



Broadcasting
Board of
Governors

FISCAL YEAR 2017 CONGRESSIONAL BUDGET REQUEST



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Executive Summary

The Broadcasting Board of Governors			
(\$ in thousands)			
International Broadcasting Operations	FY 2015 Enacted	FY 2016 Enacted	FY 2017 Request
Federal Entities			
Voice of America	\$ 214,733	\$ 218,450	\$ 224,412
Office of Cuba Broadcasting	\$ 27,130	\$ 27,140	\$ 27,100
International Broadcasting Bureau	\$ 61,404	\$ 61,200	\$ 63,093
Office of Technology, Services, and Innovation	\$ 182,487	\$ 181,483	\$ 182,300
<i>Internet Freedom; Anti-Censorship</i>	\$ 17,500	\$ 15,000	\$ 12,500
Total, Federal Entities	\$ 485,754	\$ 488,273	\$ 496,905
Non-Federal Entities			
Radio Free Europe/Radio Liberty	\$ 103,850	\$ 108,414	\$ 121,138
Radio Free Asia	\$ 38,255	\$ 38,500	\$ 38,000
Middle East Broadcasting Networks	\$ 109,408	\$ 109,600	\$ 112,100
Total, Non-Federal Entities	\$ 251,513	\$ 256,514	\$ 271,238
Total, International Broadcasting Operations	\$ 737,267	\$ 744,787	\$ 768,143
Broadcasting Capital Improvements	\$ 4,800	\$ 4,800	\$ 9,700
Total, Broadcasting Capital Improvements	\$ 4,800	\$ 4,800	\$ 9,700
BBG Grand Total - Appropriation/Request	\$ 742,067	\$ 749,587	\$ 777,843

The Broadcasting Board of Governors (BBG) is a networked global media agency for a networked world. The five media organizations that comprise the BBG — the Voice of America (VOA), Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks (MBN), and Radio Free Asia (RFA) — complement and reinforce one another in a shared mission that is vital to U.S. national interests: to inform, engage and connect people around the world in support of freedom and democracy. Together, the BBG media organizations communicate each week with more than 226 million people across the globe. However, the millions of people we reach worldwide are

perhaps best measured by the impact we have with them.

Two crucial challenges guide U.S. international media today. First, the explosion of information flows during the 21st century has given rise to sophisticated exploitation of media by authoritarian regimes and non-state entities. While free media are crucial to democratic transitions, civil society and governance, they are also susceptible to abuse by powerful, non-democratic actors including Russia, ISIL and China.

Second, the global information wave increasingly has pressed governments to impose greater censorship in an effort to manage their domestic information

spaces. The Arab Spring gave hope to millions, but served notice to non-democratic governments about what can happen when domestic discontent is amplified by powerful and pervasive information tools. Even Western governments, faced with sophisticated propaganda from ISIL — which uses social media to coordinate and publicize attacks — are struggling with the proper balance between information freedom and national security. As a result, global freedom is at a 10-year low, and the most significant global reversals have been in freedom of expression and the rule of law (Freedom House, “Freedom in the World 2016”). Internet freedom around the world declined for a fifth consecutive year in 2015 as more governments censored information while also expanding surveillance and cracking down on privacy tools (Freedom House, “Freedom on the Net 2015”).

BBG broadcasters are professional journalists committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation. BBG journalism is thus an antidote to censorship and extremist rhetoric, as well as a model of free media that helps foster and sustain free, democratic societies.

BBG broadcasters also offer life-saving information during humanitarian emergencies. When events dictate, they

react quickly to crises with surges in broadcasting. And, BBG provides Internet anti-censorship tools to help audiences break through government-imposed information firewalls and protect their on-line privacy.

Telling America’s story and explaining U.S. foreign policy is a significant part of the BBG’s mandate, as directed by Congress. In their roles under the BBG’s mission, VOA and MBN — while providing comprehensive regional and world news to their audiences — cover the United States in all its complexity so that audiences in countries that are struggling to nurture or sustain their own democratic systems might see their stories reflected in ours.

The networked structure of the BBG ensures that the BBG media organization can deliver high-quality content consistent with their distinct roles in ways that are the most cost-efficient for the American taxpayer, through the sharing of cross-cutting content, delivery channels, support resources and other assets.

Even as the BBG is adapting content and delivery to suit rapidly evolving media preferences, the agency continues to orient its coverage to address U.S. national interests and priorities around the world. To do so in 2017 and beyond, the BBG media organizations will collectively focus on five core themes.



ACCELERATE A MARKET-DRIVEN SHIFT TO DIGITAL MEDIA

In order to be a credible information source, each of BBG's 61 language services must be on popular media delivery systems. In a growing number of places, BBG can most easily engage with young, influential media consumers by moving to digital, video, mobile and social media networks.

Raise Your Voice Campaigns

MBN's *Raise Your Voice* campaigns use multiple platforms — such as Google Hangout discussions, infographics, short videos, and social media — to engage Arabic-speaking audiences in discussion and debate about the fight against extremism and the underlying causes of terrorism. After establishing a new digital management and staffing structure and creating *Raise Your Voice* campaigns for Iraq and the Maghreb, in the FY 2017 Request, MBN proposes to develop a similar interactive platform for Egypt. RFE/RL requests resources to deploy parallel formats for Central Asia and the Balkans.

Increasing RFE/RL and VOA Digital Media for Russian Speakers

RFE/RL is expanding locally focused Russian websites for individual regions, including areas where Russia supports "frozen conflicts." RFE/RL will also expand the newly launched wire service for Central Asia that provides news about Russia-related topics in the Russian, Kazakh, Kyrgyz, and Tajik languages to more than 500 Central Asian media outlets. The FY 2017 Budget Request proposes increased funding for both VOA and RFE/RL to develop content for influential young consumers of Russian digital media.

RFA and VOA Mobile E-books

RFA will continue to leverage e-books as its fastest growing digital format. Because they are easily downloaded and shared via email or thumb drives, they enable their audience to circumvent government censorship. VOA *Learning*

English will also expand their use of this mobile-friendly format.

VOA Hausa Mobile Web Growth

The VOA Hausa Service will build on its success with mobile web applications to engage with young Hausa speakers in Nigeria and the broader Sahel region, where Boko Haram waged the world's deadliest terrorist campaign last year by killing nearly 6700 people. After attracting more than 74 million web visits in 2015, VOA will increase their coverage of this ISIL-related terror group to reach a growing audience of mobile users.

OCB Digital Media

In order to evade Cuba's Internet censorship, OCB leverages such tools as web-based proxy servers and encryption technology for mobile applications and

devices. Already reaching out to nearly a million Cubans via email and SMS each week, Radio and TV Marti will increase their efforts to deliver news and information that is not otherwise available.

BBG Internet Freedom Program

In 2016 and 2017, the BBG will strengthen its robust Internet Freedom (IF) program as a shared support service for projects to counter Internet censorship across the globe. Having defined a framework and governance structure, BBG will create a BBG Internet Freedom Office to oversee the selection and evaluation of IF projects, which are currently managed by RFA and the Office of Technology, Services, and Innovation (TSI).

ENHANCE STRATEGIC COOPERATION AND DEVELOP EFFICIENCIES ACROSS BBG'S FIVE INTERDEPENDENT NETWORKS



BBG Senior Management join together to answer questions at an Agency-wide townhall meeting: (from left to right) Kelu Chao, Acting Director of the Voice of America; Maria Gonzalez, Director, Office of Cuba Broadcasting; Nenad Pejic, Vice President and Acting Chief Executive Officer, Radio Free Europe/Radio Liberty; Libby Liu, President, Radio Free Asia; Brian Conniff, President, Middle East Broadcasting Networks; John F. Lansing, BBG CEO and Director

BBG's networked structure allows its media networks to maximize high-quality coverage of increasingly transnational challenges, and to optimize costs for shared support services. The five network leaders who comprise BBG's International Media Coordinating Committee (ICC) meet bi-monthly with the agency CEO to nurture joint coverage opportunities and develop solutions to common concerns.



John F. Lansing, BBG CEO and Director

Empower a Chief Executive Officer

BBG has made positive strides by onboarding a CEO of U.S. international media. However, it is imperative that the Congress include the proposed CEO empowerment language proposed in the FY 2017 Budget request that will legally provide the CEO with the powers to manage the day-to-day operations of the agency. There are other efforts to

reform BBG, but the empowerment of the CEO is too vital to wait. The agency urges the Congress to include the proposed CEO empowerment language in the FY 2017 appropriations.

