



From: Broadcasting Board of Governors
Date: December 16, 2015
Subject: **Minutes of the BBG Meeting of December 16, 2015**

The Broadcasting Board of Governors (BBG) met today in the Cohen Building (BBG headquarters) in Washington, D.C. The meeting was open for public attendance as seating capacity allowed and for public observation via streaming on the BBG website.

The meeting was attended by the following Board members:

Chairman Jeffrey Shell
Governor Matthew Armstrong
Governor Ryan Crocker
Governor Michael Kempner
Governor Karen Kornbluh
Under Secretary for Public Diplomacy and Public Affairs Richard Stengel

Governors Leon Aron and Kenneth Weinstein were not in attendance. Other persons in attendance are listed at the end of these minutes.

The agenda of the meeting is set forth in Attachment 1.

The Chairman called the meeting to order and noted that the meeting was being held in compliance with the Government in the Sunshine Act and streamed live over the Internet at the BBG website.

Chairman Shell briefly noted that yesterday the Board met with Deputy Secretary Tony Blinken. He said that it was a great opportunity for the Board to discuss informally the BBG's priorities and cooperation with the U.S. Department of State. He noted all Board members were in attendance, but that Governors Aron and Weinstein had to travel soon after and therefore cannot be at the Board meeting today.

The Chairman Shell announced some key personnel updates since the last time the Board met in October. He noted the departure of Carlos Garcia-Perez on December 11 and the recent arrival of Maria "Malule" Gonzalez as the new Director of the Office of Cuba Broadcasting (OCB). At the Chairman's invitation, both Mr. Garcia-Perez and Ms. Gonzalez gave brief remarks. The Chairman said that Dan Sreebny's contract with the State Department also ended on December 11, and introduced Joshua Lipsky as Mr. Sreebny's successor, and will be reporting to Under Secretary Stengel on BBG matters. On the final departure, the Chairman noted Rob Bole's resignation in November to work for the New York Times, thanked him for his contributions to U.S. international media, and wished him luck in his new position. Chairman Shell then welcomed Ellona Fritschie as the BBG's new Director of Congressional Affairs reporting to Chief Executive Officer (CEO) John Lansing.

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Before starting official Board business, Chairman Shell brought attention to the Committee to Protect Journalists' recent annual report, which it found that threats to press in China have reached unprecedented levels, with a record number of journalists behind bars there. He highlighted the following incidents involving BBG's journalists: (1) Soepa Gyaltso, who works for Radio Free Asia's (RFA) Tibetan Service for more than five years, has been receiving threatening calls from authorities to his home in India and his father was detained since November 25 in connection with Mr. Gyaltso's reporting from India on unrest in China's Tibetan region – a topic deemed sensitive and tightly controlled by Chinese authorities; (2) Shohret Hoshur, RFA's reporter, continues to await information on the fate of his brothers, two of whom were jailed in China in retaliation for Mr. Hoshur's extensive coverage of both escalating ethnic Uyghur-Han tensions and the Chinese government's crackdown on the mostly Muslim minority in the country's far west; (3) a correspondent for Radio Free Europe/Radio Liberty's (RFE/RL) Turkmen Service remains in detention – he has been held since July; (4) Khadija Ismayilova, an investigative journalist for RFE/RL Azerbaijani Service, was imprisoned in Azerbaijan in December of 2014 on charges that are widely regarded as retribution by Azeri authorities for her reporting exposing corruption among the country's leadership and is serving an outrageous seven and a half year sentence; thus, on behalf of the Board, the Chairman called for Ms. Ismayilova's immediate release; and (5) reports of two Voice of America (VOA) stringers in Burundi being harassed, RFE/RL's reporters in Crimea and Kazakhstan being threatened, as well as two independent journalists who contribute to the Martis were detained and threatened in Havana, Cuba.

Moving to Board business, Chairman Shell stated that the presence of five or more Governors satisfies the Board's quorum requirement, permitting the Board to conduct business based on majority vote. He said that the Board had received by email materials for the consent agenda, and that he did not receive comments from any Governors.

The Chairman described the five items on the consent agenda for the Board's consideration: the minutes of October 8, 2015 meeting; a resolution honoring the 55th anniversary of VOA's French-to-Africa Service; a resolution honoring the 55th anniversary of VOA's Spanish Service; a resolution honoring first anniversary of Current Time – the joint production of VOA and RFE/RL; and a resolution honoring Carlos Garcia-Perez. Governor Kempner moved for adoption of the consent agenda. Governor Kornbluh seconded. Without objection, the consent agenda was unanimously adopted by the Board.

Chairman Shell stated that the Board would discuss the recommendations of the Special Committee on Internet Anti-Censorship (IAC), which was created in March 2014 to establish clear program objectives, devise a process of utilizing IAC funds, set up straightforward processes for oversight of IAC activities, and construct processes for measurement and evaluation. He noted that the IAC Committee recently convened by phone under the leadership of Governor Kornbluh to consider the newly developed Internet Freedom Framework and Governance documents. At Chairman Shell's invitation, Governor Kornbluh gave a brief report including a description of the key documents, and how their adoption would meet the goals of the Special Committee, setting forth a framework for sound governance of Internet Freedom Funds, and thereby also responsive to the Internet Freedom related recommendations from the

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Office of Inspector General's (OIG) report titled, "Audit of Radio Free Asia Expenditures." Chairman Shell thanked Governor Kornbluh, CEO Lansing and the staff for their efforts.

At the Chairman's invitation, Governor Armstrong made a motion to adopt the Internet Freedom Framework and Governance documents and Governor Kempner seconded the motion. In addition, Governor Kornbluh made a motion to dissolve the Special Committee on Internet Anti-Censorship upon its final report to the plenary Board per the BBG By-Laws, and Governor Crocker seconded the motion. As a result, both motions were unanimously passed by the Board.

In accordance with the Board's prior protocol for allowing members of the public to speak at meetings, the Chairman invited Adam Clayton Powell III from University of Southern California, and Joseph Noonan of the Committee for U.S. International Broadcasting to address the Board for three minutes.

At Chairman Shell's request, BBG CEO Lansing began his report by recognizing the recipients of the 2015 David Burke Distinguished Journalism Awards and invited everyone to a reception after the Board meeting to present awards to those outstanding individuals. Mr. Lansing gave a report on his trip to Prague where he visited RFE/RL's headquarters, and to Kyiv where he met with government officials, U.S. Ambassador Geoffrey Pyatt, and RFE/RL and VOA correspondents at the bureau. He provided a summary of the November 17 hearing of the Senate Foreign Relations Committee titled, "Options for Reforming U.S. Overseas Broadcasting." In conclusion, Mr. Lansing highlighted the following internal and external outreach activities: October 20 Town Hall; brown bags with future BBG leaders, VOA Operations, digital media thought leaders, and others; visits to VOA language services; November 2 Public Diplomacy Council; and December 2 U.S. Advisory Commission on Public Diplomacy.

The Board then took a short recess and reconvened for a review of Radio Free Asia presented by President Libby Liu.

After the RFA review, Chairman Shell announced that the next Board meeting will be held in the Cohen Building (BBG headquarters) in Washington, D.C. on February 26, 2016. The Governors were encouraged to give input regarding other topics that they may like to see addressed at the next meeting.

In conclusion, the Chairman invited everyone to join the Board at 1 p.m. in the VOA Briefing Room for the presentation of the 2015 David Burke Distinguished Journalism Awards followed by a BBG-sponsored holiday reception.

The Broadcasting Board of Governors agreed to the following decision elements (all decisions were adopted by a unanimous vote unless otherwise indicated):

1. Adoption of Minutes of October 8, 2015. The Board adopted the minutes of the October 8, 2015 meeting of the plenary Board as set forth in Attachment 2.

