

HAITI

VOA's Creole Service updated its lineup of programs with new segments focused on engaging its increasingly youthful audience and examining critical issues including the economy, health, public safety and education. Haiti's Ambassador to the United States, marking the service's 25th anniversary, called the program,

“a model and example for many radio stations and for journalists in Haiti.”

– Ambassador Louis Harold Joseph

AWARDS:

VOA reporter and videographer June Soh won a **Bronze Medal at the New York Festivals®** World's Best Television and Films Awards in New York. The TV feature profiled renowned acoustic guitar maker and musician Wayne Henderson.

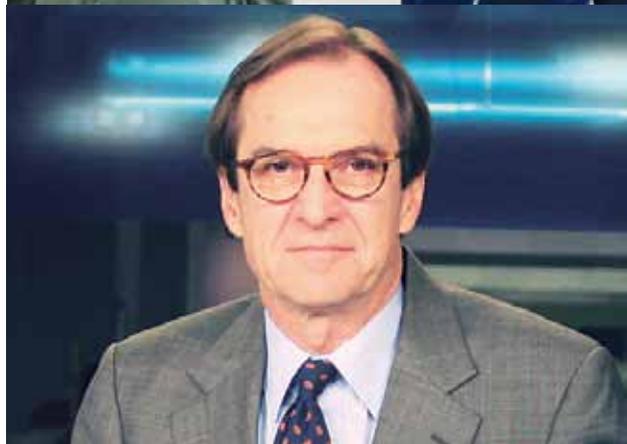
Correspondent Michael O'Sullivan won an **LA Press Club National Entertainment Award** for his feature about a group of “famous jazz old timers coming together for a recording session like it was done in the old days.”

A report by Jerome Socolovsky about the pro-democracy protests in Egypt was honored by the **Association for International Broadcasting with a “Highly Commended”** award in the category of “clearest coverage of a single news event – radio.”

Reporter Carolyn Presutti and Videographer Michael Kornely won a **Chesapeake Associated Press Broadcasters Award for Outstanding Specialty Reporting** for a five-part series from the Mississippi Delta region, including a story about a school that teaches young musicians how to play the blues.

NEW LEADERSHIP

David Ensor was sworn in as the 28th Director of the Voice of America on June 16, 2011. Most recently, he had been serving as Director of Communications and Public Diplomacy at the U.S. Embassy in Kabul, Afghanistan. Before that, he was Executive Vice President for Communications and Strategy of the Mercuria Energy Group, an international energy trading and investment group headquartered in Switzerland. A veteran journalist, Ensor was National Security Correspondent at CNN from 1998 to 2006. He was a television correspondent for ABC News from 1980 to 1998, and reported for National Public Radio from 1975 to 1980. He is a member of the U.S. Council on Foreign Relations. He received a B.A. with honors in European History from the University of California, Berkeley, in 1974.



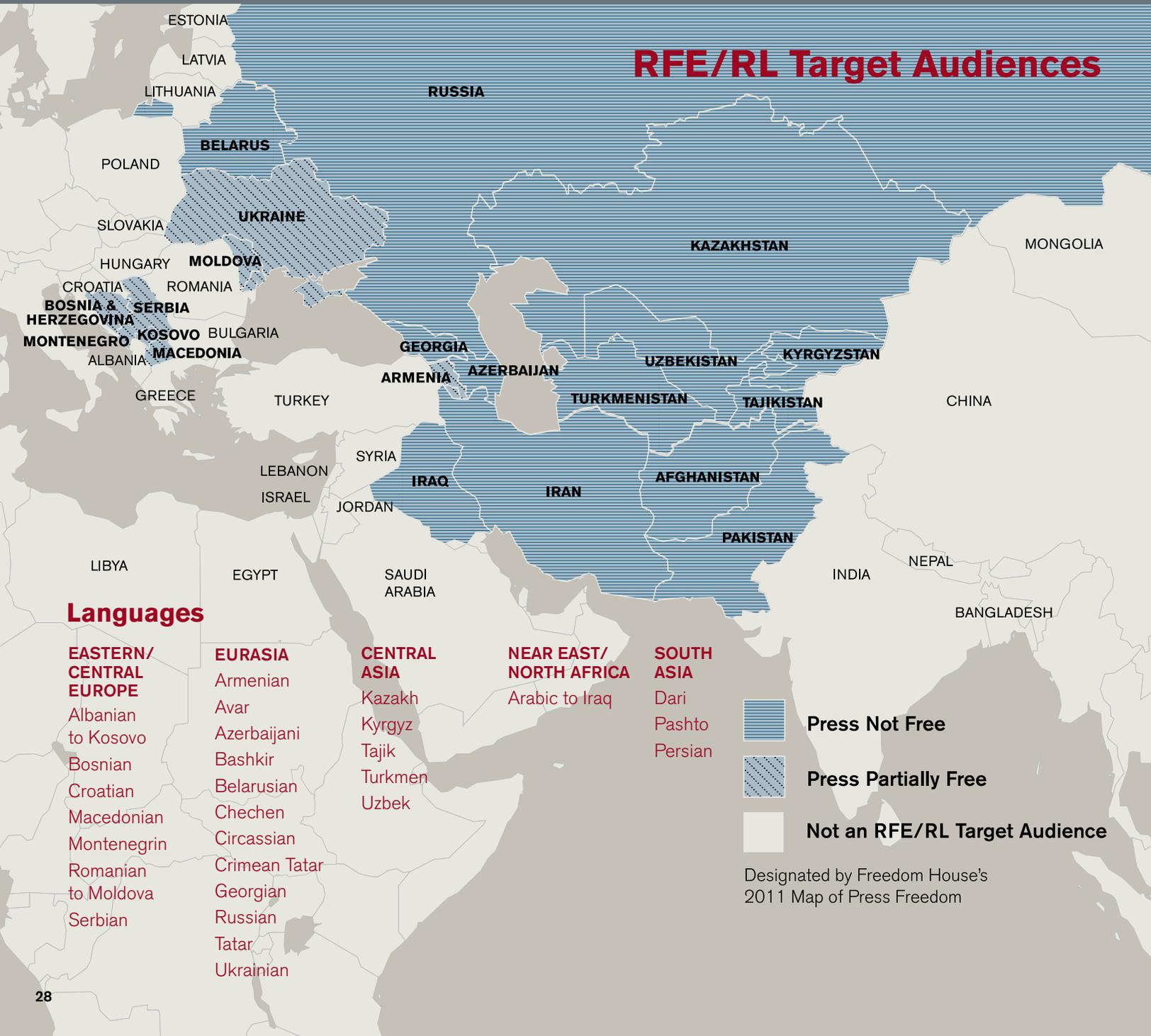
Right: Spanish service reporter Carolina Aguilar interviews Secretary of Labor Hilda Solis; Creole service chief Ronald Cesar interviews Ambassador Kenneth H. Merten; VOA correspondents brought live reports from Cairo during the Arab spring; VOA Director David Ensor.