Integrating BBG News Coverage

In 2017 VOA and RFE/RL propose to enhance *Current Time*, their jointly-produced, daily half-hour Russian-language television and digital news program that is especially popular among young viewers between 15 and 24. In another collaborative effort, VOA, MBN and OCB plan to coordinate their coverage of the 2016 Republican and Democratic conventions. And, each of RFA's nine language services plans to produce an investigative series that can be used across BBG entities.

Integrating BBG Technical Infrastructure

As they integrate program content, BBG networks will also intensify their use of shared distribution channels and production tools, including the *Pangea* content management system that RFE/RL developed to produce multimedia websites. In Afghanistan, RFE/RL and VOA will continue to share broadcast frequencies, coordinate coverage both in Afghanistan and the U.S., and promote each other's programs.

CONCENTRATE IN FIVE KEY AREAS

While BBG has a global reach, its networks best fulfill their mission and advance U.S. national interests when they focus on areas where their trusted journalism is most needed to inform, engage, and connect people in support of freedom and democracy. In that light, BBG is concentrating its efforts in five key areas.



MBN's Raise Your Voice campaign (website above) empowers BBG's worldwide audience to speak out on topics related to the fight against violent extremism.

ISIL and Violent Extremism

In addition to expanding their successful *Raise Your Voice* campaigns, which invite Arabic speakers to share their opinions via digital and broadcast media, MBN will build on the success of the *Delusional Paradise* series and create a follow-on documentary series to highlight efforts of people, organizations, and institutions across the Middle East who are working every day

to combat ISIL and its proliferation. In 2017 RFE/RL proposes to expand its coverage of the growing influence of violent extremism in Central Asia and the Balkans. VOA proposes to increase digital content for regional audiences impacted by ISIL extremism, including Indonesia, Bangladesh, Pakistan and Afghanistan.

Russia & the Russian Periphery

During 2016 and 2017, RFE/RL and VOA will expand their jointly produced *Current Time* TV/digital video program as a fresh alternative to Kremlin propaganda for Russian speakers in Russia, the former Soviet space, and around the world. The original 30-minute *Current Time*, a daily Russian-language television news program produced by VOA and RFE/RL, is now on the air in nine countries via 25 media outlets, including in Central Asia. In the FY 2017 Budget Request, RFE/RL and VOA jointly propose increased funding for *Current Time*. The enhancement will

enable RFE/RL to produce eight hours of daily video for television and digital distribution, and will permit VOA to expand programming that corrects disinformation about the U.S. On the Russian periphery VOA will support Ukraine's "Year of Global Learning" by sharing popular *Learning English* programs with Ukrainians eager to improve their English skills and engage with Western Europe.



RFE/RL & VOA's *Current Time*

China

In 2016 and 2017 RFA Mandarin intends to expand weekly satellite TV programming from five to seven 30-minute original programs. VOA Mandarin will add a daily one-hour satellite TV newscast for morning audiences in China. In addition to expanding e-books for popular consumption, RFA will add a line of

historic and academic e-books. For their weekly online forums VOA Mandarin will use WeChat, China's largest social media platform to evade censors. VOA Tibetan will leverage the method that they successfully pioneered to crack Chinese restrictions and link to the VOA Tibetan website with a QR (Quick Response) code that mobile phones can scan.



RFA & VOA are using new technologies such as e-books, social media & QR codes to evade censors and reach their audiences.

Iran

In response to the rapid growth of mobile media in Iran and to the nearly 60,000 daily engagements from Iran through BBG internet anti-censorship tools, VOA and RFE/RL will continue to update their successful Persian-language media mix. VOA plans to

deploy an engagement team to mine social networks for opportunities to curate user content and to fill information gaps in trending stories. RFE/RL will reallocate resources, shift emphasis from Farda's radio operations and grow its TV production.

Cuba

Radio and TV Martí are adjusting their media formats as Cuban audiences gravitate to mobile phones and digital media. Although the U.S. and Cuba agreed to normalize diplomatic relations, the Cuban government continues to control all media platforms on the island. In 2016 and 2017, the Martí will expand functionality of the existing SMS-based social platform (grown from 11,300 subscribers in 2013 to 723,000 users in 2015) and provide additional apps to support offline content sharing in the island. OCB will also increase on-island radio penetration, DVD distribution, and live

streaming, as well as provide e-books, expand news and programming locally produced in Cuba, and further leverage social media.



CURATE, COMMISSION AND ACQUIRE CONTENT

For broader impact BBG needs to focus on original reporting that provides depth and perspective on events, rather than on daily news coverage that is readily available on other media. Becoming an organization that actively curates, commissions, and acquires content also allows BBG to be a gathering point for a new generation of compelling storytellers, documentarians and journalists that are engaging their peers on digital platforms.

PBS Content for Ukraine, Lithuania and Estonia

BBG plans to strengthen relationships that it has built with local media organizations in Ukraine, Lithuania and Estonia by working jointly with the State Department to facilitate access to nearly 400 hours of high-quality U.S. public media content from the Public Broadcasting System (PBS).

Expanding BBG Russian with Acquired and Commissioned Programs

Beginning in 2016, RFE/RL will coordinate with VOA to acquire and commission Russian-language content that will be used as part of the six-hour digital and satellite stream targeting global Russian speakers.

Co-creating Content Globally

From *Radio Today* in Bangladesh to *TV Azteca* in Mexico, BBG networks will continue to work daily with media outlets to co-create content and report the news.

Citizen Journalists

As RFA expands television and mobile programs for China, they will use visuals sourced from citizen journalists in target areas to complement their own reporting.

MEASURE IMPACT

BBG cannot have impact without audiences, but sheer audience size is only one indicator of impact. BBG will increase research efforts to hold ourselves accountable, using both quantitative and qualitative data to provide evidence of shifting values and opinions, and of moving people to action.

Impact Measurements

BBG has developed an Impact Model focused on three sectors: audiences, media, and governments. It defines both quantitative and qualitative indicators. The indicators – which include weekly audience, trustworthiness, content sharing, and increased understanding of news events and high profile news pickups – permit BBG to measure effectiveness for its wide range of platforms and media environments, and across various timeframes. BBG will also measure the reactions and opinions of audiences over time toward U.S. foreign policy. During 2016 and 2017, research teams from all BBG networks will collaborate to refine measures that gauge the effectiveness of current BBG media products and indicate how new projects can have the most impact. BBG proposes to increase its research budget to measure the impact of the Russian investment, of expanding digital *Raise Your Voice* campaigns, and of digital media in Cuba and Latin America.

Global Audience Hits 226 Million

Because BBG must attract an audience to achieve our mission, the agency will continue to measure weekly audience size. Based on recent research conducted in more than 100 countries and territories in the last two years, the 2015 Global Audience Estimate revealed that BBG's total unduplicated weekly audience reached 226 million. This is a 37% increase since 2010.

