



Broadcasting
Board of
Governors



2019 Congressional Budget Justification



Table of Contents

Executive Summary.....	1
Summary Charts	7
Investments	11
Current Services	
<i>Voice of America (VOA)</i>	21
<i>Office of Cuba Broadcasting (OCB)</i>	29
<i>International Broadcasting Bureau (IBB)</i>	33
<i>Office of Internet Freedom (OIF) & Open Technology Fund</i>	37
<i>Technology, Services and Innovation</i>	45
<i>Radio Free Europe/Radio Liberty (RFE/RL)</i>	55
<i>Radio Free Asia (RFA)</i>	63
<i>Middle East Broadcasting Networks, Inc. (MBN)</i>	69
<i>Broadcasting Capital Improvements (BCI)</i>	77
Performance Budget Information	85
Appendix A: Budget Tables.....	127
Miscellaneous	139

Executive Summary

Summary of Appropriations

FY 2017 - FY 2019

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS (Programs, Projects and Activities)	FY 2017 ENACTED	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
FEDERAL ENTITIES				
Voice of America	\$ 234,685	\$ 232,661	\$ 199,756	\$ 199,922
Office of Cuba Broadcasting	\$ 28,056	\$ 28,938	\$ 23,656	\$ 13,656
International Broadcasting Bureau	\$ 59,671	\$ 57,827	\$ 52,863	\$ 54,863
<i>Internet Freedom; Anti-Censorship (non-add to IBB)</i>	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000
Office of Technology, Services, and Innovation	\$ 181,399	\$ 177,055	\$ 166,092	\$ 159,977
Total, Federal Entities	\$ 503,811	\$ 496,481	\$ 442,367	\$ 428,418
NON-FEDERAL ENTITIES				
Radio Free Europe/Radio Liberty	\$ 117,388	\$ 123,743	\$ 99,600	\$ 91,334
Radio Free Asia	\$ 43,109	\$ 53,752	\$ 35,296	\$ 35,296
Middle East Broadcasting Networks	\$ 112,600	\$ 112,700	\$ 103,100	\$ 101,294
Total, Non-Federal Entities	\$ 273,097	\$ 290,195	\$ 237,996	\$ 227,924
Total, International Broadcasting Operations	\$ 776,908	\$ 786,676	\$ 680,363	\$ 656,342
BROADCASTING CAPITAL IMPROVEMENTS	\$ 9,700	\$ 7,339	\$ 4,791	\$ 4,791
Total, Broadcasting Capital Improvements	\$ 9,700	\$ 7,339	\$ 4,791	\$ 4,791
BBG GRAND TOTAL - Appropriation/Request	\$ 786,608	\$ 794,015	\$ 685,154	\$ 661,133

Above all, we value the dignity of every human life, protect the rights of every person, and share the hope of every soul to live in freedom. That is who we are.

- President Donald J. Trump; July 2017; as quoted in the National Security Strategy

For Fiscal Year (FY) 2019, the Broadcasting Board of Governors (BBG) is requesting \$661.1 million. This request prioritizes funding for areas of key strategic importance to the United States and may enable the agency to be an even more impactful global media organization.

The BBG is America's civilian international media agency, comprising the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Alhurra TV and Radio Sawa (under the Middle East Broadcasting Networks – MBN), and Radio and TV Martí (under the Office of Cuba Broadcasting – OCB).

The BBG consists of five dynamic, modern organizations that provide content through digital platforms, television, and radio in 58 languages to more than 100 countries, reaching an audience of more than 278 million each week.

The BBG networks advance U.S. national interests by providing audiences in closed societies, or where free media is not yet fully established, with consistently accurate and compelling journalism and other content that opens minds and stimulates debate. The BBG demonstrates to the world values that reflect American society: freedom, openness, democracy, and hope. Societies that embrace these values support U.S. interests because they enjoy greater stability and prosperity, live in peace with their neighbors, reject terrorism and extremism, and make better political allies and trade partners for the United States. As the U.S. National Security Strategy (NSS) explains, “Stable, prosperous, and friendly states enhance American security and boost U.S. economic opportunities.” In covering the United States, BBG opens a window onto democracy in action, in all its richness and complexity, through which global audiences can see reflected their own struggles to build sustainable democratic systems.

The work of the BBG is more important – and challenging – than at any time during its history spanning more than seven decades. In a world awash in media and interconnected as never before, governments and non-state actors, including extremist groups like ISIS and Boko Haram, have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. As detailed in the NSS, “Rival actors use propaganda and other means to try to discredit democracy. They advance anti-Western views and spread false information to create divisions among ourselves, our allies, and our partners.” Government funded broadcasters inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, its institutions failing and global strength on the wane. Global media freedom has deteriorated steadily during the past decade and internet freedom is declining as more governments censor information and expand surveillance.

Role of U.S. International Media

The BBG’s founding legislation (U.S. International Broadcasting Act of 1994) requires U.S. international media to –

- (1) inform people through accurate, objective, and comprehensive news;
- (2) represent American society, culture, and thinking; and
- (3) present and discuss U.S. policy.

This is reflected in the BBG mission statement: “To inform, engage, and connect people around the world in support of freedom and democracy.”

The five networks pursue this mission through complementary, reinforcing roles. RFE/RL, RFA, and OCB emphasize domestic news for their local, geographically-defined audiences. Covering developments specific to their local target markets is their specialty, most notably in countries without a free press or in transition. At the same time, each also covers limited regional and international issues and events (including those in the United States, as warranted) to ensure comprehensive news coverage. VOA emphasizes international and regional news and in-depth coverage of the United States. VOA also covers significant domestic events to ensure comprehensive news coverage, especially in areas where it is the only BBG presence, such as sub-Saharan Africa. As the only Arabic language network, MBN provides a full range of international, regional, and local news in Arabic as well as thorough coverage of the United States.

Establishing Trust and Credibility

The BBG networks accomplish their goals by building relationships of trust and credibility with global audiences. In addition to high-quality, fact-based news and information, BBG engages audiences and connects them with one another and with the wider world, in particular by providing technologies that circumvent internet censorship.

Discerning news-seekers shun propaganda and content that they believe is not trustworthy. A legally mandated “firewall” prohibits U.S. Government interference in BBG content, ensuring that journalists and editors can develop programming that reflects the highest professional standards.

The BBG's credibility is further bolstered and its reach is extended through news and information in local vernacular languages, such as Somali or Chechen, as well as regional or global languages, including English and Russian. Overall, more than four out of five weekly audience members trust the content they receive from BBG networks, according to representative BBG media surveys. With the high levels of trust that audiences place in BBG networks, the networks become a go-to source in times of crisis or to verify other information sources.

Organizational Change and Progress

The Fiscal Year 2017 National Defense Authorization Act (NDAA) made significant reforms to the management structure of the BBG. Primarily, the act authorized the position of Chief Executive Officer (CEO) as a Presidentially-appointed, Senate-confirmed position, and provided the Agency with additional operational authorities to add flexibility to processes in light of the Agency's unique media-based mission. It also authorized a Presidentially-appointed Advisory Board, which includes the Secretary of State; members of the current BBG Board continue to work with the CEO in moving the Agency forward.

The Agency leverages the statutorily-authorized International Media Coordinating Committee (ICC), made up of the heads of the five BBG networks to coordinate strategy, enhance programming, and align investments. Working in partnership through this coordinated structure, the BBG networks have delivered a number of signature accomplishments in the past several years, including launching a quickly growing 24/7 Russian-language digital network that counters Kremlin disinformation and tells the truth about America and global events; accelerating the migration of content to digital, mobile, social media, and satellite TV and FM radio; pioneering technologies to circumvent government-imposed internet firewalls; reinvigorating the telling of America's story by expanding a "U.S. bureau" approach for reporting to media outlets around the world; and fully operationalizing a sophisticated and dynamic Impact Model to demonstrate effectiveness, inform resource allocation, and improve accountability through targeted goals based on specific metrics.

Building for the Future

Today, the BBG is uniquely positioned – through its enduring mission, organized structure, and revitalized leadership, greatly improved internal coordination and collaboration, and expanded global reach on all media platforms – to combat disinformation and extremism and to communicate America's story and values to the world.

Budget Highlights

This FY 2019 budget request is \$661.1 million, a \$24 million decrease from the FY 2018 budget request.

Proposed substantial reductions in this request are:

- **OFFICE OF CUBA BROADCASTING (OCB)** - \$10 million in programmatic reductions;
- **RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)** - \$8.27 million in direct/indirect program cost savings; and
- **OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)** - \$6.1 million in operations savings.

This budget also presents a set of strategic investments that build on the BBG's successful efforts in three key areas:

- **CONFRONTING STATE-SPONSORED DISINFORMATION**, supporting democratization in Venezuela and Central American countries with a focus on El Salvador, Guatemala, Honduras, and Nicaragua;
- **ACCELERATING THE SHIFT TO DIGITAL AND INTERACTIVE PLATFORMS**, by implementing significant enhancements to the BBG's cybersecurity profile, mitigating risks, and funding Continuous Diagnostics and Mitigation (CDM) investments; and
- **STRENGTHENING ACCOUNTABILITY**, by increasing research to enhance BBG's portfolio of evidence to help strengthen agency accountability and evidence-driven decision-making.

This budget also is accompanied by the BBG's 2018–2022 Strategic Plan, which presents the agency's two overarching strategic goals: (1) expanding freedom of information and expression and (2) communicating America's democratic experience and values. These strategic goals support the third and fourth pillars of the National Security Strategy, "Preserving Peace through Strength" and "Advancing American Influence," by using accurate, objective information to foster the American values of democracy and free expression and, as the NSS directs, "expose adversary propaganda and disinformation." The Strategic Plan provides the agency's roadmap to achieving impact in the agency's target markets. The Strategic Plan and this budget submission also respond to new calls for institutional agility as reflected in the Administration's management priorities of effectiveness, efficiency, and accountability.

The fast-shifting global environment requires that we focus on continually improving our operations in order to maximize our journalistic impact, thereby supporting American interests and American national security. Our growing audiences throughout the world are hungry for the exceptional news and information that we offer. We will meet that demand, while reaching out to new audiences, with fresh vision, imagination, and innovation.

BROADCASTING BOARD OF GOVERNORS
Summary of Appropriations
FY 2017 - FY 2019

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS	FY 2017 ENACTED	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST	FY 2019 REQUEST COMPARED TO FY 2018 CBJ
FEDERAL ENTITIES					
Voice of America	\$ 234,685	\$ 232,661	\$ 199,756	\$ 199,922	\$ 166
Office of Cuba Broadcasting	\$ 28,056	\$ 28,938	\$ 23,656	\$ 13,656	\$ (10,000)
International Broadcasting Bureau	\$ 59,671	\$ 57,827	\$ 52,863	\$ 54,863	\$ 2,000
<i>Internet Freedom; Anti-Censorship (non-add to IBB)</i>	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ -
Office of Technology, Services, and Innovation	\$ 181,399	\$ 177,055	\$ 166,092	\$ 159,977	\$ (6,115)
Total, Federal Entities	\$ 503,811	\$ 496,481	\$ 442,367	\$ 428,418	\$ (13,949)
NON-FEDERAL ENTITIES					
Radio Free Europe/Radio Liberty	\$ 117,388	\$ 123,743	\$ 99,600	\$ 91,334	\$ (8,266)
Radio Free Asia	\$ 43,109	\$ 53,752	\$ 35,296	\$ 35,296	\$ -
Middle East Broadcasting Networks	\$ 112,600	\$ 112,700	\$ 103,100	\$ 101,294	\$ (1,806)
Total, Non-Federal Entities	\$ 273,097	\$ 290,195	\$ 237,996	\$ 227,924	\$ (10,072)
Total, International Broadcasting Operations	\$ 776,908	\$ 786,676	\$ 680,363	\$ 656,342	\$ (24,021)
BROADCASTING CAPITAL IMPROVEMENTS	\$ 9,700	\$ 7,339	\$ 4,791	\$ 4,791	\$ -
Total, Broadcasting Capital Improvements	\$ 9,700	\$ 7,339	\$ 4,791	\$ 4,791	\$ -
BBG GRAND TOTAL - Appropriation/Request	\$ 786,608	\$ 794,015	\$ 685,154	\$ 661,133	\$ (24,021)

SUMMARY OF RESOURCES	FY 2017 ENACTED	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST	FY 2019 REQUEST COMPARED TO FY 2018 CBJ
International Broadcasting Operations (IBO) Account	\$ 776,908	\$ 786,676	\$ 680,363	\$ 656,342	\$ (24,021)
<i>Appropriated</i>	\$ 772,108	\$ 781,876	\$ 680,363	\$ 656,342	\$ (24,021)
<i>Appropriated (Overseas Contingency Operations)</i>	\$ 4,800	\$ 4,800	\$ -	\$ -	\$ -
Broadcasting Capital Improvement (BCI) Account	\$ 9,700	\$ 7,339	\$ 4,791	\$ 4,791	\$ -
BBG GRAND TOTAL - Appropriated/Request	\$ 786,608	\$ 794,015	\$ 685,154	\$ 661,133	\$ (24,021)

BROADCASTING BOARD OF GOVERNORS
Summary of Postions & FTE
FY 2017 - FY 2019

	FY 2017 Actuals		FY 2018 CBJ		FY 2019 Request	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL EMPLOYEES						
Voice of America	1,092	1,096	1,025	1,011	1,028	1,014
<i>American/Domestic Employees</i>	1,070	1,082	1,004	1,004	1,007	1,007
<i>Foreign Nationals DH/ Personnel Service Agreements</i>	22	14	21	7	21	7
Office of Cuba Broadcasting	120	120	113	113	51	51
<i>American/Domestic Employees</i>	120	120	113	113	51	51
International Broadcasting Bureau	193	189	172	168	172	168
<i>American/Domestic Employees</i>	193	189	172	168	172	168
Office of Technology, Services and Innovation	380	288	448	333	450	335
<i>American/Domestic Employees</i>	155	160	187	188	189	190
<i>Foreign Nationals DH/ Personnel Service Agreements</i>	225	128	261	145	261	145
SUBTOTAL, FEDERAL EMPLOYEES	1,785	1,693	1,758	1,625	1,701	1,568
INDEPENDENT GRANTEE ORGANIZATIONS						
Radio Free Europe/Radio Liberty	666		687		687	
<i>American/Domestic Employees</i>	666		687		687	
<i>Foreign Nationals DH/ Personnel Service Agreements</i>						
Radio Free Asia	262		220		219	
<i>American/Domestic Employees</i>	253		210		210	
<i>Foreign Nationals DH/ Personnel Service Agreements</i>	9		10		9	
Middle East Broadcasting Networks	884		975		998	
<i>American/Domestic Employees</i>	501		555		566	
<i>Foreign Nationals DH/ Personnel Service Agreements</i>	383		420		432	
SUBTOTAL, GRANTEE EMPLOYEES	1,812		1,882		1,904	
BBG TOTALS	3,597	1,693	3,640	1,625	3,605	1,568

BROADCASTING BOARD OF GOVERNORS
Summary of Increases and Decreases
FY 2018 - FY 2019
(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 685,154
FY 2019 NON-RECURS	\$ -	\$ -	
WAGES (DOMESTIC/U.S)	\$ 2,066	\$ -	
<i>Salary & Benefits (S&B) for New Hires, Within Grades, Pay Increase, and Annualization of S&B into FY 2019</i>	\$ 2,066	\$ -	
WAGES (FOREIGN SERVICE NATIONALS - FSNS)	\$ -	\$ -	
<i>Anticipated Wage Increases for Overseas FSN Employees</i>			
CURRENT SERVICE INCREASES	\$ 3,811	\$ -	
<i>Office Space Rental Increase</i>	\$ 143	\$ -	
<i>Staffing Agency Contract Increase</i>	\$ 40	\$ -	
<i>General Insurance, ISP, Maintenance Agreements</i>	\$ 50	\$ -	
<i>Contractual Increases</i>	\$ 360	\$ -	
<i>Recurring Programming Funded by Carryover</i>	\$ 3,218	\$ -	
CURRENT SERVICES DECREASES	\$ -	\$ 12,561	
<i>Direct and Indirect Cost Reduction</i>	\$ -	\$ 8,266	
<i>Office Space Reconfiguration Costs</i>	\$ -	\$ 370	
<i>Offsets Due to Contract Realignment</i>	\$ -	\$ 3,925	
PROGRAM INCREASES	\$ 8,855	\$ -	
<i>Focus on Venezuela</i>	\$ 1,270	\$ -	
<i>Comprehensive Coverage of Central America</i>	\$ 1,000	\$ -	
<i>Increase Research to Enhance Portfolio of Evidence</i>	\$ 2,000	\$ -	
<i>Enhance BBG's Cybersecurity Profile</i>	\$ 1,585	\$ -	
<i>Reposition Sawa Pan-Arab as Digital</i>	\$ 3,000	\$ -	
PROGRAM DECREASES	\$ -	\$ 26,192	
<i>Budget Reductions as part of Agency Reform Plan</i>	\$ -	\$ 13,686	
<i>Pan-Arab Radio Transmission Reduction</i>	\$ -	\$ 7,700	
<i>Eliminate Sawa Pan-Arab Radio</i>	\$ -	\$ 4,806	
PROGRAM CHANGES TOTAL	\$ 14,732	\$ 38,753	
NET PROGRAM CHANGE	\$ -	\$ -	\$ (24,021)
TOTAL FY 2019 BBG REQUEST			\$ 661,133

Major New Investments

Confronting State-Sponsored Disinformation

VOA – Focus on Venezuela - Spanish Service

(\$1.27M)

The BBG will support a more comprehensive response to the ongoing crisis in Venezuela by increasing its footprint in the country. These resources would allow VOA to hire and equip more reporters to focus on Venezuela and to significantly improve VOA’s online presence and coverage for media partners in the country and the region. VOA will focus on enhancing and increasing creation and distribution of content that adds unique value in the market because local media are unable to create it themselves. This will include news and information from the United States; covering news events inside Venezuela for distribution to affiliates inside Venezuela; reporting the complex story of Venezuela to the other sixteen Latin America countries whose audience have a stake in following it closely; explaining U.S. policy to Venezuela and the region; providing tools and techniques necessary to allow Venezuelans to avoid any restrictions on internet access; identifying new local candidates for collaboration; and covering the social and humanitarian crisis, rampant poverty, immigration, corruption and violent crime, as well as the prominent role of youth activists. Additional resources will allow the BBG to increase its offering of excellent and comprehensive journalism and provide an alternative to state-sponsored media organizations, such as Telesur.

As Venezuela’s political, economic, and health crises have worsened and domestic media and journalists are subjected to ever greater state pressures, VOA’s Spanish weekly audiences have grown from 0.3 million in 2014 to 0.6 million in 2015 to 1.9 million, or almost one in ten adults in 2016¹. The large increases have been measured on all media, but especially on TV and online (on VOA’s website and social media, and via sharing and syndication on top sites *lapatilla.com* and *el-nacional.com*), where VOA now reaches more adults than it did on all media in 2014. Large majorities of VOA Spanish users say its news has increased their understanding of current events in general (87%), of current events in Venezuela (77%), of American society (60%) and U.S. foreign policies (59%). Over half (55%) say VOA reporting has helped them form their own opinions on important issues².

1 BBG media questions placed on Gallup World Poll national surveys of Venezuela in November 2015 and September 2016 (n=1,000 in each), and BBG-Gallup national survey of Venezuela in August 2014 (n=2,000).

2 VOA Spanish past-4-week users responding (n=58), BBG-Gallup national survey of Venezuela, August 2014.

Political instability, and the broad crackdown on media have elevated the importance of social media networks as a content distribution platform. The Spanish Service has successfully integrated content development and marketing strategy, building a strong multimedia brand that offers unique value, defining content to secure the greatest impact across a large market, and promoting the VOA brand as synonymous with journalistic excellence. VOA has 99 media partners presently in Venezuela that range from radio and television to online platforms spread across the country. This enhancement will allow VOA to identify new, local candidates for media partnerships to expand reach outside the capital city of Caracas. Partnering with local media is an efficient and cost effective distribution method that serves to increase VOA reach and impact. As the editor of one of the largest online media publications in Venezuela describes it: “VOA’s news and information service is very important for *El Nacional*; the content and editorial selection is fundamental for our website.” FMCenter, a national radio conglomerate with 44 affiliate stations in the country, calls VOA “a strategic ally and a point of reference in Venezuela for the coverage of U.S.-Venezuela relations.”

VOA – Comprehensive Coverage of Central America

(\$1.00M)

The BBG will support more comprehensive coverage/news and information to Central American countries with a focus on El Salvador, Guatemala, Honduras, and Nicaragua. With Central America in the cross hairs of U.S. domestic policy (not just Mexican immigration but trans-Mexican immigration from Central American countries), it is imperative to get a neutral, objective narrative into those countries. Central America is one of the most crime ridden and violent regions in the world. Honduras (and the Northern Triangle) has one of the highest murder rates in the world. Estimates on the cost of violence to the countries of the Northern Triangle in 2016 were detailed by the Pew Research Center in a December 2017 report: El Salvador had a murder rate of 91.2 per 100,000, Honduras’ murder rate was 59.1 per 100,000 and Guatemala’s murder rate was 23.7 per 100,000. In El Salvador, MS-13 gang members terrorize the population and have exported their violence to many areas of the U.S., including northern Virginia. Additional resources will enable the Spanish Service to target these specific countries with narratives on U.S. policy towards the region; immigration, entrepreneurship, drug trafficking, crime and violence prevention efforts; transparency, strengthening public institutions, the rule of law; and youth and family. Youth, which is the most vulnerable segment of the population in these countries, will be a crucial audience focus for VOA.

VOA Spanish will build on the tremendous audience success it has recently experienced in several of these countries. VOA Spanish content on TV, radio, and online reaches 3.6 million adults weekly across these four markets, 15% of their 24.6 million adult population. Weekly VOA Spanish audiences have grown by 80%–90% since 2014 in

Nicaragua and El Salvador³. VOA's relevant U.S. news, expert analysis, discussion of key issues for these countries' future, and its ability to offer immediate reporting and context on high-profile events have driven this growth in audience impact through solid partnerships with major domestic media outlets.

VOA will expand engagement with its extensive network of local, national, and regional media partners (over 120 at present) to create and distribute targeted content in a wide variety of broadcast and digital platforms (radio, TV, online, social media). Using the expanding affiliate network in the region is the most cost-effective way to distribute this content as demonstrated by the growth in audiences.

VOA enjoys a high level of credibility and brand recognition in the region, and is praised by local media as an authoritative source of news and information⁴, particularly for information and discussion of issues that they are unable to offer their own public. VOA adds unique value in these countries where the local media are often unable or unwilling to address certain news or issues due to self-censorship given the political situation and threats from organized crime. Direct and indirect restrictions to freedom of expression severely threaten the development of journalism and citizen security in Central America. Widespread violence has made Honduras one of the most dangerous places in the world for media professionals according to media watchdog organizations. All these factors combined provide strong support for the need for VOA to play an even greater role in this region in the future.

Accelerating the Shift to Digital and Interactive Platforms

TSI - Implement Significant Enhancements to BBG's Cybersecurity Profile

(\$1.59M)

The BBG's information resources are constantly threatened by cyberattacks, advanced persistent threats (APTs), and malicious software. If successful, these attacks and threats could place the BBG mission at risk by corrupting the BBG's information systems, damaging resources, and interfering with mission-critical operations—including content distribution. These attacks are usually perpetrated by sophisticated, well-sourced nation-state actors. Executive Order 13800, Federal Information Security Modernization Act of 2014, and OMB Circular A-130 mandate that BBG enhance its cybersecurity profile.

³ BBG media questions placed on Gallup World Poll surveys conducted in April 2016 and October 2014 (n=1,000 in each market).

⁴ TN24, a leading TV network in Guatemala: "VOA is a source of continuous information about what is happening in the world and particularly in the United States;" similarly, Radio America, the leading radio station in Guatemala: "We depend on the Voice of America for comprehensive news and information about the United States and also about issues of relevance in Central America."

To comply with these directives and laws, the BBG requests funding to: 1) improve its ability to monitor and identify cybersecurity threats and attacks; 2) enhance controls for system access; 3) enhance boundary protection and event management; 4) enhance cloud system identity management; 5) enhance protection of sensitive data and address privacy concerns; 6) implement ability to identify and defend against threats via encrypted internet channels, which represent a large (now 40%) and increasing component of all network traffic; 7) enhance BBG FISMA system security compliance posture; and 8) perform on-going enterprise risk assessments and Capital Planning and Investment Control (CPIC) activities to ensure Agency investments are focused on the highest risks.

The BBG has already implemented some components of the “protect and detect” functions of the framework. However, funding is also required to implement the “identify, respond, and recover” functions. Funding will reduce the BBG’s vulnerability to cyber threats from unidentified sources and increase its ability to recover from attacks in a timely manner. Funding these enhancements significantly mitigates these risks.

Strengthening Accountability

IBB – Increase Research to Enhance Portfolio of Evidence (\$2.00M)

The BBG research budget is well under 1% of the overall agency budget. For FY 2019, the BBG proposes expansion of the portfolio of evidence along three research vectors: a return to full BBG surveys to strengthen impact assessment, enhanced digital analytics, and improved internal sharing mechanisms for enhanced learning from research findings for evidence-driven decision making.

Over the past several years, the BBG has pioneered an Impact Model to assess the real-world results of the agency’s work. The Impact Model uses mixed methods, drawing from a variety of sources, including representative surveys, digital analytics, qualitative analysis, and verifiable narrative data. The BBG Impact Model and impact assessment follow best practices in the field of journalism and media.⁵ This impact

5 For examples of best practices in media impact assessment, see:

“Impact Assessment for Nonprofit News Projects & Their Funders,” Media Impact Project, <http://www.mediaimpactproject.org/impact-assessment---journalism-planning-gauge.html>

“The art, science and mystery of nonprofit news assessment,” by Charles Lewis, Hilary Niles, <http://investigativereportingworkshop.org/ilab/story/measuring-impact/>

“The Case for Media Impact,” by Fergus Pitt and Lindsay Green-Barber, Tow Center for Digital Journalism, https://www.cjr.org/tow_center_reports/the-case-for-media-impact.php

assessment is based on a logic model that outlines the intended consequences of its work, progressing through outputs (building awareness and brands, reaching people, providing value, creating loyalty), outcomes (informing, engaging, and connecting audiences), and impacts (being influential in three realms – with audiences, media sectors, and governments). BBG’s extensive representative in-country surveys provide a wealth of data in all three of these categories – measuring audience size, audience trust in BBG media, whether BBG media has helped audiences form opinions on important topics, whether audience members have taken specific actions as a result of BBG broadcasts, etc. This survey data, combined with qualitative, narrative, and digital data, give a rich basis for evaluating the overall impact of BBG’s work. While BBG does at times place short modules on omnibus surveys (from organizations such as Gallup), these surveys cannot provide much information beyond just audience size.