**RadioFreeEurope
RadioLiberty**

RFE/RL's broadcasts reach more than 24 million people in 21 countries where the media are not free or are not fully established, including Russia, Iran, Afghanistan, Pakistan, and the Central Asian republics. Censorship and ethnic and religious conflict continue to stifle local media across this region, and RFE/RL's on-air, online and mobile programs provide a crucial alternative. RFE/RL is a non-profit news organization that operates under a grant from the BBG.

Fast Facts: Budget \$92.7 million in FY 2011 | 511 employees
1,163 broadcast hours | 28 languages





Traffic to RFE/RL's Radio Svoboda website increased by 40 percent during the post-election protests in Russia in December 2011, as the station covered events **with live-streamed video, photo galleries, and blogs.**

Demonstrators rally to protest against election fraud in Moscow, December 24, 2011. (AP Photo/Alexander Zemlianichenko)



AFGHANISTAN

RFE/RL's Radio Azadi continues to be Afghanistan's most popular media outlet, reaching 62 percent of the adult population with a unique blend of call-in programs, news reporting and user-generated content. Nearly 500,000 Afghans receive Radio Azadi mobile phone news updates and send citizen journalism reports to the station via a free subscription-based SMS service.

“Over the years, local media outlets routinely censored our news. But Radio Azadi always aired the news as it was. It has always been the best place to obtain objective facts.”

– Dr. Zamai Zabuli, Chairman of the Complaints Committee of the Afghanistan Senate.

PAKISTAN

In early 2012, RFE/RL's Radio Mashaal will mark two years of broadcasting in the tribal areas of Northwest Pakistan. With its extensive network of local reporters, it provided unique and comprehensive coverage of the raid that killed Osama bin Laden in May 2011 and broke the news of a Pakistani terror group's claim of responsibility for the December 2011 Ashura bombing in Kabul, Afghanistan.

Correspondent Shaheen Beneri won a **2011 Persephone Miel Fellowship** from the Pulitzer Center on Crisis Reporting, with which he traveled to the Swat Valley to report on tensions there.

IRAN

Despite telephone and radio signal interference, website censorship, and threats against those contacting RFE/RL, millions of Iranians continued to turn to Radio Farda for news and information on Iran in 2011 by using BBG-sponsored Internet censorship circumvention tools.

AZERBAIJAN

Banned from Azerbaijan's FM airwaves in 2009, RFE/RL's Radio Azadliq embraced the Internet as a primary delivery platform where its award-winning satire show, "250 Seconds+" has become a hit. The service launched an unscripted show simulcast live on Facebook, the Service's website, and Livestream TV that is fueled by audience interactions via Facebook and Twitter.

BELARUS

Several RFE/RL journalists were harassed, detained and fined while trying to cover the "silent protests" against President Alyaksandr Lukashenka's government in Belarus in June and July. During live coverage, RFE/RL's Belarusian Service website suffered a suspected distributed denial of service attack ("DDoS") and later a malicious cloning of its YouTube page.

Above: RFE/RL covers how activists, like these Afghan students, use social media to organize; Radio Mashaal reports on the Pashtun homelands on the Afghanistan-Pakistan border; Radio Farda's Farshid Manafi, photographed with the award presenter, won silver medals for "Best Regularly Scheduled Talk Program" and "Best Announcer Presentation" from the New York Festivals® and was named "International Radio Personality of the Year" by the Association for International Broadcasting; Radio Azadliq's Vusala Alibayli moderates the award-winning satire show "250 Seconds+."

ARMENIA

In 2011, RFE/RL became one of the most popular non-profit channels on the entire YouTube site as many of the country's TV outlets used its pioneering live streams and Internet video reports in their nightly newscasts.

The Yerevan Press Club recognized web editor Artur Papian with its coveted **Annual Award** for his contributions to digital media development in Armenia.

RUSSIA

The aggressive Internet strategy employed by RFE/RL's Radio Svoboda has increased its visibility by making use of new media tools such as Twitter and Facebook to foster citizen journalism and to promote civil society development. RFE/RL provided extensive coverage of the Khimki Forest demonstrations and innovative reporting on the legal woes of imprisoned former oligarch Mikhail Khodorkovsky. Traffic to its website increased by 40 percent during the post-election protests in December 2011, as the station covered events with live-streamed video, photo galleries, and blogs.

CENTRAL ASIA

RFE/RL was among the first to reveal to the outside world the true dimensions of a massive explosion at a munitions plant in July that the Turkmen government tried to cover up. Two months later, RFE/RL's reporter Dovletmyrat Yazkuliyeu was arrested and jailed on dubious charges. Following intense international pressure, Turkmen authorities pardoned him.