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2. Resolution Honoring the 55th Anniversary of VOA's French-to-Africa Service. The Board adopted the resolution honoring the 55th anniversary of Voice of America's (VOA) French-to-Africa Service as set forth in Attachment 3.
3. Resolution Honoring the 55th Anniversary of VOA's Spanish Service. The Board adopted the resolution honoring the 55th anniversary of VOA's Spanish Service as set forth in Attachment 4.
4. Resolution Honoring the First Anniversary of Current Time – The Joint Production of VOA and RFE/RL. The Board adopted the resolution honoring first anniversary of Current Time – the joint production of VOA and RFE/RL as set forth in Attachment 5.
5. Resolution Honoring Carlos Garcia-Pérez. The Board adopted the resolution honoring Carlos Garcia-Pérez as set forth in Attachment 6.
6. Internet Freedom. The Board adopted the Internet Freedom Framework and Governance documents as set forth in Attachments 7 and 8, respectively.
7. Dissolving the Special Committee on Internet Anti-Censorship. The Board unanimously approved dissolving the Special Committee on Internet Anti-Censorship.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG CEO and Director John Lansing; Senior Advisor Rob Fallon; Interim General Counsel and Board Secretary David Kligerman; Director of Board Operations Oanh Tran; Jeffrey Trimble, IBB Deputy Director; Andre Mendes, IBB Director of the Office of Technology, Services, and Innovation; Kelu Chao, Acting Director of the Voice of America (VOA); Myroslava Gongadze, Chief of VOA Ukrainian Service; Maria "Malule" Gonzalez, Director of the Office of Cuba Broadcasting (OCB); Carlos Garcia-Perez, former OCB Director; Nenad Pejic, Interim Manager for Radio Free Europe/Radio Liberty (RFE/RL); Ben Herman, RFE/RL General Counsel; Christine Fetzko, RFE/RL Chief of Staff; Stephanie Schmidt, RFE/RL Acting Chief Financial Officer; Natalie Sedletsa, RFE/RL Kyiv-based correspondent; Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks; Param Ponnudurai, RFA Vice President of Programming; Susan Lavery, RFA Executive Producer and Managing Director, SE Asia; Bay Fang, RFA Managing Director, NE Asia; Paul Eckert, RFA Director of English News; Catherine Antoine, RFA Managing Editor RFA Online; Lindsay Beck, Senior Program Manager, Open Technology Fund (OTF); Adam Lynn, Research Director, OTF; Rohit Mahajan, RFA Media Relations Manager; Elizabeth Henderson, RFA Director of Research, Training and Evaluation; Romesh Ratnesar, Chief of Staff for the Under Secretary for Public Diplomacy & Public Affairs; and Joshua Lipsky, Senior Advisor for BBG, Office of the Under Secretary for Public Diplomacy & Public Affairs.

Jeffrey Shell
Chairman

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Witnessed:

David Kligerman
Interim Board Secretary

Attachments:

1. Agenda for December 16, 2015 Board Meeting
2. Minutes of October 8, 2015 Board Meeting
3. Resolution Honoring the 55th Anniversary of VOA's French-to-Africa Service
4. Resolution Honoring the 55th Anniversary of VOA's Spanish Service
5. Resolution Honoring First Anniversary of Current Time – The Joint Production of VOA and RFE/RL
6. Resolution Honoring Carlos Garcia-Pérez
7. Internet Freedom Framework Document
8. Internet Freedom Governance Document

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ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS December 2015 Meeting Agenda (ALL MEETINGS ARE AT COHEN BUILDING, UNLESS OTHERWISE NOTED.)

Wednesday, December 16

9:15 – 11:30 Broadcasting Board of Governors' Open Meeting (BBG-IBB Conference Room)

Chairman's Remarks

A. Consent Agenda

- Draft Minutes of October 8, 2015 Board Meeting
- Resolution Honoring the 55th Anniversary of VOA's French-to-Africa Service
- Resolution Honoring the 55th Anniversary of VOA's Spanish Service
- Resolution Honoring First Anniversary of Current Time – The Joint Production of VOA and RFE/RL
- Resolution Honoring Carlos Garcia-Perez

B. Internet Freedom

C. Public Comment

D. CEO & Director's Report

9:45 Break

10:00 – 11:15 BBG Open Meeting Continued

D. Review of Radio Free Asia

E. Other Items for Consideration at Next Board Meeting

11:30 BBG Meeting Adjourned

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ATTACHMENT 2

From: Broadcasting Board of Governors
Date: October 8, 2015
Subject: **Minutes of the BBG Meeting of October 8, 2015**

The Broadcasting Board of Governors (BBG) met today in at the headquarters of the Middle East Broadcasting Networks (MBN) in Springfield, Virginia. The meeting was open for public attendance as seating capacity allowed and for public observation via streaming on the BBG website.

The meeting was attended by the following Board members:

Chairman Jeffrey Shell
Governor Matthew Armstrong
Governor Leon Aron
Governor Michael Kempner (via telephone)
Governor Karen Kornbluh
Governor Kenneth Weinstein
Under Secretary for Public Diplomacy and Public Affairs Richard Stengel

Governor Ryan Crocker was not in attendance.

Other persons in attendance are listed at the end of these minutes.

The agenda of the meeting is set forth in Attachment 1.

The Chairman called the meeting to order and noted that the meeting was being held in compliance with the Government in the Sunshine Act and streamed live over the Internet at the BBG website.

Chairman Shell noted all Governors were present except Governor Crocker, who was traveling. He then confirmed Governor Kempner's participation by telephone.

The Chairman noted that the meeting was held at the Middle East Broadcasting Networks (MBN) headquarters in Springfield, Virginia and commented that the new facility allows Alhurra, Radio Sawa, and the digital team to work together in one space. He added that MBN's offices and studios are modern, vibrant, and action-oriented, and it is a credit to MBN team who is upholding such a strong journalistic standard. He said that this is an especially important time given the wide range of newsworthy events happening each day across the Middle East, and that the region needs media outlets like Alhurra and Radio Sawa to continue to serve as a trustworthy source of news and information. He further noted that these networks of MBN reach more than

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30 million people each week, the majority of whom rate them as a credible voice for fact-based reporting. On a final note, the Chairman said that MBN had a busy year and rolled out its “Raise Your Voice” campaign to empower everyday citizens to help combat extremism in the region.

Chairman Shell announced some personnel changes, most notably the recent addition of Chief Executive Officer (CEO) and Director John Lansing. He briefly introduced Mr. Lansing and welcomed him to his first Board meeting. At the Chairman’s invitation, Mr. Lansing commented that it was his honor to enter into public service and to join a team of world class journalists and media professionals. The Chairman then said while the Board was sad about Suzie Carroll’s departure from the Agency, the Board was fortunate to be joined by Rob Fallon and introduced him as Senior Advisor to CEO Lansing. He noted that Mr. Fallon came from the U.S. Department of State and will fill behind Ms. Carroll. He added that Ms. Carroll, who was also present, was returning to the Bay area and thanked her for her tremendous contributions to the Agency in both as a member of the Interim Management Team and as the Board’s liaison. Finally, the Chairman announced the departure of Paul Kollmer-Dorsey, who recently resigned as BBG General Counsel and Board Secretary to accept a new position as General Counsel at the American Academy of Actuaries, and thanked Mr. Kollmer-Dorsey for all his work for the BBG. He concluded by saying that one the many immediate priorities for Mr. Lansing will be to recruit and select candidates to fill several critical vacancies at the Agency, including the Director of Voice of America (VOA) position, as these jobs are critical to U.S. international media.