The United States Advisory Commission on Public Diplomacy called the BBG “an interagency leader in measurement and evaluation” and recommended in its FY 2016 report for the BBG to increase “the budget, human resource and database capacity to systemically complete this work [evaluating progress on long-term public diplomacy and international broadcasting activities’ goals.]” The BBG will further enhance its impact research efforts by continuing to participate in a “whole of government” collaboration, which includes joint projects, exchanging research data, and sharing best practices with other research entities, such as the Department of State.

We expect that the research investment would be targeted towards the following three areas:

- **IMPACT ASSESSMENT DATA (\$1.65M):** Migrating from short modules in omnibus surveys towards full BBG surveys for 4-5 countries. In recent years, the BBG was forced to replace a number of its annual full BBG surveys with short modules in omnibus surveys (generally Gallup World Poll). While such omnibus modules can provide audience reach data, they are not sufficient for impact assessment or to gain a solid understanding of changing patterns of media consumption, which is required to assess the effectiveness of distribution efforts. The BBG therefore needs to conduct full BBG surveys in more of its priority markets, while continuing limited omnibus surveys in lower priority markets.
- **DIGITAL ANALYTICS (\$230K):** With the BBG’s accelerated shift to digital platforms, the BBG’s research program must make investments in analytics platforms and staff to ensure proper implementation of the BBG’s increasingly complex digital architecture, which covers websites, apps, social media and other third party platforms.
- **LEARNING FOR EVIDENCE-DRIVEN DECISION-MAKING (\$120K):** While the BBG already has an online tool to ensure that research reports are shared with all staff, it would require additional staffing resources to fully analyze and present customized findings to various internal stakeholder groups (distribution, marketing, technology) within the BBG who would benefit from additional exposure to duty-tailored research findings for evidence-based decision making. Specifically, the BBG would hire an additional FTE to support the IBB Research Director by creating custom analysis products.

Broadcasting Board of Governors (BBG)

Funding (\$ in Thousands)

FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 794,015	\$ 685,154	\$ 661,133	\$ (24,021)

Notable FY 2019 Program Changes

- **LANGUAGE SERVICES** The BBG maintains programming in 58 languages, which is a decrease from the 61 languages reported in the prior year. The language total no longer includes Croatian, Songhai, and Tamachek. RFE/RL maintains a small number of freelance journalists in Croatia that periodically provide content for programming for the Balkan region, and funding from other agencies that supported Songhai and Tamachek programming has been exhausted.

The mission of the BBG is to inform, engage, and connect people around the world in support of freedom and democracy.

This mission is achieved through two strategic goals:

- Expand freedom of information and expression
- Communicate America’s democratic experience and values

Free press and free expression are universally acknowledged as key to free, open, democratic societies, which in turn support American interests through stability, peace, alliances, and trade. Communicating America’s democratic experience and values serves the same purpose. In covering the United States, we open a window onto democracy in action.

BBG Reform Agenda

The BBG is committed to making efficient and effective use of taxpayer resources and continuing to achieve significant impact in the world. In FY 2017, the BBG pushed major internal reforms to its structure and efficiencies across the agency, which it built upon in FY 2018 and will continue in FY 2019.

Key reforms were set into motion in September 2015 when the BBG Board delegated operational authorities to a Chief Executive Officer (CEO) with day-to-day responsibilities. In the months following, BBG greatly improved internal coordination and collaboration, expanded global reach on all media platforms, with particular attention to newer digital means of distributing news, and pursuing a renewed focus on telling America’s story to the world.

A key initial step taken by CEO John Lansing was to convene the U.S. International Media Coordinating Committee (ICC), comprised of the network heads of VOA, MBN, OCB, RFE/RL and RFA, to meet on a biweekly basis to coordinate operations, identify areas for coverage, share resources, and develop cross-cutting strategies. Through the ICC, the BBG's five networks ensure a regular and open line of communication that allows them to ensure complementary, reinforcing coverage of issues of major U.S. policy import, while reinforcing the CEO's and the Board's emphasis on avoiding duplication of resources and promoting cost-sharing.

Based on this enhanced coordination and consolidation of goals, the BBG achieved significant gains in its quality of content, which it built on in FY 2018. Notably, RFE/RL and VOA worked together in February 2017 to launch Current Time, a Russian-language news network that aims to counter Russian false news and misinformation throughout Europe and in Russia.

BBG Priorities

Over the past year, the BBG CEO worked with the ICC and other key stakeholders to refine the agency's five strategic priorities. These priorities tie to objectives in the BBG's 2018–2022 Strategic Plan and will maximize the agility, efficiency and impact of the BBG networks and enable the agency to more effectively address the rapidly evolving media environment.

1. Maximize program delivery agility

Maximizing platform agility allows our networks to seamlessly adapt to the fast-changing content consumption preferences of their audiences. By streamlining operations and leveraging aggressive research we will rapidly evolve our market-by-market distribution strategy, ensuring continuously growing relevance.

2. Enhanced strategic cooperation between networks

The BBG will continue and expand the five networks' coordination by extending the successful ICC model to mid-level working groups while remaining focused on the complementary missions of the BBG entities. At the center of this effort will be increasing the level of content sharing and curation among and within its five networks, leveraging resources where it makes sense to better report on the stories that matter to audiences worldwide.

3. Focus on key issues and audiences

The BBG is prioritizing resources to ensure that its activities advance the broad foreign policy priorities of the United States, including the universal values of freedom and democracy. To this end, the BBG is targeting its resources strategically to provide accurate and credible news and information for audiences most impacted by state-sponsored disinformation and violent extremism, particularly by campaigns of terror. These audiences are located, among other places, in Russia and its periphery, China, the Democratic People's Republic of Korea, Iran, and Cuba and nations threatened by extremist attacks.

4. Improved accountability and impact measurement

The BBG has emphasized measuring the impact of its programs and activities by putting the audience first and holding itself accountable. The agency recently enhanced its comprehensive Impact Model to measure factors beyond audience reach and instead to assess and evaluate the impact that BBG programming actually has on the lives of each of its audiences and their communities. Master storytelling requires research to be integrated at the front-end, and BBG is committed to leapfrogging others in the media landscape to reach new audiences.

5. Targeted public/private partnerships on innovation and media reach

BBG is focused on launching several new public/private partnerships with leading private sector stakeholders. The goal of our public-private partnerships is to harness the power of BBG resources together with non- and for-profit organizations in order to combine networks, expertise, and resources to better serve citizens around the world.

Voice of America (VOA)

Funding (\$ in Thousands)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 232,661	\$ 199,756	\$ 199,922	\$ 166

Notable FY 2019 Program Changes

- **FOCUS ON VENEZUELA** - VOA to provide a more comprehensive response to the ongoing crisis in Venezuela
- **COMPREHENSIVE COVERAGE OF CENTRAL AMERICA** - VOA to provide more comprehensive coverage/news and information to Central American countries with a focus on El Salvador, Guatemala, Honduras and Nicaragua.
- **LANGUAGE SERVICES ELIMINATION (VOA SONGHAI AND TAMACHEK)** - Using funding received via an Inter-Agency Agreement, VOA produced a small amount of content in these languages, which are spoken in northern Mali, for placement on BBG's Mali FM transmitters. The funding has been expended and the programming is no longer being produced.

Overview

Voice of America is the U.S. government broadcaster to the world, providing fact-based news and information to audiences with limited or no access to a free press and promoting the growth of democratic values and institutions. Producing programming in 45 languages, VOA covers the United States and the world in ways that are locally targeted, informing, engaging, and connecting with audience needs and interests in each of the countries VOA serves.

VOA tells America's story, explaining its people, institutions, and culture. VOA broadcasts nearly 2,000 hours of radio, television, web and social media programming each week, contributing a weekly audience of 236.8 million to BBG's total measured audience of 278 million weekly. Beyond measured audience, VOA has measured outcomes: 84% of its audiences say they trust VOA to provide accurate and reliable information, and a similar percentage (84%) say that VOA helps them understand current events relevant to their lives [Source: BBG commissioned surveys as of the end of FY 2017].

VOA focuses on five key areas:

- **Telling America's Story by Providing U.S. Perspectives and Serving as a Model of Free Expression**
- **Enhancing Reporting on Violent Extremism**
- **Providing Fact-Based Alternatives to Russian Propaganda**
- **Providing Uncensored News Content to Un-Free Countries, like China, Iran and North Korea**
- **Reporting on Democracy and Civil Society**

Digital distribution is integral to all of the five key areas. As audiences continue to shift to mobile and social media, VOA has changed operations to create tailored strategies for all of its languages that will reach audiences on their preferred platforms and devices. Notable successes include territories where violent extremism can breed: Africa, South Asia, and Indonesia – and state sponsors of terrorism, including North Korea and Iran. In FY 2019, VOA will accelerate digital transformation and greater sharing of content within VOA and with other BBG entities.

FY 2018 and FY 2019 Initiatives

Telling America's story by Providing U.S. Perspectives and Serving as a Model of Free Expression

VOA will expand the simultaneous translation model pioneered during the 2016 election. VOA already simultaneously translates major events like State of the Union, and will expand to cover major congressional hearings, key political speeches and other important American news events, reaching global audiences on TV, radio, and social media in all key languages. VOA Persian will enhance its live digital simulcast of all major events from the United States in VOA's popular Farsi-language programming stream. VOA Russian will create a branded **America First-Coverage Desk** to provide live coverage of major news events, offering real-time commentary by U.S.-based experts and simultaneously translated video feeds focusing on U.S.-Russian affairs. Through its Current Time network, it will provide the target audience with unfiltered coverage of events in America showing how U.S. policies are shaped and how democracy works.

America's story is not limited to its big cities. That is why VOA is sending reporters out to cover America's heartland, small towns, and out-of-the-way places. These rural regions will continue to drive American policy in ways that overseas audiences may not understand. In FY 2018 "Off the Highway" will explore the views of those living in rural America. This multimedia project will address key issues they face, from healthcare to immigration to America's place in the world.

In FY 2018, the Silicon Valley bureau will expand to rotate reporters in from across VOA so they can cover stories important to their regions.

VOA will continue to reflect American lives and values in its programming. Through its negotiations with leading producers in the United States, it has negotiated several valuable content-sharing arrangements, including the acquisition of a large amount of American content from the Smithsonian Institution, which will be translated and aired for the first time in Iran by the VOA Persian Service.

Enhancing Reporting on Violent Extremism

VOA will continue to produce documentaries about radical Islam in Africa that can be widely used both by local mass media and in other forums, including universities and U.S. embassies. VOA Hausa will launch *Fadi Mu Ji*, a program that uses Facebook Live to join young Hausa speakers in Nigeria and the diaspora in a discussion of social issues, and invites political, civic and religious leaders to engage with young Hausa speakers on topics ranging from illiteracy and religious tolerance to corruption, unemployment, health care and freedoms of expression. Additional special reports will be produced to counter violent extremism in fragile states such as Somalia, Democratic Republic of Congo, Nigeria, Niger and Mali.

VOA's Extremism Watch Desk will expand its coverage in multiple languages from the war torn region of northern Iraq and Syria, discrediting narratives that promote violent religious extremism and terrorism for distribution on radio, television, internet, and social media. Broadcasting to the world's largest Muslim country, amidst increasingly conservative preaching from clerics, VOA Indonesian will expand its production of daily digital and broadcast videos demonstrating tolerance, and will expand its use of versioned reporting from other VOA territories to provide a still-moderate society with views on the implications of the rise of hate speech and hardline Islamic practices.

VOA's Balkan Services will provide comprehensive coverage regarding U.S. and Western anti-ISIS operations and expand its coverage of terrorism in the region, particularly in Albania, Kosovo, and Bosnia, which have all become a source of recruitment for ISIS.

VOA's Deewa Service will expand its television broadcasts to the Federally Administered Tribal Areas of Pakistan, home to the Afghan Taliban.

Providing Fact-based Alternatives to Russian Propaganda

VOA's Russian Service will premiere additional programming for *Current Time*, the 24/7 Russian-language TV and digital network run by RFE/RL in cooperation with VOA, providing alternatives to Russian propaganda. It will travel to places of significance in the U.S. to hold discussions with ordinary Americans whose roots are in Russia

about their lives and experiences in the U.S. It will produce a series entitled *Road Trip: America's Melting Pot*, a travel-cooking show filmed across America that will highlight America's people and significant places to raise important topics and encourage discussion about values and various challenges facing American society. Live Facebook and social media video updates are a key component of VOA activities, as well as *Current Time*-branded news and feature reports.

In FY 2019, VOA will further enhance the joint fact-checking project, *Polygraph*, with RFE/RL. *Polygraph.info*, a globally aware and nonpartisan website, is a timely response to the deluge of often false or misleading information confounding audiences around the world. VOA will add more journalists to research and analyze statements from government officials and other high-profile individuals, assessing their accuracy and truth.

Providing Uncensored News Content to Un-Free Countries

In FY 2017, VOA Korean launched programming focused on the Korean diaspora experience in the United States. In FY 2019, VOA Korean will launch news programming and roundtable discussions with U.S. experts.

In FY 2019, VOA Mandarin will launch an internet-delivered video news stream to China as well as enhanced next generation digital/social media content and technology, to provide a fact-based alternative to domestic media propaganda about the U.S. Chinese media regularly publish and cite VOA reports with full attribution to VOA as the source. It is noteworthy that these influential mainstream news outlets in China, including People's Daily, China.com (news portal of the State Council), Global Times, Reference News, China News Service, China Radio International, Economic Daily, Phoenix TV and PLA Daily, who are under tight government control, decide to re-publish VOA news reports on the United States, and its policy towards China.

Audiences for VOA Persian grew in FY 2017, as the service evaded censorship by using web and social media and satellite television to cover live events showcasing the U.S. side of events important to Iranians. About 60% of VOA's weekly audience report that their understanding of current events is enhanced by VOA Persian programming. Nearly as many say that VOA helps them understand American foreign policy. The bulk of VOA's audience in Iran comes from its satellite TV broadcasts. As the latest research shows, 15.2% of Iranian adults (15.2 million people) watch one or more VOA TV programs at least weekly, and 4.5% of adults (2.7 million people) access VOA content online weekly ⁶. VOA Persian will add specialty web and TV programming in

⁶ The research cited here is a BBG-commissioned survey of 2001 randomly selected Iranians, conducted between July and October of 2017. The survey was carried out by the Gallup Organization under contract to BBG. Interviews were administered by telephone from a third country.

FY 2018, focusing on the issues of corruption and inequality in the Iranian regime that sparked widespread protests early in the calendar year. In addition, VOA is exploring options to enhance its 24/7 TV satellite network to provide critical global and regional news relating to Iran and crucial information about U.S. policy toward Iran and the region. As Vice President Pence recently told VOA in an interview [January 3, 2018], “it’s important to remember that first and foremost Iran is the leading state sponsor of terrorists.”

VOA Turkish will further enhance content via television, web and social media for audiences in Turkey where government decrees have eroded freedom of speech and the press, leading to greater self-censorship by the media. Its continuing state of emergency, with arrests of civil servants and teachers and the closure of numerous newspapers and broadcasters, threatens civil society and affects the Middle East and Europe, and undermines the peace effort.

VOA will reformat existing satellite streams to the Horn of Africa to increase the percentage of Ethiopian language transmissions, and regionalize French and English language television broadcasts in Africa to increase their reach on local television and radio networks and affiliates.

Reporting on Democracy and Civil Society

A degree from an American university offers the ticket to success and prestige around the world, and the United States hosts more international students than any other country. Covering those students has become a critical part of VOA’s mission. In order to make VOA the definitive source for everything from information on how to gain a visa to admissions to paying for college, VOA will contract with noted bloggers in FY 2019 to tell this story from the perspective of students, teachers, and citizens of other countries who aspire to study here.

In FY 2018 and FY 2019, VOA will engage with audiences through digital and broadcast “Town Halls,” such as one on Women and Technology. VOA will connect diaspora communities in the U.S. with their home countries focusing on common issues and challenges, such as the very successful collaboration in FY 2017 between VOA and the University of Minnesota on *Vaccines & Autism: Myths and Facts*. This town hall brought together members of the local Somali community, parents with autistic children, and experts in public health to discuss what lead to the outbreak of measles and the alleged link between the vaccine and autism.

In FY 2017, VOA created a series of “bridge editor” positions, stationed across the language services. These editors are embedded with their language service counterparts and work to quickly and efficiently take reporting from across the globe and translate into English for distribution to all VOA services. In FY 2018 and FY 2019, VOA will

further expand the bridge editor concept into bridge teams, who continue to expand the model and ensure VOA gets maximum use out of its reporting.

Administrative, Digital, and Technical

VOA will implement labor-saving technical initiatives in its production control rooms and master control areas. It will complete its multiyear High Definition project, achieving full end-to-end HD and IP integration to more efficiently process incoming and outgoing video content.

VOA Operations will shift resources to enhance next generation digital/social media technology. VOA will take advantage of efficiencies made possible through the introduction of broadcast production automation installed in FY 2018, and through a new content management system that brings end-to-end high definition transmission of VOA content, something its audiences require.

VOA will invest in mechanisms in FY 2018 and FY 2019 that will expand digital content production and distribution in key media markets, and will engage next generation audience that is receptive to influencer marketing. VOA will invest in new services and technologies that would allow its journalists to make innovative use of broadcast and digital channels to serve strategic audiences on platforms they prefer to use for consumption, sharing and creating content. The new content types will feature virtual and augmented reality materials and gamification of content that is tailored for mobile and social media users.

VOA language services will build upon their successful expansion of digital content. VOA Persian has undertaken a major shift to better implement VOA's digital-first strategy, focusing on short, impactful digital videos produced for web as well as for Facebook, YouTube, Instagram and Telegram, the most popular messaging app in Iran. VOA Persian Twitter currently ranks among the top five fastest-growing Twitter accounts in Iran and its Facebook account ranks among the top 10 fastest-growing Facebook pages in Iran.

Other services also enjoy strong and growing digital presence, including VOA's Afghanistan-focused services: VOA Pashto and Dari Facebook pages continue to be the number one and number two most-liked pages across the Afghan media landscape with a combined fan base of almost 7 million – a giant achievement in a country where total internet users are estimated at about 8 million. In 2017, VOA Urdu Service added half a million followers on Facebook and added 10,000 followers on Twitter and the Service now ranks among the top five media pages in Pakistan. VOA's Russian and Ukrainian services' television programming in response to Russia's massive propaganda and misinformation campaign was complemented by a robust digital component that engaged and connected with Next Generation Influencers via social media and other

platforms, resulting in many interviews and reports going viral and large increases in comments, sharing and viewership on Facebook and VOA YouTube channels.

As web technology improved, many users shifted toward consuming our site through the browser on their mobile devices instead of our Android and iOS apps. The major exceptions were in China, Tibet, Iran, Vietnam, and the Horn of Africa. Because of the integrated circumvention tools in our apps, VOA continued to grow audiences in those countries even though those governments attempted to block attempts to read our sites. In FY 2018 and FY 2019, VOA will build on that success by delivering an app focused on China and Iran that will deliver broadcast content with strong integrated circumvention technology from one of the BBG's circumvention partners. This is not just an audience play: it is a strategy for using cutting-edge technologies to reach into some of the most censored nations in the world.

VOICE OF AMERICA (VOA)
Summary of Increases and Decreases

FY 2018 - FY 2019

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 199,756
WAGES (DOMESTIC/U.S)	\$ -	\$ -	
<i>Salary & Benefits (S&B) for New Hires, Within Grades, Pay Increase, and Annualization of S&B into FY 2019</i>	\$ -	\$ -	
WAGES (FOREIGN SERVICE NATIONALS - FSNS)	\$ -	\$ -	
<i>Anticipated Wage Increases for Overseas FSN Employees</i>	\$ -	\$ -	
CURRENT SERVICE INCREASES	\$ -	\$ -	
<i>Return of Non-Base One-Time Transfer in FY 2018</i>	\$ -	\$ -	
CURRENT SERVICES DECREASES	\$ -	\$ -	
<i>Non-Recur of FY 2018 One-Time Transfer</i>	\$ -	\$ -	
PROGRAM INCREASES	\$ 2,270	\$ -	
<i>Focus on Venezuela</i>	\$ 1,270	\$ -	
<i>Comprehensive Coverage of Central America</i>	\$ 1,000	\$ -	
PROGRAM DECREASES	\$ -	\$ 2,104	
PROGRAM CHANGES TOTAL	\$ 2,270	\$ 2,104	
NET PROGRAM CHANGE	\$ -	\$ -	\$ 166
TOTAL FY 2019 VOA PROGRAM REQUEST			\$ 199,922

NOTE: VOA will identify \$2.104M in programming savings and efficiencies in FY 2019.

Office of Cuba Broadcasting (OCB)

Funding *(\$ in Thousands)*

FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 28,938	\$ 23,656	\$ 13,656	\$ (10,000)

Notable FY 2019 Program Changes

The BBG is exploring the possibility of finding efficiencies between BBG’s two Spanish-language services – OCB and VOA’s Latin American (LatAm) division. Accordingly, the BBG will explore the cost-savings, benefits, and challenges of different organizational structures and, if savings and efficiencies are possible, develop a plan in FY 2018 to capitalize on them. Recognizing the complexity of this issue, the BBG will consider various options and speak with stakeholders to obtain all critical information and discern all costs and benefits to changing the current structure.

Overview

OCB administers Radio and Television (TV) Martí programs, and the *Martínoticias.com* website and its social media platforms from its headquarters in Miami, Florida to the people of Cuba. OCB also administers BBG’s shortwave transmitting station in Greenville, N.C.

Working with Cuban independent journalists and encouraging citizens to create user generated content on the island for OCB’s platforms continues to be a top priority. As Wi-Fi service has expanded in Cuba and with substantial numbers of Cubans now using Facebook and other social networking sites, OCB’s social media presence has increased.

FY 2018 and FY 2019 Initiatives

Providing High Quality Local Reporting on Topics Important to Cubans

OCB’S network of independent reporters in Cuba keeps growing, spurring the creation of more independent news media agencies on island and the launch of many emergent digital outlets. OCB will continue to secure more independent reporters, bloggers, photographers, and video journalists to increase the amount of content produced on island exclusively for OCB.

Utilizing Alternate Distribution Methods to Reach the Island

In order to support the free flow of news and information to the island and to circumvent the blockage of TV Marti signals, OCB is dramatically increasing the distribution of DVD's and USB drives with Marti content, radically altering its distribution strategy to avoid dealing with bulk amounts of content entrance into the island. The content is now downloaded once inside the island, copied on the island and distributed immediately. Previously, the information was downloaded elsewhere and carried onto the island. Much of it was intercepted at the border before reaching its intended audience. This optimization of OCB's content supply chain will increase its availability on the island tenfold at the same cost level. TV Marti will continue to engage audiences on the internet using Facebook Live and YouTube as distribution channels into Cuba as the Communist regime has been wary of blocking these popular channels.

Strategy Based on Research

For the first time, a content/media preference poll was conducted in Cuba, allowing the Martí's to better target audiences based on their interest and preferred distribution outlets. The Martí's currently reach 11.1% of Cubans on a weekly basis with audio, video, and digital content delivered by radio, satellite TV, online, and on distinctly Cuban digital "packages" (paquetes). Martí's radio and television products have the largest measured weekly audiences, respectively, reaching 8.0% and 6.8% of Cubans. Online Martí content has a nominally smaller audience reach (5.3%) than its TV products, and Martí on digital "packages" has a smaller weekly audience than radio or TV.

With radio still the dominant platform in reaching the Cuban population, Marti is increasing its presence on the island with the addition of three newer transmitters at its Greenville, NC station. The increase in the number of simultaneous frequencies makes it much harder for the Cuban communist regime to interfere with Marti broadcasts and deny the people of Cuba access to the information for which they thirst.

Regular users consider the content they get from Martí to be unique and 97% call it trustworthy. The topics covered by Martí that are considered the most important are news about Cuba, news about the U.S., and about U.S. policies toward Cuba. The vast majority (96%) say that Martí helps them form opinions about current events and most users both share information they get from Martí and would recommend it to others.

As part of OCB's revitalization plan, more synergy has been created among the platforms reducing redundancy and creating more efficiency. Supported by the research data, the newsroom now has a more targeted and cost-effective strategy.

Dramatic Shift Within Digital to a Social Media 1st Strategy

Due to Marti's web blockage on the island, OCB's digital strategy has shifted into a social media consistent with the metrics that place YouTube, Google, and Facebook among the most visited sites in Cuba. With the use of AVRA technology, Radio Marti programs evolved into visual radio and streamed via Facebook Live along with the TV Marti programming. This provides OCB with an additional efficient and cost effective distribution outlet both for its radio (visual radio) and TV content.

In FY 2018, OCB is establishing on island digital teams to create non-branded local Facebook accounts to disseminate information. Native pages increase the chances of appearing on Cuban Facebook users newsfeeds. The same strategy will be replicated on other preferred social media networks.

Increased Collaboration with VOA Latin American Service

The Martís will continue to increase collaboration with VOA LatAm, resulting in financial benefits for the agency and eliminating coverage redundancy. Through their discrete and complementary missions, the Martis and VOA LatAm provide blanket coverage of key events in the Caribbean and Latin America by combining efforts.

OFFICE OF CUBA BROADCASTING (OCB)
Summary of Increases and Decreases
FY 2018 - FY 2019
(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 23,656
WAGES (DOMESTIC/U.S)	\$ -	\$ -	
<i>FY 2019 Pay Raise, Within Grades, and Annualization of FY 2018 Pay Raise</i>	\$ -	\$ -	
WAGES (FOREIGN SERVICE NATIONALS - FSNS)			
<i>Anticipated Wage Increases for Overseas FSN Employees</i>	\$ -	\$ -	
CURRENT SERVICE INCREASES	\$63	\$ -	
<i>Office Space Rental Increase</i>	\$23	\$ -	
<i>Staffing Agency Contract Increase</i>	\$40	\$ -	
CURRENT SERVICES DECREASES	\$ -	\$ -	
PROGRAM INCREASES			
PROGRAM DECREASES	\$ -	\$ 10,063	
<i>Budget Reductions as Part of Agency Reform Plan</i>	\$ -	\$ 10,063	
PROGRAM CHANGES TOTAL	\$ 63	\$ 10,063	
NET PROGRAM CHANGE	\$ -	\$ -	\$ (10,000)
TOTAL FY 2019 OCB PROGRAM REQUEST			\$ 13,656

International Broadcasting Bureau (IBB)

Funding *(\$ in Thousands)*

FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 57,827	\$ 52,863	\$ 54,863	\$ 2,000

Notable FY 2019 Program Changes

- **INCREASE RESEARCH TO ENHANCE PORTFOLIO OF EVIDENCE** – The BBG proposes to expand its research program by returning to full BBG surveys to strengthen impact assessment, enhancing digital analytics, and improving internal sharing mechanisms for enhanced learning from research findings for evidence-driven decision making.