Other initiatives included crowd-mapping election fraud in Kazakhstan, live-tweeting the trial of two former state media employees in Uzbekistan, and extensively reporting on the case of two Tajik workers murdered in Russia.

In Kyrgyzstan, RFE/RL reaches more than 30 percent of adults with a mixture of radio, Internet and television programs.

Correspondent Janyl Chytyrbaeva received a **"Highly Commended" award** in the category of "Best Investigative Radio Documentary" from the **Association for International Broadcasting** for her report on women who had been victims of rape during the ethnic violence in Kyrgyzstan in June 2010.

RFE/RL journalist Janarbek Akaev was voted **Kyrgyzstan's best TV presenter** for the second year running, in a competition sponsored by Kyrgyzstan's most popular newspaper.

NEW LEADERSHIP

In June 2011, the BBG appointed Steven W. Korn as President and CEO of RFE/RL. Having held a number of senior positions at CNN and Turner Broadcasting System, Korn brings to his new role extensive media, management, and legal experience. Korn has focused on allocating resources toward RFE/RL's core journalistic mission as well as providing assistance to journalists in trouble.

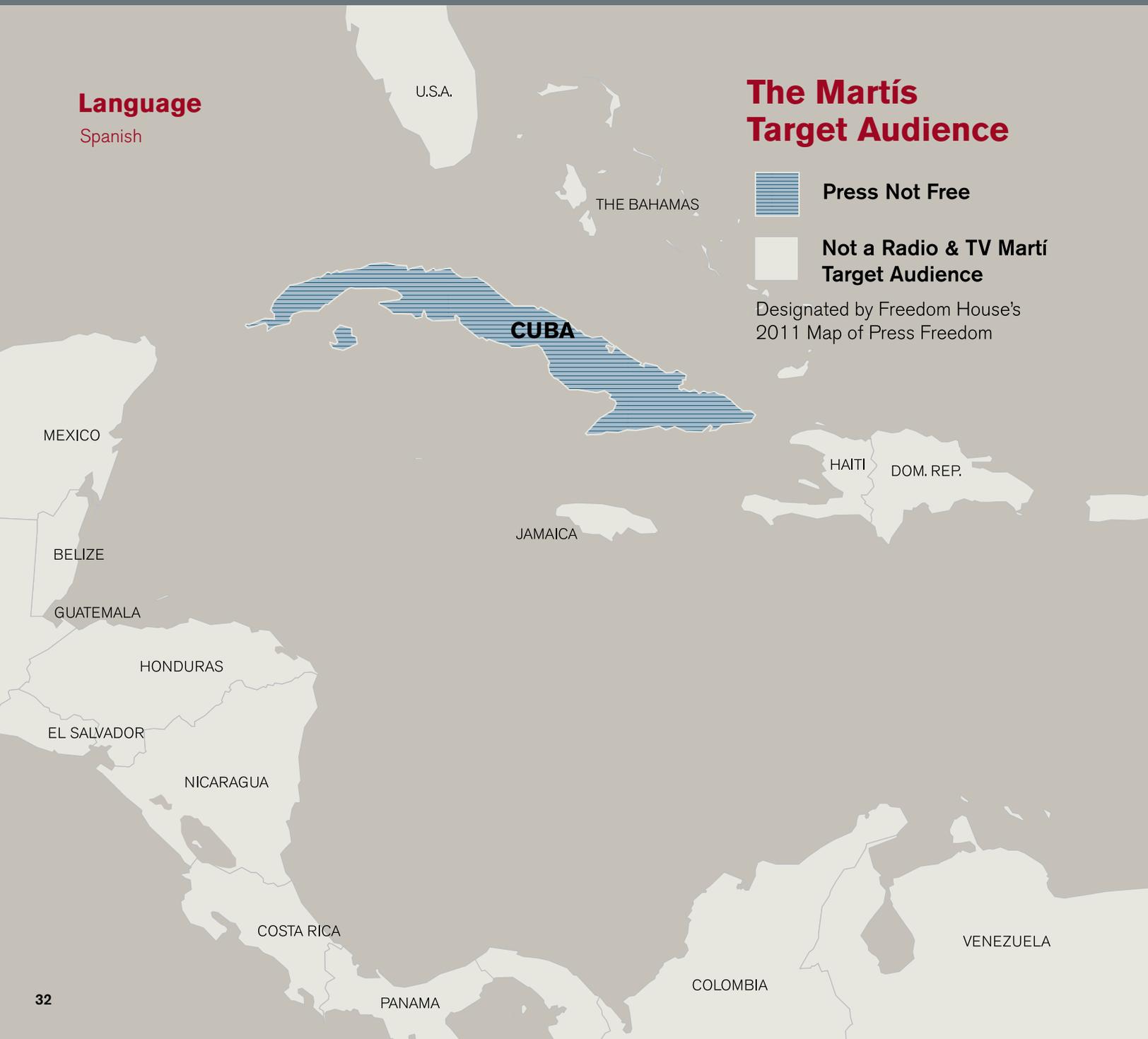


Above: Radio Svoboda reported on the violent crackdown that followed the disputed December 2010 presidential election in Belarus; Radio Svoboda provided extensive coverage of the Khimki Forest demonstrations in Moscow; Reporter Dovletmyrat Yazkuliyeu was jailed for his reporting on an explosion at a munitions plant in Turkmenistan that left many buildings severely damaged; RFE/RL President Steven W. Korn speaks at an employee town hall meeting in Prague.