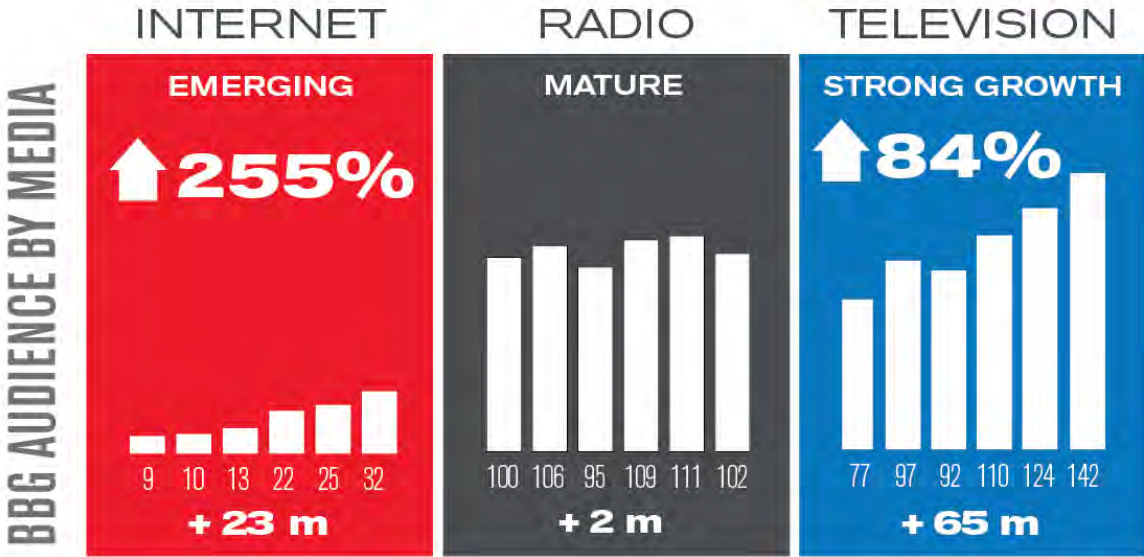
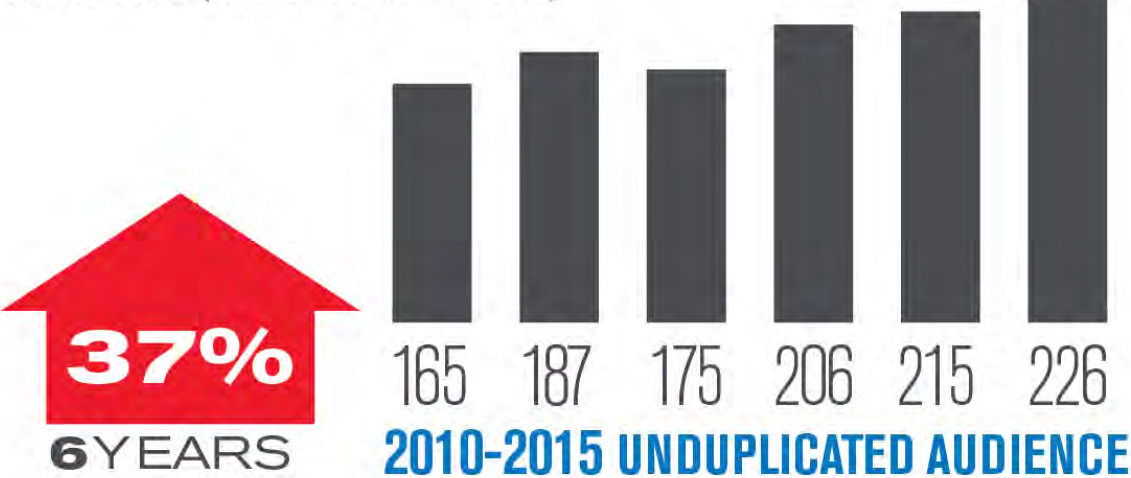
Audience Growth Reflects

Global Media Trends

In order to continue engaging with global audiences, BBG will also track evolving media trends. Comparing the distribution of BBG radio, television, and Internet consumers over the last five years shows how successfully BBG is adapting to worldwide changes in media preferences. Between 2010 and 2015, the global radio audience held steady around 100 million; the TV audience grew by 84%, from 77 million to 142 million; and Internet audiences increased by 255% from 9 million to 32 million.

BBG Audience At-A-Glance

2010-2015 (audience in millions)



(Some BBG audiences consume content in more than one media. By media charts are not unduplicated.)

BUDGET HIGHLIGHTS

The Broadcasting Board of Governors requests **a total of \$777.8 million** for FY 2017.

Highlights include:

- **\$768 million for International Broadcasting Operations (IBO)** to fund VOA, OCB, TSI, and IBB operations, as well as grant funds for the operations of RFE/RL, RFA, and MBN and to establish an OCB grantee. This funding provides increased resources to expand Russian video and digital programs, to counter ISIL misinformation, and to increase research on the impact of BBG media. It also increases funds for VOA to complete its transition from purchase order vendors to staffing agency contracts.
 - **These IBO Funds include \$12.5 million for Internet Freedom** programs to support BBG’s anti-censorship activities to combat growing efforts by authoritarian governments to limit freedom of expression on the internet. These projects will benefit from the enhanced coordination provided by a newly established BBG Office of Internet Freedom.
- **\$9.7 million in Broadcasting Capital Improvements** to support infrastructure maintenance and improvements, for an initiative to enhance cost-effective facilities at the Kuwait Transmitting Station, and a project to counter erosion at the Marathon Transmission Site.

PRIORITY INVESTMENTS INCLUDE:

- **Digital and Video for Next Generation Influencers (\$15M)**

RFE/RL and VOA will expand digital and video production to engage with young audiences who are impacted by pressure from Russia, or by the media campaigns of violent extremist groups such as ISIL. RFE/RL (\$10M) will expand video and new media in Russian, and launch digital teams for Central Asia and other areas where Russia supports frozen conflicts (such as Trans-Dniestria, South Ossetia, Abkhazia, and the North Caucasus). VOA (\$3.5M) will increase digital content for Russian speakers and for regional audiences impacted by ISIL extremism, including Indonesia, Bangladesh, Pakistan and Afghanistan. VOA will create digital reporting teams focused entirely on social media, from story conception through reporting and publication, and give the public a platform to debate and discuss ISIL extremism. The Office of Technology, Services, and Innovation (\$1.5M) will facilitate these initiatives by upgrading systems to support new digital platforms and HD (high- definition) video.

- **Raise Your Voice Campaigns for Egypt, Central Asia, and the Balkans (\$2.5M)** MBN (\$1.25M) will expand the digital component of the *Raise Your Voice* campaign that has successfully engaged Iraqi audiences on issues that have allowed ISIL to attract young fighters. The enhancement, which

provides a platform and forum for discussion of issues and potential solutions at the root cause of extremism, will allow MBN to inaugurate a *Raise Your Voice* campaign for Egypt. RFE/RL (\$1.25M) will launch similar efforts for Central Asia and the Balkans.

- **Research Funds (\$2M)**

BBG proposes a \$2M research investment for impact studies to engage next-generation influencers who use mobile, social and digital media in areas experiencing violent extremism, to assist in developing audience loyalty and trust for BBG's expanding Russian media, and to increase the impact of digital media in Cuba and Latin America.

- **Expand Global Distribution Capability (\$2M)**

This investment will strengthen the ability to reach and engage global audiences by expanding global distribution capability using satellites and other digital methodologies. This effort supports the agency's ability to both curate and distribute content and to successfully attract audiences in areas where BBG seeks to have the greatest impact.

- **Kuwait Transmitting Station, Expanded Broadcast Capacity (\$4.55M)**

BCI investment funds will be used to continue the planned expansion of the shortwave broadcast infrastructure in Kuwait. Broadcasts from this location reach multiple regions including Africa. Due to the low cost of electrical power in

Kuwait, it is also BBG's most cost-effective shortwave transmitting site. The project will facilitate the transfer of higher-cost, mission critical

transmissions from other stations to Kuwait.

SIGNIFICANT REDUCTIONS:

- **Transmitting Station Network Realignment (\$5.7M)**

BBG will realign transmitting station sites and transmissions across its worldwide network in response to the global migration from shortwave listening to other media formats. Affected regions include the Middle East, as well as Central and East Asia. Affected transmitting stations are located in Europe and Asia

- **BBG-wide Operating and Administrative Reductions (\$14.3M)**

Through selective reductions and closer coordination and collaboration, BBG media networks will reduce administrative and overhead costs to cover other cost increases and program priorities.

PROPOSED ORGANIZATIONAL CHANGES INCLUDE:

- **Empowering the BBG CEO**

In order to optimize BBG's coordinated coverage of global news and information – including emerging international crises – and to maximize the use of shared support services, the FY 2017 Budget Request proposes to legally authorize day-to-day operation and management duties to a Chief Executive Office appointed by the Board. There are other efforts to reform BBG, but the empowerment of the CEO is too vital to wait. The agency urges the Congress to include the proposed CEO empowerment language in the FY 2017 appropriations.

- **Spanish Language Grantee for Cuba**

BBG requests authority to establish a new Spanish language, non-Federal media organization that would receive a BBG grant and perform the functions of the current Office of Cuba Broadcasting.