Overview

The International Broadcasting Bureau (IBB) provides support services to the federal entities of the BBG. IBB provides oversight over all components of the BBG, including three non-federal grantees. IBB manages the day-to-day implementation of the CEO’s strategic vision, while enabling the BBG to deliver programs to a diverse global audience. IBB handles programming support, including agency strategy and management services, and a robust internet anti-censorship program that links network content to audiences in restricted media environments.

IBB offices are vital to the BBG operations, providing many required functions including: coordinating the BBG strategic planning; researching the impact of broadcast content; providing financial services; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

FY 2018 and FY 2019 Initiatives

Expansion of Research Programs

In FY 2019, the BBG proposes expansion of the impact research program. The United States Advisory Commission on Public Diplomacy called the BBG “an interagency leader in measurement and evaluation” and recommended in its FY 2016 report for the BBG to increase “the budget, human resource and database capacity to systemically complete this work [evaluating progress on long-term public diplomacy and international

broadcasting activities' goals.]” The BBG will further enhance its impact research efforts by continuing to participate in a “whole of government” collaboration, which includes joint projects, exchanging research data, and sharing best practices with other research entities, such as the Department of State.

The increased impact research would be directed at key audience segments in strategic/priority markets. Specifically, increased quantitative and qualitative impact research would be targeted towards:

- Migrating from short modules in omnibus surveys towards full BBG surveys in high priority markets. In recent years, due to limited resources, the BBG replaced a number of its annual full BBG surveys with short modules in omnibus surveys. While such omnibus modules can provide audience reach data, they do not provide much data to aid in impact assessment or to gain a solid understanding of changing patterns of media consumption. The BBG therefore needs to conduct full BBG surveys in more of its priority markets.
- Expanding research studies, including national surveys and qualitative studies that assist in developing loyalty, reliability, and trust for BBG content within Russia and the former Soviet Union (FSU).
- Research studies on engaging next generation influencers on mobile, social, and digital media in regions experiencing high levels of violent extremism.
- Expanding digital analytics capabilities (acquisition of advanced tools, and contractor support to ensure analytics tracking across an expanded suite of CMS and mobile application platforms).

Federal Employee Enhancement Efforts

IBB is in the midst of a multi-year effort to improve BBG employee engagement and satisfaction, as well as the quality of leadership provided by agency managers. Current efforts center on improving the skillsets of supervisors and managers at the agency. The BBG is launching Leadership 2020 as a comprehensive leadership development effort that will require:

- 360 assessments;
- leadership development plans (LDP's);
- annual learning hour requirements; and
- support mechanisms such as coaching, mentoring, and peer groups to assist managers in their development efforts.

The goals are to provide BBG supervisors and managers with the necessary tools to manage a modern, generationally and ethnically diverse workforce in a rapidly changing media industry.

A second effort is to improve internal communications both enterprise wide and in individual work groups. Research and discussions with agencies who have significantly improved or ranked highly on the annual Federal Employee Viewpoint Survey (FEVS) have indicated that a robust internal communications effort is key to improving employee engagement and satisfaction.

The BBG has identified a dedicated internal communications staff and is co-opting associates from around the agency to assist in the effort. This group is currently evaluating communication tools that can inform employees, increase awareness of opportunities, and foster discussions around key issues. The internal communications team will work to assure clear and transparent communication of agency strategies and goals and to provide mechanisms that facilitate feedback and collaboration.

INTERNATIONAL BROADCASTING BUREAU (IBB)
Summary of Increases and Decreases
FY 2018 - FY 2019

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 52,863
WAGES (DOMESTIC/U.S)	\$ -	\$ -	
<i>Salary & Benefits (S&B) for New Hires, Within Grades, Pay Increase, and Annualization of S&B into FY 2019</i>			
WAGES (FOREIGN SERVICE NATIONALS - FSNS)	\$ -	\$ -	
<i>Anticipated Wage Increases for Overseas FSN Employees</i>			
CURRENT SERVICE INCREASES	\$ -	\$ -	
<i>Restoration of One-Time PPA Transfers</i>			
CURRENT SERVICES DECREASES	\$ -	\$ -	
<i>Non-Recur of One-Time PPA Transfers</i>			
PROGRAM INCREASES	\$ 2,000	\$ -	
<i>Increase Research to Enhance Portfolio of Evidence</i>	\$ 2,000	\$ -	
PROGRAM DECREASES		\$ -	
PROGRAM CHANGES TOTAL	\$ 2,000	\$ -	
NET PROGRAM CHANGE	\$ -	\$ -	\$ 2,000
TOTAL FY 2019 IBB PROGRAM REQUEST			\$ 54,863

International Broadcasting Bureau

Office of Internet Freedom (OIF)

Funding (*\$ in Thousands*)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 15,000	\$ 10,000	\$ 10,000	\$ -

Since 2012, the BBG has been involved in activities to circumvent internet censorship by foreign governments in order to distribute news content and better provide a forum for free expression in “closed” countries. In 2016, the BBG established the Office of Internet Freedom (OIF) to conduct governance and oversight of BBG Internet Freedom activities. Below is information on the Internet Freedom Program and initiatives.

Notable FY 2019 Program Changes

Prioritize anti-censorship funds within FY 2019 budget levels to:

- Reach a wider mass-market of users in repressive information markets;
- Encourage and promote ongoing use and adoption of anti-censorship tools;
- Fund tools that securely enable access to BBG content, that allow for the practice of journalism in closed or repressive societies, and that ensure open access to information for citizens in censored environments;
- Assist broadcasters in the creation of instructional materials and training on bypassing internet censorship and digital safety; and
- Support the private Internet Freedom program at Radio Free Asia, Open Technology Fund (OTF), to:
 - Incubate advanced forms of circumvention fostering their direct and third party adoption, with an emphasis on maintaining the “United States Government’s technological advantage over such censorship techniques;”
 - Support encryption technologies that strengthen the resiliency of key circumvention technologies and directly protect journalists and sources from reprisals for creating and disseminating BBG content, as well as the audiences consuming it; and
 - Ensure a resilient and open internet in closed societies by identifying and addressing emerging threats to internet freedom, such as exposing platform based censorship, mitigating the use of social media sock-puppets, and hardening key technologies to protect people from digital attacks.

Office of Internet Freedom Overview

Since 2002, the BBG has supported activities to circumvent internet censorship by foreign governments in order to distribute news content and better provide a forum for free expression and the practice of journalism in closed countries. In 2016, the BBG established the OIF to conduct governance and oversight of BBG-funded Internet Freedom (“IF”) activities, on behalf of the CEO and Board.

In FY 2019, the BBG will fulfill its internet freedom mandate by supporting technology initiatives that increases unrestricted access to the free flow of information online for people in who would otherwise be cut off or silenced by online censorship, monitoring, and surveillance. More detail on the activities of the Office of Internet Freedom and of Radio Free Asia’s Open Technology Fund are in a following section.

FY 2018 and FY 2019 Initiatives

Deploy Cost Effective Internet Access Technologies

OIF will deploy cost effective internet access technologies to expand the capacity and reach of its online circumvention programs across desktop computers and mobile devices to allow citizens and journalists across BBG broadcasting regions to safely access and share online news and other information without fear of repression.

Internet Freedom Tool Publication Initiatives

OIF will explore, develop, and implement new or enhanced initiatives designed to publicize the availability of internet freedom technologies and services, both internally and in key audiences, in order to increase and extend the adoption of anti-censorship technologies through social media, TV, radio, and other promotions.

Conduct Education and Training

OIF will continue to educate and train BBG’s broadcasting network services, affiliates, and target audiences in multiple languages on the existence and use of anti-censorship technologies to safely access and share online information, as well as on the security of digital communications.

Research and Studies

OIF will conduct anti-censorship research and studies, as needed, in support of BBG's Internet Freedom activities.

Anti-Censorship Analytics Tool

OIF will retain a vendor to maintain and leverage its anti-censorship analytics tool to aggregate online data consumption and other analytics from multiple BBG-funded censorship circumvention technologies into a unified view for enhanced monitoring and tracking of the online data.

Developed IF Training and Education Initiatives

Created anti-censorship training materials in-house and conducted several educational and training exercises for BBG's broadcasting and network services and affiliates on the existence and use of anti-censorship technologies to safely access and share online information, as well as on the security of digital communications.

Developed IF Tool Promotion Initiatives

In coordination with relevant BBG anti-censorship vendors, OIF created promotional materials in multiple languages for raising awareness and promoting BBG-funded circumvention tools across BBG broadcasting regions.

Supported Anti-Censorship Analytics Tool

Supported the development of a reporting console to aggregate online data consumption and other analytics from multiple BBG-funded censorship circumvention technologies into a unified view for enhanced monitoring and tracking of the use of the technologies.

Roundtable Discussion

OIF hosted a roundtable discussion with prominent Internet Freedom advocates from the public and private sectors on OIF's new initiatives to advance global internet access.

FY 2018 and FY 2019 Initiatives

Deploy Cost Effective Internet Access Technologies

OIF will deploy cost effective internet access technologies to expand the capacity and reach of its online circumvention programs across desktop computers and mobile devices to allow citizens and journalists across BBG broadcasting regions to safely access and share online news and other information without fear of repression.

Internet Freedom Tool Publication Initiatives

OIF will explore, develop and implement new or enhanced initiatives designed to publicize the availability of internet freedom technologies and services, both internally and in key audiences, in order to increase and extend the adoption of anti-censorship technologies through social media, TV, radio and other promotions.

Conduct Education and Training

OIF will continue to educate and train BBG's broadcasting network services, affiliates and target audiences in multiple languages on the existence and use of anti-censorship technologies to safely access and share online information, as well as on the security of digital communications.

Research and Studies

OIF will conduct anti-censorship research and studies, as needed, in support of BBG's Internet Freedom activities.

Anti-Censorship Analytics Tool

OIF will retain a vendor to maintain and leverage its anti-censorship analytics tool to aggregate online data consumption and other analytics from multiple BBG-funded censorship circumvention technologies into a unified view for enhanced monitoring and tracking of the online data.

Open Technology Fund (OTF) Overview

The OTF is the BBG-supported private global internet freedom program fighting online censorship by providing internet freedom tools, techniques, and technology for BBG networks to source, create, and disseminate accurate news and information to audiences around the world. OTF supports the development of technology, software, research, and capacity-building initiatives that protect and help journalists, human rights defenders, political dissidents, and other sources and consumers among the world's most vulnerable and oppressed living in unfree societies, often under authoritarian rule. Nearly two billion people regularly use OTF-supported technology to circumvent restricted internet connections, strengthen their online security, and enhance their digital privacy.

Each OTF project is subjected to a rigorous multi-disciplinary review process.^[1] OTF supports a diverse range of projects in various life stages including bringing proof-of-concept technology to user-friendly implementation, incubating fresh approaches and new ways of thinking, and making sure that evolving censorship technology and techniques are analyzed in real-time to prepare counter and future measures. The OTF team reviewed and responded to more 650 requests for funding totaling more than \$85 million in 2016 and expended 85% of its program budget on direct and indirect support for well over 100 projects. In 2017, these figures continue to grow significantly through OTF's projects, fellowship, and lab services. OTF's open approach to supporting internet freedom and coordination with federal internet freedom programs keeps costs to taxpayers low and ingenuity high in the global fight against censorship. OTF projects make notable technological advances that ensure a resilient open internet, the hardening of core infrastructure and key technologies, and that the work is localized and secured to protect users and promote adoption in closed societies around the world.

OTF leverages its public funds by working with private funders and enables effective and efficient use of its funds by working with other U.S. Government funders supporting internet privacy and security such as the National Science Foundation, Department of Homeland Security's Science and Technology Division, Naval Research Lab, National Institute of Standards and Technology at the Department of Commerce, as well as relevant counterparts at the Defense Advanced Research Projects Agency (DARPA) and in the Department of Defense.

FY 2018 and FY 2019 Initiatives

Boosting Research and Implementations of Emerging Circumvention Techniques

Supporting projects creating new forms of circumvention in response to ever more sophisticated censorship tactics occurring in real-time against sources, journalists, netizens, and content consumers.

Advancing the Security and Usage of Privacy-Enhancing Technologies

Privacy-enhancing technologies serve a critical role both as a circumvention tool and to protect the identity of the most vulnerable communities such as journalists and activists when using the internet. These projects will focus on mitigating known vulnerabilities, increasing the accessibility of anonymity tools and improving third party integrations.

Enhancing Censorship Detection, Analysis and Visualization

Supporting projects developing detection tools and analyzing censorship events including website blocking, app specific blocking, shutdowns, the underlying techniques being employed and exposing censorship on country specific content platforms that prevent people from creating, accessing, and sharing information online.

Expanding the Robustness of Core Infrastructure

This program supports digital security and circumvention projects by providing core infrastructure or the building blocks of everyday internet freedom technology used by people throughout the world to increase their access, privacy, and security online, such as sustaining or improving PGP, SSL, SSH, Tor, OTR, pluggable transports and code libraries. These are the technologies that are core to secure internet freedom tools used to protect journalists and their sources in closed communication environments.

Rapidly Responding to Urgent Internet Censorship Emergencies

Provide as-needed support and services for at risk factors such as independent media and human rights defenders facing threats such as website defacements, DoS attacks, malware found on websites, internet blocking, and hacked email accounts. This support provides OTF an on-the-ground view of how internet freedom technology is doing in the field.

Strengthening and Broadening the Internet Freedom Talent Pipeline

These efforts provide support and services that maintain and grow the internet freedom community's technological advantage. Efforts will continue to make it easier for new and better talent to augment the existing core community's capabilities. We will improve knowledge share, collaboration, diversity, and ultimately resiliency and effectiveness within the next generation of internet freedom leaders.

Technology, Services and Innovation (TSI)

Funding (\$ in Thousands)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 177,055	\$ 166,092	\$ 159,977	\$ (6,115)

Notable FY 2019 Program Changes

- **IMPLEMENT SIGNIFICANT ENHANCEMENTS TO BBG'S CYBERSECURITY PROFILE -**
In order to combat cyberattacks, advanced persistent threats (APTs), and malicious software the BBG requests funding to improve and expand all aspects of agency cybersecurity.

Overview

The TSI office oversees and manages a broad array of technical and infrastructure functions, primarily delivering program content for all BBG networks and providing information technology support to many offices throughout the agency. TSI will continue its support of essential BBG technical operations in FY 2019 through carefully focused initiatives, prudent but aggressive reductions, and maintenance of ongoing efforts in key areas. TSI will continue the BBG's realignment of its critical delivery network ensuring that programs are available to target audiences on their rapidly evolving preferred platforms in the most cost-effective manner.

TSI continues to move the BBG from traditional broadcasting technologies, such as cross-border radio transmissions shortwave (SW) and medium wave (MW) serving regions where these platforms are no longer popular, to other delivery systems that are rapidly growing in effectiveness and are less expensive to operate (e.g., FM radio, DTH satellite, internet streaming, mobile, and social media). Some of these platforms are also helping BBG deliver programming to affiliate and partner stations. As part of this move, TSI will continue support for the FM radio network in the critical target country of Iraq, but terminate distribution of and support for terrestrial radio in the rest of the Arabic-speaking Middle East, allowing MBN's Radio Sawa to shift most of its distribution to digital platforms.

The infrastructure required for VOA to produce and archive programs has also been enhanced, and High Definition (HD) audio and video capabilities expanded to the greatest extent possible in order to ensure that BBG programs remain competitive in target markets.

Following up on very successful rollouts of major business process improvements—including an expansive e-Training portal and tracking system, a robust electronic performance management system, and an electronic time and attendance system—TSI will continue to pursue modernization and business improvements through process streamlining and technical upgrades.

Risk Management and IT security efforts, already robust relative to the size of the agency and having successfully kept at bay continuous attacks by some of the most sophisticated, state-sponsored cyber warfare threats in the world, are being further bolstered.

Efforts to electronically jam or otherwise block BBG programs will continue to be monitored and effectively combatted.

About two-thirds of the agency's 278 million weekly audience consume BBG's content via our extensive 3,000+ affiliate partners. TSI's Office of Business Development will continue to grow this extremely valuable syndication network to provide more opportunities for strategic placement of BBG programming while TSI's Training Division continues its global work in training hundreds of journalists and independent media personnel in some of BBG's most important target markets.

FY 2018 and FY 2019 Initiatives

TSI will continue its support of essential agency operations in FY 2019 through network realignment; enhanced program production, archiving, and distribution infrastructure; High Definition (HD) video production and delivery; upgrading of business processes; modernization in critical technical areas and aggressive expansion of its extremely successful cyber-security posture.

Continue Leveraging Affiliates and Partners to Further BBG Mission

The latest audience figures from independent research firms indicate the BBG has a combined audience of 278 million in FY 2017. Approximately two-thirds of that audience (185 million) will access BBG programs on at least one of the BBG's 3,000+ affiliates. TSI's Business Development and Distribution team is focusing on several initiatives, including:

- **BUILD ON RECORD AUDIENCES VIA AFFILIATE ENGAGEMENT**
Maintaining momentum to build on record audience levels will be key to the FY 2019 strategy. Business Development continues its work to strengthen the bonds with the affiliate network to grow audience and encourage free and independent media in the areas in which we operate.

- CONTINUE TO GROW CURRENT TIME**

As of December 2017, Current Time, the joint Russian-language production of Radio Free Europe/Radio Liberty and VOA, is seen in more than 15 countries via more than 70 distributors and 40 affiliates. The BBG continues to penetrate Russia with this program and channel, but also to reach Russian-speaking populations throughout the region and around the world.
- BUILD ON “WASHINGTON BUREAU” MODEL**

In Latin America and Indonesia, BBG has proven the effectiveness of reaching prime-time audiences with hard news directly, and often live, from Washington. The concept provides live and valuable content to the affiliate network, often placing our staff inside the editorial meetings of our affiliates. This offers an important and high-impact outlet for our news content.
- EXTEND MBN'S “RAISE YOUR VOICE” CAMPAIGN**

MBN's multi-platform, Raise Your Voice campaign has provided an outlet to young people across the Middle East to counter the propaganda spread by ISIL and become a platform for citizens to discuss and engage on topics that underlie the appeal of extremist ideology. Voice of America is working to extend the concept to Nigeria, where Boko Haram extremists continue to operate and recruit followers. VOA's version—“Fadi Mu Ti” (Speak Out!)—is planned to be part of affiliate Channels TV's growth across Nigeria's northern region, where Boko Haram operates.
- EXTEND FREE MEDIA IN MYANMAR (BURMA)**

As the Myanmar media market fragments, it is increasingly important to foster free and independent media there. Joining with affiliates offers our VOA and Radio Free Asia brands an opportunity to leverage any existing goodwill, and provide nascent outlets the opportunity to both learn from and gain credibility from the association.

Transition to High-Definition (HD)

TSI supported a major project to transition VOA video programming to HD, requiring an upgraded digital production and storage infrastructure, as well as expanded global HD distribution capability. Completing the move to HD enables VOA to remain competitive by attracting and maintaining TV audiences and affiliates as they migrate to HD globally and as direct-to-home satellite providers and users deploy new HD equipment. Equally important, HD content has also become an absolute requirement on internet and social media sites. To accomplish this, BBG upgraded both its program production and delivery systems.

In recent years, TSI leveraged a variety of technology improvements to ameliorate the high costs of satellite delivery wherever feasible and appropriate. Specifically, TSI continues to implement a global Wide Area Network (WAN) migration initiative to upgrade the primary means of content delivery from backbone satellites to more flexible and economical internet-based distribution means.

In FY 2018, TSI will complete a major upgrade of its DaletPlus Digital Asset Management system as part of VOA's full transition to HD video. Named "Galaxy," the upgrade enables full access to online archives in HD, greater versatility in the production of original HD content, easy posting of content to web and social media, and seamless archiving of all VOA content. With Galaxy, audio production is also handled within the same user interface, eliminating the need for two versions (one for audio, one for video) of the application. In FY 2018, TSI is expanding and upgrading its onsite volume storage capacity to handle the high-traffic volume caused by the larger file size of HD media.

In FY 2019, TSI will continue its aggressive, government-leading strategy for migrating on-site enterprise systems used for various aspects of broadcasting to secure, scalable, cost-effective, and flexible cloud-hosted enterprise systems.

BBG's Global Network Realignment

The BBG considers target audience preferences whenever media platforms are developed and utilized. At the same time, the agency acknowledges that some markets enjoy a much more diverse media landscape than others. The result is the widest global content distribution portfolio among all western media organizations.

Global Network Realignment

Over the years, the use of shortwave (SW) radio has declined globally. TSI has responded by consolidating broadcasts to more cost-effective transmitting stations and reducing or even eliminating SW where it is no longer relevant. In markets where SW does still retain a sizable, valuable audience, TSI is committed to making SW service available in the most cost-effective way possible. To meet this need, TSI has been upgrading the Kuwait Transmitting Station (KTS), which enjoys a superior strategic location and extremely low operating costs. In FY 2017 TSI continued to expand that facility, and in FY 2018 TSI will procure and install new antennas. In FY 2019, TSI is committed to investing in the KTS expansion further, utilizing whatever resources may be available, in order to realize longer-term savings. Ultimately, the BBG's goal is to be able to serve most legacy SW audiences from this one site, at a fraction of the cost of all the other transmitting stations, so that other, more expensive sites may be scaled back or closed.

In FY 2017, TSI completed the closure of the station in Sri Lanka and in FY 2018 will close the BBG facility in Poro, Philippines. TSI's systematic and thorough review of all transmission leases will continue in FY 2019, identifying further opportunities for savings. In the years between 2010 and 2016, total costs associated with Cross Border Radio (SW and MW) have declined by over \$25 million (34.5%), and we expect this

decrease to continue as we respond to market needs and as the Administration and Congress authorize us to shutter less effective legacy facilities.

Content Delivery Migration

TSI is migrating to an outsourced, managed Multiprotocol Label Switching (MPLS) and raw internet Wide Area Network (WAN) to upgrade the primary means of delivery to transmitting stations from satellites to local internet providers and terrestrial circuits. Migrating administrative services (telephone, satellite monitoring, and email) was completed at all transmitting stations and news bureaus in FY 2017. The migration of content delivery to stations over digital terrestrial circuits was also completed for most program feeds in FY 2017. Since FY 2017, and with over 90% of BBG's content being distributed via satellite, the combination of audience growth (165 to 278 million weekly consumers) and satellite cost reductions (\$26 million to \$19 million) has reduced per consumer distribution costs via the Agency's network from \$0.17 to \$0.066, a significant improvement in price/performance ratio.

In FY 2017 and FY 2018, TSI continued diligently optimizing its satellite capacity across the fleet. Optimization included digital compression rate standardization for HD and Standard Definition (SD) video distribution and audio (radio) distribution via satellite. By standardizing bit rates, additional channel capacity was made available across the agency's current satellite transponder leases. TSI also continued to employ advanced satellite modulation schemes migrating standards from DVB-S to DVB -S2, enabling bandwidth savings in excess of 25%. Advanced modulation increases the number of channels that can fit within the same transponder bandwidth allocation, thereby increasing capacity without increasing costs.

Satellite Delivery to China, Iran, and Elsewhere

TSI is applying the savings achieved through optimization of its global delivery network to the placement of BBG content on key regional satellites by simultaneously offering SD and HD versions of the same content. This strategy allows the targeting of new, in-country HD reception capability while preserving legacy audiences that continue to receive SD broadcasts. This approach allows TSI to minimize cost and reach key target audiences. TSI has created a workflow to launch channels quickly enabling alignment of our content with other global news and current affairs programming for DTH and affiliate-network distribution.

For example, in China, including Tibet, TSI will continue to provide satellite TV and radio service via Telstar 18, the most popular satellite in China, for only a fraction of the cost of the BBG's legacy shortwave and medium wave transmissions to the region. This allows TSI to leverage the widespread use of satellite receiver dishes across the country and provide accessible programming where local cable and internet access is

restricted. In FY 2018, TSI will procure additional satellite capacity on this satellite, allowing BBG to simultaneously distribute HD and SD TV programming and capitalize on the migration of Chinese audiences to HDTV, while not stranding legacy SD users.

To counter the ongoing threat of intentional interference (i.e., jamming) of its broadcasts in any media, to China or elsewhere, the BBG will remain diligent in pursuing regulatory, technical, political, and public communication avenues to address the issue. BBG has remained at the forefront of the battle against satellite jamming, working closely with other international broadcasters, the Department of State, non-governmental organizations, satellite operators, and industry groups. As part of the official U.S. delegation to the World Radio Communication Conference, BBG successfully lobbied for a proposal calling on member states to “take the necessary steps” to end jamming. In FY 2018 at the International Telecommunication Union (ITU) Plenipotentiary Conference and in FY 2019 at the World Radiocommunication Conference, BBG will work with other major international broadcasters, broadcast unions and satellite operators in support of new initiatives to counter jamming.

As the BBG’s network continues to diversify and the Agency utilizes a broad mix of agency-owned and third-party content delivery platforms, real-time monitoring of our satellite streams becomes more challenging. To meet this challenge, in FY 2019, TSI’s Technology Support Services division will implement a network of remote devices at key international distribution sites to provide real-time monitoring capabilities of BBG distribution.

Expanding FMs in Africa

Radio remains a very popular platform in many BBG markets, particularly Africa. BBG global weekly radio audiences increased by a stunning 28 million in 2016 alone and by 35 million since 2012. While shortwave continues to be a relevant means of delivery in several African markets, in most countries rapid growth and competition in the media market have shifted radio habits almost entirely towards FM. The BBG provides 24/7 FM radio programming in over 30 markets across the continent. The FMs with the highest reach are in markets that are relatively underserved. In FY 2018, new FM transmission systems will be installed in several important markets, including Brazzaville, Congo; Mogadishu, Somalia; Mbuji-Mayi and Matadi, DRC, and Lomé, Togo. In FY 2019 new systems will be considered for Kampala, Uganda and Mombasa, Kenya. While TSI, through its Office of Business Development, also places BBG content on FM affiliates, BBG’s FMs help to ensure that BBG remains on the air, especially during crises when affiliates may feel pressured to remove or limit their carriage of BBG programming.

Shifting Platforms in the Middle East for Arabic Content

TSI's support for and distribution of MBN's Radio Sawa via terrestrial FM radio will continue in the critical target country of Iraq, where ISIS and other extremist groups have used FM radio to influence local populations. In the rest of the Middle East, Radio Sawa will transition from terrestrial radio—mostly FM—to digital platforms, namely web, mobile, and social media. Given the availability of internet access across most of the Middle East, the Agency expects to realize cost savings while still providing Radio Sawa's sizeable audience of 10 million people access to its content.

Business Process and Technology Modernization

Integrated Help Desk

Consolidating a variety of TSI's support services into an integrated team in FY 2018, TSI will complete implementation of the Solutions Center, an integrated user support team that will consolidate efforts of the IT help desk, DaletPlus support staff, the Network Control Center, telecommunications, and building facilities teams to provide support. TSI will use multiple technologies such as SharePoint and social media resources to improve services throughout the organization. The result will be a one-stop shop for desktop, phone, digital and facilities support. FY 2018 will see further upgrades to the new state-of-the-art Network Control Center, which provides expanded control and monitoring of remote program feeds, leveraging economies of scale and enabling further cost reductions.