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

Fast Facts: Budget \$28.4 million in FY 2011 | 128 employees
330 broadcast hours | 1 language





“*El Revoltillo* marks another way that Radio and TV Martí provide access to information otherwise unavailable to the Cuban people.” – Carlos García-Pérez, director of Radio and TV Martí.

El Revoltillo (*The Scramble*) is a daily interactive broadcast that connects buyers and sellers looking to make an exchange via cash, goods or services, a free market practice that is often curtailed by the Cuban government. (AP Photo/Alan Díaz)



Cuba has one of the most restrictive governments in the world. Cuba's media environment is in the bottom 10 of the Freedom of the Press Index by Freedom House and among the 10 worst countries to be a blogger according to the Committee to Protect Journalists. In addition, the Cuban government jams the Martí's radio and TV signals and restricts and censors local access to the Internet. Cubans face threats to their personal safety and potential imprisonment for cooperating with foreign media.



As an antidote to those restrictions, the Martí provide unparalleled coverage of Cuba, and extensive coverage of the U.S. and the world, as well as in-depth analysis of human rights issues. Martí has a unique relationship with Cuban bloggers and dissidents; and in 2011, initiated outreach through the Internet, cell phones and other new media. Already they reach over 480,000 Cubans through e-mail and text messages on a regular basis.

To discuss topics of interest to Cubans, the Martí launched *Avanza Cuba (Cuba Forward)*, which seeks to advance the conversation about Cuba's future. Topics include digital media opportunities, new technologies and a nascent business community – the Cuban entrepreneurs or small business owners called *cuentapropistas*, (on-their-owns), operating within the new parameters set by the government. The Martí's active use of Facebook and Twitter are facilitating the exchange of ideas and creating a dialogue with Cubans to help them make informed decisions.

“A lot of people [are] calling me from the provinces after today's show. Incredible how many Cubans listen to the 'forbidden radio.'”

– Tweeted by Cuban blogger Yoani Sanchez following her participation in the September 2011 *Avanza Cuba* program.



The Martí's programming decisions have been further informed by 23 focus groups held between December 2010 and November 2011 with recently arrived Cuban immigrants. Broadcasts cover news, sports, entertainment, and more, with a focus on topics that are generally distorted by the government in Havana.

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



On left: Radio and TV Martí has responded to the thousands of Cubans experimenting with entrepreneurship in the wake of last year's economic reforms in Cuba by creating new programming Avanza Cuba and El Revoltillo (AP Photo/Javier Galeano); Karen Cabarello and Alfredo Jacomino, hosts of Avanza Cuba; Members of dissident group Las Damas de Blanco (The Ladies in White) march in Cuba, vowing to continue after the death of their founder Laura Pollan. They are joined by her husband Hector Maseda (AP Photo/Franklin Reyes); Major League Baseball pitcher Orlando Hernández Pedrosa, also known as "El Duque," participates in Radio Martí's El Revoltillo (The Scramble).

Some 2011 highlights include:

- Re-designing Martínoticias.com into a polished destination site, increasing daily traffic over 1,000 percent between February and December 2011.
- Establishing proxy sites and Psiphon nodes to facilitate Internet access from Cuba.
- Expanding phone call-ins with listeners in Cuba to participate live on Radio Martí programs including *El Revoltillo (The Scramble)*, a one-of-a kind show mixing classified listings of products available in Cuba with lessons in entrepreneurship and market economy in a light-hearted format.
- Continuing coverage of human rights abuses, particularly the struggle led by Las Damas de Blanco (The Ladies in White) a group of women highlighting the plight of political prisoners in Cuba.
- Increasing coverage of news events outside of Havana, aided by cell phone audio, video and pictures.
- Radio and TV broadcasts of Major League Baseball's World Series and delivery of thousands of DVD game recordings to Cuba.
- Rebranding the Martí with a new logo and a new graphics packages and sets.



“‘A Fondo’ kept me informed about news events”

– dissident Jose Daniel Ferrer Garcia, referring to a VOA-Martí program, after his release following a long incarceration in Cuba.

The TV Martí special program *Ecos de Giron (Echoes from Giron)*, a documentary on the 50th anniversary of the Bay of Pigs invasion, was nominated for a **Sun Coast Regional Emmy Award**, the first ever for TV Martí.

NEW LEADERSHIP

Carlos García-Pérez was appointed director in September of 2010 and has implemented a reorganization plan designed to eliminate organizational silos, improve channels of communications, and increase accountability within the organization. Directors of television and new media have joined the Martí from the private sector bringing new energy and competitive drive. The organizational structure follows a commercial media model with distinct radio and television divisions anchored by one central news department.

On right: Bloggers participate in the first meeting about Twitter social networking in Havana, Cuba (AP Photo/Javier Galeano); Re-designed website Martínoticias.com; Yoani Sanchez, who writes the “Generation Y” blog, center, walks with her husband Reinaldo Escobar to a meeting with former President Jimmy Carter (AP Photo/Franklin Reyes); Radio Martí’s Amado Gil during an Avanza Cuba broadcast; Office of Cuba Broadcasting Director Carlos García-Pérez.





Radio Free Asia

This year marked the 15th anniversary of Radio Free Asia (RFA), a private, non-profit news organization, operating under a grant from the BBG. Broadcasting daily in nine languages to listeners in Asia whose governments restrict media, RFA delivers award-winning, reliable news and information, along with a range of voices and opinions from within Asia, to demonstrate freedom of expression over the airwaves and online.

Fast Facts: Budget \$37.4 million in FY2011 | 267 employees
287 broadcast hours | 9 languages

RFA Target Audience



 Press Not Free

 Not a RFA Target Audience

Designated by Freedom House's Map of Press Freedom

Languages

EAST ASIA

- Burmese
- Cantonese
- Khmer
- Korean
- Lao
- Mandarin
- Tibetan
- Uyghur
- Vietnamese



Global opinion leaders and luminaries, including Burmese democracy activist and Nobel Peace Prize laureate Aung San Suu Kyi, spiritual leader the Dalai Lama, and exile Uyghur community leader Rebiya Kadeer, congratulated RFA for 15 years of delivering

“free press to closed societies.”