Chairman Shell noted that, while much has changed for the Agency, one thing has not changed is the threat to journalists around the world as they go about their work in the face of danger. He credited the journalists for their courage and tenacity, and the harsh treatment they often endure in the name of free press. He then reported on the following events since the last Board meeting: 1) Investigative journalist and Radio Free Europe/Radio Liberty’s (RFE/RL) contributor Hadijah Ismailova was sentenced to seven and a half years in prison in Azerbaijan for exposing government corruption, and the Chairman called for her immediate release and also noted that RFE/RL’s Baku Bureau in Azerbaijan remains closed after it was raided last December, with VOA stringers working in that country being threatened; 2) Radio Free Asia’s (RFA) reporter Shohret Hoshur continues to await news of the fate of his two brothers who had been jailed in China in retaliation for Mr. Hoshur’s coverage of escalating tension and violence between Uyghur and Han ethnic groups in the far west of China; 3) In Turkmenistan, a freelance reporter for RFE/RL was reportedly convicted and sentenced to three years in prison, though no official confirmation has been given; 4) In Burundi, a VOA reporter had to flee the country after surviving a grenade attack on her house; 5) Threats to VOA journalists have been reported in Zimbabwe, Angola, Cameroon and Niger; and 6) Alhurra reporter Bashar Fahmi still has not been seen or heard from since disappearing on a reporting trip to Aleppo, Syria more than three years ago.

Turning to Board business, the Chairman stated that the presence of five or more Governors satisfies the Board’s quorum requirement, permitting the Board to conduct business based on majority vote. He said that the Board had received by email materials for the consent agenda on September 24, 2015, and that he did not receive comments from any Governors. He described the six items on the consent agenda for Board consideration. He detailed, in particular, the

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resolution on the 2015 David Burke Distinguished Journalism Awards – a prize of \$2500 and a certificate from the BBG – and announced the following individuals or group for their exceptional integrity, bravery and originality in reporting: Ibrahim Ahmed from VOA, Jose Alpizar from the Office of Cuba Broadcasting (OCB), RFE/RL's Baku Bureau, and MBN producers of Alhurra's *Delusional Paradise*. Under Secretary Stengel moved for adoption of the consent agenda. Governor Kornbluh seconded. Without objection, the consent agenda was unanimously adopted by the Board.

At Chairman Shell's invitation, BBG CEO Lansing began his report by outlining key activities since his appointment on September 14. Mr. Lansing stated that he had conversations with Board members; discussions with network heads; meetings with BBG stakeholders on the Hill, at U.S. Department of State and elsewhere; visits with VOA language services; and tours of the OCB and MBN headquarters. From these, Mr. Lansing developed five strategic themes that help guide the BBG's work and strengthen and support the BBG's global mission: Aggressive shift to digital platforms; Enhancing strategic cooperation between BBG entities through formation of the USIM Coordinating Committee (ICC); Pursue curation and distribution of content, both BBG-produced and acquired; Target resources for maximum impact towards spheres of influence; and Greater accountability through measurement of impact with targeted audiences. Mr. Lansing noted that his official workday as BBG CEO was also the week when the Agency's Fiscal Year (FY) 2017 budget was due, and that the Office of Management and Budget was kind enough to grant him an extension. Mr. Lansing described how he formed a coalition of BBG network heads to a newly-formed ICC committee working together over the next two weeks to create a single, harmonized FY 2017 budget submission based on the five themes. He commended the ICC for their work and emphasized the continued need to support and enhance Internet freedom and fight censorship worldwide.

At the Chairman's request, Governor Armstrong gave a report on his recent trip to Russia and China where he had the opportunity to meet with VOA and RFE/RL reporters there. Governor Armstrong outlined his visits to Moscow, Beijing and Shanghai, and thanked the U.S. Department of State, RFE/RL and VOA for their assistance. Governor Armstrong stated that he was accompanied by VOA Russian Service Irina Van Deusen in Moscow and by VOA East Asia and Pacific Division Jing Zhang in Beijing and Shanghai. He noted that he examined the media market for and operations of VOA in the regions, met with reporters, local citizens, and government officials. Particularly in China, through a prior meeting with Mr. Zhao Qizheng (former head of the Information Office and currently Dean of the School of Journalism at Remin University) Governor Armstrong secured meetings with Vice Minister of the Information Office Guo Weimin and Director General of the Department of International Affairs from the State Council (Chinese cabinet) Information Office as well the Shanghai Municipal Foreign Affairs to discuss VOA's mission and reciprocity. Governor Armstrong concluded by surmising that while interest in and demand for VOA's content is high, even greater opportunities are available if the right product is presented in the right format and the right style, all of which can be improved by focusing on the value that great staff adds.

In accordance with the Board's prior protocol for allowing members of the public to speak at meetings, Chairman Shell noted that three members of the public were present and had signed-up

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to speak: James Malone from the Voice of America, Adam Clayton Powell III from University of Southern California, and Joseph Noonan of the Committee for U.S. International Broadcasting. Chairman Shell thanked the speakers and invited more members of the public to attend the meetings and offer their views. The Chairman then adjourned the meeting.

The Board then took a short recess and reconvened for a review of the Middle East Broadcasting Networks presented by President Brian Conniff.

After the MBN review, Chairman Shell announced that the next Board meeting will be held in the Cohen Building (BBG headquarters) in Washington, D.C. on December 16, 2015. The meeting will include a review of RFA. The Governors were encouraged to give input regarding other topics that they may like to see addressed at the next meeting.

The Broadcasting Board of Governors agreed to the following decision elements (all decisions were adopted by a unanimous vote unless otherwise indicated):

1. Adoption of Minutes of July 1, 2015. The Board adopted the minutes of the July 1, 2015 meeting of the plenary Board as set forth in Attachment 2.
2. Resolution Honoring the 65th Anniversary of RFE/RL Broadcasting in the Romanian Language to Romania and Moldova. The Board adopted the resolution honoring 65th anniversary of Radio Free Europe/Radio Liberty broadcasting in the Romanian language to Romania and Moldova as set forth in Attachment 3.
3. Resolution Honoring the 60th Anniversary of VOA's Khmer Service. The Board adopted the resolution honoring the 60th anniversary Voice of America's Khmer Service as set forth in Attachment 4.
4. Resolution Honoring the 35th Anniversary of VOA's Afghanistan Service. The Board adopted the resolution honoring 35th anniversary Voice of America's Afghanistan Service as set forth in Attachment 5.
5. Resolution on 2015 David Burke Distinguished Journalism Awards. The Board adopted the resolution on 2015 David Burke Distinguished Journalism Awards as set forth in Attachment 6.
6. Resolution on BBG Meeting Dates in 2016. The Board adopted the resolution on BBG meeting dates in 2016 as set forth in Attachment 7.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG CEO and Director John F. Lansing; Director of Technology, Services and Innovation Andre Mendes; Senior Advisor Robert Fallon; Director of Global Strategy Robert Bole; Interim Board Secretary Andrew Krog; Director of Board Operations Oanh Tran; Kelu Chao, Acting Director of the Voice of America; Carlos Garcia-Perez, Director of the Office of Cuba Broadcasting; Nenad Pejic, Interim Manager for Radio Free Europe/Radio Liberty (RFE/RL); Stephanie Schmidt, RFE/RL Acting Chief Financial Officer and Treasurer; Christine Fetzko, RFE/RL Chief of Staff; Ben Herman, RFE/RL General Counsel; Libby Liu, President of Radio Free Asia (RFA); Bernadette Burns, RFA General Counsel; Brian Conniff, President of the Middle East

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Broadcasting Networks; and Dan Sreebny, Senior Advisor for BBG, Office of the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Jeffrey Shell
Chairman

Witnessed:

Andrew Krog
Interim Board Secretary

Attachments:

1. Agenda for October 8, 2015 Board Meeting
2. Minutes of July 1, 2015 Meeting
3. Resolution Honoring the 65th Anniversary of RFE/RL Broadcasting in the Romanian Language to Romania and Moldova
4. Resolution Honoring the 60th Anniversary of VOA's Khmer Service
5. Resolution Honoring the 35th Anniversary of VOA's Afghanistan Service
6. Resolution on 2015 David Burke Distinguished Journalism Awards
7. Resolution on BBG Meeting Dates in 2016