Transforming Agency Business Systems

TSI is leading the BBG's transformation of business process systems. In FY 2017, it successfully rolled out an electronic time and attendance system (webTA) and an electronic performance management system (ePerformance), two of the most frequent requests in follow up to the annual Federal Employee Viewpoint Survey (FEVS) survey. In FY 2018, it will deploy an invoice payment system, in order to help Contract Officers better track contractors' work, project budgets, and payments. The system will also reduce the potential for fraud and abuse. Further refinements and enhancements to these and other systems will continue in FY 2019.

Risk Management and Capital Planning and Investment Control (CPIC)

In FY 2017, the Agency created an IT Risk Management division in the Office of the CIO. This unit developed policies and procedures to establish IT risk management evaluation processes for capital planning and investment control and agency enterprise risk management, as required by a variety of legislative and regulatory drivers, including the Clinger-Cohen Act of 1996 and OMB's Circular A-130. TSI developed its Capital Planning and Investment Control (CPIC) program in FY 2017, which it will fully implement in FY 2018.

Continued Focus on Cybersecurity

FY 2018 will see TSI's Information Security Division continue to leverage offerings from the Department of Homeland Security (DHS) and key vendors to further bolster the BBG in preserving its stellar record in this most important arena. BBG efforts are in keeping with best practices and efforts to comply with the Federal Information Security Management Act (FISMA). Together with the Justice Department, Social Security Administration, and Pension Benefits Guaranty Corporation, the BBG is one of only four agencies government-wide piloting DHS's Privileged Account Management and Usage Monitoring program.

To protect the BBG from persistent threats from a variety of nation-state actors seeking to attack government institutions like the Voice of America, and to comply with existing directives and laws that specify the BBG's cybersecurity posture, TSI plans to implement several cybersecurity enhancements in FY 2019. These include improving our ability to monitor and identify cybersecurity threats and attacks; enhancing controls for system access; enhancing cloud system identity management; and enhancing protection of sensitive data and address privacy concerns. In accordance with OMB recommendations, the BBG will prioritize investments in capabilities that protect the Agency's most sensitive and critical systems and information.

TSI also plans to implement the ability to identify and defend against cyber-threats delivered through encrypted internet channels, which represent approximately 40% of all network traffic and continues to increase. While enhancing the Agency's FISMA compliance, these efforts will also permit the BBG to develop and update individual system security plans, privacy impact assessments, and contingency plans. On-going enterprise risk assessments and capital planning and investment control activities will ensure economical and pragmatic agency investments with due consideration of the highest risks.

Continue Leveraging Cloud Services and Other Technologies to Boost Workforce Effectiveness and Efficiency

In FY 2017, the Agency's onsite digital archive system was nearing 70% capacity and growing rapidly as the agency produces more and more HD video content. With the current technology approaching its end-of-life and no built-in disaster recovery, TSI created an archive in a private cloud with recovery capability in order to aid emergency and business continuity efforts. Storage was proactively migrated from agency headquarters directly to the cloud, eliminating significant maintenance concerns. In FY 2017, TSI also completed its migration of intranet content to the cloud-based SharePoint Online platform that features robust collaboration tools to increase efficiencies and improve workflows.

TSI also upgraded the BBG's IT network infrastructure in its Washington headquarters, providing a ten-fold increase in bandwidth, more storage capacity to enable users to more effectively edit and distribute video, and more than sextupled broadband wireless connectivity throughout the Cohen building to permit more effective use of wireless devices for program production and real-time audience interactions. The upgrades include security enhancements to safeguard the agency's network.

These moves reflect the BBG's ongoing focus on modernizing its IT systems, a top Administration priority. In FY 2018 and FY 2019, the BBG will continue this effort, focused primarily on systems and data that are most at-risk.

International Training

The Office of Business Development focuses on three areas in support of BBG's mission: training international journalists, negotiating interagency agreements with U.S. federal agencies and forging public-private partnerships with non-governmental organizations (NGOs). Using BBG's funds, the office conducts training programs that benefit BBG's affiliate stations.

BBG expects to train about 1,000 independent journalists annually in FY 2019 and FY 2020. The training includes a range of subjects such as journalism, digital, television and radio production, new tools for journalists and sales and management operations.

TECHNOLOGY SERVICES AND INNOVATION (TSI)
Summary of Increases and Decreases
FY 2018 - FY 2019

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 166,092
PROGRAM INCREASES	\$ 1,585	\$ -	
<i>Enhance BBG's Cybersecurity Profile</i>	\$ 1,585	\$ -	
PROGRAM DECREASES	\$ -	\$ 7,700	
<i>Pan-Arab Radio Transmission Reduction</i>	\$ -	\$ 7,700	
PROGRAM CHANGES TOTAL	\$ 1,585	\$ 7,700	
NET PROGRAM CHANGE	\$ -	\$ -	\$ (6,115)
TOTAL FY 2019 TSI PROGRAM REQUEST			\$ 159,977

Radio Free Europe/Radio Liberty (RFE/RL)

Funding (\$ in Thousands)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 123,743	\$ 99,600	\$ 91,334	\$ (8,266)

Notable FY 2019 Program Changes

- ANALYSIS OF FARDA/PERSIAN LANGUAGE MEDIA MIX – Based on a cost-benefit study that will compare the cost and impact of television programming, digital, radio and social network operations, RFE/RL will develop a strategic plan for Farda development and increased market penetration.
- LANGUAGE SERVICE ELIMINATION (RFE/RL CROATIAN) - RFE/RL formally ceased broadcasting to Croatia in 2003, and Croatia has not been a BBG target market since the closure of the VOA Croatian Service in late 2011. RFE/RL has several freelancers in Croatia periodically providing content for regional Balkans programs, but RFE/RL management no longer feels it is accurate to list “Croatian” as a distinct language in which programs are provided.
- ASSESSMENT OF DIRECT AND INDIRECT COST SAVINGS INITIATIVE - RFE/RL will undertake a comprehensive review of direct and indirect costs to identify cost reductions for FY 2019.

Overview

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit, multimedia broadcasting corporation that serves as a surrogate media source in 25 languages and in 23 countries, including Afghanistan, Iran, Pakistan, Russia, and Ukraine. With headquarters in Prague, 19 local offices (including Kabul, Islamabad, Moscow, and Kyiv), and more than 1,000 journalists throughout its broadcast region, RFE/RL’s proximity to its audiences facilitates the production of compelling, locally-oriented programming in a cost-effective manner.

Reaching nearly 26 million people each week, RFE/RL promotes democratic values and institutions by reporting the news in countries where a free press is banned by the government or not fully established. RFE/RL’s journalists provide what many people cannot get locally: uncensored news, responsible discussion, and open debate.

RFE/RL's mission is founded on the principle that the first requirement of democracy is a well-informed citizenry. By promoting the free flow of information, RFE/RL supports the development of civil society and thus contributes to long-term development and stability in the regions it covers.

FY 2018 and FY 2019 Initiatives

Through its comprehensive multimedia strategy, RFE/RL engages in impactful journalism across its audiences' preferred media platforms, refuting aggressive state-sponsored disinformation; providing an alternative to violent extremist propaganda; optimizing digital operations to reach and engage new audiences; and reporting on issues that otherwise would not be covered by local press in its target regions.

An Alternative to Moscow-Controlled Media

In February 2017, RFE/RL formally launched the Current Time TV and digital network, providing Russian speakers globally with access to balanced, accurate, topical, and trustworthy information, and serving as a reality check on disinformation that is driving conflict in the region. Led by RFE/RL in cooperation with VOA, Current Time TV provides viewers with informed and up-close coverage of major news and events that are not reported, or are misreported, elsewhere. The network focuses foremost on news, but also offers a rich mix of feature and investigative programming and documentaries that underscore the values of free and open societies.

In addition to its TV operation, Current Time's digital arm (Current Time Digital) engages audiences with its content via social media. In FY 2017, Current Time videos were viewed more than 300 million times online and across social media platforms, and information and stories from Russia have proven particularly impactful across the entire Current Time region. In one video, Current Time Digital compared the official Russian state media's reporting on "Russia Day," which included an aired speech by Russian President Vladimir Putin and seemed to depict a festive holiday, to live footage taken of events across the country featuring tens of thousands of protesters and more than 1,000 forcible arrests by Russian security services. Another video addressed Putin's annual live, day-long "direct line" call-in marathon of orchestrated communication by asking people in the regions what they would really ask the president if given the opportunity.

RFE/RL's Russian Service, Radio Svoboda, is on the forefront of reporting on the socio-political environment inside of Russia. Svoboda's popular Signs of Life documentary series showcases the daily lives of Russians; in one video Svoboda showed the daily lives of pensioners in central Russia's Vladimir region as they dealt with humiliation

and despair while standing in line for four hours to get coupons for loaves of free bread that a Russian businessman had been giving out every month. In FY 2017, Svoboda expanded its in-depth regional coverage with the launch of a Siberia Realities project, which reports on topics local to communities in Siberia.

RFE/RL's Central Asia Newswire continues to gain subscribers including, most recently, media outlets in Uzbekistan – a country that has traditionally had an extremely closed media market. The daily, five-language news product has garnered more than 1,200 subscribers across four Central Asian countries. Leveraging reporting across RFE/RL's Central Asian language services each week, hundreds of RFE/RL news stories are used in each country by TV channels, radio stations, websites and newspapers. These media outlets now rely on RFE/RL reporting, which offers a powerful alternative to disinformation in the region and a useful source of local and regional news in areas where professional reporting would otherwise not be present.

In FY 2019, RFE/RL will continue to focus resources on providing timely, balanced, fact-based journalism to advance press freedom and target audiences most vulnerable to state-sponsored disinformation.

Countering Violent Extremism

With extremism on the rise across RFE/RL's broadcast region, RFE/RL's language services provide a vital alternative to the disinformation and destructive messages propagated by extremist groups. RFE/RL content gives audiences context and up-to-date reporting on the devastating impact of extremist actions.

RFE/RL's Afghan Service, known locally as Radio Azadi, is one of the most popular and trusted media outlets in Afghanistan, providing accurate information on domestic and regional politics, extremism, corruption, warlord-ism, gender issues, human rights, and other under-reported or misreported topics. Azadi closely follows the mounting Taliban-led insurgency throughout the country and reports on atrocities committed by ISIS in Afghanistan. Recent coverage includes reporting on the arrest of members of a human trafficking ring, which police say kidnapped twenty-five children to smuggle into Pakistan where they were to be trained as suicide bombers for the Afghan Taliban. Azadi also focuses on the response to extremism in Afghanistan, including reporting on the new U.S. strategy in which U.S. and European NATO allies are seeking to build up the capabilities of Afghan Special Forces units, which are conducting a large number of combat missions against the Taliban and associated militant groups in Afghanistan. Azadi looked into the life and training of a long-time Afghan Special Forces soldier, and followed a Special Forces unit during a night ride operation into a rural village in Eastern Kunar province, against a Taliban hideout.

Radio Mashaal, whose reporting provides an alternative to extremist propaganda in Pakistan's tribal regions, delivers rich and insightful news and information to its audiences across both radio and digital platforms. A May 2017 Mashaal investigation revealed that a well-known religious leader in Pakistan's Balochistan province was openly soliciting charitable donations for the Afghan Taliban. Mashaal discovered the story after finding a leaflet circulated by the cleric on social media asking for donations for the 'jihad' in Afghanistan. Mashaal published the story on its site; within hours, it was a trending topic across social media and sparked discussion across multiple time zones. Leading Pakistani television stations Geo TV and Dawn News cited Radio Mashaal's coverage of the story during their respective prime time talk shows.

Political and economic instability have led to a rise in support for militant extremist Islam in Central Asia, a region that has served as a key source of ISIS recruits fighting in Syria, Iraq, Russia, Afghanistan, Pakistan and elsewhere. The perpetrators of terror attacks in New York City, Saint Petersburg, Russia, and Stockholm, Sweden are of Central Asian origin, showing that the dangers of militant Islam reach far beyond the borders of the region. Security, political and economic instability, corruption, extremism, and terrorism are issues that affect all of Central Asia and provide a common reporting focus for RFE/RL's Kazakh, Kyrgyz, Tajik, Turkmen, and Uzbek language service broadcasts into the region via radio, TV, and digital platforms.

Started at the end of FY 2017 and continuing through FY 2018, RFE/RL is undertaking two major projects targeted at Central Asia. As part of RFE/RL's "Raise Your Voice" campaign for Central Asia, digital media teams directly engage with social media audiences in a dialogue about hot-button extremism-related topics and events. RFE/RL's "Not in Our Name" multimedia initiative includes facilitating town hall and panel discussions with youth from different communities in Kyrgyzstan, Kazakhstan and Tajikistan on Islamic extremism-related issues. RFE/RL is also producing a documentary, as well as short, popular social media-friendly videos and articles based on these facilitated conversations.

As tensions simmer in the Western Balkans, RFE/RL's Balkan Service is one of the rare news media in the region to engage all sides in its reporting and analysis of developments in Bosnia, Serbia, Montenegro, Macedonia, and Kosovo. The Balkan Service has provided comprehensive coverage of the immigration crisis, political tensions between Serbia and Kosovo, government instability in Macedonia and Montenegro, the influence of Russia throughout the region, and the recruitment of foreign fighters to Syria and Iraq from Bosnia and Kosovo. The Service also engages young audiences in conversations regarding the harmful effects of radicalization within their societies via its Perspektiva program.

In May 2017, RFE/RL's Balkan Service spoke to students about their views on radicalization, how to fight it and the obstacles they face. This reporting resonated

strongly with audiences and was widely quoted in local media. RFE/RL expanded this type of reporting in FY 2017 and FY 2018 with the creation of a Balkans-oriented digital media team, as well as a campaign entitled #notinmyname for Bosnia and Kosovo that directly engages audiences in a dialogue about issues and events related to Countering Violent Extremism (CVE).

In FY 2019, CVE will continue to be a primary reporting focus for RFE/RL with continuing coverage of the impact of radical Islamic extremism on people in Southwest and Central Asia, the Balkans and North Caucasus regions.

Optimizing Persian-language Operations

Trusted in Iran as a reliable news source and forum for discussion and debate, Farda's Persian language media has unique access to the Iranian people. Audiences have been increasingly turning to Farda's radio/audio and YouTube streams for news and information. RFE/RL believes that it will be necessary to further the reach and expand the content of Farda's Persian language products amongst Iranian audiences. In preparation, the BBG intends to conduct a cost-benefit analysis of television programming, digital, radio and social network operations in order to help RFE/RL and VOA develop the best strategy for further increasing their penetration of the Persian market.

Engaging Digital Audiences

RFE/RL exploits all available platforms to reach its audiences, including a broad array of digital media platforms. In FY 2017, RFE/RL language service websites were visited 441 million times, representing an 11% increase from the FY 2016. On Facebook, 278 million users engaged with RFE/RL content in FY 2017, an increase of 24% from FY 2016. RFE/RL's Afghan Service has the highest level of engagement on Facebook, with a monthly average of 4.8 million engaged users, followed by Current Time at 3.2 million engaged users per month. RFE/RL also garnered 515 million views on YouTube in the FY 2017 – representing an increase of 72% when compared to the FY 2016 results.

For FY 2019, RFE/RL will continue to boost digital engagement efforts across its regions.

Investigative Reporting

From intensified attacks against independent media and civil society, to corruption at the highest levels of governments, RFE/RL language services illuminate underreported issues and cases in its target countries. This work has led to frequent threats and attacks against RFE/RL journalists.

In FY 2019, throughout its target region, RFE/RL will continue to pursue investigative anti-corruption journalism; shed light on the struggles of civil society and issues pertinent to women and youth audiences; and report on stories that would otherwise not be covered by local media outlets.

Cost Reductions

RFE/RL will undertake a comprehensive review of direct and indirect costs to identify cost reductions for FY 2019. RFE/RL is committed to organizing efficiently and effectively in all aspects of its operations.

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)
Summary of Increases and Decreases
FY 2018 - FY 2019

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 99,600
FY 2019 NON-RECURS	\$ -	\$ -	
WAGES	\$ -	\$ -	
WAGES (Foreign Service Nationals - FSNs)	\$ -	\$ -	
CURRENT SERVICE INCREASES	\$ -	\$ -	
CURRENT SERVICES DECREASES	\$ -	\$ 8,266	
<i>Direct and Indirect Cost Reduction</i>	\$ -	\$ 8,266	
PROGRAM INCREASES	\$ -	\$ -	
PROGRAM DECREASES	\$ -	\$ -	
PROGRAM CHANGES TOTAL	\$ -	\$ 8,266	
NET PROGRAM CHANGE	\$ -	\$ -	\$ (8,266)
TOTAL FY 2019 RFE/RL PROGRAM REQUEST			\$ 91,334

Radio Free Asia (RFA)

Funding (\$ in Thousands)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 53,752	\$ 35,296	\$ 35,296	\$ -

Notable FY 2019 Program Changes

- **REFOCUS ON RESOURCES** – RFA will focus resources on social media, the platform the agency has determined to be the most cost-effective and have the greatest reach; wherever media consumption supports it.
- **RECONFIGURE SPACE** – RFA will reconfigure vacant space created by the elimination of the Mandarin Service, allowing RFA to sublet a portion of its HQ space.

Overview

RFA is a private, nonprofit, multimedia corporation that serves as surrogate media, substituting for independent, unbiased domestic media otherwise absent in Asian countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, an annual grant agreement with the BBG. RFA broadcasts and provides content in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave (SW), medium wave (AM), satellite, television, social media, and the Internet. RFA delivers accurate and timely local news, information, analysis and commentary, providing a public forum for the audiences it serves.

RFA is an authoritative source of East and Southeast Asian news. Each month, RFA averages over 500 pickups of its exclusive news reports in major regional outlets and global publications. This includes RFA-generated content that is re-published on well-trafficked global and regional blogs and diaspora media outlets. These media pickups, particularly by large syndicates and wire services, amplify RFA’s reach into its target countries and to relevant diaspora communities.

As part of BBG’s Internet Freedom effort, RFA manages the Open Technology Fund (OTF), which supports: research to better understand the types of censorship occurring around the globe and the effectiveness of the tools to combat that censorship; the expansion of real-time applied knowledge for the Internet freedom community improvements to effectiveness and scalability of anti-censorship efforts and a user-focused approach to meeting the needs of at-risk journalists, human rights, democracy and free speech defenders globally.

The OTF supports the development of software to secure communications in countries where governments engage in internet censorship, online repression, and offline reprisals for online speech. These tools provide individuals with the capabilities to protect their communications from repressive regimes, offer more secure access to censored content and to combat the manipulation of information technologies against individual freedoms.

FY 2018 and FY 2019 Initiatives

RFA has expanded training programs and opportunities to further professionalize its programs and develop multimedia skills among journalists who can then reach out to their audiences more effectively on social media, agilely adapting to emerging platforms. RFA is also conducting training for women journalists who are underrepresented in most of our countries and whose work resonates with female audiences.

RFA Korean

RFA Korean will expand coverage on North Korea domestic news on all platforms. RFA Korean will continue producing high quality video programs to enhance the information flow to the North and countering pervasive false narratives. RFA's line-up of modern relatable reality programs continue to focus on the lives of North Korean defectors in South Korea and provide authentic credible insight into life outside the DPRK. RFA Korean is also increasingly integrating short form videos, infographics, photos, and illustrations with our news content and feature stories created specifically for popular social media platforms. RFA Korean programming adapts to the interests of the audience and the propaganda surrounding them at any given time. As such, RFA creates programming that will both cover topics the audience wants to learn about as well as unmask falsehoods. One such new program will highlight acts of courage and human-kindness by North Korean men and women.

RFA Tibetan

The service will expand its newly refashioned TV production and social media to diversify its news content delivery channels. On all platforms, the Tibetan service plans to produce more gender shows that promote the empowerment and dignity of Tibetan women. Tibet Service will continue to focus on more local reporting as well as investigative reports inside Tibet and programs preserving Tibetan identity, culture, language and history to combat their erosion by the ruling Chinese government.

RFA Uyghur

RFA Uyghur will broaden its programming as the only news source for the Xinjiang Uyghur Autonomous Region (XUAR) to incorporate stories that inspire and lead discussions among the audience, the news makers and the experts. The service will produce a new weekly TV/web talk show to discuss current affairs, culture and religious issues even as the Chinese government strips away cultural, religious and ethnic identity. The service will also focus on cultivating new audiences on social media by enhancing content with more video, photos and infographics. In all efforts, the service will keep pursuing investigative feature series that expose and combat efforts aimed at Uyghur's disappearing culture and language. RFA Khmer will continue producing programs for radio, video and multimedia from outside Cambodia, despite the Cambodian government's shutdown of all FM affiliates, the forced closure of RFA's Phnom Penh bureau, the imprisonment of two former RFA journalists, and the continuous threats against RFA for reporting the forbidden truths hidden from the public. Even as access to information and video has been greatly diminished by these events and access to RFA content has been curtailed by the launch of Facebook Explore, RFA Khmer has reorganized and shored up operations in Washington D.C. to continue providing our audience with the latest on the continued crackdown inside the country and the everyday news being censored by the ruling regime.

Accomplishments

- Even as China is tightening up the use of VPN in the country, RFA's social media platforms became the major channels to deliver RFA Mandarin's news content and information to which the Chinese people would not otherwise have access. RFA's Twitter followers reached a record high in FY 2017 during a few major events that RFA covered: the candlelight vigil memorial service held in DC for Liu Xiaobo, the live coverage of the 28th anniversary of June 4th commemoration in DC, Beijing government's ongoing expulsion of migrant workers on social media platforms in late 2017.
- To promote better understanding between different ethnicities in China, RFA's Mandarin Service engaged a well-known Uyghur scholar who contributes essays in Mandarin on monthly basis breaking down barriers of prejudice cultivated by the ruling Han majority.
- RFA Korean launched its' first-ever video/YouTube programming to DPRK. Created at the highest South Korean production quality, these programs conveyed the reality of North Korean defectors' lives in the outside world to potential NK viewers and, more importantly, provided a credible authentic alternative to propaganda against South Korea pushed by the North Korean state-controlled media monopoly.

Three different series were successfully launched in FY 2017: My New Day Bravo, My New Life, and Trending in Seoul, each with a uniquely resonant appeal to North Korean viewers. Two other series are planned on being produced in FY 2019.

- RFA Korean Service also expanded the use of social media to amplify its reach and leverage the phenomenon of human proxies bringing information for the outside into the Hermit Kingdom. From January to July 2017, Facebook posting numbers increased six-fold and Facebook interaction increased seven-fold while RFA Korean Facebook fans have increased by 55 % during the same period.
- As the leading source of North Korean news, RFA Korean's exclusive and breaking reports are closely followed by other media, the South Korean government, the North Korean regime and North Korean defectors living in South Korea. A few of our most resonant reports in 2017 included: a defector's family of five committing suicide in China when facing repatriation to North Korea, North Korea's two ICBM launches, a North Korean soldier listening to RFA and defecting to South Korea from his duty to guard Kim Jong Un's resort, and North Korea's anachronistic construction of Kim Il Sung and Kim Jong Il's statues across the country.
- The RFA Cantonese Service has aggressively expanded its YouTube platform populating it with engaging short-form videos resulting in 936,000 views in June and July 2017 alone – an increase of 445% compared to the same time period in 2016; while total watch time of our shows/news program on YouTube grew by 792%. Source: YouTube – YT Analytics for periods June 1 – July 31, 2016 and June 1–July 31, 2017.
- Cantonese readers engaged with their content at rates ten-fold higher than the prior year in terms of comments, shares, and likes. The average Cantonese reader's watch-time duration has doubled during this past year.
- RFA Tibetan service revamped and relaunched its TV programs in FY 2017 expanding the original weekly TV hour to three hours a week, incorporating coverage from Dharamsala and other parts of India where large populations of the Tibetan diaspora live. The service was graced with a special message from His Holiness the Dalai Lama on the inauguration of the new TV format on July 6th.
- RFA Tibetan service now has one half-million followers on their official Facebook page and the service is constantly engaging with the Tibetan audience on social media platforms and various spin-off pages. The exclusive interviews and stories the Tibetan service did in 2017–2018 were of great interest on social media, including notable special coverage of the Kalachakra Teachings by His Holiness the Dalai Lama in Bodh Gaya, India; the special coverage of His Holiness visit to San Diego, Minneapolis and Boston, June 2017; the interview at RFA headquarters with the democratically elected head of the Central Tibetan Administration, Sikyong

Lobsang Sangay; and the special interview with Gyalwang Karmapa Rinpoche on Long Island by Rigdhen Dolma during his last visit.

- RFA Vietnamese service is continuing to expand its video and social media content despite the sharply increased harassment and imprisonment of our in-country journalists and bloggers. Environmental issues including the huge toxic spill at the Formosa plant resulted in high levels of engagement with our Vietnamese audience, which were hard-pressed to find independent factual information on these issues amidst the government's initial news blackout.
- RFA Burmese TV is producing a new in-depth weekly news program, called "RFA Here & Now", which is broadcast on the very popular satellite of DVB (Democratic Voice of Burma). Over the past three months, RFA has produced unique and ground-breaking programs on "Hate Speech and Facebook", "Increased Drug Use and Trafficking in Northern Shan State", "Rakhine Migrants Replacing Rohingyas in Sittwe", the "Human Rights Commission Lack of Action", and "How Child Labor Flourishes in Yangon". RFA continues to place emphasis on subjects the nascent mainstream media shun, including the Rohingya crisis with reports that can bring greater knowledge and acknowledgement of their plight and a deeper understanding of inalienable human rights of all people.

Additional Accomplishments:

- As audiences move to mobile devices, RFA continues to make its content more appealing, accessible, and available on smartphones and tablets. Understanding the mobile markets of each target country positions RFA to capture greater viewership with compelling, salient, visual content. The exponential growth in digital technology and penetration in most of RFA's markets offer extraordinary opportunities to reach young, engaged audiences that offer the greatest hope for change in some of the least free places on Earth.
- In Tibet, mobile phone ownership is growing and an increasing number of people turn to portable digital devices for news. Even in North Korea, the rise in domestic mobile phones has brought surprising growth in the use of Bluetooth technologies as well as texting. North Koreans also increasingly use USBs and describe USBs and DVDs as important information sources, which presents new opportunities for information dissemination.