Table 1: Summary of Budget Request (by PPA)

Broadcasting Board of Governors
Summary of Appropriations
FY 2015 - FY 2017
(\$ in thousands)

	FY 2015		FY 2016	FY 2017	
	FY 2015 Enacted	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request	FY 2017 Request compared to FY 2016 Program Plan
International Broadcasting Operations					
Federal Entities					
Voice of America (<i>with OCO for FY 2015 & FY 2016</i>)	\$ 214,733	\$ 210,379	\$ 218,511	\$ 224,412	\$ 5,901
Office of Cuba Broadcasting	\$ 27,130	\$ 28,070	\$ 27,606	\$ 27,100	\$ (506)
International Broadcasting Bureau	\$ 61,404	\$ 61,267	\$ 60,260	\$ 63,093	\$ 2,833
Office of Technology, Services, and Innovation	\$ 182,487	\$ 180,611	\$ 181,361	\$ 182,300	\$ 939
<i>Internet Freedom; Anti-Censorship (non-Add)</i>	\$ 17,500	\$ 13,198	\$ 15,000	\$ 12,500	\$ (2,500)
Total, Federal Entities	\$ 485,754	\$ 480,327	\$ 487,738	\$ 496,905	\$ 9,167
Non-Federal Entities					
Radio Free Europe/Radio Liberty (<i>with OCO for FY 2015 & FY 2016</i>)	\$ 103,850	\$ 103,942	\$ 108,614	\$ 121,138	\$ 12,524
Radio Free Asia	\$ 38,255	\$ 42,230	\$ 38,765	\$ 38,000	\$ (765)
Middle East Broadcasting Networks (<i>with OCO for FY 2015 & FY 2016</i>)	\$ 109,408	\$ 109,408	\$ 109,670	\$ 112,100	\$ 2,430
Total, Non-Federal Entities	\$ 251,513	\$ 255,580	\$ 257,049	\$ 271,238	\$ 14,189
Total, International Broadcasting Operations	\$ 737,267	\$ 735,908	\$ 744,787	\$ 768,143	\$ 23,356
Broadcasting Capital Improvements	\$ 4,800	\$ 8,000	\$ 4,800	\$ 9,700	\$ 4,900
Total, Broadcasting Capital Improvements	\$ 4,800	\$ 8,000	\$ 4,800	\$ 9,700	\$ 4,900
BBG Grand Total - Appropriation/Request	\$ 742,067	\$ 743,908	\$ 749,587	\$ 777,843	\$ 28,256
Summary of Resources					
International Broadcasting Operations Account	\$ 737,267	\$ 735,908	\$ 744,787	\$ 768,143	\$ 23,356
Appropriated	\$ 726,567	\$ 726,655	\$ 734,087	\$ 768,143	\$ 34,056
Appropriated (Overseas Contingency Operations)	\$ 10,700	\$ 9,253	\$ 10,700	\$ 0	\$ (10,700)
Broadcasting Capital Improvements Account	\$ 4,800	\$ 8,000	\$ 4,800	\$ 9,700	\$ 4,900
Appropriated	\$ 4,800	\$ 8,000	\$ 4,800	\$ 9,700	\$ 4,900
BBG GRAND TOTAL - Appropriation/Request	\$ 742,067	\$ 743,908	\$ 749,587	\$ 777,843	\$ 28,256

Table 2: Summary of Positions and FTE (by PPA)

The Broadcasting Board of Governors
Summary of Positions and FTE
 FY 2015 - FY 2017

	FY 2015 Actuals		FY 2016 Program Plan		FY 2017 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	1,087	1,089	1,244	1,182	1,244	1,231
American/Domestic Employees	1,061	1,075	1,217	1,168	1,217	1,217
Foreign Nationals DH/Personnel Service Agreements	26	14	27	14	27	14
Office of Cuba Broadcasting	130	130	130	130	130	130
American/Domestic Employees	130	130	130	130	130	130
International Broadcasting Bureau¹	202	203	230	206	238	233
American/Domestic Employees	190	196	218	199	226	226
Foreign Nationals DH/Personnel Service Agreements	12	7	12	7	12	7
Office of Technology, Services, and Innovation	400	290	461	356	461	356
American/Domestic Employees	154	155	170	171	174	175
Foreign Nationals DH/Personnel Service Agreements	246	135	291	185	287	181
Subtotal, Federal Employees	1,819	1,711	2,065	1,874	2,073	1,950
Independent Grantee Organizations						
Radio Free Europe/Radio Liberty	571		732		732	
American/Domestic Employees	571		732		732	
Foreign Nationals DH/Personnel Service Agreements						
Radio Free Asia	264		258		262	
American/Domestic Employees	257		250		254	
Foreign Nationals DH/Personnel Service Agreements	7		8		8	
Middle East Broadcasting Networks	814		990		1,026	
American/Domestic Employees	516		579		627	
Foreign Nationals DH/Personnel Service Agreements	298		411		399	
Subtotal, Grantee Employees	1,649		1,980		2,020	
BBG TOTALS	3,468	1,711	4,045	1,874	4,093	1,950

Summary of FY 2017 Investment Proposals

The BBG's FY 2017 budget is responsive to world events and the dynamic nature of our information-rich, digitally-networked world. Even as the BBG is adapting content and delivery to suit rapidly evolving media preferences, the agency continues to orient its coverage to address U.S. national interests and priorities around the world. To achieve this goal in 2017 and beyond, BBG media organizations will collectively focus their resources on five core themes:

- 1) Accelerate a Market-driven Shift to Digital Media;
- 2) Enhance Strategic Cooperation and Develop Efficiencies across BBG's Five Interdependent Networks;
- 3) Concentrate in Five Critical Areas – including ISIL and violent extremism,

Russia and the Russian periphery, China, Iran, and Cuba;

4) Curate, Commission and Acquire Content; and

5) Measure Impact.

BBG FY 2017 investments reflect these priorities. They enhance BBG media in a world where Russian pressure and propaganda and ISIL's misinformation intensify the role of the agency's global media mission. These proposals also reflect a commitment to making a deliberate transition to the digital, video, mobile and social media where young audiences increasingly get their news and information. And, they enable BBG to better measure our and improve our impact, especially in emerging digital formats.

Table 3: FY 2017 Proposed Investments (by BBG Entity)

Proposed Investments	Funding (\$ in millions)
Voice of America (VOA)	\$3.50
Digital and Video for Next Generation Influencers	\$3.50
International Broadcasting Bureau (IBB)	\$2.00
Increase Qualitative and Impact Research	\$2.00
Radio Free Europe/Radio Liberty (RFE/RL)	\$11.25
Digital and Video for Next Generation Influencers	\$10.00
Expand Raise Your Voice Campaign	\$1.25
Middle East Broadcasting Network, Inc. (MBN)	\$1.25
Expand Raise Your Voice Campaign	\$1.25
Technology, Services & Innovations (TSI) - Broadcasting Capital Improvements (BCI)	\$8.60
Digital and Video for Next Generation Influencers	\$1.50
TSI/Technology Improvements/BCI	\$7.10
TOTAL - PROPOSED INVESTMENTS	\$26.60

Table 4: FY 2017 Proposed Investments (by Initiative)

FY 2017 BBG Requested Investments

INVESTMENT	ENTITY	FY 2017 REQUEST
Digital and Video for Next Generation Influencers	VOA-RFE/RL-TSI	\$ 15,000,000
Expand <i>Raise Your Voice</i> Campaign	MBN-RFE/RL	\$ 2,500,000
Increase Qualitative and Impact Research	IBB	\$ 2,000,000
TSI/Technology Improvements/BCI	TSI	\$ 7,100,000

Table 5: FY 2017 Proposed Investments (by Category)

FY 2017 BBG Proposed Investment Request

CATEGORY	VOA	OCB	RFE/RL	RFA	MBN	IBB	TSI	Total
Digital and Video for Next Generation Influencers (\$15.00M)								
Expand Digital Media Units to Central, South, and Southeast Asia; the Balkans	\$ 2.00		\$ 4.40					\$ 6.40
Taking Back Islam in Central Asia via NGI Engagement			\$ 1.75					\$ 1.75
Expand Russian language programming (OTT/Sat)	\$ 1.50		\$ 2.00					\$ 3.50
Establish Digital Reporting Teams in Frozen Conflict Zones			\$ 0.60					\$ 0.60
Build out Additional RFE/RL TV/video Infrastructure			\$ 1.25					\$ 1.25
Next Generation Broadcast Production							\$ 1.50	\$ 1.50
Subtotal	\$ 3.50		\$ 10.00				\$ 1.50	\$ 15.00
Expand Raise Your Voice Campaign (\$2.50M)								
Expand RYV to Central Asia			\$1.25					\$ 1.25
Expand RYV to Egypt					\$1.25			\$ 1.25
Subtotal			\$1.25		\$1.25			\$ 2.50
Increase Qualitative and Impact Research with Entities (\$2.00M)								
Developing improved loyalty, reliability and trust amongst Russian speakers						\$ 0.25		\$ 0.25
Engaging next gen influencers in regions experiencing violent extremism						\$ 1.50		\$ 1.50
Engaging next gen influencers in Cuba/Latin America						\$ 0.25		\$ 0.25
Subtotal						\$ 2.00		\$ 2.00
TSI /Technology Investments/BCI (\$7.10M)								
Expand Global Distribution Capability							\$ 2.00	\$ 2.00
Radio Marti Router & Mini-Combo Studio Consoles							\$ 0.20	\$ 0.20
Kuwait Transmitting Continued Expansion (BCI funds)							\$ 4.55	\$ 4.55
Marathon Transmission Site Erosion (BCI funds)							\$ 0.35	\$ 0.35
Subtotal							\$ 7.10	\$ 7.10
Total by Entity	\$ 3.50		\$ 11.25		\$ 1.25	\$ 2.00	\$ 8.60	\$ 26.60

The following are summaries of the proposed investments included in the request:

DIGITAL AND VIDEO FOR NEXT GENERATION INFLUENCERS (NGI) (\$15.0M)

The BBG has unique capabilities to engage global audiences on key issues that affect civil society. By proactively engaging digital audiences in areas at risk of political instability U.S. international media can make major contributions to developing strong communities that will have a positive influence on the future of their region.