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ATTACHMENT 3

RESOLUTION HONORING THE 55TH ANNIVERSARY OF VOICE OF AMERICA'S FRENCH-TO-AFRICA SERVICE

December 16, 2015

WHEREAS, the Voice of America (VOA) began broadcasting in French to Africa on March 7, 1960, to provide accurate, balanced and comprehensive news and information to the people of francophone Africa;

WHEREAS, the VOA's French-to-Africa Service has served for more than 55 years as a vital communications link to Africa in support of freedom and democracy;

WHEREAS, the VOA's French-to-Africa Service has successfully adopted FM radio, television, online and social media platforms to reach even greater numbers of people;

WHEREAS, the VOA's French-to-Africa Service is a leading source of news and information for Africans about U.S. official commentary and expert analysis on Africa, the United States, and the world;

WHEREAS, the VOA's French-to-Africa Service is a unique source of news and information for Africans about American society and its achievements in democratic governance, business, medicine, science, technology and the arts, which can serve as an inspiration and a model for African countries;

WHEREAS, VOA's French-to-Africa Service has nurtured and developed successful partnerships with leading African television and radio broadcast partners, such as RTI in Ivory Coast and Top Congo in the Democratic Republic of Congo;

WHEREAS, VOA's French-to-Africa Service remains a respected source of objective and accurate news and information about Africa, the United States, and the world;

WHEREAS, VOA's French-to-Africa Service continues to broadcast daily to millions of people across the continent; and

WHEREAS, VOA's French-to-Africa Service is a leading international broadcaster in francophone Africa, surpassing many competitors with its audience reach on multiple platforms – radio, television, Internet, and social media.

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the 55th anniversary of the Voice of America's French-to-Africa Service.

BE IT FURTHER RESOLVED that the Broadcasting Board of Governors commends and congratulates both the current and former members of the Voice of America's French-to-Africa Service for their dedication in serving the people of Africa and fostering friendship and the open communication of information and ideas between them and the United States.

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ATTACHMENT 4

RESOLUTION HONORING THE 55TH ANNIVERSARY OF VOICE OF AMERICA'S SPANISH SERVICE December 16, 2015

WHEREAS, the Voice of America (VOA) began broadcasting in Spanish to the Latin American region on March 12, 1960, to provide accurate, balanced and comprehensive news and information to the people of the region;

WHEREAS, the VOA's Spanish Service has served for more than 55 years as a vital communications link to the Latin American region in support of freedom and democracy;

WHEREAS, the VOA's Spanish Service has successfully adopted AM and FM radio, television, online and social media platforms to reach even greater numbers of people;

WHEREAS, the VOA's Spanish Service is a leading source of news and information for Latin Americans about U.S. official commentary and expert analysis on the United States and the world;

WHEREAS, the VOA's Spanish Service is a unique source of news and information for Latin Americans about American society and its achievements in democratic governance, business, medicine, science, technology and the arts, which can serve as an inspiration and a model for South and Central American countries;

WHEREAS, VOA's Spanish Service has nurtured and developed successful partnerships with leading South and Central America television and radio broadcast partners, such as Cable Noticias (Colombia), RPP and ATV (Peru), Azteca TV (Mexico) and Arter (Argentina);

WHEREAS, VOA's Spanish Service remains a respected source of objective and accurate news and information about the region, the United States and the world;

WHEREAS, VOA's Spanish Service continues to broadcast daily to millions of people across the continent; and

WHEREAS, VOA's Spanish Service is a leading international broadcaster in the Latin American region, surpassing many competitors with its audience reach on multiple platforms – radio, television, Internet, and social media.

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the 55th anniversary of the Voice of America's Spanish Service.

BE IT FURTHER RESOLVED that the Broadcasting Board of Governors commends and congratulates both the current and former members of the Voice of America's Spanish Service for their dedication in serving the people of Latin American and The Caribbean, and fostering friendship and the open communication of information and ideas between them and the United States.

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ATTACHMENT 5

RESOLUTION HONORING THE FIRST ANNIVERSARY OF *CURRENT TIME* – THE JOINT PRODUCTION OF VOICE OF AMERICA AND RADIO FREE EUROPE/RADIO LIBERTY

December 16, 2015

WHEREAS, Radio Free Europe/Radio Liberty (RFE/RL) and the Voice of America (VOA) launched the jointly produced show *Current Time* on October 14, 2014, to provide accurate, balanced and comprehensive news and information to the people living in countries along Russia's periphery;

WHEREAS, VOA and RFE/RL have worked in close cooperation to provide these audiences with a balanced alternative to the disinformation produced by Russian media outlets that is driving instability in the region;

WHEREAS, RFE/RL and VOA have worked in partnership with public and private broadcasters and Internet portals in Azerbaijan, Belarus, Georgia, Israel, Latvia, Lithuania, Moldova, Russia, and Ukraine;

WHEREAS, the program is reaching viewers via broadcast television, YouTube, Internet news portals and social media;

WHEREAS, a network of VOA and RFE/RL reporters, editors and production staff, located in Prague, other European capitals, Washington, D.C., and the Russian periphery, work together to present the daily program;

WHEREAS, RFE/RL and VOA have embraced the spirit of cooperation and collaboration to support the BBG mission of informing, engaging and connecting people in support of freedom and democracy;

WHEREAS, the success of *Current Time* has resulted in the expansion of the brand to include two weekend programs, one on Saturdays produced by VOA entitled *Current Time Week in Review*, and *Current Time This Week*, a Sunday program run by RFE/RL, as well as a new nightly current affairs program called *Current Time Asia*, which is produced by RFE/RL and serves Russian-speaking audiences in Kazakhstan, Kyrgyzstan and Tajikistan; and

WHEREAS, nearly two million people in Russia watch *Current Time* online, with the highest reach found among Russians age 15-24.

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the first anniversary of *Current Time*.

BE IT FURTHER RESOLVED that the Broadcasting Board of Governors commends and congratulates the Voice of America and Radio Free Europe/Radio Liberty for their dedication in serving Russian-language consumers of news no matter where they reside, and for collaborating for the benefit of U.S. international media.

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ATTACHMENT 6

RESOLUTION HONORING CARLOS GARCIA-PÉREZ

December 16, 2015

WHEREAS, Carlos Garcia-Pérez has served as Director of the Office of Cuba Broadcasting from September 2010 through December 2015;

WHEREAS, WHEREAS, for the past five years Mr. Garcia-Pérez has led the Office of Cuba Broadcasting with distinction, enhancing programming and editorial effectiveness, while pursuing and adopting new strategies to overcome Cuban jamming of Radio and TV Martí programming, designed to enhance the lives and human rights of the people of Cuba;

WHEREAS, Mr. Garcia-Pérez has proven an unflagging commitment to the mission of Radio and TV Martí and a dedication to Article 19 of the Universal Declaration of Human Rights, which established the right to freedom of expression.

WHEREAS, Mr. Garcia-Pérez has demonstrated a powerful vision to bring the free flow of uncensored information to the island of Cuba via email, satellite, the Internet and digital media;

WHEREAS, Mr. Garcia-Pérez's resolute spirit, intellectual integrity and deep knowledge of the history of Cuba and its people provided the Office of Cuba Broadcasting with a unique leader in a time of tremendous political change in Cuba; and

WHEREAS, Mr. Garcia-Pérez recognizes the continued importance of the Martí's in light of the December 17, 2014 historic decisions by U.S. President Barack Obama and Cuban leader Raul Castro announcing the beginning of a process of normalization between the two countries.

NOW, THEREFORE, be it resolved that the Broadcasting Board of Governors hereby expresses its great appreciation and gratitude for Mr. Garcia-Pérez's steadfast leadership and invaluable contributions in furtherance of the mission of U.S. international media and the long-term benefit of the people of Cuba.

BE IT FURTHER RESOLVED that an appropriate copy of this resolution be forwarded to Carlos Garcia-Pérez.