RADIO FREE ASIA (RFA)
Summary of Increases and Decreases
FY 2018 - FY 2019
(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 35,296
FY 2019 NON-RECURS	\$ -	\$ -	
WAGES (DOMESTIC/U.S)	\$ 1,719	\$ -	
<i>Salary & Benefits (S&B) for New Hires, Within Grades, Pay Increase, and Annualization of S&B into FY 2019</i>	<i>\$ 1,719</i>	<i>\$ -</i>	
WAGES (FOREIGN SERVICE NATIONALS - FSNs)	\$ -	\$ -	
CURRENT SERVICE INCREASES	\$ 170	\$ -	
<i>Office Space (Reconfigure Space Vacated by Mandarin Service)</i>	<i>\$ 120</i>	<i>\$ -</i>	
<i>General Insurance, ISP, Maintenance Agreements</i>	<i>\$ 50</i>	<i>\$ -</i>	
CURRENT SERVICES DECREASES	\$ -	\$ 370	
<i>Office Space (Reconfigure Space Vacated by Mandarin Service)</i>	<i>\$ -</i>	<i>\$ 370</i>	
PROGRAM INCREASES	\$ -	\$ -	
PROGRAM DECREASES	\$ -	\$ 1,519	
<i>Closed Phnom Penh Office and Delhi Office</i>	<i>\$ -</i>	<i>\$ 575</i>	
<i>Reduce One Position in Hong Kong Office</i>	<i>\$ -</i>	<i>\$ 55</i>	
<i>Reduced Travel, Contract Services, Administrative Costs</i>	<i>\$ -</i>	<i>\$ 889</i>	
PROGRAM CHANGES TOTAL	\$ 1,889	\$ 1,889	
NET PROGRAM CHANGE	\$ -	\$ -	\$ -
TOTAL FY 2019 RFA PROGRAM REQUEST			\$ 35,296

Middle East Broadcasting Networks, Inc. (MBN)

Funding (\$ in Thousands)

FY 2017 PROGRAM PLAN	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 112,700	\$ 103,100	\$ 101,294	\$ (1,806)

Notable FY 2019 Program Changes

- **FOCUSING SOCIAL MEDIA FUNDING** - For a campaign to engage the social media savvy generation searching for political identity across the Middle East and North Africa.
- **REPOSITIONING TO DIGITAL** - Elimination of Funding for all Pan-Arab Radio Broadcasts - MBN will eliminate all radio programming with the exception of Radio Sawa’s targeted Iraq stream. Eliminating the Pan-Arab radio streams and maintaining only the Iraq radio stream, MBN will continue to target the Pan-Arab audience by repositioning to digital programming, the net savings in operations for MBN is \$1.8 million -- total savings to BBG operations is \$12.5 million, including \$7.7 million in TSI transmission savings. Realizing savings by eliminating the Pan-Arab radio streams and maintaining only the Iraq radio stream, MBN will employ an appropriate array of current and future tools and technologies, to engage these young adults and others on social, political, and cultural issues in the form and fashion they use most.

Overview

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit multi-media broadcasting corporation providing the United States with a direct line of communication with Arabic-speaking people of the Middle East and North Africa. MBN is funded exclusively through a grant from the BBG to support U.S. public diplomacy. MBN’s mission is to inform and engage the people of the Middle East and provide objective, accurate, and relevant news and information about the United States, the region, and the world. MBN works to counter violent extremism across the Middle East through its multi-media programming, and supports democratic values by expanding the spectrum of ideas, opinions, and perspectives available in the region’s media.

MBN produces programming at its headquarters in Northern Virginia and production outlets in Washington, D.C., Iraq, UAE, Lebanon, Egypt, Israel, Morocco, and Tunisia. Satellite and terrestrial television broadcasts and medium wave (AM) and FM radio broadcasts are transmitted via the IBB’s global transmission network. MBN engages with audiences across social media properties.

MBN Programming

Alhurra's Pan-Arab news and information channel was launched in February 2004 to provide a reliable source of objective television news and information across the Middle East. Alhurra-Iraq was launched in April 2004 to provide targeted local news and programming to the people of Iraq. Alhurra is unique within the Middle East satellite television market in its ability to provide audiences the American perspective, giving context to the Administration's policies as well as insight from diverse voices throughout the broad U.S. public policy community and the people of the United States. Its news and information programming provides a platform for engagement on social, cultural, and political issues as well as a forum for objective discussion and the introduction of viewpoints not routinely found on local media.

Alhurra is distributed on satellite as well as via terrestrial transmitters throughout Iraq. Alhurra is streamed on its news and information website, Alhurra.com, and content is distributed through digital platforms, including YouTube, Facebook, and mobile apps.

Radio Sawa was launched in 2002 and now broadcasts 24/7 on eight programming streams targeted to the sub-regions of the Middle East. Radio Sawa can be heard throughout the Middle East through FM and medium wave (AM) transmissions on eight streams including: Iraq (FM and AM); Levant, including Jordan and the West Bank (FM); the Gulf (FM and AM); Egypt (AM); Morocco (FM); Sudan, Libya, Djibouti and Yemen (FM and AM); Lebanon and Syria (FM); and Mauritania (FM). Radio Sawa is also streamed on its news and information website radiosawa.com and through dedicated audio streaming Android and iPhone/iPad apps.

In 2015, MBN established programming across all media specifically designed to directly engage the people of Iraq in discussion and debate about the fight against extremism and underlying causes of terrorism. The digital, television, and radio campaign provides Iraqis with the opportunity to voice their opinions and engage in discussion on these issues relevant to their daily lives and future. The Raise Your Voice digital component amplifies moderate voices as well as addresses the underlying issues that lead to extremism, such as unemployment, religious literalism, and lack of rights for women and minorities. The website features videos and reports around the root causes of violent extremism. Community managers provoke and moderate discussion on Facebook.

Launched in 2017, Maghreb Voices is a digital platform that provides objective coverage of social, political, and cultural issues impacting the Maghreb region, including those which have the potential to fuel radicalization. As an engagement platform, Maghreb Voices takes advantage of digital media's two-way communication potential to connect with its audience and provide a discussion forum for all voices. Maghreb Voices website and social media properties provide opportunities for the audience to

engage directly on topics of concern. Daily on the website, audiences find a steady stream of new video content; polls and questions of the day; citizen journalist content; and articles.

FY 2018 and FY 2019 Initiatives

Reestablishing Network Identity

MBN will ensure a clearer identity for America's Pan-Arab television channel within the region's saturated television environment. MBN will introduce a new television program line-up, including a collection of new programs that target corruption, exchange classic liberal views, attack violent ideological discourse, provide new windows on America, and focus sharply on the challenges facing Syria. Documentaries that further explore life under ISIS are also set to launch in 2018. Finally, updated graphics and studio sets will further rejuvenate the station and its programs to ensure the vibrancy of content and production quality.

Across media, news teams will endeavor to provide information that cannot be found elsewhere. Within the Alhurra news team, a small investigative unit will be dedicated to pursuing stories from the US and the region. MBN reporters will be trained and transitioned to ensure compelling content is consistently available to share in forms most appropriate to a given media.

Dozens of opinion leaders from the MENA region and the U.S. are being welcomed to MBN as periodic contributors to spur thought on relevant issues. Providing regular op-eds in written or video form, their views will expand the perspectives available to the people of the Middle East and North Africa on current social and political issues and provide premium content not available elsewhere. Digital properties will work to spur engagement and discussion with the target audience.

Engaging with the People of Egypt

In FY 2018, MBN is launching a new digital platform to engage the millions of Egyptians that have been challenging to reach through Pan-Arab programming. The pivotal role of Egypt in the Middle East has been demonstrated for decades and restrictions on traditional media continue to tighten. The video-centric platform will highlight current issues important to the country's future, including but not limited to civil rights, basic freedoms, gender equality, secular and democratic societies. It will provide insight into America, its people, and its democratic values. It will provide an outlet for Egyptians across the country, not limited to the capital and big cities, but

also to minorities and others who have been marginalized. A staff at headquarters and scattered throughout Egypt will engage Egyptians on current, relevant issues to expand perspectives as they chart their future.

Shifting Focus on Coverage of Darfur

Afia Darfur has been broadcasting 30 minutes of news and information via shortwave each evening targeting people in Darfur and eastern Chad. When launched in 2008, the 30 minutes of programming (repeated twice in 24 hours) was initially funded by the Department of State. With a decade of tailored content provided, coupled with no current, reliable research available to assess its effectiveness, this programming and the associated staff will be eliminated in FY 2018. MBN coverage of Sudan will continue on television and digital platforms.

Reinforcing Critical Delivery Paths to the MENA

Given the significant investment in programming, relevant, high quality transmission is critical to attracting target audiences. Aggressive new players, like RT Arabic, are energetically pushing the HD envelope, making a play for audience share. In 2018, Alhurra television will be available on key, popular satellites and cable systems across the MENA region. New and stronger HD paths are being established for Alhurra to improve signal quality to the majority of viewers with HD capability, particularly on the most viewed Nilesat. In addition, cable access is being assured in areas where cable viewership is preferred over direct-to-home satellite.

Recalibrating Staff and Operations to Reduce Costs and Improve Programming

MBN has invested in control room automation to both remain current with technology and to reduce its production staffing requirements – by eliminating audio technician, studio assistant, technical director, and associate director positions. MBN has reorganized its master control and library functions and workflows to achieve operational efficiencies. In FY 2018, there are fewer technical positions as a result of MBN's automation and strategic restructuring.

On the Pan-Arab Alhurra channel, television news updates are being rescheduled to ensure programming consistency and staffing efficiencies. News updates will consistently run at half past the hour. Additionally, business, sports, and other news support staffing have been eliminated. New current affairs programming requirements have demanded an upgrade in staff skill sets.

In FY 2018, Radio Sawa will reduce staffing with its elimination of six hours of

live news updates in the overnight hours across the Middle East. Taped news and information programming will replace the live news updates in the middle of the night in the region.

Beyond targeted staffing reductions and reorganizations to ensure the most efficient use of base funding (including termination of over four dozen on-board staff), additional operational reductions will be made to accommodate cuts, inflation, and other increases in FY 2018. Further, the FY 2018 request proposes \$2.5 million in prior year recoveries to offset MBN's FY 2018 operational costs.

Programming Changes in FY 2019

Launching a Social Media Campaign to Engage the New Generation

Realizing savings from other areas, MBN will launch an innovative campaign to reach and engage the social media savvy generation searching for political identity and poised to significantly influence the future of the MENA region. We have witnessed social media's increasing role in activism and reformist movements from Tunisia to Saudi Arabia in recent years and this will continue. Targeting the 17-29 year olds across the region, MBN will employ an appropriate array of current and future tools and technologies, (like today's WhatsApp, Snapchat, Instagram, Twitter. etc.) to engage these young adults and others on social, political, and cultural issues in the form and fashion they use most. This critical audience of forward thinking, active citizens demands a new approach for successful engagement on the challenges facing the region. Their thirst for compelling, relevant content will drive the introduction of a spectrum of perspectives and world views on issues of consequence. Addressing the continuing scourge of violent extremism is one of several key focal points of the campaign's innovative, reform-minded agenda. Elements of the campaign would include:

- **OFFERING CUSTOM DIGITAL VIDEO** – aside from short, content-rich videos for distribution, a live, daily newscast designed to appeal to younger, non-traditional TV news seekers is planned for live cast and archived on social media. Fresh talent, an informal newsroom setting, and scripts that reach out and speak in the language of the target audience to inform and engage on current events will be a mainstay. Video content will be cultivated from overseas contributors as well as leveraged and reimagined from content collected by news, current affairs, and other digital teams.
- **EXPLOITING SNAPCHAT OR OTHER EMERGING PLATFORMS TO ENGAGE** – The world of digital media continues to evolve rapidly. Active users are consistently moving to new platforms for their news and information. Content creators will focus on production of content for popular and emerging platforms. If use of properties like Snapchat, Instagram and messaging apps, remains high, an element would be, for example, 10-15 snap creators that host sessions each day in addition to other forms of content.

- **DEPLOYING COMMUNITY MANAGERS** – This team would initiate and manage audience engagement activities on the select platforms as well as be in charge of all postings for social media platforms such as Facebook and select Twitter.
- **CREATING ORIGINAL AUDIO AND VIDEO PODCASTS** – Content creators will be responsible for establishing multiple series of original audio programming. Podcasts will be included in the major app stores as well as a website and mobile app.

A breakout from current social media presence, this campaign will strategically approach, engage, and promote mutual understanding with the rising influencers across the region. The plan is for a launch in January 2019.

Repositioning to Digital - Elimination of Funding for all Pan-Arab Radio Broadcasts

In FY 2019, MBN will eliminate all radio programming with the exception of Radio Sawa's targeted Iraq stream. By eliminating the Pan-Arab radio streams and maintaining only the Iraq radio stream, MBN funding would be reduced by \$4.8 million – total savings to BBG operations is \$12.5 million, including \$7.7 million in TSI transmission savings.

Radio Sawa's estimated weekly reach is over 10 million listeners, including 3.1 million in Iraq. With its reach, critical target audience, and strong brand recognition, an evolution of Sawa is essential to try to avoid losing the benefits of the USG's 15-year investment. It is imperative to address the targeted audience via digital when Pan-Arab radio is eliminated. With a repositioning to digital programming, the net savings in operations for MBN is \$1.8 million.

In Iraq, radio is an important tool use to contest ongoing proselytization and recruitment by extremists. This is a key period in Iraq's history when the appeal of ISIS still resounds and Iraq is afflicted with a growing wave of virulently anti-American Iranian disinformation. MBN will maintain the Radio Sawa Iraq stream, which has a strong FM network throughout Iraq, to continue programming to counter extremist narratives.

MIDDLE EAST BROADCASTING NETWORK, INC.
Summary of Increases and Decreases
FY 2018 - FY 2019

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 103,100
FY 2019 NON-RECURS	\$ -	\$ -	
WAGES (DOMESTIC/U.S)	\$ 347	\$ -	
<i>Projected Health Insurance Increase</i>	\$ 347		
CURRENT SERVICE INCREASES	\$ 6,078	\$ -	
<i>Mandatory Contractual Increases</i>	\$ 360	\$ -	
<i>Recurring Programming Funded by Carryover</i>	\$ 3,218	\$ -	
<i>Operational Costs Funded by Prior Year Recoveries</i>	\$ 2,500	\$ -	
CURRENT SERVICES DECREASES	\$ -	\$ 3,925	
<i>Offsets Due to Contract Realignment</i>		\$ 3,925	
PROGRAM INCREASES	\$ 3,000	\$ -	
<i>Reposition Sawa Pan-Arab as Digital</i>	\$ 3,000	\$ -	
PROGRAM DECREASES	\$ -	\$ 7,306	
<i>Further Use of Recoveries to Offset Operational Costs</i>	\$ -	\$ 2,500	
<i>Eliminate Sawa Pan-Arab Radio</i>	\$ -	\$ 4,806	
PROGRAM CHANGES TOTAL	\$ 9,425	\$ 11,231	
NET PROGRAM CHANGE	\$ -	\$ -	\$ (1,806)
TOTAL FY 2019 MBN PROGRAM REQUEST			\$ 101,294

Broadcasting Capital Improvements (BCI)

Funding (\$ in Thousands)

FY 2017 ACTUAL	FY 2018 CBJ	FY 2019 REQUEST	FY 2018 - 19 CHANGE
\$ 7,339	\$ 4,791	\$ 4,791	\$ -

Overview

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements and maintenance of BBG’s global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages most of the BCI projects to benefit all elements across the agency. The BCI account also supports capital projects managed by Voice of America (VOA), the Office of Cuba Broadcasting (OCB), and the International Broadcasting Bureau (IBB) Office of Security. These BBG offices will continue support of essential agency technical operations in FY 2019 through carefully focused investments and maintenance of ongoing efforts in a number of critical areas. BCI funds support the capital and equipment aspects of these critical agency efforts.

TSI will continue to replace outdated HVAC equipment older than 10 years, install the most energy-efficient units available to improve reliability, effectiveness and cost savings.

TSI will upgrade its emergency power one-line diagram documentation to incorporate modifications done over the past five years, to improve planning, reduce possibility of erroneous maintenance and to reduce mean time to recovery during eventual outages.

As part of its multi-year global network realignment, TSI will continue to focus efforts on upgrading its shortwave capacity at the Kuwait Transmitting Station, even as use of SW decreases. With superior strategic location and extremely low operating costs, this station will be able to serve the overwhelming majority of legacy SW audiences in the most cost-effective manner possible, at a fraction of the cost of other BBG operated site or expensive leased capacity.

FY 2018 and FY 2019 Initiatives

In FY 2017, TSI completed short circuit coordination and arc flash studies to ensure a safe and reliable electrical system at our Kuwait, CNMI, Botswana, and Sao Tome Transmitting Stations. Studies at other sites are planned for completion in FY 2018.

The BCI funds in FY 2018 (and base funds in FY 2019) will be used to continue the planned reconfiguration and expansion of the shortwave broadcast infrastructure at the Kuwait Transmitting Station. This will allow BBG to enhance transmission to multiple regions, including Africa, and achieve cost savings for shortwave broadcasts. Because of the very low cost of electrical power in Kuwait, the Kuwait Transmitting Station is the least expensive IBB station to operate. This project will allow the agency to shift mission-critical but higher cost transmissions from other stations in the IBB network to Kuwait.

TSI will install and deploy three newer SW transmitters at the Greenville, NC Edward R. Murrow transmitting station enabling a doubling of frequencies servicing Cuba and making it extremely difficult for the Cuban government to effectively block Radio Marti signals into the Island.

In FY 2018, TSI and VOA will complete all high definition (HD) television initiatives in the Washington DC broadcast facility including:

- Conversion to HD master control transmission facility (eight channels).
- Installation of a hybrid HD Internet Protocol based routing system and physical plant to save costs and more efficiently process incoming and outgoing video content.
- Co-location and consolidation of VOA radio and TV master control facilities, enabling efficiencies and repurposing of technical staff.
- Completion of social media origination capability in user-operated studios which will enhance efficiencies and repurposing of technical staff.
- Rollout of integrated Dalet Galaxy content management system which will enhance the efficient handling of HD video content and the transition to Dalet desktop video editing of routine stories, reducing costs.
- Completion of the London bureau's TV and Radio Studio upgrade.
- Completion of the IP-based switch modernizing control room traffic and delivery from analog to digital over-IP.

Recently, OCB improved several areas within the Miami broadcast facility and the Marathon medium wave transmitter site:

- Upgraded Audio Router and consoles within the Miami Studios.
- Purchased several items to advance our TV Digital Transition Project like digital audio monitoring hardware and new router expansion board for more input/outputs along with commissioning and training for equipment within our new Studio 2.

- Purchased new Dante enabled digital audio card for our Audio Router, which will integrate with TV's new audio system.
- At Marathon, we performed much needed maintenance including tower light replacement, guy line tensioning, adjusting the towers and 'plumb' as needed, repairing the leaking roofs in the tuning huts, and fixing severe plumbing issues in the building.
- Determine the cause and propose solutions to prevent the salt water incursion at the Marathon Transmission station.

IBB (Office of Security) procured OSPB, DS approved, security equipment and emergency response communications for all facilities. Replaced life-cycle security components to maintain security systems for full operability. Secured VOA media offices for CCTV Access control and alarm systems.

- Procured extensive operational identification management IDMS and CCure access control system upgrade to include turnstile authorized access.
- Shipped of life-cycle replacement, DS Approved Armored Vehicles to Botswana right-hand drive and Kuwait left-hand drive.
- Assessed and reviewed Sao Tome' necessary overhaul of CCTV, IDNS imminent danger notification, and FE/BR.
- Provided security upgrade install for media site in Phnom Penh, Cambodia and for both office and resident in Johannesburg, South Africa.
- Facilitated TSI suite security access control for 4th floor suite.
- Assessed and overhaul security panic buttons to CEO suite and VOA executive suite.
- Accessed control and panic alarms for new HR suite.

FY 2019 TSI Initiatives

Maintenance and repair of deteriorating antenna structures in corrosive environments, including addressing antenna maintenance concerns in Cyprus, Commonwealth of the Northern Mariana Islands (CNMI), Greenville, and Kuwait.

Replacement of Sao Tomé's medium wave (MW) Tower that collapsed during severe storms on the island (the contract started in FY 2017).

Completion of the installation of integrated Dalet Galaxy content management system to all VOA language services and locations, enabling more efficient handling of HD video content, and complete the transition to Dalet desktop video editing for routine stories, reducing costs.

Refurbishment of the agency's transmission infrastructure at key locations, including routine building maintenance, roofing repairs and replacement, water line and septic systems maintenance, heating and cooling equipment maintenance and replacement, power plant maintenance, generator maintenance, building facilities and antenna structures painting, and roads and grounds maintenance. Key efforts include the replacement of HVAC system in Greenville and fire alarm system in Tinang, Philippines.

FY 2019 VOA Initiatives

The buildout of digital apps to circumvent censorship and promote the free flow of information in countries where the internet and social media are censored.

Construction of the LA Bureau TV and Radio Studio with automated control rooms to replace the bureau that was damaged by fire and asbestos in 2017. The GSA building will then be open to occupy.

Creation of digital-only "green screen" studio and virtual reality graphics, enhancing presentation of VOA content and enabling journalists to tell stories more attractively to reach wider audiences.

Unified quality control (QC) center for ingest of digital audio and video content, replacing medium-specific QCs in separate location, enabling efficiencies and repurposing of technical staff.

Life cycle replacement of monitor walls in four studios, reflecting equipment that is no longer being supported by the manufacturer and which requires intensive maintenance (failing components, noisy motors).

Purchase of single-camera pedestal robotics units for four studios, allowing more contemporary on-air camera movement that is not possible with existing manual pedestal equipment.

Initiation of life-cycle computer upgrade and replacement protocols for journalists and content creators, reducing down-time and the risk of failure.

FY 2019 OCB Initiatives

Transitioning in-house TV operations/production to HD. One of the most crucial needs OCB has is the imminent need to purchase a new video server system as the current Imagine Software Nexio system is past its end of life and the hard drives within its SAN are going bad.

Replacing the current end-of-life phone system with a new VoIP system allowing for greater flexibility and easier maintenance.

Replacing and upgrading the security camera systems in both Miami and Marathon along with the guard booth in Miami.

Implementing the solution provided by the engineering firm that performed the study of the salt water incursion onto the Marathon Transmission site.

FY 2019 IBB (Office of Security) Initiatives

Overhauls and upgrades to physical security equipment overseas and domestically to meet newest OSPB and DS requirements and ISC compliance. Provide support for new VOA offices established or relocated.

Continuing security assessments and projects that are vital to the protection of life and safety of BBG personnel at headquarters in Washington, D.C., VOA overseas news bureaus, and TSI overseas transmitting stations. Projects will include:

Life-Cycle upgrade of overseas facilities CCTV surveillance system, IDNS imminent danger notification system, anti-ram barriers, FEBR Doors/Windows, and fence protection system (FPS). Maintenance and repair of security systems and emergency radio systems and expansion of access control/alarm systems.

- Continue the Cohen Headquarters full upgrade to Physical Access Control Systems (PACS) to meet HSPD-12 PIV cards requirements and ID Management systems.
- Sao Tome' life cycle CCTV, FEBR and Selectone replacement
- Udorn Tx facility life-cycle Armor Vehicle, CCTV, and Selectone replacement.
- Continue Kuwait life cycle Vehicle Barrier, CCTV, Selectone, and FEBR replacement.
- Marianas Islands Access Control and gates, CCTV and Selectone replacement.
- Security requirements overhaul to VOA media sites in Asia, Africa, Middle East, and Europe.

BROADCASTING CAPITAL IMPROVEMENTS (BCI)
Summary of Increases and Decreases
FY 2018 - FY 2019
(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2018 CBJ			\$ 4,791
PROGRAM CHANGES TOTAL	\$ -	\$ -	
NET PROGRAM CHANGE	\$ -	\$ -	\$ -
TOTAL FY 2019 BCI PROGRAM REQUEST			\$ 4,791

Performance Budget Information

Introduction

This Performance Budget includes a summary of the Broadcasting Board of Governors strategic plan, a summary of the status of the Agency's performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section connects the BBG strategic goals, strategic and management objectives and performance goals, and it fulfills requirements of the Government Performance and Results Modernization Act of 2010 for an annual performance plan. BBG's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the Agency website, www.bbg.gov.

Summary of the 2018-2022 BBG Strategic Plan

The BBG's 2018–2022 strategic plan continues an ambitious roadmap to refine and expand the reach and impact of U.S. international media in support of American strategic interests. It also responds to new calls for institutional agility as reflected in the Administration's management priorities, which emphasize effectiveness, efficiency, and accountability. The plan informs the FY 2019 budget request and continues the integration of performance, budget planning, and management of BBG.

The mission of the BBG is to inform, engage and connect people around the world in support of freedom and democracy.

This mission is achieved through two strategic goals:

- **Expand freedom of information and expression**
- **Communicate America's democratic experience and values**

Free press and free expression are universally acknowledged as key to free, open, democratic societies, which in turn support American interests through stability, peace, alliances, and trade. Communicating America's democratic experience and values serves the same purpose. In covering the United States, we open a window onto democracy in action.

Current Context of BBG

The key environmental factors facing BBG are: global declines in media freedom, national security challenges, rising media competition, and the multitude of modern communications technologies.

Free expression, religious liberty, human rights, and similar values important to the United States are under assault across the globe. Resurgent authoritarianism and spreading extremism imperil U.S. interests. Europe is witnessing a return to Cold War tensions of state authority versus popular will. Extremist rhetoric and incitement to violence directly threaten U.S. national security interests in Iraq, Syria, Afghanistan, Yemen, Somalia, and elsewhere, compounded by the adroit adoption of digital and social media by actors around the world, including ISIS and others.

The struggles unfolding have significant information or propaganda components. Governments and non-state actors have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. ISIS, Boko Haram, and other non-state actors exploit modern media tools to promote extremist views, sow seeds of discontent, and subvert democratic ideals. Well-funded government broadcasters inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, its institutions failing and global strength on the wane.

Consumers of news and information have an unprecedented array of options from which to choose. For example, social media and citizen journalism provide broadcasters with opportunities to collect and disseminate information, while interacting with audiences. In many regions, BBG broadcasts face growing competition from local news sources and international broadcasters. While this information explosion seems to point to more openness and freedom, the trend in recent years has been toward less press freedom and growing Internet censorship in key markets. Freedom House and Reporters Without Borders have documented steep declines in world freedom and press freedom.

When U.S. international media began in 1942, programs were broadcast via shortwave. Since then, the number of transmission options has grown, and listener preferences and media access have changed. The technology to transmit and receive news and information is constantly improving and changing. BBG has kept up with these developments, which offer extraordinary opportunities for unfiltered, direct dialogue with audiences around the world. The BBG transmits content through terrestrial and satellite television, radio (shortwave, medium wave, FM, and satellite), the Internet (websites with streaming audio and video as well as social media, such as Twitter, Facebook, and YouTube), and numerous mobile technologies, including SMS, apps, and mobile Web.

To serve audiences in less developed areas of the world, the BBG must continue to broadcast via traditional technologies, such as shortwave, and maintain capability and improve efficiency on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve current and future audiences, the BBG must continue to invest in new cutting-edge technology. In areas where ownership and usage of shortwave radio has declined significantly, the Agency has evolved away from broadcasting in that medium. The BBG has closed transmission stations, repurposed equipment and invested these savings in platforms that the audience has shifted to, primarily television and digital media.