Above: RFA's Savborey Ouk interviews a labor activist in Phnom Penh, Cambodia.



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

Following strict journalistic standards of objectivity, integrity, and balance, RFA serves as a model for its target countries' emerging journalistic traditions. Reaching Asian listeners from all social strata and maintaining credibility are RFA's top priorities. RFA's unique and exclusive journalism consistently earns awards in journalism and media citations by *The Wall Street Journal*, *New York Times*, *Associated Press*, *Reuters*, *NHK*, and *BBC*, among numerous other domestic and international outlets.

BURMA

The Burmese Service broke a continuous string of stories related to changes happening within Burma throughout the year, as the nominally civilian government made unprecedented overtures to implement long-sought human rights and free speech reforms. Notably, the service aired exclusive remarks by the country's powerful censorship chief saying he would like to abolish restrictions on the press.

CHINA

The Mandarin Service covered Beijing's dramatic upward spike of detaining citizens, petitioners, and human rights lawyers and activists, arresting bloggers, harassing foreign journalists, barring independent candidates from running for local office, and implementing harsher restrictions on state-controlled media and the Internet. These collective measures were largely viewed as a nationwide crackdown in response to the revolutions that swept through countries in northern Africa and the Middle East.

The Tibetan Service provided extensive coverage of tensions and events stemming from a standoff between armed police and monks at the Tibetan Buddhist Kirti monastery in the Chinese province of Sichuan. These included the more than a dozen self-immolations of Buddhist monks and nuns throughout the Tibetan regions in protest of Beijing's rule. The service also covered the 2011 election of the Tibetan exile government, holding live candidates' forums and being first to interview Prime Minister Lobsang Sangay immediately after he was declared the winner of the race.

Left: RFA reports on the heavy flooding on the streets of Mandalay in August; RFA covered Secretary of State Clinton's meeting with Aung San Suu Kyi on her visit to Burma in December; A young boy covers his mouth by the polluted Dong River in China.

Right: RFA covers an independent candidate running for election in China; RFA's Uyghur Service reported on a protest outside of the Chinese embassy in Washington, D.C.; On Kim Jong Il's birthday in February, South Korean protesters release balloons containing leaflets and DVDs for North Koreans to receive.

The Cantonese Service presented a 10-part broadcast report and online video series on pollution of China's Dong River, a primary source of drinking water for 50 million people in southern China. The service, along with RFA Mandarin, also reported on protests and unrest in Inner Mongolia as people demonstrated en masse against Chinese rule and the environmental degradation of the region's grasslands.

The Uyghur Service reported on the continuing unrest in Urumqi and throughout China's northwest Xinjiang Uyghur Autonomous Region, and Beijing's targeting of ethnic Uyghurs through anti-terrorism rules and laws. The service exclusively covered instances of China exerting pressure on outside countries to extradite Uyghur refugees seeking asylum.



KOREA

The Korean Service covered a series of moves strongly indicating the succession of power from North Korean dictator Kim Jong-Il to his son, Kim Jong Un. In addition, the service reported on the North's nuclear program, and its sword rattling with neighbor South Korea that led to an exchange of artillery fire in August.

At the 2011 **New York Festivals®** broadcast awards, **RFA's Korean Service won a Gold Medal** for a piece titled, "New Year Celebrations Thousands of Miles from Home." The program aired in February, featuring interviews with North Korean defectors living around the world as they reminisced about the families, friends, and lives they left behind.



CAMBODIA

The Khmer Service provided comprehensive coverage of the UN-backed Cambodian trial of former Khmer Rouge officials, broadcasting the proceedings as well as interviewing rights groups representatives, victims' families, and ordinary citizens. The service also covered illegal logging in the country's rainforests and resulting protests against deforestation and government corruption.

LAOS

The Lao Service covered the progress and delays regarding the construction of the controversial Thai-sponsored Xayaburi Dam on the Mekong River. The project, temporarily halted, would have severe repercussions for local communities and economies that depend on the Mekong.

VIETNAM

The Vietnamese Service provided coverage of the ongoing disputes between the government and Vietnamese Catholic church parishioners. In January, the service broke the news of a U.S. embassy official being beaten and turned away by police in an attempt to meet Vietnamese dissident Father Nguyen Van Ly, who is under house arrest.





MIDDLE EAST BROADCASTING NETWORKS, INC.

The Middle East Broadcasting Networks, Inc. (MBN) is the non-profit news organization that operates Alhurra Television and Radio Sawa under a grant from the BBG. Alhurra and Radio Sawa provide America an undistorted line of communication with the people of the Middle East. They deliver accurate and objective information about America, American policies and people with a broad range of perspectives and an open exchange of ideas on issues of importance to its audience in 21 Arabic-speaking countries.

