA programs reaching Southern Africa. A new French language show, *Your Health–Your Future*, is part of an increased emphasis on health-related news programs to the continent.

HORN OF AFRICA

VOA responded to the devastating drought in the Horn of Africa with comprehensive coverage from the region. Somali and Amharic drought programs were added to deliver life-saving information to refugees and victims of the crisis. VOA launched a pioneering online data visualization project that outlined the scope of the disaster.

DEMOCRATIC REPUBLIC OF CONGO

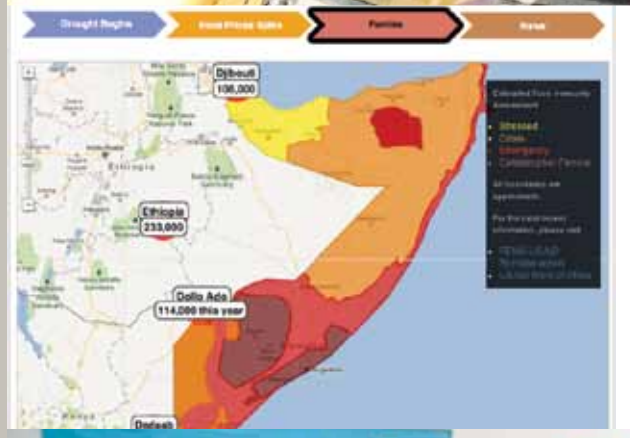
VOA-trained citizen journalists fanned out across the Democratic Republic of Congo gathering video, pictures and information to create a dynamic online conversation about the 2011 election and life in Congo. *Congo Story: War, Women and Rape*, a joint project between VOA and Citizen-Global, is a multimedia crowdsourcing platform which allows victims of the country's rape crisis to tell their haunting personal stories.

SOUTH SUDAN

South Sudan's independence celebrations were broadcast live in July on VOA's radio program *South Sudan in Focus*, which is funded by a State Department grant. It is co-hosted from Washington and Juba and broadcast on FM, AM and shortwave.

SOMALIA

The Somali Service saw listening rates soar to 73 percent in 2011–one of VOA's highest.



Left: OMG!Meiyu's host Jessica Beinecke explains the term "crazy fresh" for Chinese audiences; VOA Korean service correspondent Sungwon Baik reports from North Korea; VOA reports on tuberculosis clinics in North Korea; VOA's André de Nesnera interviews President Barack Obama at the White House.

CHINA

> "Whenever I speak at college campuses [in China], I ask if people listen to VOA – and it turns out that VOA is still very popular with young audiences."

– Geoffrey Cowan, former VOA Director, speaking during a recent private visit to China.

OMG! Meiyu, a trendy, online English teaching feature, was seen by more than 5.5 million people in its first four months. The quirky videos produced by Jessica Beinecke are posted on social media sites and teach popular English expressions used by young Americans. A new Chinese language iPhone app was launched in June, giving users the news on their mobile devices, and enabling citizen journalists to upload tips and photos from their phones. Chinese language TV and radio programs continue to be popular in China despite efforts to block them.

TIBET

VOA Tibet hosted a live televised debate from Washington in March featuring three candidates vying to become Prime Minister of the exiled Tibetan government and broadcast live coverage of the Dalai Lama's 76th birthday celebration in Washington in July. Surveys of exiles and people leaving Tibet suggest a sizeable audience for VOA TV programs.

BURMA

VOA's Burmese Service provided extensive coverage of the country's changing political climate in 2011 and hosted a series of programs with Pro-Democracy leader Aung San Suu Kyi. VOA reporters were on hand as Secretary of State Hillary Clinton made her historic visit to Burma in December.

NORTH KOREA

VOA journalist Sungwon Baik completed a rare reporting assignment to North Korea in September to cover the 17th International Taekwon-Do World Championships in Pyongyang. VOA programs reach North Korea on shortwave, medium wave and mobile sites.

JAPAN

Japan's deadly earthquake, tsunami and nuclear disaster were covered extensively by VOA's correspondent Steve Herman, who became one of the most quoted international journalists to report on the story. Herman, a prolific and well known Twitter user, was one of the first reporters to reach the crippled Fukushima-1 reactor, capturing photographs and providing an eyewitness description of the depopulated zone.

LATIN AMERICA

This year El Tiempo, one of the region's oldest and most respected news organizations, began using VOA reports on its growing 24-hour cable TV service in Colombia.