By 2017, social media will become an even more important source of distribution for news and information. Technology has leapfrogged traditional communication infrastructures. The next generation of influencers increasingly depend on mobile social networks and expect real-time engagement. BBG's well-established brands are uniquely qualified to identify potential problems before they become critical and to

address them in our coverage. To this end we plan to utilize our relationships and assets throughout BBG regions to help inform and engage communities under the growing influence of Russia, China, and non-state actors.

USIM networks will leverage their collective assets, including their commitment to credible, comprehensive journalism, to produce innovative forms of original, digital storytelling. Contributions from young, educated, politically aware, social influencers will amplify these voices and connect them with other regional influencers to help them engage with one another in critical conversations to bring about positive, change in their communities.

Expand Digital Media Units to Central, South, and Southeast Asia; the Balkans (RFE/RL \$4.4M, VOA \$2.0M)

Building on successful digital media techniques honed in Iraq, China and Russia, the BBG proposes to expand digital media units to target and engage young people in Central and Southeast Asia and the Balkans.

- RFE/RL seeks to create targeted digital media teams, which will go directly to platforms where these audiences engage with content in Central Asian and the Balkans. They will provide an alternative to ISIL and Russian propaganda in these regions, and fact-check extremist lies via mobile platforms and social

media, using viral video and satire. This short-form content will be produced in a dynamic, contemporary style. The expanded RFE/RL effort will include three small coordinated teams of journalists: a mobile video unit to create short viral videos specifically for mobile and social platforms, a satire unit to produce or commission the production of daily satirical content to provide social criticism and analysis on newsworthy items in the region, and a social media unit to monitor discussions on social media

and engage in real time with audiences. (RFE/RL \$4.4M)

- VOA will expand counter-ISIL programs and engagement with Next Generation Influencer (NGI) audiences in territories “at-risk” from ISIL and extremists, including Indonesia, Bangladesh, Pakistan, and

Afghanistan. VOA will engage and connect with these Next Generation Influencers on the digital, mobile and social media platforms they use in each target country, providing them with a space for discussion (VOA \$2.0M).

Taking Back Islam in Central Asia via Next Generation Influencers (NGI) Engagement (RFE/RL \$1.75M)

RFE/RL proposes launching a campaign aimed at populations at risk of falling into the violent extremist movement in Central Asia by engaging NGI audiences. RFE/RL will report on Islamic extremist activities, facilitate discussion, and then report on these discussions in order for youth to “hear it in their own words.” The initiative will offer a mix of online and offline components oriented to stimulate youth engagement on

extremism and its consequences. This will include a series of four, 30-minute TV programs for broadcasting affiliates in Kyrgyzstan, Kazakhstan, and Tajikistan, as well as town hall and panel discussions. Using video from these in-person engagements, RFE/RL will produce a documentary, as well as articles and short social media-friendly videos. (RFE/RL \$1.75M).

Expand Russian Language Programming (OTT/Sat) (VOA \$1.5M, RFE/RL \$2.0M)

VOA and RFE/RL will increase their reach to NGI audiences by expanding their Russian-language programming stream (Internet-delivered television and satellite) to eight hours. The regional Russian channel will be enhanced through contributions from and co-productions with BBG’s affiliate partnerships in the region.

- VOA will expand Russian language programming, using digital and traditional means to engage audiences about Russian pressure being applied in the region. This includes expanding programming for the Current Time over-the-top

and satellite channels, including programming created for the channel by VOA’s Eurasian services. Also VOA will increase its production of “most-wanted” content demanded by audiences around the world, including information about life in the U.S., its policies, businesses, education, health, and arts and culture, targeted to correcting disinformation about the U.S. and its motives. Content will be used both on digital platforms and to buttress existing radio and television platforms, with three-pronged Digital Media (DIGM)

production teams focusing on social, text, and visual presentation of the content (VOA \$1.5M)

- RFE/RL will add new programs about business/entrepreneurship, society, culture and history, as well as create an in-house documentary team that will produce products in Russian, which may be repurposed for use in

vernacular languages. Programming will include a VOA-produced weekly show of curated content submitted by audiences both in the region and in the U.S, and a series of Russian language documentaries on Soviet dissidents acquired by VOA (RFE/RL \$2.0M).

Establish Digital Reporting Teams in Frozen Conflict Zones (RFE/RL \$0.6M)

The BBG proposes to continue expansion of RFE/RL’s successful digital media unit (DIGIM) to engage global NGI Russian audiences in discussion of the future of the region. RFE/RL will also launch additional teams focused on

areas of frozen conflicts and conflict-ridden zones, for example, Transdniestria, South Ossetia and Abkhazia, as well as for the North Caucasus. (RFE/RL \$0.6M)

Build out Additional RFE/RL TV/Video Infrastructure (RFE/RL \$1.25M)

To create the new programming described above, RFE/RL will continue to implement its long-term video strategy by building out additional TV/video infrastructure in Prague. This is a multi-year effort that began in FY 2015 and

was sustained with Congressional support in FY 2016. This effort is critical to ensure the success of the new programming plans described above. (RFE/RL \$1.25M)

Next Generation Broadcast Production (TSI \$1.5M)

This investment will improve the agency’s agility for technological change by supporting the launch of new digital platform efforts and expansion of HD TV. TSI will upgrade existing systems that

support video and digital production, replace current hardware systems at the end of their life-cycles, leverage processes, consolidate and reduce physical space requirements.

EXPAND RAISE YOUR VOICE CAMPAIGN (\$2.5M)

Early results from MBN's *Raise Your Voice Campaign* in Iraq indicate that audiences are eager to participate in discussions about their countries' future. *Raise Your Voice* is designed as a multimedia platform that encourages citizens to speak out and be a part of the fight against extremism, as well as discuss the future of their communities.

Instead of responding to daily news events, the programs under MBN's *Raise Your Voice Campaign* focus on the underlying conditions that have allowed ISIL to grow. *Raise Your Voice Campaign* explores topics such as women's rights, free speech, sectarian tension, unemployment, lack of youth opportunities, religious intolerance and the building of a fair and equitable civil society. It provides an opportunity for the Iraqi population to voice their opinions and discuss issues relevant to their daily lives. The campaign will be available on digital, television and radio

platforms making it accessible to all Iraqis, encouraging Iraqis to seek constructive solutions to the problems that afflict this troubled country.

The *Raise Your Voice Campaign* programs involve user-demanded features that encourage engagement and free expression including: a mobile portal that allows users to add and see other's opinions; social media polls; questions of the day; curated op-eds by secular leaders, religious influencers, as well as credible voices from the street; cross-programming with popular radio and television broadcast programming; and the launch of streaming audio channels. By utilizing best practices, the other BBG entities will launch partner multimedia programs appropriate to stimulating discussion about issues in their regions.

Raise Your Voice for Central Asia and the Balkans (RFE/RL \$1.25M):

The threat of the ISIL is not local to the Middle East, but is also clear and evident in other broadcast regions. This is a growing problem spanning Central Asia and the Balkans, with reports of growing numbers of militants in these regions. Building on MBN's original success, BBG proposes expanding the *Raise Your Voice Campaign* to target youth in the countries of Central Asia and the Balkans.