Fast Facts: Budget \$111.1 million in FY2011 | 768 employees
515 broadcast hours | 1 language

MBN Target Audience



Designated by Freedom House's 2011 Map of Press Freedom



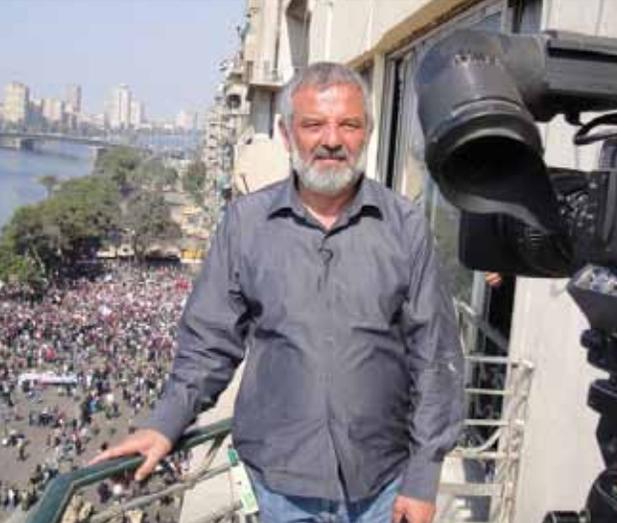
“Alhurra was distinguished for its scoops, including the stepping down of former Egyptian President Hosni Mubarak and its live and continuous coverage of the protests through its network of correspondents in the different Egyptian cities.” – excerpted from Nermeen Sami in *Alhayat* (daily pan-Arab newspaper)



As part of breaking and in-depth coverage of the 2011 pro-democracy protests in the Middle East, Alhurra and Radio Sawa deployed correspondents to key locations. From the streets of Cairo, Alexandria, Tunis, Sana'a, Benghazi, and Tripoli, its reporters recounted protestors' aspirations for freedom and democracy. While independent journalists were threatened and harassed and repressive media laws often restricted rather than protected the pursuit of the truth, Alhurra and Radio Sawa stood out as sources of independent and reliable information.

“Akram Khuzam, [Alhurra’s anchor] in particular, shined during the coverage of Egypt’s events for Alhurra. He was professional, warm and moving...”

– Alquds Alarabi (pan-Arab newspaper), February 8, 2011



Arabic-speaking editorial staff at the Virginia headquarters integrate reporting and current affairs productions from Baghdad, Dubai, Beirut, Jerusalem, and Cairo; as well as correspondents throughout the U.S. and around the world.

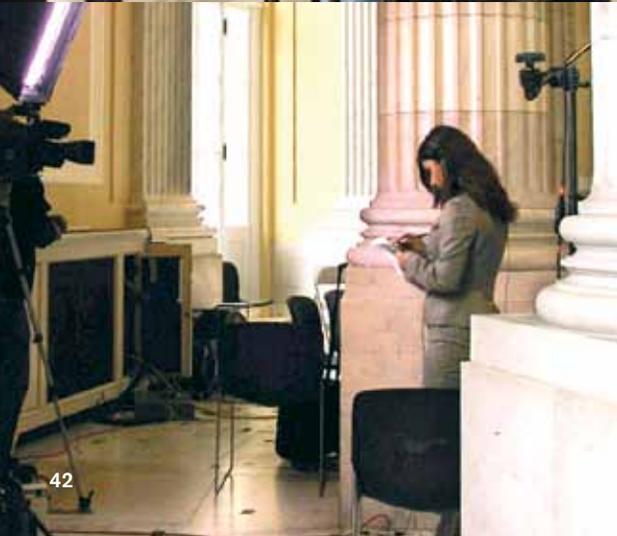


Alhurra and Radio Sawa present in-depth discussions that are not addressed in the Arabic-language media, such as human rights and freedom of speech and religion. For example, **New York Festivals® International Radio Program named Sawa Magazine a finalist** for its report on a movement using the Internet to raise awareness about oppression of women in the Arab World.

Alhurra also provides the comprehensive coverage from the United States drawing on correspondents at the White House, State Department, Congress, and Pentagon.

Each day, Radio Sawa provides more than seven hours of up-to-date news and information with an upbeat mix of mainstream Western and Arabic popular music. Broadcast 24/7 and mostly on FM, Sawa reaches a significant portion of the influential under-35 population in the region.

MBN saw tremendous growth in social media audience connections and fully integrated social media into its TV and radio content. In addition, with high-level policymaker interviews and reliable breaking news, Alhurra and Radio Sawa are frequently cited as news sources by print and broadcast media around the world such as *Associated Press*, *CNN*, *Alhayat* and others.



On left: Alhurra reports from Tahrir Square; Akram Khuzam reporting from Cairo; Alhurra’s team of reporters, cameramen and behind-the-scenes editors and producers worked tirelessly to coordinate reports from cities across Egypt; Alhurra Congressional correspondent Rana Abtar takes notes before filming a standup report.

EGYPT

Despite death threats, restrictions on Internet access and other major challenges, Alhurra broadcast exhaustive coverage of the historic year in Egypt. At times, because of their courage and ingenuity, Alhurra correspondents were the only Arab-language journalists to continue broadcasting live from Cairo. According to a telephone poll, 25 percent of Egyptian respondents in Alexandria and Cairo were watching Alhurra to follow the events in January's Egyptian Revolution.

Alhurra's coverage of the Egyptian Revolution won the **People's Choice Award** from the **Association for International Broadcasting** for the **best international broadcast coverage** of the democratic uprisings and the Arab Spring.

LIBYA

The Gaddafi regime severely restricted the press and Alhurra broadcasts were jammed on the Nilesat satellite for nearly a month. In spite of these challenges, Alhurra provided live coverage for as many as 20 hours a day including viewer reports by phone and images sent through Facebook and YouTube. In October, Radio Sawa started broadcasting for the first time on FM in the city of Benghazi.

SYRIA

As with other media outlets, the Syrian regime denied Alhurra permission for an in-country correspondent to cover protests there. To compensate, it has drawn extensively on eyewitness accounts including YouTube, cell phone and other videos as well as telephone interviews with demonstrators.

IRAQ

Alhurra and Radio Sawa continue to be a leading source of news in Iraq reaching nearly 12 million adults each week with in-depth local newscasts and programming. As the U.S. announced plans to withdraw troops, both networks broadcast exclusive footage and interviews with Iraqi and American leaders and provided support to VOA reporters on the ground.