The BBG relies on extensive market research to identify audience preferences and the most appropriate programming mix and delivery options for specific audiences. In addition to research about the effectiveness of programming, the BBG commissions research on the overall media markets in its broadcast countries to better understand how these markets are developing and the capabilities that each Agency network needs to remain competitive. As new technologies emerge, market research enables the BBG to be forward-thinking and strategically positioned to fulfill its mission. The BBG undertakes a comprehensive assessment of the languages in which Agency networks broadcast during the annual Language Service Review. This review examines qualitative and quantitative research on the performance of programming, audience reach and impact, as well as media usage and ownership. The review forms the basis for proposing to enhance existing language services, start new ones, or, in some instances, end service in a particular language.

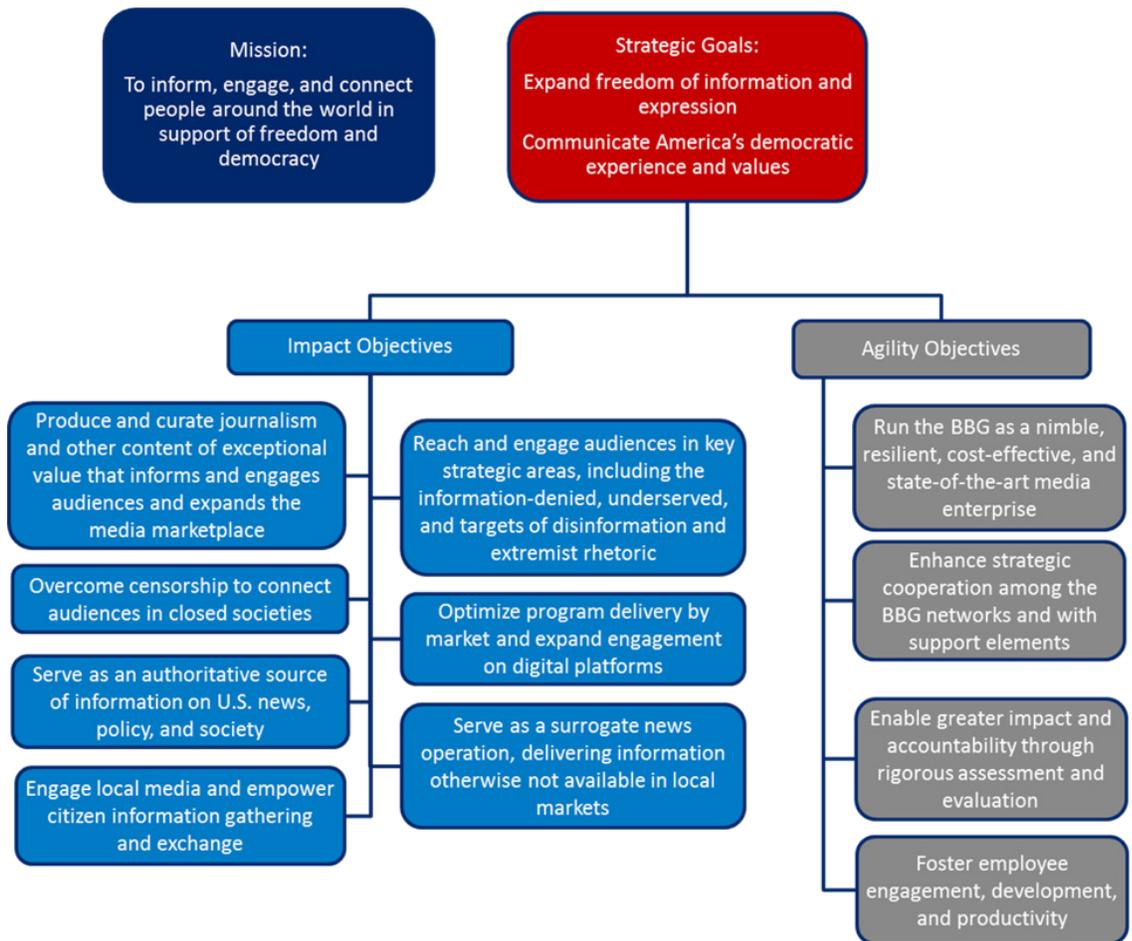
The BBG's Strategic Plan prioritizes setting the program mix and delivery platforms to meet market demand. This is critical to ensure that BBG achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives via the most effective delivery systems.

Impact Model

In recognition that impact is about more than audience reach, BBG's 2012-2016 strategic plan set the goal of developing a multi-factor model to define impact. The BBG began implementing the model in 2014. It ties to the BBG's mission statement and examines effectiveness in the areas of informing, engaging and connecting audiences, and being influential. These effects are considered in the short, medium and long term in various sectors – people, local media and institutions. The model employs a mix of quantitative and qualitative measures.

This Impact Model informs the strategic plan and performance goals that support the BBG's Impact Objectives. During the past two years, the model has formed the basis of the BBG's strategic review process in which the Agency sets clear goals and targets for performance indicators that define success in each target country and region.

Impact and Agility Objectives and Performance Goals



The BBG’s two strategic goals are supported by seven impact objectives and four agility objectives, each of which has supporting performance goals. All of the performance indicators supporting the impact objectives come from the BBG impact model. Future targets are based on leadership direction and expert analysis of many factors including: current positioning in the media market, anticipated future trends, and proposed budgetary resources. Because the BBG does not have resources to conduct full media surveys annually in each country, many of the indicators are targeted to remain stable or change only slightly from the current level of performance. These objectives and goals map out Agency priorities for the next two years.

Impact Objective 1: Produce and curate journalism and other content of exceptional value that informs and engages audiences and expands the media marketplace

Journalism is the daily work of the BBG broadcasters, and producing fact-based, verifiable news and information must be preeminent in Agency strategy. To have impact, BBG journalism must reach audiences, meet their interests along the breadth of subjects that matter to their lives and, at the same time, add value in expanding the media marketplace. The BBG's aim is not just to follow the 24-hour news cycle but to drive the news agenda through original stories, investigative reporting, in-depth analysis, and a unique cross-cultural perspective that helps audiences become sophisticated consumers of news and media.

BBG will:

- As mandated by Congress, provide news and other programming that is accurate, objective, and comprehensive and in accordance with the highest professional standards of journalism.
- Produce news and information, consistent with audience preferences and mission requirements, on issues which are not addressed adequately by media in the target area, e.g., human rights and good governance.
- Offer non-news content that research, web analytics, and audience and affiliate feedback show are of vital interest to audiences, such as health, science, and technology.
- Produce enterprise reporting through deep and lasting exploration of critical issues in the countries BBG targets.
- Curate content from and co-create content with reputable partners, as appropriate and consistent with broadcasting standards and editorial guidelines.

BBG tracks its progress in achieving Impact Objective 1 with the following performance goals:

Impact Performance Goal 1.1: Reach significant audiences

MEASURED WEEKLY AUDIENCE (in millions) ¹						
Network	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target ⁵	FY 2019 Target
BBG ²	226	278	278	278	179	186
VOA	187.7	236.6	237.0	236.8	141.0	148.0
RFE/RL	23.6	26.9	25.9	25.8	23.5	23.5
RFA ³	7.5	6.4	6.4	6.9	6.9	7.0
MBN	25.7	27.5	28.0	25.7	27.5	28.5
OCB ⁴	NA	NA	NA	1.0	1.0	1.0

¹ Measured weekly audience is the number of people in target areas listening to or viewing BBG programming or online materials in the past week according to representative face-to-face or phone surveys. It is influenced by a number of factors that vary across broadcasters, including number of languages, number and type of distribution platforms, and media environment.

² The BBG weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, platforms, or networks they consume each week.

³ RFA figure include audiences for only six of their nine language services. BBG is not able to conduct representative quantitative audience research for Korean, Tibetan, and Uyghur.

⁴ Because of the historical limitations of reliable survey data in Cuba, FY 2017 is the first year that weekly audience is being presented for OCB.

⁵ Assumes a reduction in audience reach based on FY 2018 budget level. Audience losses are anticipated related to reductions in Spanish, Central Africa, Cantonese, Indonesian, Mandarin, Thai, Lao, Macedonian, Belarusian, Dari and Pashto, Kurdish, and Persian, as well as reductions in transmission and general operating expenses.

Indicator:

MEASURED WEEKLY AUDIENCE: This indicator measures the number of people in target areas listening to or viewing the BBG programming or online materials in the past week. The measure is obtained through representative face-to-face or phone surveys for each language service (except Spanish-to-Cuba, Korean, Uyghur, and Tibetan) and for the countries served by the BBG that were surveyed within the past five years. It does not include data from online digital analytics. It is based upon the measurement of the “regular listening audience,” a statistical standard international

media organizations have long used to report international radio audience reach. International broadcasters have consistently defined regular listening or viewing audiences (radio, TV or Internet) as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample. The BBG does not conduct surveys in every country every year, so reach figures may in some cases reflect weekly reach measures collected from up to five years in the past. This may result in an over or underestimation of actual reach. In the FY 2017 BBG audience figure (278 million), only 2.5 % (6.9 million) of the total audience comes from data collected in FY 2013 (surveys from Algeria, Benin, Cameroon, Chad, Congo Brazzaville, Mongolia, Nepal, Philippines, South Korea, and Sri Lanka) and 3.1 (8.6 million) comes from data collected in FY 2014 (surveys from Angola, China, Ghana, Guinea, Kuwait, Niger, Palestinian Territories, Qatar, and Rwanda). Additionally, political restrictions or volatility in certain markets may prevent the measurement of current reach for services broadcasting to these areas. In FY 2017, these areas included North Korea, Eritrea, Syria, Tibet, Xinjiang Uyghur Autonomous Region, and Tajikistan.

**Impact Performance Goal 1.2:
Provide programming that audiences find trustworthy**

PROGRAM CREDIBILITY ¹ <i>Percent of weekly audience who consider information to be very or somewhat trustworthy</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
VOA	86	86	87	83	82	82
RFE/RL	88	87	82	80	82	83
RFA	84	86	85	93	86	87
MBN	86	82	86	80	80	80
OCB ²	NA	NA	NA	97	97	97

¹ Beginning with FY 2017, the scores for program credibility are weighted averages, based on audience size, of all program credibility scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

² Because of the historical limitations of reliable survey data in Cuba, FY 2017 is the first year that credibility is being presented for OCB.

Indicator:

PROGRAM CREDIBILITY: This indicator is determined by a question in representative surveys about trustworthiness of news and information of those sampled respondents who listened to or viewed each station in the past week. The answers are registered on a four-point scale: Trust a great deal, Trust it somewhat, Do not trust it very much,

Do not trust it at all. The credibility index is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who endorsed trust a great deal or somewhat. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small (n = <50) that the estimate is unreliable.

Impact Performance Goal 1.3: Provide programming that increases the audiences’ understanding of current events

UNDERSTANDING ¹						
<i>Percent of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
VOA	85	86	86	81	81	81
RFE/RL	84	81	82	81	83	84
RFA ²	80	NA	85	NA	85	85
MBN	81	80	81	71	70	70
OCB ³	NA	NA	NA	96	96	96

¹ Beginning with FY 2017, the scores for understanding are weighted averages, based on audience size, of all understanding scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

² Historically, RFA’s understanding scores have been based on data from Burma and Cambodia, where audiences have been robust. In FY 2016, BBG had no new data for Cambodia. In Burma, the understanding question was not asked using the standard language from previous years, meaning answers were not comparable with past data or with those used for other broadcasters.

³ Because of the historical limitations of reliable survey data in Cuba, FY 2017 is the first year that understanding is being presented for OCB.

Indicator:

UNDERSTANDING OF CURRENT EVENTS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have “increased their understanding of current events.” The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

Impact Performance Goal 1.4: Provide programming that is influential with audiences

HELPS FORM OPINIONS ON IMPORTANT TOPICS			
<i>Percent of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal</i>			
NETWORK	2017 Actual	FY 2018 Target	FY 2019 Target
VOA	62	67	67
RFE/RL	55	57	59
RFA	82	82	83
MBN	71	72	72
OCB	75	75	75

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016.

Indicator:

HELPS AUDIENCES FORM OPINIONS ON IMPORTANT TOPICS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have helped them form opinions on important topics. The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. This indicator is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 1, including:

- Original reporting on issues of importance to audiences (as reported on surveys)
- Citations of BBG reporting in influential news outlets
- Content curation that offers media options not otherwise available in the local market

Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric

In deciding where to target, the BBG considers the local media situation, along with U.S. strategic interests, and prioritizes countries that lack a free or developed press. Special consideration is given to populations at risk due to extremist rhetoric and disinformation. The BBG prioritizes reaching audiences in areas plagued by extremism, where extremist forces espouse a violent ideology and execute campaigns of terror that threaten U.S. and regional security and stymie free, open, democratic societies. Another key focus area is audiences subjected to state-sponsored disinformation campaigns, which seek to undermine democratic norms and the very idea of objective truth. In all target countries, the BBG networks seek to grow their audience base and reach those traditionally underserved by BBG broadcasts. Populations in the target countries are overwhelmingly young – a challenge, but also a chance for us to connect with a demographic that in many cases has never even heard of us. The BBG’s current audiences are approximately 58 % male and 42 % female – an imbalance ripe for correcting. The BBG understands that to reach and be relevant with these audiences, it needs to provide them with content that not only informs them of international and local news, but assists them in building and participating in a civil society.

The BBG will:

- Prioritize countries lacking freedom and democracy or faced with disinformation or extremism, where accurate, credible news and information are lacking. Boost service to these areas, where feasible.
- Introduce service in selected new languages to reach sizeable new audiences in countries where BBG products are urgently needed.
- Reach out to women and youth with programming that addresses issues of concern and relevance to their lives.
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments.
- Serve as a conduit for the transmission of reporting from inside closed societies lacking press freedom to outside audiences.
- Ensure strong local news coverage, as warranted by events, to meet urgent audience needs in areas of crisis.
- Draw on the experiences of the world’s many models of free societies, in particular the U.S., to present a broad array of political views and debates.

The BBG tracks its progress in achieving Impact Objective 2 with the following performance goals:

Impact Performance Goal 2.1: Achieve significant audience reach in environments subject to extremist rhetoric and violence

Country or Region	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target ³	FY 2019 Target
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:¹						
Iraq ²	42.4%	42.6%	43.5%	42.6% (Jan 2016)	42%	45%
Kenya	12.1% (Aug 2015)	12.1% (Aug 2015)	15.0%	20.2% (Feb 2017)	16%	18%
Nigeria	18.1% (Jun 2015)	21.0% (Feb 2016)	21.0%	21.0% (Feb 2016)	23%	23%
Afghanistan	52.8% (Jun 2014)	49.4% (Nov 2015)	NA	38.5% (Nov 2016)	30%	30%
Pakistan (excluding FATA and Gilgit Baltistan)	5.7% (Jun 2014)	5.7% (Jun 2014)	NA	2.9% (Aug 2016)	4%	4%
FATA region ⁴	26.4% (Jun 2015)	26.4% (Jun 2015)	NA	26.4% (Jun 2015)	27%	27%
Central Asia ⁵	2.4 million	2.7 million	NA	3.9 million	4.1 million	4.3 million

¹ Multi-country estimates are presented in real numbers, rather than percentages, because of the potential high variations in percentages across covered countries. The countries and regions listed were selected by BBG experts and represent a subset of those that BBG networks target with programming that provides news and information to counter extremist messaging.

² Iraq includes audience for Alhurra, Radio Sawa, and VOA Kurdish. FY 2018 and 2019 targets also includes audience for www.Irfaasawtak.com. Syria is also a key target country for this goal, but the BBG is not currently able to conduct surveys there.

³ FY 2018 targets for VOA assume a reduction in audience reach based on FY 2018 budget level. In addition to language service and transmission cuts, reductions to contractors and general operating expenses at VOA are expected to reduce audiences in most markets. Strong audience loyalty in Nigeria may make that audience more resilient.

⁴ The BBG survey of FATA covers the following territories of Pakistan: Bajaur and Mohmand agency and the frontier regions of DI Khan, Kohat, Lakki, Peshawar, as well as urban Gilgit.

⁵ Includes data from Kazakhstan (Nov 2016), Kyrgyzstan (Mar 2016), Tajikistan (June 2016), Uzbekistan (May 2017). Data for Turkmenistan were not collected during the past five years.

Indicator:

Measured weekly audience is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

Impact Performance Goal 2.2: Increase audience reach in information-denied environments

Country	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:¹						
China	0.28% (June 2014)	0.28% (June 2014)	NA	0.28% (June 2014)	0.3%	0.3%
Vietnam	3.6% (Mar 2015)	3.6% (Mar 2015)	4.1%	3.6% (Jul 2016)	4.0%	4.0%
Laos	5.0% (Dec 2012)	5.0% (Dec 2012)	NA	2.4% (Sep 2016)	2.0%	2.0%
Turkmenistan	2.2% (Oct 2011)	2.2% (Oct 2011)	NA	NA ²	2.5%	2.5%
Uzbekistan	1.6% (Sep 2012)	1.6% (Sep 2012)	NA	1.6% (May 2017)	2.0%	2.0%
Iran	28.2% (Jan 2014)	14.9% (Aug 2015)	NA	14.9% (Aug 2015)	14%	14%
Azerbaijan	3.1% (Sep 2012)	3.5% (Dec 2015)	NA	3.5% (Dec 2015)	3.5%	3.5%
Cuba	NA	NA	NA	11.1% (Mar 2017)	11.1%	11.1%

Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.

¹ Selected countries include those targeted by BBG networks, in which BBG is able to conduct research, that have the lowest press freedom scores on external indices.

² The BBG was not able to conduct a representative survey in Turkmenistan for the past five years. Efforts to obtain new data are currently underway.

Indicator:

Measured weekly audience is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

Impact Performance Goal 2.3: Reach audiences in environments targeted by state-sponsored disinformation campaigns

Country	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:¹						
The Russian Federation	2.7% (Dec 2013)	4.9% (Jun 2016)	Maintain FY 16 audience reach	4.9% (Jun 2016)	Reach 6% of adults on all platforms	Reach 7% of adults on all platforms
Ukraine	20.8% (Apr 2014)	18.0% (Jun 2016)	Reach 20% of adults on all platforms	18.0% (Jun 2016)	Reach 20% of adults on all platforms	Reach 20% of adults on all platforms
Moldova	8.3% (Oct 2010)	32.1% (Feb 2016)	Maintain FY16 audience reach	32.1% (Feb 2016)	Maintain FY17 audience reach	Maintain FY18 audience reach
Kazakhstan	0.9% (Jan 2011)	0.9% (Jan 2011)	Reach 9% of adults on all platforms	9.6% (Nov 2016)	Maintain FY17 audience reach	Maintain FY18 audience reach
Tajikistan	6.8% (Nov 2014)	11.4% (Jun 2016)	Reach 11% of adults on all platforms	10.8% (Jun 2017)	Maintain FY17 audience reach	Maintain FY18 audience reach
Estonia	5.2% (Aug 2015)	5.2% (Aug 2015)	Reach 6% of adults on all platforms	5.1% (Jun 2016)	Reach 7% of adults on all platforms	Reach 7% of adults on all platforms
Latvia	No data	7.2% (Aug 2015)	Reach 6% of adults on all platforms	5.2% (Jul 2016)	Reach 7% of adults on all platforms	Reach 7% of adults on all platforms
Lithuania	No data	10.0% (Aug 2016)	Maintain FY16 audience reach	10.0% (Jul 2016)	Reach 11% of adults on all platforms	Maintain FY18 audience reach

¹ The countries and regions listed were selected by BBG experts and represent a subset of those that BBG networks target with programming that provides news and information to counter state-sponsored propaganda.

Measured weekly audience is explained above under Impact Performance Goal 1.1. For individual countries, the measured weekly audience is expressed as a percentage of the adult population covered by the survey.

Contextual Indicators:

Freedom House Rankings	# of BBG target countries ranked as:		
	Not Free	Partly Free	Free
2017 FREEDOM OF THE PRESS	61	53	10
2018 FREEDOM IN THE WORLD (POLITICAL)	49	51	24

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 2, including:

- News reports or audience descriptions of BBG impact in environments subject to extremism, information withholding, and disinformation campaigns
- High-profile international news pickups of original reporting from inside closed societies

Impact Objective 3: Overcome censorship to connect audiences in closed societies

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 the BBG’s, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The Internet in particular is under assault, even as audiences increasingly access and share our content on digital platforms and via social media. The Agency upholds the universal right of citizens everywhere to receive and impart information without restriction. The BBG works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to agency products but also the full spectrum of independent news sources on the Internet.

The BBG will:

- 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.
- Fund technologies that counter Internet censorship and Internet blocking and allow citizens and journalists to operate securely online.
- 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.
- Cultivate information-sharing relationships on Internet freedom matters with other federal agencies, nonprofits, and the private sector.

The BBG tracks its progress in achieving Impact Objective 3 with the following performance goal:

Impact Performance Goal 3.1: Increase usage of internet freedom products

	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Increase weekly unique users on Psiphon	NA	NA	NA	649,040	812,500	1,000,000
Increase weekly visits to BBG web sites through Psiphon	NA	NA	NA	8,794,243	10,500,000	13,125,000
Increase proxy traffic through Psiphon	8,900 TB	11,048 TB	12,000 TB	15,402 TB	19,000 TB	24,000 TB

Note: BBG has discontinued its contract with Ultrasurf and is in the process of adding other circumvention tools.

Indicators:

The measures for this performance goal reflect various aspects of usage of Psiphon, a BBG-supported proxy tool for circumventing internet censorship. Metrics include average number of weekly unique users on Psiphon, average weekly visits to BBG websites through Psiphon (measured as the number of landing pages served), and annual proxy traffic through Psiphon.

Contextual Indicator:

2017 Freedom House Rankings	# of countries with customized BBG-sponsored circumvention tools ranked as:		
	Not Free	Partly Free	Free
FREEDOM ON THE NET	10	2	4

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 3, including:

- Engagement on the international stage to combat satellite and radio jamming
- Development of new technologies and activities to counter Internet censorship and blocking
- Education about and promotion of circumvention and digital security technologies

Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms

It is essential that BBG reach audiences on their preferred media platforms. Yet the Agency's distribution methods and means have historically lagged shifts in media use. The BBG must therefore align how it delivers content with how consumers access it now and in the future. The BBG must continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional media, the BBG must continually migrate to the most effective broadcast channels, including satellite and broadcast television and FM radio. The Agency must aggressively expand and improve on its successful model of affiliations and syndication of content on all platforms. Ultimately, the Agency is platform-agnostic. The BBG seeks to do what works best for the market at hand to get content to as many users as possible.

The BBG will:

- Increase distribution on platforms that BBG knows audiences are using – FM, satellite and broadcast television, and mobile devices – continuing our migration away from legacy platforms where they do not reach audiences.
- Expand reach and engagement on digital platforms, including new streaming and over-the-top platforms.
- Find creative ways to penetrate closed societies, through flash drives, DVDs, and other alternative delivery means.
- Expand local distribution through affiliation with strong local television and FM radio stations and digital platforms and, where possible, installation of FM transmitters.
- Draw on research and other inputs to tailor format and presentation styles to audience needs and media usage habits, creating content that can break through ever-increasing clutter.
- Exploit the falling cost of video production by updating BBG broadcasting facilities to support growing audience appetite for TV and video.

The BBG tracks its progress in achieving Impact Objective 4 with the following performance goals:

Impact Performance Goal 4.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITE ¹						
Network	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target (increase over FY 17)	FY 2019 Target (increase over FY18)
VOA	5,990,400	6,957,800	8,700,000	8,810,700	10%	10%
RFE/RL	7,890,400	7,500,200	8,250,220	8,464,600	5%	5%
RFA	764,700	848,700	933,570	901,200	5%	5%
MBN	249,400	490,300	539,330	1,092,400	10%	22%
OCB	119,200	162,800	179,080	172,500	10%	10%

¹ Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of websites and languages. Numbers do not include some proxy visits. Traffic to social media sites (Facebook, Twitter, etc.) is also not included here.

Indicator:

AVERAGE WEEKLY VISITS: This indicator measures the number of visits to BBG websites and mobile sites over a 52-week period and creates an average based on 52 weeks of data coinciding with the fiscal year. This indicator does not measure visits to social media sites such as Facebook, YouTube, or Twitter. Average weekly visits are derived from online analytic data tracked in Adobe Analytics. Unlike measured weekly audience reported above, average weekly visits to websites are not unduplicated, meaning one individual could account for multiple visits.

Impact Performance Goal 4.2: Increase audience interaction via social media

DIGITAL ENGAGEMENT ACTIONS						
Network	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target (increase over FY 17)	FY 2019 Target (increase over FY18)
VOA	Not reported this year due to a required reconfiguration of data collection tool.	Baselines not established.	Establish baselines.	4,937,600	10%	10%
RFE/RL				2,106,100	10%	10%
RFA				1,125,300	10%	10%
MBN				646,700	15%	15%
OCB				32,200	10%	10%

Indicator:

Digital Engagement Actions: This indicator measures the weekly average number of engagement actions on currently measurable platforms, currently Facebook, Twitter, and YouTube. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content: liking or “favoriting” or reacting to a BBG post, commenting on a BBG post, sharing/retweeting a BBG post, liking or following a BBG account or profile for the first time (i.e. this is counted only once, during the first week someone follows a BBG account.) These actions are tracked through online analytics by a third party vendor (Socialbakers).

Impact Performance Goal 4.3: Build strong affiliate relationships

NUMBER OF AFFILIATIONS (BROADCAST, ONLINE, AND MOBILE)						
	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target ²	FY 2019 Target
VOA	2,088	2,265	2,302	2,411	1,726	1,812
RFE/RL	577	761	636	798	671	705
RFA	30	35	40	7 ¹	8	9

¹ The drop in RFA affiliates in FY 2017 reflects the loss of affiliates in Cambodia and the correction of an accidental over count in previous years.

² Anticipated losses are due to FY18 reductions to services with large affiliate networks in both VOA and RFE/RL. VOA affiliates are expected to decline mainly due to elimination of Spanish and Macedonian and reductions to Indonesian. RFE/RL affiliates are expected to decline mainly due to reductions in the Balkans Service and Russian radio.

Indicator:

Affiliations: Affiliates are a primary gatekeeper between the BBG networks and their end users – the audiences that listen, watch, and read their content online, on mobile and by broadcast outlets. Counting the number of affiliates, then, offers a measure of the appeal of the programming to these vital gatekeepers and distributors of the BBG networks' content. As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all stations or outlets that regularly retransmit content from the BBG networks.