Social media community managers in each country will identify a topic or news event of interest for discussion,

post related questions to social media, and actively encourage youth to "raise their voice on that topic." Discussion topics will be drawn from either breaking international or local news – for example, the Paris terrorist attacks or a woman in Dushanbe, Tajikistan being attacked on the street for wearing western-style dress. *Raise Your Voice* will be carefully adapted to meet the needs in each country, incorporating multimedia (text, video, and audio) as appropriate. As an example, in Uzbekistan, many users cannot provide their names or faces, so audio will be the

primary medium there. Drawing on the idea of the mosque as a meeting place, RFE/RL will also create a digital forum for dialogue on issues of Islam and democracy. This will include weekly blogging by respected religious writers and prominent religious figures;

comparisons of human rights issues in Islam to traditional democratic values; success stories of Muslim integration in the West; and interactive content such as photos, quizzes, and other shareable information.

Raise Your Voice for Egypt (MBN \$1.25M)

The BBG request also expands MBN's *Raise Your Voice* strategy to critical audiences in Egypt. These digital platforms will provide programming specific to the audience, their lives and their future in the context of MBN's public diplomacy mission. We have known for years that these target audiences have an overwhelming preference for local media outlets. This strong preference has consistently hampered MBN's Pan-Arab channels' competitiveness and impact.

While television has been the dominant media in this region, we have not had resources to create individual, country-specific television channels (beyond Alhurra-Iraq) to address media preferences and compete effectively. Now, however, the rapidly expanding digital environment across the Middle East and North Africa promises to be a solid stage from which to launch audience-specific channels on digital,

rather than more expensive traditional media platforms. Moreover, the digital environment allows for two-way communication with the target audience; something not afforded by traditional media but at the core of our public diplomacy mission.

MBN plans to target *Raise Your Voice* for Egyptian audience as new digital platforms supported by digital video content. Each platform would be designed as a surrogate media outlet specific to the target audience. The pivotal role of Egypt in the Middle East has been demonstrated for decades. With the restrictions on media continuing to tighten through new laws and heavy handed manipulation of traditional media outlets, this target is the logical next extension of MBN's digital media platforms. The investment request is net of redirected base funding and positions that will partially support this initiative.

INCREASE QUALITATIVE AND IMPACT RESEARCH (IBB \$2.0M)

The credibility and relevance of U.S. international media (USIM) for the next decade is based in our ability to be a trustworthy news and information source for our audiences. The BBG has moved away from understanding our audience only through reach, towards using a sophisticated multi-platform audience research-based assessment model that focuses on impact.

The BBG has created a strong foundation with our research-driven Impact Model that uses quantitative and qualitative audience variables to inform language services how their content “informs,” “engages,” and “connects” audiences in support of freedom and democracy. This Impact Model is central to how the BBG develops its strategy today and into the future. The BBG uses research to set and prioritize strategic audience segments. Collaboratively, the BBG Global Strategy team works with language services using the thirty-eight variables of the Impact Model, to create annual goals that measure impacts in areas such as trust, engagement, reach, loyalty, value and influence with the audience.

In FY 2017 the BBG proposes to expand the research program after several years of reductions. The United States Advisory Commission on Public Diplomacy called the BBG “an interagency leader in measurement and

evaluation” and recommended in its FY 2015 report for the BBG to increase its research funds “toward at least 3 percent in upcoming budget requests.” The increased impact research investment request would be close to 2 percent of the upcoming base budget. The BBG will further enhance how it measures impact by continuing to participate in “whole of government” collaboration with other research entities.

The increased impact research would be directed at key audience segments in the strategic spheres of influence. Specifically, increased quantitative and qualitative research would be targeted towards:

- Impact studies that assist in developing loyalty, reliability and trust for USIM content within Russia and the former Soviet Union (FSU), supporting investments in Russian programming. (\$0.25M)
- Impact studies on engaging next generation influencers on mobile, social and digital media in regions experiencing high levels of violent extremism, among others supporting the *Raise Your Voice* Campaign investments. (\$1.5M)
- Impact studies on engaging next generation influencers on mobile, social and digital media in Cuba and Latin America. (\$0.25M)

TECHNOLOGY SERVICES AND INNOVATION (TSI) & TECHNOLOGY IMPROVEMENTS (\$7.1M)

Expand Global Distribution Capability (\$2.0M)

This investment will strengthen the ability to reach global audiences by: Expanding Direct to Home (DTH) video and radio channels for the Middle East and China regions; upgrading global WAN/MPLS/cellular options and Wi-Fi; expanding content delivery for streaming video; adding a new satellite

channel for China/Asia region; expanding WAN technologies to deliver data/content, public internet, and/or cloud networks, and optimize Wi-Fi edge networks; and improving IP Acceleration which reduces time to upload and download HD video files.

Radio Martí Router and Mini Combo Studio Consoles (\$0.2M)

New technology 32KD Expansion Frame & Consoles will replace the current 64KD switcher. This investment will expand the 32KD Digital Router, and replace the mini studio consoles which are not compatible with the 32KD, improving

the performance. These updates will provide critical needs to our broadcasting capabilities and make our organization more efficient.

BCI FUNDS

Kuwait Transmitting Continued Expansion (\$4.55M)

This investment is part of a network realignment to improve transmission capacity in Kuwait. Due to its strategic location with regard to SW target areas and low cost of transmission, the BBG is planning to move many of its SW transmissions to Kuwait.

The station build out began with the FY 2015 network realignment funds and this investment will continue the effort to

bring the station up to a full complement of transmitters and antennas.

With transmission costs from Kuwait as much as one hundred times lower than other IBB stations and leases, it is expected that the payback period for this investment will be very short. This will allow for the earlier closing of other stations, substantially reducing the fixed costs across the network.

Marathon Transmission Site Erosion (\$0.35M)

The BBG proposes an investment to implement a recommended plan to stop the erosion and seeping of salt water onto an island where the Marathon transmitter is located. This plan is based on a study with the Army Corp of

Engineers. During high tide, water comes up over the edge of the island, and there is great concern that the salt water will eventually flow further into the antenna field and start damaging the copper wiring that is buried there.

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Summary of Reduction Proposals

This FY 2017 budget request includes reductions that rebalance the Agency's resources away from legacy markets and platforms, and toward modern media platforms such as FM radio, television and digital media, especially for audiences that are heavily impacted

by Russian propaganda and ISIL misinformation. BBG proposes to make targeted reductions aimed at lowering administrative and operational costs, and scaling back less effective transmissions.

Table 4: FY 2017 Proposed Reductions

Proposed Reductions	Funding
Voice of America (VOA)	\$6.10
Reduction of administrative staff and consolidation of Programming support staff	\$2.60
Reduction of contract labor used in Broadcast Operations	\$2.0
Reduce Overtime	\$0.8
Expense reduction in News Center	\$0.7
Office of Cuba Broadcasting (OCB)	\$0.80
Contractor Support Reductions	\$0.8
International Broadcasting Bureau (IBB)	\$1.00
Reduce Affiliate leases and Contractual expenses	\$0.46
Reduce Research Contracts	\$0.27
Administrative Reductions - service contracts, training & travel	\$0.27
Technology, Services & Innovations (TSI)	\$6.60
Transmitting Station Network Realignment	\$5.70
Reduce World Wide Procurements	\$0.46
Reduce daylight hours of medium wave broadcast lease for Radio Farda	\$0.30
Realignment of Satellite Delivery	\$0.14
Radio Free Europe/Radio Liberty (RFE/RL)	\$2.50
Administrative and Contractual Savings	\$0.85
Continue restructuring of News and Current Affairs	\$0.50
Azerbaijani Service - Baku Bureau Closing Savings	\$0.50
Reduce Radio Farda	\$0.25
Russian Service - Hold Vacant Positions	\$0.25
Kabul Bureau Cost Reduction (Afghan Service)	\$0.15
Radio Free Asia (RFA)	\$0.50
Extend vacancy lapses, limit the purchase of content, and extend life-cycle replacements.	\$0.50
Middle East Broadcasting Network, Inc. (MBN)	\$2.50
Reduction of Funding Requirements through Offsets to Operational Costs	\$2.50
TOTAL- PROPOSED REDUCTIONS	\$20.00

The following are summaries of the proposed reductions included in the request:

VOICE OF AMERICA (\$6.1M)

Reduction of administrative staff and consolidation of VOA Director and Language Programming support staff. (\$2.6M)

VOA will reduce and consolidate administrative personnel into a centralized group that will service all allotments and divisions.

Reduction of contract labor used in Broadcast Operations (\$2.0M)

VOA will use labor-saving technology to streamline its television and radio production processes.

Reduce Overtime (\$0.8M)

VOA will reduce its overtime usage by revising staff schedules to capture efficiencies.