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ATTACHMENT 7

VERSION 12/16/2015

BBG Internet Freedom (IF) Program Framework

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1. INTRODUCTION AND OVERVIEW: The BBG seeks to fund a number of Internet Freedom Projects (IF Projects), directly and through its grantees, under the BBG Internet Freedom Program (IF Program). This framework will guide these efforts in accordance with BBG strategy, priorities, and goals. BBG-funded or supported IF Projects must comply with this Framework.

The Framework has eight elements, as follows:

1. Program Purpose
2. Program Goals
3. Types of Projects
4. Priorities & Coordination
5. Measuring Impact & Success
6. Safeguards
7. Compliance with US laws, regulation, and policy
8. Selected pursuant to the methodology set forth in the Governance Document

2. PROGRAM PURPOSE: Internet freedom is an interagency effort that seeks to overcome attempts to interfere with, monitor, censor, or prevent overseas persons from using the Internet as an open platform on which to communicate, innovate, learn, organize, and express themselves. The BBG mission to “inform, engage, and connect people around the world in support of freedom and democracy”¹ is, in part, accomplished by “overcoming censorship,” thus the purpose and importance of the IF Program.²

IF Program will fund the research, development, and deployment of technologies to support the free flow of information and independent media abroad, in BBG priority audiences, in accordance with BBG’s priorities and purposes for which Internet Freedom funds are authorized and appropriated by Congress.³ The BBG may support efforts that require research and development, and those that are ready for deployment. The Agency may also support efforts that facilitate usability and adoption of certain tools by intended users, and that provide IF training for intended users.

3. PROGRAM GOALS: The IF Program goals are derived from the BBG’s mission and priorities. Accordingly, the IF Program seeks to counter censorship of BBG-funded, affiliated, or supported content, and other credible, independent news and information. More broadly, the IF Program supports the overall BBG mission and priorities consistent with those of “Internet Freedom” articulated by the Congress:

- “to provide tools and techniques to access the Internet Web sites of BBG broadcasters that are censored”;
- “to work with such broadcasters to promote and distribute such tools and techniques, including digital security techniques”;
- to support the “continued development of technologies that provide or enhance access to the Internet, including circumvention tools that bypass Internet blocking, filtering, and other censorship techniques used by authoritarian governments”;
- to ensure the “maintenance of the United States Government’s technological advantage over such censorship techniques”; and

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- to further the “research of key threats to Internet freedom”⁴

The IF Program will fund IF Projects related to the development, deployment, or adoption of technological tools, systems, or techniques that can be freely used, by overseas target audiences, to bypass government censorship, and safely share and access digital news and information, in furtherance of the BBG mission. The IF Program may also fund IF Projects to train users and to research better understand threats to Internet freedom.

4. TYPES OF PROJECTS: IF Projects will support the free flow of information online consistent with the risks to the user and in accordance with the BBG’s priorities. IF Projects may be “categorized” in the following ways:

4.1. Create access to on-line content. These IF Projects provide access to content through circumvention, delivery, and provisioning technologies and may, as required, provide a validation function to prevent or warn of data manipulation.

4.2. Facilitate digital information sharing. These IF Projects support the ability to engage in two-way communications. This includes the ability to share information, to engage with others online and to freely express themselves with existing or new digital platforms.

4.3. Provide user to user access to digital content and information sharing. These IF Projects would include solutions that enable and protect person-to-person communication allowing citizens in repressive environments to participate in online communities.

4.4 Threat & Response Awareness. These IF Projects may aid IF Program decision-making and IF Program-funded efforts by providing timely and relevant information about current threats and the effectiveness of IF Program efforts. These IF Projects aid the development of effective Internet Freedom projects by enhancing understanding of dynamic, aggressive and increasingly sophisticated current threats to Internet Freedom.

5. PRIORITIES AND COORDINATION:

5.1 BBG Priorities: IF Program efforts will be in support of the BBG mission and priorities and consider past Congressional directives that Internet Freedom “programs shall be prioritized for countries whose governments restrict freedom of expression on the Internet, and that are important to the national interests of the United States.”⁵ Each year the CEO, in consultation with the Board, shall determine the IF Program priorities that best support the overall BBG mission and priorities.

5.2 Agency, Interagency & Private Sector Coordination: IF Projects that duplicate ongoing efforts, whether by the BBG or another agency, should not be funded. The BBG will coordinate with other Agencies funding Internet Freedom programs, as appropriate, to share information, technologies, and best practices, to identify related efforts, to delineate and streamline overlapping efforts, and minimize redundancy.⁶

The IF Program may consider IF Projects that complement other U.S. Government and private sector efforts, while remaining in support of the BBG mission and priorities. The IF Program shall consider IF Projects which are jointly developed and funded by the private sector, consistent with past Congressional directives (“funds made available pursuant to this section shall be matched, to the maximum extent practicable, by sources other than the United States Government, including from the private sector.”)⁷

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6. MEASURING IMPACT AND SUCCESS: The BBG wants to ensure that federal funds are put to the best use. By their very nature, these programs do not always lend themselves to hard metrics. However, all IF Program efforts must have an intended impact, and metrics for measuring compliance with the elements of this framework, including use and cost-effectiveness.

The IF Program will develop metrics to anticipate and analyze how efforts support IF Program objectives and to support funding decisions. The metrics will be included as part of the Internet Freedom Program Governance document.

6.1. Ensuring that implementation matches goals: IF Projects must be capable of being implemented with sufficient speed and scope to meet IF Program requirements.

6.2. Cost-effectiveness: Efforts should look to maximize value and minimize costs.

6.3. Requiring methods for defining and measuring success: IF Projects must meet with IF Program metrics to define and measure compliance with this framework document, including impact and support for program goals. These metrics should, to the extent practicable, be consistent across projects. Additional funding of a previously-funded project should be based on such metrics.

7. SAFEGUARDS: IF Projects shall establish practicable safeguards to prevent or mitigate against the risk that efforts may be used for illicit purposes. Illicit purposes would include terrorism and other criminal activity. Congress has continually directed that Agencies provide the Congress descriptions of safeguards “established ... to ensure that such programs are not used for illicit purposes.”⁸ These safeguards further the purposes of statutory (reporting) requirements designed to prevent the BBG or one of its grantees from becoming “an open platform for international terrorists or those who support international terrorism.”⁹

8. COMPLIANCE WITH US LAWS, REGULATIONS, AND POLICY: IF Projects must be capable of being undertaken, funded, and performed in ways consistent with all relevant federal and state laws and regulations, and BBG and USG policy.

9. SELECTED PURSUANT GOVERNANCE DOCUMENT PROCESS: IF Projects must be selected pursuant to the process set forth in the Internet Freedom Governance document. That document provides a methodology for the selection, evaluation, and funding of IF Projects, and related compliance and oversight processes.

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ENDNOTES

¹ The BBG mission statement is found in the BBG Strategic Plan (the most recent version is the 2014-2018 plan).

² BBG 2014-2018 Strategic plan, at page 13:

Strategic Objective 3: Overcome censorship: For almost 70 years, U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including our own, continues in a number of countries. Journalists suffer harassment and violence daily. National media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. Intimidation of journalists results in self-censorship. **The Internet in particular is under assault.** The BBG upholds the universal right of citizens everywhere to receive and impart information without restriction. We work on many fronts to make news and information accessible to our global audiences with the aim of enabling not only unfettered access to our own products but also the full spectrum of independent news sources on the Internet. (emphasis added).

Strategic element #3 also contains examples of projects which would be in furtherance of the mission:

- “Lead in assisting the world’s citizens to gain access to information on all platforms, advocating on the international stage and coordinating within the U.S. government and with international broadcasters and other allies.
- Help audiences understand through journalistic reports the practices and policies of Internet censorship and circumvention.
- Expand the usage and knowledge of tools that enable circumvention of censorship in closed information societies.
- Fund technologies that counter Internet censorship and Internet blocking.
- Increase effective use of social media and digital platforms to combat censorship.
- Provide in-house digital expertise to address real-time censorship and jamming issues in targeted regions.
- Support the independence of media organizations in places where media freedom is threatened through a strong affiliation program that supports their viability through content, training, and other professional services.”