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 4, including:

- Shifting platforms to respond to changing audience preferences
- Using alternative, creative ways to deliver content

Impact Objective 5: Serve as an authoritative source of information on U.S. news, policy, and society

Representing American society and presenting and discussing U.S. policy are legislated mandates for the Agency and thus constitute mission imperatives. The BBG's coverage of the U.S. is comprehensive across all elements of society, but aims overall to convey the practice of democracy in all of its complexity. It is not about persuading audiences to admire the U.S.; it is about helping them see how the U.S. manages the challenges of a democratic society – from economic growth to fiscal crises to race relations to educating youth to addressing environmental change. These topic areas find ready comparisons in BBG's target countries and resonate with the Agency's audiences in practical, meaningful ways. Carrying out this element of our mission requires sensitivity and creativity. Currents of anti-Americanism still run strong in some parts of the world, necessitating deft outreach that stresses dialogue, not monologue. The way people interact with media today, with emphasis on interaction, further affirms this approach. At the same time, America's still dominant role on the global stage makes it a focal point of international attention, and its national language is the one that tens of millions of people around the world seek to learn. VOA, in particular, is uniquely mandated and positioned to leverage these advantages to connect with diverse international audiences, serving as a U.S. news bureau for affiliate partners and providing English-learning programming.

The BBG will:

- Serve as a U.S. bureau for media outlets across the world that wish to engage with us for news, analysis, and perspectives from the United States – on the model that has succeeded in Ukraine, Latin America, Nigeria, Indonesia, and elsewhere.
- Portray the breadth and diversity of the American experience, with particular attention to diaspora communities and Americans outside of big cities.
- Emphasize English learning as a vehicle for positive audience engagement and interaction as well as information on American society and culture.
- Meet the global interest in American politics with in-depth coverage and analysis of national elections and coverage of other political events to impart the news and to elucidate the democratic process, with stories localized to make them interesting to specific target regions.
- Satisfy the world’s growing appetite for learning English through TV and radio programs, online instruction, printed instructional materials, and innovative short-form videos designed for social media.

The BBG tracks its progress in achieving Impact Objective 5 with the following performance goal:

Impact Performance Goal 5.1: Provide programming that increases audiences’ understanding of the U.S.

UNDERSTANDING OF AMERICAN SOCIETY ¹						
<i>Percent of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
VOA	60	62	62	67	70	70
MBN	49	45	NA	44	50	50
OCB	NA	NA	NA	85	85	85

¹ Beginning with FY 2017, the scores for understanding of American society are weighted averages, based on audience size, of all understanding of American society scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

Indicator:

UNDERSTANDING OF AMERICAN SOCIETY: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of a BBG entity’s broadcasts in a particular language whether the broadcasts have “increased their understanding of American society.” The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

UNDERSTANDING OF U.S. FOREIGN POLICY ¹						
<i>Percent of weekly audience who report that the broadcasts have increased their understanding of U.S. foreign policy somewhat or a great deal</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
VOA	61	60	61	68	65	65
MBN	46	43	NA	43	50	50
OCB	NA	NA	NA	89	89	89

¹ Beginning with FY 2017, the scores for understanding of U.S. foreign policy are weighted averages, based on audience size, of all understanding of U.S. foreign policy scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

Indicator:

UNDERSTANDING OF U.S. FOREIGN POLICY: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of a BBG entity’s broadcasts in a particular language whether the broadcasts have “increased their understanding of U.S. foreign policy.” The answers are registered on a four-point scale – a great deal, somewhat, and very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

Impact Performance Goal 5.2: Provide exceptional news and information

UNIQUENESS ¹ <i>Percent of weekly audience reporting that broadcaster presents information they cannot get from other media</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target ²	FY 2019 Target
	Simple average			Weighted average		
VOA	25	25	25	29	22	22

¹ This was a new measure in FY 2015. Baselines are based on a small subset of countries, those surveyed since 2013 through BBG surveys and with a sufficient sample size of weekly users to allow analysis. Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

² VOA assumes FY 18 Budget levels may likely result in diminution of journalistic resources, leading to less unique coverage and programming.

Indicator:

UNIQUENESS: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of any language how much of the information provided by the entity is also available from other sources on the radio, TV, or Internet. The answers are registered on a four-point scale – All of it is available elsewhere, Some of it is available elsewhere, Very little of it is available elsewhere, None of it is available elsewhere. The unique information indicator is a weighted average, by audience size, of the percent of those answering the question in the survey who chose “very little” or “none.”

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 5, including:

- Successful deployment of the U.S. bureau model
- Exceptional or unique coverage of important U.S. news stories

Impact Objective 6: Serve as a surrogate news operation, delivering information otherwise not available in local markets

In environments where state-run media are dominant and independent media are either not allowed or not fully established, the BBG networks, particularly RFE/RL and RFA, often play a surrogate role, acting as local media would if they were free to operate. In this role, the networks emphasize domestic news for their geographically-defined audiences and cover developments specific to defined target markets, especially in countries without a free press or in transition. They focus on local news events not covered in state-controlled domestic media, as well as other sensitive topics, including religion, science, and locally-banned literature and music. They give voice to dissidents and opposition movements, while maintaining balanced coverage, and serve as platforms for a range of opinions and voices from these countries.

The BBG will:

- Build strong networks of local stringers across target regions.
- Where possible, maintain an on-the-ground bureau presence, to report local news from a local perspective.
- Where in-country access is limited, cultivate networks of trusted contributors and closely monitor official and alternative media.
- Use social media and other interactive tools to gather information from closed societies, amplifying voices of those struggling for free expression.
- Provide platforms for free expression of various viewpoints and work to help people bridge traditional divides, including class, ethnicity, religion, etc.

The BBG tracks its progress in achieving Impact Objective 6 with the following performance goals:

Impact Performance Goal 6.1: Provide programming that increases audiences' understanding of current events in target countries

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY			
<i>Percent of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal</i>			
NETWORK	2017 Actual	FY 2018 Target	FY 2019 Target
RFE/RL	83	85	86
RFA	86	86	86
MBN	NA	NA	NA
OCB	NA	NA	NA
VOA in relevant markets to be determined	NA	NA	NA

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016 and only available for a small number of language services for FY 2017. The question will be incorporated into the core BBG questionnaire going forward.

Indicator:

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users of [language] whether the broadcasts have “increased their understanding of current events in [target country].” The answers are registered on a four-point scale: a great deal, somewhat, very little, or not at all. The understanding indicator is a weighted average, by audience size, of the percent of those answering the question in the survey (excluding those who did not respond or did not know) who chose “a great deal” or “somewhat.”

Impact Performance Goal 6.2: Provide exceptional news and information

UNIQUENESS ¹ <i>Percent of weekly audience reporting that broadcaster presents information they cannot get from other media</i>						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
RFE/RL	32	25	27	22	28	30
RFA	NA	NA	NA	82	82	82
MBN	NA	NA	NA	20	48	48
OCB	NA	NA	NA	78	78	78

¹ This was a new measure in FY 2015. Baselines are based on a small subset of countries, those surveyed since 2013 through BBG surveys and with a sufficient sample size of weekly users to allow analysis. There was insufficient data to report FY 2017 uniqueness scores for RFA. For FY 2017, the MBN estimate is based on Libya only. Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

Indicator:

The uniqueness indicator is defined above under Impact Performance Goal 5.2.

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 6, including:

- Coverage of important local news stories that other media are not covering.

Impact Objective 7: Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which BBG networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, the BBG fosters rich, open media ecosystems. The BBG leads by example in its journalistic practices, but it also increasingly partners with affiliates on content co-creation, sometimes even participating in daily editorial meetings. The BBG also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, the BBG works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

The BBG will:

- Deepen relationships with key local media affiliates, providing editorial guidance, training and technical assistance, and other resources to strengthen local, independent media sectors.
- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies to one another and to external audiences through social media networks.
- Facilitate dialogue across religious, national and ethnic groups.
- Enter into a “global conversation” with BBG audiences by using social media tools to identify, source, and distribute news content into the channels where people are having conversations about their community and the world.

The BBG tracks its progress in achieving Impact Objective 7 with the following performance goals:

Impact Performance Goal 7.1: Increase engagement with local media outlets

	2017 Actual	FY 2018 Target	FY 2019 Target
Number of BBG affiliates with national reach that air custom or interactive segments during primetime	50	30	33
Number of weekly downloads from affiliate content distribution portal, BBG Direct	1,650	1,413	1,483

Note: These are new measures in FY 2017. Actuals for FY 2015-2016 are not available. Reductions in interactive reports and BBG Direct downloads reflect expected declines due to elimination of VOA Spanish.

Indicators:

The indicators for increasing engagement with local media outlets include: the number of BBG affiliates (radio or TV) with national reach that air custom or interactive segments (also known as “bureau” reports, produced jointly with BBG networks) during primetime and the average number of weekly downloads (audio, video, text, or photos) from BBG Direct, the affiliate content distribution portal.

Impact Performance Goal 7.2: Increase sharing of BBG programming

SHARING Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week ¹						
NETWORK	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	2017 Actual	FY 2018 Target	FY 2019 Target
	Simple average			Weighted average		
VOA	52	55	55	45	44	44
RFE/RL	54	44	50	48	52	54
RFA	56	64	60	49	50	52
MBN	NA	52	52	67	67	67
OCB	NA	NA	NA	56	56	56

¹ Beginning with FY 2017, the scores for sharing are weighted averages, based on audience size, of all sharing scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

Indicator:

SHARING OF PROGRAMMING: This indicator is determined by a question in representative surveys asking past week listeners/viewers/online users in any language how often they share news that they have heard, seen, or read from a BBG entity with friends or relatives, or with their social network. The answers are registered on a five-point range – Daily or most days per week, At least once a week, At least once a month, Less than once a month, Never. The sharing indicator is a weighted average, by audience size, of the percent of those answering the question in the survey who chose “Daily or most days per week” or “At least once a week.”

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Impact Objective 7, including:

- Substantive engagement with key local media affiliates
- Citizen journalism and user-generated content
- BBG-facilitated dialogue across religious, national and ethnic groups (on interactive programs and digital platforms)

Agility Objective 1: Run the BBG as a nimble, resilient, cost-effective, and state-of-the-art media enterprise

By virtue of historical circumstance, today's BBG is a complex amalgam of diverse media outlets and respective support organizations, operating under different legal and administrative frameworks. The result is an organization that has sometimes lacked the agility to operate in a rapidly evolving global media environment and the standardization that enables rational resource allocations. However, in recent years, the Agency has begun a fundamental transformation in order to appropriately fulfill its charter and meet the challenges of growing geo-political instability and substantial budgetary constraints.

The BBG will:

- Pursue an efficient and effective organizational structure.
- Enhance the Agency's technological platforms and workflows, enabling it to continually adapt to global standards in content acquisition, manipulation, and distribution, as well as audience consumption behaviors.
- Automate and streamline business processes and workflows.
- Employ cloud-based technology to achieve nimbleness, resilience, and cost-savings.
- Protect the BBG from persistent threats from state and non-state actors through enhancements to its cybersecurity posture.

The BBG tracks its progress in achieving Agility Objective 1 with the following performance goals:

Agility Performance Goal 1.1: Streamline program delivery

	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Transition to Internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution	80% of BBG owned/operated uplink facilities have Multi-Protocol Linked Switches (MPLS) connectivity. 100% of satellite based circuits used for agency data (non-broadcast content) moved from satellite to terrestrial circuits. 15% of satellite-based distribution feeds have been transferred to terrestrial circuits.	100% of BBG owned/operated uplink facilities have MPLS or Internet connectivity for content distribution.	50% of satellite-based distribution feeds transferred to terrestrial circuits.	50% of satellite-based distribution feeds transferred to terrestrial circuits.	75% of satellite based distribution feeds transferred to terrestrial circuits; Complete reengineering of MPLS network from Hub and Spoke to Multi-Point direct to uplink distribution architecture; 25% of satellite based contribution feeds transferred to commodity/public internet.	50% of land-based terrestrial uplink distribution transferred to commercial uplink services; 50% of satellite based contribution feeds transferred to commodity/public internet.
Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	NA	NA	NA	Closed Sri Lanka Transmitting Station	Close Poro Transmitting Station	Expand Kuwait transmitter building and install transmitters transferred from other stations Review all transmission leases to identify further opportunities for savings
Expand FM transmissions, to match audience preferences	4 FMs installed: 2 in Bujumbura, 2 in northern Mali	5 FMs installed: 1 in Niger, 4 in Dem. Rep. of Congo	5 FMs: 3 in DRC, 2 in Rep. of Congo	All 5 FMs in progress; contract actions completed, installations will fall into FY2018	Install new FM transmitters in Brazzaville, Congo; Mogadishu, Somalia; and Mbuji-Mayi and Katanga, DRC	Install new FM transmitters in key cities: Lome, Togo; Kampala, Uganda; and Mombasa, Kenya currently under consideration

Agility Performance Goal 1.2: Automate and streamline key business processes

	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Complete business process reengineering and automation of business and media workflows	Automated Time and Attendance System in testing phase. Pilot to roll-out in Q1 FY 2016; Integration of HR and Payroll delayed due to planning and funding issues; 80% of Procure to Pay analysis completed.	Automated Time and Attendance System rolled out to 85% of federal entities, with a projected completion in Q1 FY 2017. Automated Time and Attendance system now being incorporated into existing payroll (DFAS) system. Procure to Pay has been put on hold, pending funding.	Complete integration of payroll, and time and attendance systems Integration financial and HR systems put on hold due to lack of funding; Implement electronic performance management system.	Completed integration of payroll and time and attendance systems. Completed rollout of electronic performance management system. Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.	Begin consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center	Continue to refine and enhance these automated systems Refine and complete consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center

Agility Performance Goal 1.3: Leverage cloud services and other technologies to boost workforce effectiveness and efficiency.

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Migrate onsite systems to cloud for enhanced effectiveness and efficiency	Transitioned onsite digital archive system to a private cloud with recovery capability Completed migration of intranet content to cloud-based platform Upgraded IT infrastructure with more storage, bandwidth, and security	Commence migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile Begin transition of some broadcast operations to cloud-based playout and switching systems	Complete migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile Continue transition of radio broadcast operations to cloud-based playout and switching systems

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016.

Agility Performance Goal 1.4: Strengthen resilience and risk posture of the agency

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Strengthen BBG's cybersecurity posture	BBG implemented cybersecurity measures that extend high-level DHS cybersecurity protection to agency-specific gaps, such as email, the network, and end points.	Continue to leverage offerings from the Department of Homeland Security (DHS) and key vendors to further bolster BBG cybersecurity, including piloting DHS's Privileged Account Management and Usage Monitoring Program	Implement cybersecurity enhancements, including: improving ability to monitor and identify cybersecurity threats and attacks; enhancing controls for system access; enhancing cloud system identity management; and enhancing protection of sensitive data and addressing privacy concerns.
Use Enterprise Risk Management¹ to manage risks and optimize costs related to the achievement of BBG objective	BBG created an IT risk management division within the Office of the CIO	Integrate IT risk management processes and decisions into agency-wide ERM system	Continue integrating IT risk management processes and decisions into agency-wide ERM system

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016.

¹ Enterprise Risk Management (ERM) provides a framework which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress

Agility Performance Goal 1.5: Migrate to High Definition (HD) video production and transmission

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Upgrade program production and delivery systems to HD capable	All TV studios fully HD capable Automated HD TV channel set up for testing	Develop more HD channels Complete upgrade of Digital Asset Management System to make HD production and archiving more efficient Expand and upgrade onsite storage capacity to accommodate HD files Enable global delivery of HD content direct-to-home and to affiliates	Continue to build a technology infrastructure in which systems are compatible, sustainable, and cost-effective, ensuring the security, serviceability, reliability, and global accessibility of IT systems
% of video streams transmitted in HD ¹	20%	75%	100%

Note: This are new measures in FY 2017. Actuals are not available for FY 2015-2016.

¹ We anticipate that the SD to HD transition for most of our target audience will take several more years. Each HD stream will have a corresponding SD stream until that time.

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Agility Objective 1, including:

- Ability to nimbly react to a rapidly changing environment
- Resilience in the face of cyber threats
- Other projects to improve workplace safety and security

Agility Objective 2: Enhance strategic cooperation among the BBG networks and with support elements

The BBG is one of the world’s largest news-gathering and reporting enterprises with more than 50 overseas news bureaus, 4,000 employees, and 1,500 stringer reporters. Each of the Agency’s five networks generates original reporting every day from and around the world’s hotspots – the Sahel and Central Africa, the Afghanistan-Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al – primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across the BBG to augment international news coverage for other BBG vernacular services or made available to other global audiences in English. BBG is remedying this by facilitating coordination among broadcast entities and support elements through the International Media Coordinating Council (ICC),

comprised of the heads of each of our five networks, and reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. BBG will also continue to collaborate with other U.S. government entities on areas of mutual concern.

The BBG will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two BBG media entities.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across BBG to get maximum mileage out of the content the Agency currently produces.
- Better leverage news gathering, including stringer and correspondent networks or rotating correspondents, across the BBG to ensure required editorial coordination and avoid redundancy.
- Align all support functions to the BBG priorities, strategies, and goals.
- Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that BBG capabilities, expertise, actions, and impact are fully and accurately shared with government entities.

The BBG tracks its progress in achieving Agility Objective 2 with the following performance goals:

Agility Performance Goal 2.1: Increase opportunities for sharing content across BBG language services and networks

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Establish editorial coordinating committee	Share news planning weekly and undertake joint reporting projects	Continue to share planning and newsgathering resources

Agility Performance Goal 2.2: Enhance working-level coordination among networks and with support offices

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	Editorial coordinating committee established	Extend cross-agency working groups to other areas, such as IT	Continue and extend cross-agency working groups, as needed

Agility Performance Goal 2.2: Ensure complementary coverage in markets served by more than one BBG network.

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Conduct periodic content analysis of services that serve the same market	Conducted content analysis of VOA and RFE/RL coverage in Iran	Conduct content analysis of VOA and RFA coverage in Burma	Conduct content analyses in other markets served by multiple networks

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Agility Objective 2, including:

- Coordination and planning among networks and with support offices
- Original reporting shared across language services and networks

Agility Objective 3: Enable greater impact and accountability through rigorous assessment and evaluation

The BBG’s mission is about more than just reaching audiences. The BBG has prioritized the development and implementation of a comprehensive Impact Model that assesses the extent to which we are accomplishing this mission and making a difference in people’s lives. The Impact Model features a full suite of impact indicators, tied to the mission, which can be customized to different media and political environments. In order to successfully deploy the Impact Model across all BBG language services, we need fresh and full media research from across our broadcast regions. We also need to make this information available and accessible to decision-makers across the BBG and its networks. In the same way that we hold our networks responsible for accomplishing the BBG mission, we must also hold individuals responsible for carrying out their job

duties in support of the mission. IBB has renewed its focus on personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

The BBG will:

- Continue to implement and refine the BBG Impact Model with incremental improvements.
- Offer briefings to U.S. government groups, other international broadcasters, and other interested organizations to share lessons learned from the path-breaking Impact Model.
- Feed impact data into planning and decision-making at all levels of the Agency.
- Within the federal workforce, shift to a five-tier personnel performance appraisal system, tied to performance awards, and hold managers accountable for completing performance appraisals.
- Initiate periodic 360 reviews for all managers in the federal workforce.

The BBG tracks its progress in achieving Agility Objective 3 with the following performance goals:

Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Number of BBG target countries with full BBG media surveys conducted in the current or prior fiscal year	33	35	40
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	71%	73%	75%

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016.

Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Strengthen personnel evaluation processes and compliance in the federal workforce	<p>Transitioned to 5-tier electronic personnel system, 40% of employees have personnel evaluations completed</p> <p>Provide managers with training on performance management</p>	<p>100% of managers trained in performance management</p> <p>75% of all employees have personnel evaluations completed on-time</p>	<p>Continuous refresher on performance management mandated in development plans for managers and supervisors</p> <p>100% of all employees have personnel evaluations completed on-time</p>
Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)	Curriculum finalized	<p>100% of manager and supervisors reviewed</p> <p>75% of managers and supervisors with development plan in place</p>	100% of managers and supervisors with development plans in place.

Note: This is a new measure in FY 2017. Actuals are not available for FY 2015-2016.

Agility Performance Goal 3.3: Improve performance culture of agency

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX (from Federal Employee Viewpoint Survey)						
	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
BBG	47	47	50	48	49	50
Government-wide (for comparison)	52	53		54		

Note: Government-wide scores for FY 2017 are expected to be released in the coming months.

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Agility Objective 3, including:

- Organizational learning through the use of research and evaluation
- Pilot projects to bring research data and evaluation products to senior leaders and other key decision makers

Agility Objective 4: Foster employee engagement, development, and productivity

The BBG's diverse, multi-cultural, and multi-talented workforce offers a rich range of experience and expertise to carry out the Agency's mission. Key to success in a rapidly changing, highly competitive global media environment is flexibility to develop innovative products for the Agency's target countries consistent with emerging priorities, programming formats, and advances in technology. Enhanced skill sets are required to program for and transmit via multiple media platforms – radio, TV, Internet, mobile, and though social media. BBG employees are most effective when they are well motivated, trained, and led. Continued efforts to equip and energize the entire the BBG workforce are critical as the Agency confronts mounting competitive pressures worldwide.

The BBG will:

- Promote human capital planning and management as a top priority for senior executives, managers, and supervisors throughout the agency.
- Consistently communicate organizational goals, objectives, priorities, and performance expectations in a timely manner to staff at all levels in the agency.
- Ensure a safe and secure work environment for all employees.
- Implement manager training curriculum focusing on performance management, human capital planning and processes, communication, and financial and administrative management.
- Improve the consistency and credibility of agency performance management processes.
- Develop cross-training and internal development standards and procedures, as applicable.
- Foster employee participation in agency health and wellness programs.

The BBG tracks its progress in achieving Agility Objective 4 with the following performance goals:

Agility Performance Goal 4.1: Strengthen internal communications

	FY 2017 Baseline	FY 2018 Target	FY 2019 Target
Establish/enhance two-way communication channels for better lateral and vertical communication	Improved communication by establishing and promoting internal social media, town halls, suggestion boxes, and focus groups	Continue to use communication channels to maximize engagement with all staff	Continue to strengthen communication, trust, and engagement
Improve transparency and accountability using internal communication initiatives	Provided an intranet page, weekly internal newsletter, and regular senior leadership announcements to all staff	Continue to build a communication culture that encourages transparency, accountability, and collaboration	Continue to strengthen transparency and accountability by informing and engaging employees through internal communication initiatives

Agility Performance Goal 4.2: Improve employee training and development

Percentage of employees who believe that the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (from Federal Employee Viewpoint Survey)						
	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
BBG	55	53	57	56	58	60
Government-wide (for comparison)	69	69		71		

Note: BBG expects slower implementation of this performance target as the result of budgetary constraints forcing a greater reliance on subscription-based, online training. Government-wide scores for FY 2017 are expected to be released in the coming months.

In addition to these performance goals, the BBG will present narrative evidence that it is accomplishing Agility Objective 4, including:

- Employee training and development
- Mentoring program relaunch

Lower-Priority Program Activities

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b) (10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

Performance Budget Appendix: Information on Impact Indicators

The impact indicators that the BBG uses to measure performance are explained above, following each performance goal. Most of these indicators are drawn from BBG surveys of target countries and regions. These surveys are conducted in accordance with the highest professional standards via local market research firms around the world through a contract with an outside research organization. Response rates vary widely by country, with the higher response rates generally in Africa (Burundi is highest with 99%) and lowest response rates in Eurasia (Belarus is lowest with 26%). The BBG is including non-response bias testing in select surveys in FY 2018. Further information on the BBG research program and methodology can be found on the BBG website at: <https://www.bbg.gov/strategy-and-performance/performance-accountability/>

Several of the impact indicators (including program credibility, understanding of current events, uniqueness, understanding of American society, understanding of U.S. foreign policy, understanding of current events in target country, and sharing of programming) are based on a subset of surveyed markets. This is due to one of the following reasons:

- The weekly audience was too small for analysis (n < 50).
- The question was not asked due to space limitations. This is mainly the case in cases where BBG buys space on third party surveys, and in some instances where BBG needs uses phone rather than face-to-face interviews. (The former require a shorter questionnaire.)

Furthermore, beginning with FY 2017, the scores presented in this section are weighted averages, based on audience size, of all such scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. BBG shifted to weighted averages in order to more accurately reflect the views of individual audience members. Scores from FY 2016 and prior years are not comparable to the FY 2017 scores.

Verification and Validation of Indicators

The performance indicators are a best effort to measure each broadcast network's level of performance and effectiveness. To achieve maximum objectivity and independence from the networks being evaluated, these measurements are coordinated by IBB and performed by outside contractors. VOA, OCB, RFE/RL, RFA and MBN audience research is carried out by multiple independent research contractors. The IBB research director computes network-wide performance values, and sends them to the appropriate network research director for verification.

The standards of the Conference of International Broadcasting Audience Researchers and other standards-setting organizations are followed for the design and conduct of sample surveys. A technical report is produced for every survey, which describes the sampling plan, the problems encountered in the field, and the methods of resolution. These standards are being improved to allow computation of margins of error that will include design effects, where feasible.

BROADCASTING BOARD OF GOVERNORS
VOICE OF AMERICA
Summary of Appropriated Funds
FY 2017 - FY 2019
(in thousands)

VOICE OF AMERICA	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
VOA DIRECTOR	\$ 9,454	\$ 10,334	\$ 6,663
ASSOCIATE DIRECTOR, LANGUAGE PROGRAMMING	\$ 5,327	\$ 5,574	\$ 5,523
BROADCAST OPERATIONS			
<i>Associate Director of Operations</i>	\$ 1,647	\$ 2,607	\$ 2,583
<i>Central Production Services Division</i>	\$ 10,255	\$ 8,919	\$ 8,837
<i>Radio and Multimedia Operations</i>	\$ -	\$ -	\$ -
<i>Operations Support Division</i>	\$ 18,967	\$ 20,325	\$ 20,138
<i>Technical Support Division</i>	\$ 11,915	\$ 10,108	\$ 10,015
TOTAL, BROADCAST OPERATIONS	\$ 42,784	\$ 41,959	\$ 41,573
AFRICA DIVISION			
<i>Division Chief</i>	\$ 4,017	\$ 3,857	\$ 3,822
<i>Bambara Service</i>	\$ -	\$ 129	\$ 128
<i>Central Africa (Kinyarwanda, Kirundi)</i>	\$ 1,365	\$ 507	\$ 502
<i>English to Africa</i>	\$ 4,849	\$ 4,320	\$ 4,320
<i>French to Africa Service</i>	\$ 4,530	\$ 3,763	\$ 3,725
<i>French to Trans Sahel / Central African Republic</i>	\$ -	\$ 363	\$ 363
<i>Hausa Service</i>	\$ 3,366	\$ 3,224	\$ 3,194
<i>Horn of Africa (Amharic, Tigrigna, Afaan Oromoo)</i>	\$ 2,919	\$ 2,373	\$ 2,351
<i>Portuguese Service</i>	\$ 1,228	\$ 1,586	\$ 1,571
<i>Somali Service</i>	\$ 2,345	\$ 1,992	\$ 1,974
<i>Swahili Service</i>	\$ 1,788	\$ 1,567	\$ 1,553
<i>Zimbabwe/Shona/Ndebele/English</i>	\$ 1,258	\$ 348	\$ 345
TOTAL - AFRICA DIVISION	\$ 27,665	\$ 24,029	\$ 23,848

Voice of America Summary of Appropriated Funds (cont.)