Expense reduction in News Center (\$0.7M)

Training of existing staff will allow VOA to realize operational efficiencies

OFFICE OF CUBA BROADCASTING (\$0.80M)

Contractor Support Reductions (\$0.80M)

Reductions to OCB contractor support will be required in order to offset the increased costs of contracting due to the transition from direct hire purchase order vendors to a staffing agency in FY 2017. Reductions of up to 33% of the

contracting workforce may be required. By eliminating these contractors, it may lead to other reductions in original content and program hours.

INTERNATIONAL BROADCASTING BUREAU (\$1.0M)

Reduce Affiliate Leases and Contractual Expenses (\$0.46M)

Cuts to affiliate lease budgets will directly contribute to loss of audience and impact.

Reduce Research Contracts (\$0.27M)

IBB will eliminate one National survey and two qualitative products.

Administrative Reductions - Service Contracts, Training, and Travel (\$0.27M)

IBB will make administrative reductions in areas such as travel, contractor support, supplies, and training.

TECHNOLOGY, SERVICES AND INNOVATION (\$6.6M)

Transmitting Station Network Realignment (\$5.7M)

TSI will make station realignments in accordance with Administration guidance for transmission cutbacks. Affected regions include Middle East and Central and East Asia and affected transmitting stations include Europe and Asia.

Reduce World Wide Procurement (\$0.46M)

TSI will reduce costs for tubes and capacitors. Cost effectiveness is achieved based on a plan for streamlining transmissions and amplitude modulation companding (AMC). Power saving operations have already been completed at Thailand, Sri Lanka, and Tinian.

Reduce Daylight Hours of Medium Wave Broadcast Lease for Radio Farda (\$0.30M)

Radio Farda uses a very expensive leased transmission service with annual lease cost equal to \$2.4 million. Currently, Radio Farda broadcasts 24 hours a day/ 7 days a week from this transmitter, but jamming has greatly reduced the effectiveness of this leased service. Daylight transmission is much less effective than night time transmission; therefore, reducing daylight hours will have a small impact on Radio Farda's effectiveness and can save \$0.3M annually.

Realignment of Satellite Delivery (\$0.14M)

TSI will realign expensive, dedicated satellite delivery services with more flexible replacement terrestrial links and managed services (MPLS circuits) to capture savings.

RADIO FREE EUROPE/RADIO LIBERTY [\$0.25M REDUCTION]

Administrative and Contractual Savings (\$0.85M)

RFE/RL will realize significant savings by reducing administrative costs, terminating some contracts, and renegotiating or reconfiguring other contracts. RFE/RL staff will assume additional responsibilities to offset the reductions.

Continue Restructuring of News and Current Affairs (\$0.50M)

RFE/RL will reduce costs of its News and Current Affairs department by finding efficiencies, streamlining operations and cutting general operating expenditures.

Azerbaijani Service - Baku Bureau Closing Savings (\$0.50M)

With the closure of RFE/RL's Baku bureau, RFE/RL will seek to realize savings in the operation of RFE/RL's Azerbaijani language service.

Reduce Radio Farda (\$0.25M)

RFE/RL will reduce costs in the operation of Radio Farda as part of USIM's strategic shift toward growing Farda's TV and digital operations.

Hold Vacant Positions in Russian Service (\$0.25M)

As attrition occurs, RFE/RL will hold Russian Service positions vacant during FY 2017 to achieve savings.

Kabul Bureau Cost Reduction (Afghan Service) (\$0.15M)

Changes in local economic conditions in Afghanistan have resulted in decreased costs related to the operation of RFE/RL's Kabul bureau.

RADIO FREE ASIA (\$0.50M)

Extend Vacancy Lapses, Limit Content Purchase, and Extend Life-Cycle Replacements (\$0.50M)

RFA will hold open at least six positions during the fiscal year.

MIDDLE EAST BROADCAST NETWORK (\$2.5M)

Reduction of Funding Requirements through Offsets to Operational Costs (\$2.5M)

MBN will review program support contracts and address funding cycles to reduce operational costs to achieve \$1 million in savings in FY 2017. MBN also proposes to offset FY 2017 operational costs through use of prior

year obligations no longer needed for their intended purpose. In a review of outstanding obligations, \$1.5 million in prior year balances is proposed to offset MBN's FY 2017 operational costs.

Voice of America (VOA)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUESTED
FUNDING (\$ in thousands)	\$210,379	\$218,511	\$224,412

NOTABLE FY 2017 PROGRAM CHANGES

- For FY 2017, VOA will enhance its reporting on violent extremism and expand its digital journalism capabilities, both of which are consistent with White House and Congressional guidance.
- VOA will launch a \$3.5 million investment in “Next Generation” digital content targeting Russia and ISIL, split between VOA language services broadcasting to the former Soviet Union and those in territories vulnerable to recruitment by ISIL.
- VOA will incorporate a \$12.2M increase in current services attributable to an increased cost of its contractor workforce directed in FY 2014 by OIG and IRS. The three (3) year transition process replaces individual Purchase Order Vendor contractors with staffing agencies to supply contract staff, which has substantially increased VOA’s Current Services costs.
- VOA will incorporate \$6.1 million in savings through reductions in vacant administrative and non-content producing positions, overtime reductions, and reductions in the use of contract labor.



VOA’s Luis Ramirez covers the Syrian Refugee Crisis

OVERVIEW

VOA focuses on five key activities that tell America's story:

- **Enhancing Reporting on Violent Extremism**
- **Providing Alternatives to Counter Russian Pressure**
- **Providing Uncensored News Content to Un-Free Countries**
- **Supporting Democratic Transition and Development of Civil Society**
- **Providing U.S. Perspectives and Serving as a Model of Free Expression**

FY 2015 ACCOMPLISHMENTS

Enhancing Reporting on Violent Extremism

- Stepped-up staffing of areas under threat by VOA Kurdish and Turkish, including creation of a 24/7 Extremism Watch Desk producing content both in the vernacular and in English, provided USIM with additional coverage of violent extremism.
- Added round the clock TV newsbreaks for Iran to provide audiences with ongoing news coverage of the U.S.-led fight against extremism.
- Expanded Hausa and Swahili language reporting from the center of Boko Haram violence in Nigeria, Niger, Chad, and Cameroon.
- Engaged moderate secular and religious voices to delegitimize the violent extremist ideology of ISIL in Central and Southern Asia, areas known to feed fighters to ISIL.

Providing Alternatives to Counter Russian Pressure

- Launched weekend edition of Current Time for the former Soviet satellites.
- Expanded carriage of Current Time, including to Russia through its largest video news site.
- Added national network affiliations for VOA Russian on RBC, Echo Moskvyy, and Dozhd for audiences inside Russia.
- Began monthly prime time TV series on Ukraine's national network on the value and role of free media.
- Increased by 50% year-to-year web traffic to VOA Russian site (30 million visits), and raised measured engagement to almost nine minutes per visit.

Providing Uncensored News Content to Un-Free Countries

- Expanded Central African broadcasts in Kirundi after government shutdowns of private radio and social media in Burundi.
- Expanded Internet circumvention activities, including production and distribution in eight languages of a guide to internet circumvention techniques.
- Redesigned web and mobile sites to coincide with the move to Responsive Design, allowing access to VOA content anytime, anywhere, on any device.
- Pioneered a successful approach to break through Chinese restrictions in Tibet, broadcasting a QR (Quick Response) code that, when scanned with a mobile camera phone, bypasses the Chinese government's firewall and links to the VOA Tibetan website.
- Expanded use of WeChat, China's largest social media platform, to evade censorship of VOA Mandarin, with weekly online live forums on American issues.
- Increased live, breaking news broadcasts to Iran by 60%.

Supporting Democratic Transition and Development of Civil Society

- Intensively covered presidential elections in Nigeria in both English and Hausa, investigating of key issues such as voter fraud, and was widely credited with helping diffuse tensions and avoid partisan violence.
- Held country's first-ever pre-election town halls and candidate joint appearances, and reached record online audiences in Hausa (6.5 million page views).
- Added special programs in advance of the first free elections in Burma

Providing U.S. Perspectives and Serving as a Model of Free Expression

- Featured U.S.-based diaspora populations, and the protections they enjoy, as models in coverage.
- Strengthened bureau coverage in New York, Minneapolis, Miami, and the West Coast, producing news stories and innovative program forms (reality show in Persian about Iranian-Americans in Los Angeles, called Tehrangeles).
- Added web-based Learning English programming, including Talk2Us, that allows English learners around the globe to speak with ESL experts at VOA around topics based on free expression and the U.S. system.