³ Research may include assessments of effectiveness of existing products.

⁴ See section 7078 of the State, Foreign Operations, and Related Agency Appropriation Act (SFOAA) for FY’15. The same language appears in section 7080 of the FY’14 SFOAA. This same language appears in draft of the FY’16 SFOAA. However, even if this language does not appear in subsequent appropriation acts, it is valuable as a political directive from Congress.

⁵ see note 4, supra.

⁶ This is consistent with the following Congressional directives in section 7078 of the FY’15 SFOAA:

- “the Secretary of State, in consultation with the BBG, shall coordinate any such research and development programs with other relevant United States Government departments and agencies in order to share information, technologies, and best practices, and to assess the effectiveness of such technologies.”
- “relevant agency heads [shall consult] to coordinate and de-conflict planned activities”
- research and development should be aimed at “maintaining the United States Government’s technological advantage over censorship techniques.”

See also note 4, supra re similarities in FY’14 and FY’16 Acts.

⁷ see note 4, supra.

⁸ See, e.g., section 7078 (c) of the FY’15 Act (requires Agency Internet Freedom spend plans to “include a description” of such safeguards.)

⁹ The International Broadcasting Operations heading of the annual appropriation act contains the requirement that the “BBG shall notify the Committees on Appropriations within 15 days of any determination by the Board that any of its broadcast entities, including its grantee organizations, provides an open platform for international terrorists or those who support international terrorism...”

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ATTACHMENT 8

VERSION 12/16/2015

Internet Freedom (IF) Program Governance

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1. Introduction & Overview

This document provides a methodology for governance and oversight of the BBG Internet Freedom (“IF”) Program, including the selection and evaluation of BBG-funded Internet Freedom Projects carried out by BBG grantees, offices, or others. Under this process, recipients of Internet Freedom funds, from or through the BBG, will be held accountable to consistent and appropriate metrics and standards, described herein, which will be regularly reported to the Board.

Currently, the BBG IF Program is comprised of a BBG grantee-implemented IF effort, carried out by Radio Free Asia (“RFA”)¹, and a federally-implemented IF effort, carried out by BBG’s Office of Technology, Services, and Innovation (“TSI”).² These BBG-supported efforts (“IF Activities” or “IFAs”) propose, manage, and support USG and BBG-funded IF Projects, which are generally conducted via third party implementers (“Implementers”).³

The BBG Chief Executive Officer (CEO) will create a BBG Internet Freedom Program Office (IFPO) to direct, oversee, and facilitate compliance with the process. The process has three “phases,” covering (1) Project proposal and evaluation; (2) project approval, and formulation of a BBG-wide IF budget; and (3) status reports and closeout. Together, these phases are designed to ensure that the Agency, grantees, and other implementers, select, fund, and/or carry out IF Projects, in accordance with the BBG IF Framework Document, in a manner that ensures effective, transparent, and accountable use of taxpayer dollars to further the cause of Internet Freedom.

Nothing herein is intended to be process for process sake. The process shall be regularly reviewed by the CEO, with input from the IFAs and the International Media Coordinating Committee (“ICC”), to continually refine the process.

2. Goals of the Governance Process (the “Process”)

The Process is intended to ensure:

- effective, transparent, and accountable use of taxpayer funds to support Internet Freedom
- BBG-supported projects are designed to meet appropriate objectives;
- sufficient Agency involvement and oversight;
- compliance with federal law, rules, and policy, including the purposes for which Internet Freedom funds are authorized and appropriated by Congress
- collaborative, mutually beneficial process;
- avoidance of substantial involvement in grantee affairs;
- a standardized method for evaluating the performance and impact of IFP Projects; and
- a consistent approach for reporting progress, completion, and results of IFP Projects.

¹ RFA is a private non-profit BBG grantee. RFA currently carried out its efforts through RFA’s Open Technology Fund (“OTF”).

² Historically, entity-specific efforts have been referred to as “IF Programs”. For example, the RFA effort has been referred to as the RFA IF Program or OTF program. In this document, for purposes of clarity, each entity-specific effort is referred to as an “IF Activity” or “IFA”. Currently there are two “IFAs”: the TSI effort and the RFA effort. Nothing herein limits this to the status quo, or requires the provision of funds to a particular IFA.

³ “Implementers” could be sub-awardees, vendors, contractors and/or partners.

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The expected results of the Process include:

- provide for an annual, BBG-wide IF Project Budget, that is driven by and aligned with Agency objectives, and all other elements of the IF Framework; developed via a collaborative process, prioritized and recommended by an Internet Freedom Program Office, or its equivalent; approved by the BBG CEO, and the Board;
- ensure IF Projects and implementers are appropriate to receive U.S. taxpayer money, and that awards (including sub-awards to implementers) comply with federal law, rules, and policy, including those regarding conflict of interest; and
- fully address the concerns raised by the OIG in their “Audit of Radio Free Asia Expenditure” (June 2015), and a resulting BBG Board Resolution mandating that the Agency take corrective action accordingly.

3. Roles and Responsibilities

The Process involves the following participants, with the following roles and responsibilities:

1. The Board of the BBG supervises all BBG international media activities, federal and grantee, makes grants, and sets the strategic direction for the Agency, including the BBG Internet Freedom Program. The Board develops and approves the Process, and has review and oversight responsibilities.
2. The CEO implements and interprets the Process, including through the establishment of a BBG Internet Freedom Program Office (IFPO). The CEO, through the IFPO, holds accountable all recipients of Internet Freedom Funds to consistent standards and metrics.
3. The IFPO reviews IF Projects and IF budget proposals, with direct input and involvement of the relevant BBG grantees or offices, facilitating the development of the Agency Internet Freedom Budget and Spend Plan (“IF Budget”) each fiscal year.⁴ The IFPO reviews Activity and thus BBG IF Program compliance with the Process, which is reported regularly to the CEO and the Board.
4. The IFAs propose, carry out, and report on their respective BBG-funded IF Projects in conformity with the Process.
5. An Internet Freedom working group (“IF Working Group” or “IFWG”) will be assembled at least twice a year and as convened by the IFPO or the ICC,⁵ to facilitate the development of the BBG IF Budget each fiscal year; and to review, assess and recommend changes when appropriate to BBG IF Budget. IFAs seeking BBG IF fund allocations and relevant subject matter experts may be invited by the IF Working Group to participate in these meetings as constituents when appropriate.

4. Phases of the Process

The Process has three phases, as follows:

4.1. Phase 1: Proposing Projects: Self-Evaluation and Selection

⁴ A recurring provision in the BBG annual appropriation act has required an Internet Freedom Spend Plan to be submitted to the Committees on Appropriations within 90 days of the enactment of a federal budget.

⁵ The IF Working Group is envisioned under the auspices of the ICC.

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This phase has four aspects, defined below. In requesting an annual budget for IF Projects from the BBG, each IFA will submit its final list of proposed IF Projects. To be considered for BBG funding, proposed IF Projects must comply with each of the aspects of this phase.

1. Identify and Screen

Each IFA is responsible for identifying IF Projects it intends to support with BBG IF funds in a timely manner, consistent with a valid internal proposal process. An IFA will prepare a detailed IF Project Description Document for each proposed IF Project. See Appendix A – Elements of IF Project Description. That document shall include a description of the proposed project, and how it will address each of the elements of the IF Framework, and other criteria useful in evaluating a proposed project. The full set of these elements is listed in Appendix A.