TUNISIA

Alhurra and Radio Sawa covered the Tunisian Revolution extensively beginning in December 2010 and continuing through Parliamentary elections in October. Alhurra's *Eye on Democracy* traveled to Tunisia to produce a number of documentaries on the role of social media, bloggers and Tunisian youth in the revolution.

SUDAN

Alhurra and Radio Sawa presented in-depth reporting of the South Sudanese vote for independence as well as South Sudan's first hours of independence.

UNITED STATES

Alhurra's 9-11 coverage included more than 50 hours of acquired and original programming that explored religious tolerance, coexistence, interfaith dialogue and mutual respect among people of different religions.



On right: Radio Sawa correspondent Lamia Rezgui followed rebel troops in Libya; Protesters in Tunisia; Alhurra reported on the role of social media in the pro-democracy movement in Tunisia; Alhurra reported from the site of the crash of hijacked Flight 93 in Shanksville, Pennsylvania on the 10 year anniversary of 9-11.



Above: IBB Director Richard Lobo, Governor Perino, Governor Meehan, Governor Ashe, Chairman Isaacson, Governor McCue, and Governor Mulhaupt meet with Secretary of State Clinton and staff; Chairman Isaacson visits with staff at MBN with MBN President Brian Conniff; BBG Board with Secretary Clinton; Judith McHale, Under Secretary of State for Public Diplomacy and Public Affairs and Chairman Isaacson answer questions at the BBG Public Meeting in June.

Board 2011 Highlights

The Broadcasting Board of Governors is both the name of the independent federal government Agency that oversees all U.S. civilian international broadcasting, and the name of the Board that governs those broadcasts. The BBG became an independent federal government agency on October 1, 1999. Throughout 2011, the BBG Board has acted decisively to improve Board operations, Agency structure, and coordination among the elements of U.S. international broadcasting.

BOARD OPERATIONS AND TRANSPARENCY

The current Board has structured operations to allow the Board to remain strategic, well-informed, and focused. The Board established committees to leverage the expertise of Governors and focus the Board on its strategic and policy-oriented role, rather than operational issues.

The Board adopted the Agency's first by-laws to codify procedures for governing the conduct of Board operations. The Board increased transparency by opening Board meetings to the public through live webcasting, and in an unprecedented move, it has made the information and research collected during the Strategic Review available online at www.bbgstrategy.com. Other reports on Board activities are available at www.bbg.gov.

AGENCY STRUCTURE

The Board reorganized the Agency's structure to improve enterprise management. The Agency lacked a full-time executive to implement the Board's strategic vision and manage day-to-day business; the Board delegated the authority to fulfill this important responsibility to the International Broadcasting Bureau (IBB) Director.

INTEGRATION

The Board improved cooperation and collaboration among the Agency's federal and non-federal elements. The Board reinstated the IBB Coordinating Committee which includes representatives from both the federal agency and the grantees and provides input to the IBB Director to make recommendations on long-term strategies.

The Board authorized the IBB Director to provide oversight and direction to U.S. international broadcasting, including the authority to identify, evaluate and resolve strategic trade-offs. In addition, the Agency revised and updated the terms and conditions of the grant agreements between the BBG and its grantees.

BBG Board Members

The Board is composed of nine members with expertise in the fields of mass communications, broadcast media, or international affairs. Eight members are appointed by the President and confirmed by the Senate. The ninth, the Secretary of State, serves *ex officio*.



Walter Isaacson, former Chairman, is president of the Aspen Institute and serves as chair of the board of Teach for America. He is the former chairman and CEO of CNN and former editor of Time Magazine. Isaacson is the author of *Steve Jobs*, *Einstein: His Life and Universe* and *Benjamin Franklin: An American Life*, and the co-author of *The Wise Men*. In the aftermath of Hurricane Katrina, he was appointed vice-chairman of the Louisiana Recovery

Authority. Isaacson served as an *ex-officio* member of all board committees including Governance, Strategy and Budget, and Communications and Outreach. He resigned from the BBG in January 2012.



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

the American Rivers Association. Ashe serves on the BBG Governance Committee and is Corporate Board Vice Chair of Radio Free Asia. Ashe lives in Knoxville, Tenn.



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



Susan McCue is president of Message Global, a strategic advocacy firm she founded for social action campaigns and political advocacy. She was the founding president and CEO of The ONE Campaign to combat extreme global poverty and was chief of staff to Senate Majority Leader Harry Reid from 1999 to 2006. Before that McCue held numerous senior communications positions in government and campaigns. She is currently

vice chair of Humanity United, serves on the board of Jumo.com, and is a life member of the Council on Foreign Relations. McCue serves as Co-Chair of the BBG Communications and Outreach Committee and Vice Chair of the Board of Radio Free Europe/Radio Liberty.



Michael P. Meehan is the CEO of Venn² Communications, LLC. After 23 years of work in the U.S. Congress, Meehan has run several successful public relations companies, which provide strategic communications for corporate, foundation, trade association and issue campaign clients. Meehan also was senior vice president at Virilion, a digital media company, for the past three years. Meehan has served in senior roles for U.S. Senators John Kerry,

Barbara Boxer, Maria Cantwell and former Senate Majority Leader Tom Daschle, two presidential campaigns, two U.S. House offices and congressional campaigns in dozens of states. At the BBG, Meehan serves as Chair of the Board of Radio Free Asia and co-chair of BBG Global Internet Freedom Committee and the BBG Communications and Outreach Committee. Meehan was co-chair of the BBG Strategy and Budget Committee during the recently completed BBG's 5-year strategic review.



Above: Governor Ashe meets the Dalai Lama at RFA headquarters; Governor Lynton meets with RFE/RL staff; Governor McCue attends the Commission on Innovation; Governor Meehan listens to a student on a trip to Africa.