VOICE OF AMERICA	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
EAST ASIA & PACIFIC DIVISION			
<i>Division Chief</i>	\$ 2,009	\$ 1,383	\$ 1,370
<i>Burmese Service</i>	\$ 3,645	\$ 2,791	\$ 2,765
<i>Cantonese Service</i>	\$ 1,022	\$ -	\$ -
<i>Indonesian Service</i>	\$ 5,592	\$ 4,470	\$ 4,429
<i>Khmer Service</i>	\$ 2,105	\$ 2,181	\$ 2,161
<i>Korean Service</i>	\$ 6,033	\$ 2,789	\$ 6,132
<i>Lao Service</i>	\$ 734	\$ 428	\$ 424
<i>Mandarin Service</i>	\$ 11,947	\$ 10,804	\$ 10,705
<i>Thai Service</i>	\$ 906	\$ 339	\$ 336
<i>Tibetan Service</i>	\$ 3,514	\$ 3,260	\$ 3,230
<i>Vietnamese Service</i>	\$ 1,839	\$ 2,004	\$ 1,986
TOTAL - EAST ASIA AND PACIFIC DIVISION	\$ 39,346	\$ 30,449	\$ 33,538
EURASIA DIVISION			
<i>Division Chief</i>	\$ 1,635	\$ 1,019	\$ 1,010
<i>Albanian Service</i>	\$ 1,837	\$ 1,262	\$ 1,250
<i>Armenian Service</i>	\$ 649	\$ 514	\$ 509
<i>Bosnian Service</i>	\$ 1,101	\$ 756	\$ 749
<i>Georgian Service</i>	\$ 851	\$ 557	\$ 552
<i>Macedonian Service</i>	\$ 614	\$ -	\$ -
<i>Russian Service</i>	\$ 7,630	\$ 6,911	\$ 6,847
<i>Serbian Service</i>	\$ 1,515	\$ 1,102	\$ 1,092
<i>Ukrainian Service</i>	\$ 2,424	\$ 1,649	\$ 1,634
TOTAL - EURASIA DIVISION	\$ 18,256	\$ 13,770	\$ 13,643
LATIN AMERICA DIVISION			
<i>Division Chief</i>	\$ 710	\$ 551	\$ 546
<i>Creole Service</i>	\$ 1,164	\$ 1,200	\$ 1,189
<i>Spanish Service</i>	\$ 3,051	\$ -	\$ 2,270
<i>Production Unit</i>	\$ 415	\$ -	\$ -
TOTAL - LATIN AMERICA DIVISION	\$ 5,340	\$ 1,751	\$ 4,005
SOUTH ASIA DIVISION			
<i>Division Chief (South Asia + NECA)</i>	\$ 3,200	\$ 2,557	\$ 2,534
<i>Afghanistan Service</i>	\$ 3,096	\$ 1,816	\$ 1,799
<i>Dari</i>	\$ 2,532	\$ 1,393	\$ 1,380
<i>Pashto</i>	\$ 2,538	\$ 1,428	\$ 1,415
<i>VOA Radio Deewa (Pashto)</i>	\$ 5,179	\$ 3,769	\$ 3,734
<i>Azerbaijani Service</i>	\$ 841	\$ 637	\$ 631
<i>Bangla Service</i>	\$ 1,370	\$ 1,136	\$ 1,126
<i>Kurdish Service</i>	\$ 4,237	\$ 2,809	\$ 2,783
<i>Turkish Service</i>	\$ 3,045	\$ 2,685	\$ 2,660
<i>Urdu Service</i>	\$ 5,618	\$ 4,296	\$ 4,257
<i>Uzbek Service</i>	\$ 810	\$ 666	\$ 660
TOTAL - SOUTH ASIA DIVISION	\$ 32,466	\$ 23,192	\$ 22,979

VOICE OF AMERICA	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
VOA PERSIAN	\$ 14,922	\$ 12,264	\$ 12,151
ENGLISH DIVISION			
<i>Division Chief</i>	\$ 907	\$ 744	\$ 737
<i>All Other Programs</i>	\$ 7,910	\$ 7,396	\$ 7,328
TOTAL - ENGLISH DIVISION	\$ 8,817	\$ 8,140	\$ 8,065
CENTRAL NEWS			
<i>VOA Central News</i>	\$ 20,875	\$ 20,847	\$ 20,655
<i>Home Leave & Transfer (HLT)</i>	\$ 141	\$ 208	\$ 206
TOTAL - CENTRAL NEWS	\$ 21,016	\$ 21,055	\$ 20,861
DOMESTIC BUREAUS			
<i>Houston</i>	\$ 48	\$ -	\$ -
<i>Los Angeles</i>	\$ 325	\$ 286	\$ 283
<i>New York</i>	\$ 880	\$ 799	\$ 792
<i>Silicon Valley</i>	\$ 69	\$ 179	\$ 177
TOTAL - DOMESTIC BUREAUS	\$ 1,322	\$ 1,264	\$ 1,252
OVERSEAS BUREAUS AND NEWS CENTERS			
<i>Bangkok</i>	\$ 729	\$ 1,014	\$ 1,005
<i>Beijing</i>	\$ 900	\$ 660	\$ 654
<i>Cairo</i>	\$ 273	\$ -	\$ -
<i>Dakar</i>	\$ 521	\$ 149	\$ 148
<i>Hong Kong</i>	\$ 282	\$ 72	\$ 71
<i>Islamabad</i>	\$ 228	\$ 356	\$ 353
<i>Istanbul</i>	\$ 247	\$ 328	\$ 325
<i>Jakarta</i>	\$ 244	\$ 292	\$ 289
<i>Johannesburg</i>	\$ 163	\$ 694	\$ 688
<i>London</i>	\$ 1,375	\$ 1,116	\$ 1,006
<i>Moscow</i>	\$ 385	\$ 351	\$ 348
<i>Nairobi</i>	\$ 309	\$ 398	\$ 394
<i>Seoul</i>	\$ 290	\$ 545	\$ 540
TOTAL - OVERSEAS BUREAUS	\$ 5,946	\$ 5,975	\$ 5,821
GRAND TOTAL - VOA	\$ 232,661	\$ 199,756	\$ 199,922

BROADCASTING BOARD OF GOVERNORS
OFFICE OF CUBA BROADCASTING (OCB)
Summary of Appropriated Funds

FY 2017 - FY 2019

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
<i>OCB Directorate and Advisory Board</i>	\$ 851	\$ 878	\$ 416
<i>Administration</i>	\$ 3,910	\$ 3,819	\$ 3,343
<i>Radio Marti</i>	\$ 5,288	\$ 4,203	\$ 1,932
<i>New Media</i>	\$ 1,225	\$ 2,034	\$ 1,007
<i>Central News</i>	\$ 4,885	\$ 3,844	\$ 1,909
<i>TV Marti</i>	\$ 4,086	\$ 4,331	\$ 1,998
<i>Technical Operations</i>	\$ 4,906	\$ 1,269	\$ 844
<i>Computer Services</i>	\$ 904	\$ 880	\$ 517
<i>Greenville Transmitting Station</i>	\$ 2,883	\$ 2,398	\$ 1,690
GRAND TOTAL - OCB	\$ 28,938	\$ 23,656	\$ 13,656

BROADCASTING BOARD OF GOVERNORS
INTERNATIONAL BROADCASTING BUREAU (IBB)
Summary of Appropriated Funds

FY 2017 - FY 2019

(in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
<i>Director, International Broadcasting Bureau</i>	\$ 2,227	\$ 1,575	\$ 1,575
<i>Office of Management Services</i>	\$ 4,339	\$ 2,601	\$ 2,601
<i>Office of Chief Financial Officer</i>	\$ 10,939	\$ 12,396	\$ 12,396
<i>Office of Policy and Research</i>	\$ 8,360	\$ 8,377	\$ 8,377
<i>Office of Communications and External Affairs</i>	\$ 1,438	\$ 1,268	\$ 1,268
<i>Office of General Counsel</i>	\$ 1,506	\$ 1,603	\$ 1,603
<i>Office of Contracting and Procurement</i>	\$ 3,451	\$ 3,411	\$ 3,411
<i>Office of Human Resources</i>	\$ 5,609	\$ 5,497	\$ 5,497
<i>Office of Workforce Support and Development</i>	\$ 1,849	\$ 1,814	\$ 1,814
<i>Office of Civil Rights</i>	\$ 860	\$ 829	\$ 829
<i>Office of Policy</i>	\$ 851	\$ 826	\$ 826
<i>Office of Security</i>	\$ 2,466	\$ 1,998	\$ 1,998
<i>Office of Internet Freedom</i>	\$ 13,932	\$ 10,668	\$ 10,668
TOTAL- IBB	\$ 57,827	\$ 52,863	\$ 52,863
PROPOSED NEW INVESTMENTS			
<i>Increase Research to Enhance Portfolio of Evidence</i>			\$ 2,000
GRAND TOTAL - IBB	\$ 57,827	\$ 52,863	\$ 54,863

BROADCASTING BOARD OF GOVERNORS
OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)
Summary of Appropriated Funds

FY 2017 - FY 2019

(in thousands)

TECHNOLOGY, SERVICES & INNOVATION (TSI)	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
<i>Director</i>	\$ 222	\$ 225	\$ 225
<i>Home Leave & Transfer (HLT)</i>	\$ 240	\$ 539	\$ 615
TOTAL - TSI DIRECTOR	\$ 462	\$ 764	\$ 840
OFFICE OF THE CIO	\$ 7,884	\$ 8,237	\$ 8,216
<i>Internet Freedom; Anti-Censorship</i>	\$ 692	\$ -	\$ -
<i>Global Networks Division</i>	\$ 7,630	\$ 5,742	\$ 6,347
<i>Satellites</i>	\$ 16,296	\$ 18,630	\$ 18,630
TOTAL - OFFICE OF THE CIO	\$ 32,502	\$ 32,609	\$ 33,193
INFORMATION TECHNOLOGY DIRECTORATE	\$ 16,511	\$ 14,115	\$ 13,039
TECHNOLOGY SUPPORT DIRECTORATE	\$ 9,684	\$ 9,160	\$ 9,625
OFFICE OF BUSINESS DEVELOPMENT	\$ 1,974	\$ 2,149	\$ 2,012
<i>Regional Marketing Offices</i>	\$ 9,401	\$ 8,707	\$ 8,906
TOTAL - OFFICE OF BUSINESS DEVELOPMENT	\$ 11,375	\$ 10,856	\$ 10,918
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	\$ 3,208	\$ 2,822	\$ 2,912
<i>Project Management</i>	\$ 1,111	\$ 1,087	\$ 1,117
<i>Facilities Management</i>	\$ 37,173	\$ 36,137	\$ 35,997
<i>Administrative and Organizational Efficiencies</i>	\$ -	\$ -	\$ (1,600)
TOTAL - RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	\$ 41,492	\$ 40,046	\$ 38,426
ENGINEERING AND TRANSMISSION DIRECTORATE	\$ 195	\$ 186	\$ 194
BROADCAST TECHNOLOGIES DIVISION	\$ 2,826	\$ 2,065	\$ 2,043
<i>Leased Transmissions</i>	\$ 6,161	\$ 7,527	\$ 6,622
<i>FM Transmissions</i>	\$ 731	\$ 1,010	\$ 1,223
TOTAL - BROADCAST TECHNOLOGIES DIVISION	\$ 9,718	\$ 10,602	\$ 9,888

TECHNOLOGY, SERVICES & INNOVATION (TSI)	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
OPERATIONS DIVISION	\$ 1,385	\$ 2,244	\$ 1,896
<i>Worldwide Procurement (WWP)</i>	\$ 3,096	\$ 2,908	\$ 2,938
TOTAL - OPERATIONS DIVISION	\$ 4,481	\$ 5,152	\$ 4,834
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
<i>Tinian</i>	\$ 5,528	\$ 5,777	\$ 5,801
TOTAL - DOMESTIC STATIONS	\$ 5,528	\$ 5,777	\$ 5,801
OVERSEAS TRANSMITTING STATIONS			
<i>Afghanistan</i>	\$ 3,573	\$ 3,573	\$ 3,491
<i>Botswana</i>	\$ 2,494	\$ 2,501	\$ 2,512
<i>Germany</i>	\$ 11,346	\$ 11,912	\$ 12,226
<i>Kuwait</i>	\$ 11,984	\$ 12,590	\$ 13,057
<i>Philippines</i>	\$ 6,165	\$ 5,828	\$ 5,852
<i>Sao Tome</i>	\$ 4,546	\$ 4,262	\$ 4,350
<i>Sri Lanka</i>	\$ 270	\$ -	\$ -
<i>Thailand</i>	\$ 3,852	\$ 3,861	\$ 3,898
<i>Radio Transmission Reductions</i>	\$ -	\$ -	\$ (5,000)
<i>Global Network Realignment</i>	\$ -	\$ -	\$ (2,000)
TOTAL - OVERSEAS STATIONS	\$ 44,230	\$ 44,527	\$ 38,386
MONITORING OFFICES	\$ 877	\$ 898	\$ 948
PROGRAM DECREASES			
<i>Radio Transmission Reductions</i>	\$ -	\$ (5,000)	\$ (7,700)
<i>Global Network Realignment</i>	\$ -	\$ (2,000)	\$ -
<i>Administrative and Organizational Efficiencies</i>	\$ -	\$ (1,600)	\$ -
TOTAL - TSI	\$ 177,055	\$ 166,092	\$ 158,392
PROPOSED NEW INVESTMENTS	\$ -	\$ -	\$ -
<i>Implement Significant Enhancements to BBG's Cybersecurity Profile</i>	\$ -	\$ -	\$ 1,585
GRAND TOTAL - TSI	\$ 177,055	\$ 166,092	\$ 159,977

BROADCASTING BOARD OF GOVERNORS
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)
Summary of Appropriated Funds

FY 2017 - FY 2019

(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
PROGRAMMING DIVISION			
Director	\$ 2,461	\$ 2,099	\$ 1,856
Multimedia Strategy, Development, and Training	\$ 1,198	\$ 1,708	\$ 765
Marketing and Affiliates	\$ 1,718	\$ 893	\$ 1,330
LANGUAGE SERVICES			
Armenian	\$ 1,806	\$ 1,662	\$ 1,541
Azerbaijani	\$ 2,119	\$ 1,943	\$ 1,738
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	\$ 4,515	\$ 5,013	\$ 3,859
Belarusian	\$ 2,483	\$ 2,173	\$ 1,961
Current Time TV and Digital	\$ 9,346	\$ 10,112	\$ 5,338
Georgian	\$ 2,406	\$ 2,111	\$ 1,783
Kazakh	\$ 1,714	\$ 2,046	\$ 1,463
Kyrgyz	\$ 2,087	\$ 2,677	\$ 1,742
Radio Farda (Persian)	\$ 8,717	\$ 7,839	\$ 6,161
Radio Free Afghanistan (Dari and Pashto)	\$ 5,135	\$ 5,009	\$ 4,424
Radio Mashaal (Pashto)	\$ 3,209	\$ 805	\$ 693
Romanian to Moldova	\$ 1,839	\$ 1,766	\$ 1,670
Russian	\$ 7,806	\$ 6,688	\$ 6,307
North Caucasus Unit (Avar, Chechen, and Circassian)	\$ 1,221	\$ 1,366	\$ 1,185
Tajik	\$ 1,775	\$ 2,134	\$ 1,483
Tatar-Bashkir	\$ 1,290	\$ 1,055	\$ 929
Turkmen	\$ 743	\$ 713	\$ 617
Ukrainian	\$ 3,807	\$ 4,533	\$ 3,896
Uzbek	\$ 1,656	\$ 1,744	\$ 1,352
News and Current Affairs	\$ 7,092	\$ 6,651	\$ 6,034
TOTAL - PROGRAMMING DIVISION	\$ 76,143	\$ 72,740	\$ 58,127

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
ADMINISTRATION, MANAGEMENT & FINANCE			
<i>Office of President</i>	\$ 5,799	\$ 4,866	\$ 4,338
<i>Technology Division</i>	\$ 28,929	\$ 26,486	\$ 23,114
<i>Finance Division</i>	\$ 1,993	\$ 4,196	\$ 3,800
<i>Human Resources Division</i>	\$ 2,536	\$ 2,296	\$ 1,955
TOTAL - ADMIN, MGT, AND FINANCE	\$ 39,257	\$ 37,844	\$ 33,207
Sub-Total - RFE/RL	\$ 115,400	\$ 110,584	\$ 91,334
<i>Carryover/Recoveries</i>	\$ (2,641)	\$ (6,854)	\$ -
<i>Current Time Transfer from USAID</i>	\$ -	\$ (4,130)	\$ -
<i>Farda TV</i>	\$ 750	\$ -	\$ -
<i>Current Time OCO Funds - Transfer from USAID</i>	\$ 4,130	\$ -	\$ -
<i>Ukraine TV Pilot Production</i>	\$ 160	\$ -	\$ -
<i>Current Time Ukraine Advertising</i>	\$ 20	\$ -	\$ -
<i>Raise Your Voice</i>	\$ 856	\$ -	\$ -
<i>Georgian Perveli TV Pilot Project from TSI</i>	\$ 170	\$ -	\$ -
<i>Next Generation Influencers</i>	\$ 3,523	\$ -	\$ -
<i>TV/Video Infrastructure Improvement and Video Storage</i>	\$ 1,359	\$ -	\$ -
<i>FY 2016 Carryover Balance</i>	\$ 16	\$ -	\$ -
TOTAL - RFE/RL	\$ 123,743	\$ 99,600	\$ 91,334
Balances In	\$ (6,355)	\$ -	\$ -
GRAND TOTAL - RFE/RL	\$ 117,388	\$ 99,600	\$ 91,334

BROADCASTING BOARD OF GOVERNORS
RADIO FREE ASIA (RFA)
Summary of Appropriated Funds
FY 2017 - FY 2019

(in thousands)

RADIO FREE ASIA (RFA)	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
PROGRAMMING DIVISION			
<i>Executive Editor</i>	\$ 2,575	\$ 2,520	\$ 2,444
PROGRAM SERVICES			
<i>Burmese Service</i>	\$ 1,899	\$ 1,925	\$ 2,031
<i>Cambodian Service</i>	\$ 1,062	\$ 1,304	\$ 1,686
<i>Cantonese Service</i>	\$ 1,039	\$ 1,080	\$ 1,167
<i>Korean Service</i>	\$ 2,493	\$ 2,544	\$ 2,695
<i>Korea DPRK TV</i>	\$ 700	\$ 2,610	\$ -
<i>Laotian Service</i>	\$ 1,213	\$ 1,229	\$ 1,214
<i>Mandarin Service</i>	\$ 5,005	\$ 300	\$ -
<i>Tibetan Service</i>	\$ 4,379	\$ 4,373	\$ 4,381
<i>Uyghur Service</i>	\$ 1,319	\$ 1,372	\$ 1,270
<i>Vietnamese Service</i>	\$ 1,546	\$ 1,632	\$ 1,502
PROGRAM OFFICES			
<i>Bangkok Office</i>	\$ 101	\$ 103	\$ 121
<i>Dharamsala Office</i>	\$ 41	\$ 18	\$ 45
<i>Hong Kong Office</i>	\$ 519	\$ 535	\$ 907
<i>Phnom Penh Office</i>	\$ 952	\$ 525	\$ -
<i>Seoul Office</i>	\$ 544	\$ 543	\$ 490
<i>Taipei Office</i>	\$ 199	\$ 208	\$ 217
<i>Yangon Office</i>	\$ 388	\$ 410	\$ 308
TOTAL - PROGRAMMING DIVISION	\$ 25,974	\$ 23,231	\$ 20,478
ADMINISTRATION, MANAGEMENT & FINANCE			
<i>Office of the President</i>	\$ 692	\$ 660	\$ 720
<i>Internet Freedom Salaries</i>	\$ 1,103	\$ -	\$ -
<i>Internet Freedom</i>	\$ 6,735	\$ 5,125	\$ -
<i>Research, Training, and Evaluation</i>	\$ 502	\$ 474	\$ 562
<i>Technical Operations</i>	\$ 7,551	\$ 7,313	\$ 6,511
<i>HQ Facilities</i>	\$ 4,015	\$ 4,003	\$ 4,305
<i>Communications</i>	\$ 491	\$ 491	\$ 599
<i>Finance</i>	\$ 1,753	\$ 1,790	\$ 1,826
<i>Human Resources</i>	\$ 283	\$ 284	\$ 295
TOTAL - ADMIN, MGT, AND FINANCE	\$ 23,125	\$ 20,140	\$ 14,818
Sub-Total - RFA	\$ 49,099	\$ 43,371	\$ 35,296
<i>Recoveries/Carryover</i>	\$ (287)	\$ (2,950)	\$ -
<i>Internet Freedom Funds</i>	\$ (3,135)	\$ (5,125)	\$ -
<i>FY 2016 Carryover</i>	\$ 65	\$ -	\$ -
<i>FY 2017 Carryover</i>	\$ 275	\$ -	\$ -
<i>Korean DPRK TV Carryover</i>	\$ 2,610	\$ -	\$ -
<i>Internet Freedom Funds Carryover</i>	\$ 5,125	\$ -	\$ -
TOTAL - RFA	\$ 53,752	\$ 35,296	\$ 35,296
Balances In	\$ (10,643)	\$ -	\$ -
GRAND TOTAL - RFA	\$ 43,109	\$ 35,296	\$ 35,296

Includes \$11.9M in Internet Freedom Funds

BROADCASTING BOARD OF GOVERNORS
MIDDLE EAST BROADCASTING NETWORK (MBN)
Summary of Appropriated Funds
FY 2017 - FY 2019

(in thousands)

MIDDLE EAST BROADCASTING NETWORK	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
PROGRAMMING			
<i>Alhurra</i>	\$ 26,828	\$ 31,591	\$ 26,044
<i>Alhurra Iraq</i>	\$ 4,383	\$ 4,180	\$ 4,216
<i>Radio Sawa</i>	\$ 8,093	\$ 7,265	\$ 5,261
<i>Afia Darfur</i>	\$ 535	\$ 138	\$ -
<i>MBN Digital</i>	\$ 9,106	\$ 15,141	\$ 14,700
TOTAL - PROGRAMMING	\$ 48,945	\$ 58,315	\$ 50,221
OVERSEAS OFFICES			
IRAQ	\$ 4,870	\$ 5,186	\$ 5,122
<i>Baghdad</i>	\$ 4,208	\$ 4,569	\$ 4,513
<i>Erbil</i>	\$ 639	\$ 617	\$ 609
PAN ARAB	\$ 17,756	\$ 17,440	\$ 13,338
<i>Beirut</i>	\$ 3,937	\$ 4,287	\$ 2,140
<i>Cairo</i>	\$ 4,324	\$ 3,376	\$ 2,527
<i>Dubai</i>	\$ 6,903	\$ 6,999	\$ 6,864
<i>Jerusalem</i>	\$ 2,592	\$ 2,778	\$ 1,807
MAGHREB	\$ 756	\$ 1,012	\$ 861
<i>Rabat</i>	\$ 571	\$ 616	\$ 609
<i>Tunis</i>	\$ 185	\$ 396	\$ 252
TOTAL - OVERSEAS OFFICES	\$ 23,382	\$ 23,638	\$ 19,321
<i>Technical Operations</i>	\$ 22,039	\$ 18,063	\$ 18,252
<i>Administration</i>	\$ 13,156	\$ 12,322	\$ 12,492
<i>Creative Services</i>	\$ 2,323	\$ 6,458	\$ 3,508
SUB-TOTAL - MBN	\$ 109,845	\$ 118,796	\$ 103,794
<i>Balances In - Prior Year Recoveries</i>	\$ (1,500)	\$ (2,500)	\$ (2,500)
<i>Balances In - Carryover</i>	\$ (6,720)	\$ (13,196)	\$ -
<i>Balances In - OCO/RVV Iraq</i>	\$ (2,121)	\$ -	\$ -
<i>Balances Out - FY 2017 Base</i>	\$ 3,128	\$ -	\$ -
<i>Balances Out - OCO/RVV Iraq</i>	\$ 985	\$ -	\$ -
<i>Balances Out - Egypt Digital</i>	\$ 2,540	\$ -	\$ -
<i>Balances Out - Sets/Graphics/Advertising</i>	\$ 6,543	\$ -	\$ -
TOTAL - MBN	\$ 112,700	\$ 103,100	\$ 101,294
Balances In	\$ (100)		
GRAND TOTAL - MBN	\$ 112,600	\$ 103,100	\$ 101,294

BROADCASTING BOARD OF GOVERNORS
 BROADCASTING CAPITAL IMPROVEMENTS (BCI)
 Summary of Appropriated Funds

FY 2017 - FY 2019

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2017 ACTUALS	FY 2018 CBJ	FY 2019 REQUEST
MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)			
<i>Continuing M&R</i>	\$ 2,270	\$ 2,068	\$ 2,068
<i>VOA TV M&R</i>	\$ 617	\$ 572	\$ 572
<i>Security M&R</i>	\$ 607	\$ 541	\$ 541
<i>HVAC System M&R</i>	\$ 507	\$ 515	\$ 515
<i>Office of Cuba Broadcasting</i>	\$ 79	\$ 133	\$ 133
UPGRADE OF EXISTING FACILITIES PROJECTS	\$ 2,398	\$ -	\$ -
SATELLITES			
<i>Satellite and Terrestrial Program Feeds</i>	\$ 861	\$ 962	\$ 962
GRAND TOTAL - BCI	\$ 7,339	\$ 4,791	\$ 4,791

BROADCASTING BOARD OF GOVERNORS
 Funding from Outside Sources (estimated)

FY 2017 - FY 2019

(in thousands)

FUNDS SOURCE	FY 2016/17 FUNDS	FY 2017 FUNDS	FY 2017/18 FUNDS	FY 2017/18 FUNDS (ESTIMATED)	FY 2018/19 FUNDS (ESTIMATED)	TOTALS
USAID	\$ 315	\$ -	\$ -	\$ -	\$ 67	\$ 382
DEPARTMENT OF STATE	\$ 1,273	\$ 248	\$ 295	\$ -	\$ 300	\$ 2,116
CENTERS FOR DISEASE CONTROL (CDC)	\$ -	\$ -	\$ 375	\$ 350	\$ -	\$ 725
DOD/PACIFIC COMMAND	\$ -	\$ 1,759	\$ -	\$ -	\$ -	\$ 1,759
GRAND TOTAL	\$ 1,588	\$ 2,007	\$ 670	\$ 350	\$ 367	\$ 4,982



Broadcasting
Board of
Governors



330 Independence Ave., SW ▪ Washington, DC 20237
202.203.4400 ▪ bbg.gov ▪ [@BBGgov](https://twitter.com/BBGgov)