2. Prioritize and Rank

Each IFA should score each of its (own) proposed IF Projects using the criteria listed in Appendix B – Ranking Criteria. These criteria include the degree of alignment with agency goals and mission.⁶ If/when IFAs submit their proposed annual IFA Budget Request (see #4, below), it shall include a list identifying the rank/priority that each IFA attaches to each IF Project.

3. Certify

The IFA must certify that proposed IF Projects and implementer(s) were selected in a manner consistent with the IF Framework. The certification will include information as to how the IFA met each element of the BBG IF Framework. If specific implementer(s) are not yet known or fully through the IFA's vetting process at the time of certification, then the IFA will provide updated certifications as projects are selected for support. A model certification is included in Appendix C. IF Funds will not be released to an IFA for a specific IF Project until the BBG verifies that it has received a valid certification, and/or any other information required under this Governance Process which will provide proof of compliance. However, uncertified IF Projects will not delay the release of funds for certified IF Projects.

4. Submit to BBG:

Each year, an IFA will create a list of proposed IF Projects, referred to as an IFA's proposed annual IF budget request ("IFA Budget Request"). That IFA Budget Request will contain all of the information identified in each element of Phase 1, including IF Project Descriptions; Ranking; and Certification, and any relevant documents that accompany each, to the extent feasible, based upon the respective IFA's policies and processes.

4.2. Phase 2: IF Budget Preparation

Through the process set forth below, the IFPO will develop an annual Agency IF Budget, to be approved by the CEO and Board.

⁶ Even if projects are proposed outside of an aggregated (budget request), these ranking criteria still have utility, and should be utilized.

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The development of the Agency's IF Budget will start with IFA Budget Requests received by the IFPO. (See Phase 1.4). The IFPO will review the submissions. Then, at least once a year, the IFPO will convene an IF Working Group meeting under the ICC, for the purpose of obtaining information with which it can develop a proposed BBG IF Budget.⁷

During such IF Working Group meetings, each IFA will present information and answer questions about its proposed IF Projects for the next year, provide the IFA's demonstrable qualifications and expertise to manage BBG-funded IF Projects, and discuss both how the IFA and its proposed IF Project portfolio of activities align with the Agency's IF objectives, goals and priorities in accordance with the Framework.⁸

The BBG IF Budget is simply the combination of IF Projects that the Agency wishes to fund (from each IFA Budget Request). The Agency will only provide funding to IFAs and for IF Projects that comply with the IF Framework; and, of those, the Agency's IF Project portfolio should consist of a mix of IF Projects which best meets Agency objectives.

The IFPO will develop its proposed Agency IF Budget with additional input from the IF Working Group if appropriate, and be responsible for determining that the proposed IF Projects have been de-conflicted amongst USG funders, is non-duplicative, and complies with the BBG IF Framework.

Based on information received during this process, the IFPO will combine the IFAs' proposed IF Budgets to arrive at an initial BBG IF Budget to recommend to the CEO for his/her approval, and if approved, the proposed BBG IF Budget will be forwarded to the Board for approval. If the CEO does not approve the recommendations, he/she will return the proposed BBG IF Budget to the IFPO with comments for additional information or clarification until such a time that the CEO has approved a final BBG IF to recommend to the Board for its approval.

Once the Agency IF Budget receives all necessary review and approval, the CEO will approve release of funding for approved IF Projects once the IFPO acknowledges receipt of required IFA-provided documentation in Phase 1.

4.3. Phase 3: IF Project Review

The Agency, through the IFPO, will regularly evaluate IF Projects to determine how they meet the goals of the IF Framework and relevant IF Project metrics.

⁷ A schedule for developing the IF Budget will be developed and regularized by the IFPO, in consultation with the relevant stakeholders, including the BBG Office of Chief Financial Officer (OCFO), to ensure any necessary synchronization with federal budget process.

⁸ A requested IF work order should be developed with the day-to-day involvement of the Entity for which the IF Project is focused.

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The IFPO will conduct a formal IF Project Review process at least twice a year, and report the results to the CEO and the Board.⁹ The purpose is to hold IFAs and IF Projects regularly accountable to standards and metrics set forth under this Governance process.

The IFAs will provide timely updates on each IF Project managed, as stated above, and will provide a final IF Project close-out report when a Project is completed.

IFAs will prepare and present a package of reports (Project Review Package) to the IFPO discussing each of its active IF Projects, and those that were completed since the last IF Project Review process. Each IFA must also specifically identify to the IFPO any concerns about or challenges to an IF Project or implementer.¹⁰ These will be completed twice yearly and will include metrics on each project and the projects overall.

Each Project Review Package is to be comprehensive and provide detailed information about the IF Projects presented for review. The report will necessarily include the standardized, objective metrics set forth herein to demonstrate how the projects are meeting the goals of the Framework. *See* Appendix D. The report will include any agreed upon project-specific metrics; these are the type of metrics which in addition to standard metrics, may differ per the unique nature, methodology, goals and maturity of the specific IF Project.¹¹

The IFPO will assemble the IFAs' project reports into a single report on, if and how the BBG-funded IF Projects are meeting the goals of the IF Framework and developed IF Project metrics. To facilitate a BBG IF Projects review, an IF Working Group meeting may be convened. At the conclusion of this IF Projects Review, the IFPO will present that report to the CEO and the Board. The Agency will take into account information from BBG IF Project reviews when deciding upon investments, projects, and budgets in current and future years.

⁹ A schedule for the Project Review will be developed and regularized by the IFPO, in consultation with the relevant stakeholders, including the BBG Office of Chief Financial Officer (OCFO), to ensure any necessary synchronization with federal budget process.

¹⁰ These include IF Projects that are diverging from their expected plan, due to factors including unknown technical impediments, not achieving the expected outcome, or by not adhering to budget or timeline. They can also be IF Projects that present non-anticipated issues, or have generated controversy. In such cases, the IFA may modify or amend a contract/subaward and will notify IFPO of the change and the reasons for it. The IFPO may also work with the IFAs to identify any issues with the current mix of IF Projects in meeting BBG objectives.

¹¹ However, such specific metrics should not undermine a fundamental purpose of the Governance and Framework Documents: to set out goals and other objective measures against which all IF Projects can be measured.

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APPENDIX A – Elements of Project Descriptions

Each Project Proposal should contain the following elements:

1. Whether the request is for a new or existing Project
2. Discussion and description of how the Project meets each of the elements of the IFP Framework.¹²
3. Indicate the IF Project's targeted IF threat or specific geographic region.
4. Description with particularity (in a way understandable by a lay person without a technical background) the intended outcome of the IF Project
5. Description of any technical aspects of the IF Project important for someone with technical background to understand to evaluate the IF Project on its technical merits.
6. The amount of funding sought for the project
7. The length of time of the project and how long the funding you seek would be expected to last in carrying out a multi-year IF Project. If an existing IF Project is seeking additional funding, specify the length of additional time it is expected to take.
8. If known, the relative priority of the IF Project as opposed to others in the IFA's proposed IF Budget.
9. If the IF Project is already underway, provide data concerning the performance of the Project using the relevant metrics set forth in [Appendix D](#).
10. Has this project been funded (by other USG Agencies or the private sector) in the past? If so, what was the result? Why is it no longer being funded?
11. Identification of potential metrics for projects that could be used to measure the performance of the IF Project and evaluate if it has been successful.
12. Identification of risks to the successful completion of the IF Project (other than insufficient funding) and how those risks will be managed.
13. Assessments, reviews or evaluations that were used or relied upon to recommend the IF Project.
14. A determination that the IF Project's desired outcome is not duplicative¹³ of the outcome of any past or current Project, and, as relevant, complements the outcome of any past or current IF Project.¹⁴
15. Is this better funded by another Agency? Does this project better align with the purposes of an Internet Freedom program of another Agency or USG-funded NGO, e.g., State or USAID? If so, why are they not funding? Have they funded the same or similar effort in the past? If so, what happened?
16. Who the implementer(s) (e.g., sub-awardee(s)) are?*
17. Any information about the implementer that would call into question their suitability as a candidate to receive U.S. taxpayer money.*
18. With respect to validating an IFA's compliance with federal rules when awarding work, explain (1) how an award complied with the relevant grant and/or procurement rules; (2) how the implementer was chosen; and (3) how any conflict of interest (or the appearance thereof) was avoided.*
19. List any other risks in funding this project.