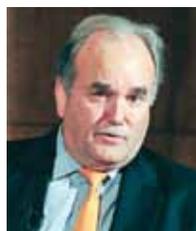
Above: Governor Mulhaupt answers questions at the RFE/RL town hall; Governor Perino awards the David Burke Distinguished Journalism Award to VOA's Creole Service; Governor Mulhaupt and Governor Wimbush participate in RFE/RL focus groups; Secretary Clinton appears on VOA's Parazit.



Dennis Mulhaupt is founder and managing director of Commonwealth Partners, Inc., which provides advisory services to philanthropic institutions and families. He served as executive vice president at KCET in Los Angeles, the West Coast flagship public broadcasting company. He has been vice president at Claremont McKenna College; associate vice president at Stanford University; and senior associate dean in the College of Letters, Arts & Sciences at the University of Southern California. Mulhaupt serves as the Chair of the BBG Governance Committee. He also serves on the Strategy and Budget Committee and is the Chair of the Board of Radio Free Europe/Radio Liberty.



Dana Perino is the founder of Dana Perino and Company, a strategic communications firm and a Fox News contributor. She is the former White House press secretary to President George W. Bush—the first Republican woman to hold that position. She is the creator of Minute Mentoring, a program helping young women entering the workforce, and a member of the ONE Campaign's Women's Advisory Board, Mother's Day Every Day, and Pets2Vets. Perino serves as Co-Chair of the BBG Communications and Outreach Committee.



S. Enders Wimbush is Senior Director, Foreign Policy and Civil Society at the German Marshall Fund of the United States. From 1987-93, he served as Director of Radio Liberty in Munich, Germany. Wimbush has worked for Booz Allen Hamilton, Science Applications International Corporation, the RAND Corporation and Runzheimer International. Earlier he directed the Society for Central Asian Studies in Oxford, England. Wimbush is the author or editor of seven books, including several authoritative histories of Central Asia and the Caucasus, and many articles and policy studies. Wimbush serves on the BBG Strategy and Budget Committee and is Chair of the Board of the Middle East Broadcasting Networks, Inc.

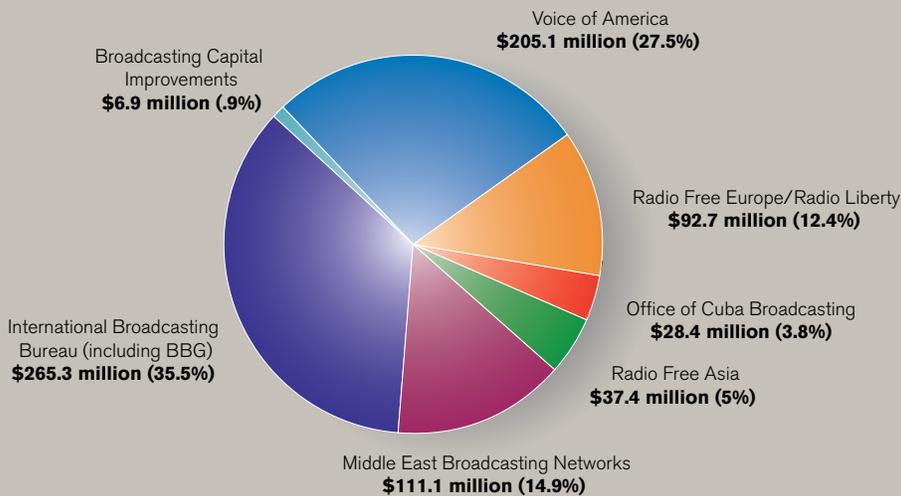


Secretary of State Hillary Clinton serves as an *ex-officio* member of the board. Before becoming Secretary of State, Clinton served in the United States Senate as the junior senator from New York, a post she was elected to in 2000 and then re-elected in 2006. In the Senate, Clinton served on the Armed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

Committee, the Budget Committee and the Select Committee on Aging. She was also a commissioner on the Commission on Security and Cooperation in Europe. As a former First Lady, and previously as an attorney, Clinton was an avid advocate for human rights, democracy and civil society. The Secretary was represented on the Board by Judith A. McHale, the Under Secretary of State for Public Diplomacy and Public Affairs until June 2010, and then Assistant Secretary of State for Educational and Cultural Affairs Ann Stock.

Allocation of the BBG FY 2011 Budget

Total: \$746.9 million



FINANCIAL HIGHLIGHTS

(IN THOUSANDS)

2011

2010

AT END OF YEAR:

Condensed Balance Sheet Data:

Fund Balance with U.S.	\$158,294	\$168,719
Accounts Receivable	2,791	6,183
Property, Plant, and Equipment	125,357	134,589
Other	6,599	2,651
TOTAL ASSETS	\$293,041	\$312,142

Accounts Payable	38,564	10,275
Retirement and Payroll	31,121	38,639
TOTAL LIABILITIES	\$69,685	\$48,914

Unexpended Appropriations	131,570	119,999
Cumulative Results of Operations	91,786	143,229
TOTAL NET POSITION	\$223,356	\$263,228

TOTAL LIABILITIES AND NET POSITION	\$293,041	\$312,142
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FOR THE YEAR:

Total Cost	798,844	745,530
Total Earned Revenue	(523)	(5,004)
TOTAL NET COST OF OPERATIONS	\$798,321	\$740,526

FINANCIAL HIGHLIGHTS

The BBG financial statements, which are included here, are the seventh set of statements prepared for the Agency.

The independent accounting firm, Clarke Leiper, PLLC, conducted our FY 2011 financial statement audit and issued an unqualified opinion on our Principal Financial Statements.

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

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

Back Cover: Listening to election results in the Democratic Republic of Congo. (AFP Photo/Simon Maina)

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