* [If known. If not yet known, then provide information at/before Certification, per appendix C.]

¹² The framework elements include a set of IF goals, purposes, and project types; a requirement for alignment with Agency Strategic Goals; safeguards; and a requirement to be able to implement consistent with US law and policy.

¹³ This is not to preclude funding alternate approaches to solving the same IF challenge as the censorship tactics change constantly.

¹⁴ This should include IF Projects of any BBG entity; it should also consider activities of other USG Agencies of which the IF Program or IFA is aware.

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APPENDIX B – Ranking Criteria

The threshold question is whether the IF Project meets all elements of the IFP Framework (see Appendix B). If so, then it should be ranked. The following are the type of criteria that should be considered in ranking IF Projects.

1. Mission alignment – how closely the IF Project aligns with the IF Framework
2. Strategic alignment – how closely the IF Project aligns with Agency and Interagency strategic priorities. [The setting of Strategic Priorities is discussed in section 4 of the IF Framework document].
3. Purpose alignment – how directly the IF Project meets its stated purpose. [Purposes are listed in section 2 of the IF Framework]
4. Transformative value - the likelihood that the IF Project will take the exchange of information on the internet or social media in a new direction;
5. Effectiveness & efficiency – how effectively and efficiently the IF Project can attain its desired outcome;
6. Risk – known risks that might cause the IF Project to fail (other than lack of funding) and the ability to mitigate those risks;
7. Impact – the operational impact of the IF Project across all BBG activities;
8. Urgency – the urgency of the need the IF Project is to address;
9. Safeguards – the ability of the IF Project outcome to be protected from illicit purposes, and
10. Degree of overlap – the likelihood that the IF Project outcome duplicates the outcome of one or more current or former Projects of the BBG, another agency, or the private sector.¹⁵
11. Alignment with Other Agency Efforts – how it complements efforts of other agencies, and whether it better aligns with efforts of another agency rather than BBG.

¹⁵ This should include Projects of any BBG entity; it should also consider activities of other USG Agencies.

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APPENDIX C - Certification

1. Each IFA will submit a final list of IFPO-approved projects for the CEO, his designee, or the IPFO, in consultation with the BBG Grants manager, to review, certifying that all IF Projects and implementers have been selected in accordance with this process.

2. Relevant Implementers: The List will contain certification and/or explanation as to the following, if not yet provided under Appendix A:

- 2.1. Who the implementer(s) (e.g., sub-awardee(s)) are?
- 2.2. Any information about the implementer that would call into question their suitability as a candidate to receive U.S. taxpayer money.
- 2.3. With respect to validating an IFA's compliance with federal rules when awarding work, the certification should explain (1) how an award complied with the relevant grant and/or procurement rules; (2) how the implementer was chosen; and (3) how any conflict of interest (or the appearance thereof) was avoided.

3. Certification Language

A designated official of each IFA will submit the following Certification or its equivalent for each IF Project it proposed to fund, and each Implementer (e.g., sub-awardee) it proposes to use to carry out the IF Project.

CERTIFICATION

On behalf of [name of IFA] , this is to certify that [name of IFA] has evaluated the [name of IF Project] and [name of Implementer & sub-implementers] , and has determined that [name of IF Project] and [name of Implementer & sub-implementers] have been selected in accordance with the BBG IF Governance Process and IF Framework.

Certified,

[Name]

[Title]

[Name of IFA]

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APPENDIX D – Reporting

Each IFA is responsible for preparing, as least twice a year, a report discussing IF Projects currently underway and those that were completed since the last IF Working Group Project Review. This report is to be comprehensive and provide detailed information.

1. **Status Report for Ongoing Projects:** IFAs are to prepare a status report for each IF Project underway.¹⁶ In the report, the IFA should discuss whether (1) an IF Project is meeting its objectives or if the circumstances have changed which affect the anticipated outcome of the project; (2) corrective actions are needed and, if implemented, whether the corrective actions are succeeding, and (3) a recommendation should be made to terminate the Project is required and the use of the remaining funds for a different Project. See Appendix D.1 – Elements of IFA Status Reports, for a complete list of the elements to include in a status report.
2. **Evaluation for Completed Projects:** If a Project has been completed since the last IF Working Group Project Review, the IFA is responsible for preparing an IF Project evaluation report that sets forth the information listed in Appendix D.2 – Elements of Evaluation Reports.

Appendix D.1 – Elements of IFA Status Reports.

An IFA's semi-annual report to the BBG CEO should discuss the following with regard to each IF Project underway.

1. Deliverables/Achievements –measured using the metrics set forth in Appendix E – IF Performance Metrics.
2. Methodology – in the case of problems that have arisen concerning systems development or research design (including contractor management issues);
3. Technical – technical issues or problems involving hardware or software development;
4. Schedule – estimated time frames versus actual, including schedule slippages, amendments and/or compressions;
5. Costs – estimated costs versus actual costs spent or obligated to date, any changes in funding, and the impact of these changes;
6. Business/program alignment – evaluation of the IF Project's relationship to agency objectives; and
7. Risk – risks that were previously identified are being appropriately mitigated and/or new risks have been evaluated and steps taken to address them.

¹⁶ These reports are meant to be cumulative in nature; therefore, an IFA should start with the most recent prior report and update, adjust or amend information as appropriate.

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Appendix D.2 – Elements of IF Evaluation Reports.

Upon completion of an IF Project, an IFA completes an Evaluation Report. An IF Project Evaluation Report should include the following elements:

1. A description of the overall IF Project outcome.
2. An evaluation of the performance of the Project measured using the metrics set forth in Appendix E – Performance Metrics.
3. A full accounting of the IF funds expended and spent on the IF Project.
4. A discussion of the risks or issues encountered, and how they were mitigated.
5. An assessment of the success or failure of the IF Project
6. A discussion of the performance of the Implementer, any issues that were encountered with the Implementer, and how they were resolved.
7. A discussion of the lessons learned that could be informative to others working on internet freedom technology or on other IF Projects.

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APPENDIX E – IF Performance Metrics and Impact Indicators

The following are the type of metrics which the CEO through the IFPO will establish by which BBG will measure IF Project performance and the degree of IF Project success.

1. With respect to enhancing the free flow of information, performance could be measured by:
 - 1.1 The number of overseas persons in BBG-priority audiences gaining access to blocked or censored content;
 - 1.2 The length of time the IF Project outcome shows increasing use;
 - 1.3 Any additional factors adopted, as appropriate
2. If the purpose is to increase threat awareness, performance could be measured by:
 - 2.1 The number of new, unique threats identified by the research.
 - 2.2 How widely information about new, unique threats is disseminated
 - 2.3 Any additional factors adopted, as appropriate
3. If the purpose is to enhance individual safety, then performance could be measured by:
 - 3.1 The number of unique persons using the IF Project outcome in countries known to target individuals for their use of the internet or social media, unless the nature of the project is to obfuscate usage
 - 3.2 Any additional factors adopted, as appropriate
4. For “research and/or development,” performance could be measured by:
 - 4.1 How the R&D effort proves or disproves the products’ ability to meet the specified purpose (as set forth in one of the three previous bullets);
 - 4.2 Any additional factors adopted, as appropriate
5. For all IF Projects, performance will be measured by:
 - 5.1 How close to the desired outcome the IF Project came;
 - 5.2 How close to the original timeline the Project was completed
 - 5.3 How close to budget the Project came – with additional “success points” for achieving the desired outcome under budget;
 - 5.4 Any additional factors adopted, as appropriate