FY 2016-FY 2017 INITIATIVES

Enhancing Reporting on Violent Extremism

- VOA will expand the “extremism watch desk” launched in FY 2015 that translates and generates reports on ISIL and other violent extremist groups.
- Additional television broadcasts to Turkey and the Kurdish regions, and the reformatting of Kurdish on VOA-programmed BBG-owned FM radio stations in Northern Iraq, will expand coverage of the fight against ISIL.
- Increased coverage of ISIL-related terror groups will be launched in Nigeria and Somalia, in languages including English, French, Hausa, Swahili, and Somali.
- Indonesian and Bangladesh broadcasts also will engage religious voices to counter growth of ISIL support in two of the world’s most populous Islamic countries.

Providing Alternatives to Russian Propaganda

- VOA will offer newsbreaks and new programs, expanding its coproduction of programming airing on the USIM Current Time satellite network.
- VOA Russian will launch a daily video program offering fast response to Russian disinformation, targeting journalists and social media.
- VOA will expand programming to Belarus, serving as U.S. bureau for its national network.
- VOA will also add programming from America targeting Russian speakers inside Russia and in the former Soviet satellites, including content on topics Russians are interested in, such as technology and the life of Russian expatriates in the U.S.

Providing Uncensored News Content to Un-Free Countries

- Will maintain (and possibly increase) “surge” broadcasts to Burundi and neighboring Rwanda via VOA-programmed BBG-owned FM stations in Bujumbura and Kigali to confront the growing refugee crisis affecting both countries.
- Will partner with South Korea’s largest TV network to produce content aimed at North Korean viewers living within 50 miles of the border, evading censorship that punishes consumption of foreign media with imprisonment or death.
- Will expand live TV and digital newsbreaks to Iran and to the former Soviet Union.

Supporting Democratic Transition and Development of Civil Society

Will focus on fair and nonpartisan coverage of elections in:

- Hong Kong, where elections are testing the power of the mainland government;
- Somalia, where the election system is being revised in preparation for its first elections;
- Haiti, where opponents threaten the presidential run-off election;
- Burma, where the election process that began in FY 2015 will conclude with the election of a president;
- Thailand, where voting will test the power of the military and the king; and
- United States, where coverage will explain our election process and strength of a system that provides for smooth changes of power.
- Will launch VOA FM stations in the Democratic Republic of the Congo, improving market penetration and allowing for targeted coverage of local issues.

Providing U.S. Perspectives and Serving as a Model of Free Expression

VOA will:

- Cover the political process in U.S. elections, focusing on immigrant participation and that of the U.S.-based diaspora, using their experiences as a model of civic discourse.
- Expand existing “words in the news” programming to explain issues in both English and native language for all VOA services.
- Produce an easy-to-understand guide to the U.S. elections, targeted for English learners.
- Produce special programming and “Learning English” curriculum for Ukraine as part of that country’s “Year of English” emphasis.
- Partner with State Department to teach “business English” to audiences around the world.
- Launch a Turkish language online platform for self-study of the English language and of American culture.

Reflecting OMB and Congressional guidance, VOA will play an enhanced role in the markets it serves:

- Strong focus on coverage of violent extremism in Africa.
- Launch of new initiatives to expose and address territorial and ethnic propaganda, especially from Russia, in coordination with RFE/RL and affiliate partners.
- Increased digital content for audiences in South and Central Asia, Iran, and the Middle East, especially via social media, responding to terrorist inroads by ISIL and religious and secular differences plaguing the region.

- Engagement with and new video content for social/digital audiences in East Asia, especially in Burma, Cambodia, China, and Vietnam.
- Enlarged affiliate partnership in Latin America in reaction to the rise of local strongmen who attempt to muzzle free press and stifle free expression.

FY 2017 INVESTMENTS

Next Generation Influencers (NGI) project (\$3.5 million):

VOA will launch a “Next Generation Influencers” (NGI) project to target young audiences on digital platforms, engaging them across mobile and social media with a focus on Russian pressure and ISIL tactics.

- Counter-ISIL tactics and narratives (\$2.0 million): VOA will expand programs and engagement with NGI audiences in territories “at-risk” from ISIL and extremists, including Indonesia, Bangladesh, Pakistan, and Afghanistan. VOA will engage and connect with these Next Generation Influencers on the digital, mobile and social media platforms they use in each target country, providing them with a space for discussion.
- Counter Russia Pressure (\$1.5 million): VOA will expand Russian language programming, using digital and traditional means to engage audiences about Russian pressure being applied in the region.
- VOA will expand programming for the Current Time over-the-top and satellite channels, including programming created for the channel by VOA’s Eurasian services.
- VOA will increase its production of “most-wanted” content demanded by audiences around the world, including information about life in the U.S., its policies, businesses, education, health, and arts and culture, targeted to correcting disinformation about the U.S. and its motives. Content will be used both on digital platforms and to buttress existing radio and television platforms, with three-pronged Digital Media (DIGM) production teams focusing on social, text, and visual presentation of the content.

OTHER NEW INITIATIVES

VOA will launch two other initiatives with existing resources:

- VOA will reallocate resources to add English teaching elements in native language, to make English teaching content more approachable. Resources from the Learning English branch will be detailed to ramp up English teaching in four key vernacular languages: Vietnamese, Chinese, Russian, and Turkish, and to expand its FY 2016 Ukrainian English teaching initiative.
- VOA will adopt the marketing elements of the MBN-piloted “Raise Your Voice” campaign to position VOA’s existing talk shows, town-hall meetings, interactive programming as part of the campaign, positioning the programming as a “virtual democracy” that offers audiences a chance to discuss their countries’ futures.

VOA SAVINGS

- VOA will reduce administrative and non-content creating expenses (\$6.1 million savings) with efficiencies achieved through consolidation and technology:
 - Reduction of administrative staff and consolidation of VOA Director and Language Programming support staff: \$2.6 million. In the second year of a phased process, and coinciding with the adoption of electronic timekeeping and invoicing, VOA will consolidate administrative personnel into a centralized group that will service all allotments and divisions.
- Reduction of contract labor used in Broadcast Operations: \$2.0 million. VOA will use labor-saving technology to streamline its television and radio production processes.
- Reduction of overtime: \$0.8 million. VOA will reduce its overtime usage by revising staff schedules.
- Expense reduction in News Center: \$0.7 million. Training of existing staff will allow VOA to realize operational efficiencies.

OTHER

VOA will devote \$12.2 million in “Current Services” to address requirements to move contractors from individual contracts to staffing agencies, a

requirement tasked to IBB in an OIG and IRS examination in 2014.

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Office of Cuba Broadcasting (OCB)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUESTED
FUNDING (\$ in thousands)	\$28,070	\$27,606	\$27,100

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- Proposes that BBG establish a new Cuba specific international media non-Federal organization that would receive a BBG grant. The new grantee organization would perform the functions of the current Office of Cuba Broadcasting's (OCB) Martí.
 - From the date of enactment, it is estimated de-federalization will take 6 months to a year to fully implement and could be a two fiscal year effort.
- Proposes reductions to OCB contractor support to offset increased costs of transitioning purchase order vendor contractors to staffing agency in FY 2017.



OVERVIEW

The Office of Cuba Broadcasting (OCB) administers Radio and Television (TV) Martí programs, and the *Martínoticias.com* website from its headquarters in Miami, Florida and the shortwave transmitting station in Greenville, N.C. The Martí inform and engage the people of Cuba by providing a reliable and credible source of news and information.

Working with Cuban independent journalists and encouraging citizens to create user generated content in the island for OCB's platforms has been a top priority. As free Wi-Fi service begins to expand in Cuba and with substantial numbers of Cubans now using Facebook and other social networking sites, our digital platform (*martínoticias.com*) and our social media presence dramatically increased during 2015.

CUBA TODAY

Although the U.S. and Cuba have agreed to normalize their diplomatic relations, the island continues to be one of the most politically and geographically isolated societies in the world, with a highly restrictive political and media environment and a lack of democratic institutions and guarantees for human rights. Today the Cuban government continues to control all media platforms on the island.

Despite the Cuban government's attempts to block the Martí signal, it is

estimated that at least 2.2 million Cubans listen to Radio Martí every week. This estimation is based on the results of the first national survey of Cubans living in Cuba conducted in decades by Bendixen and Amandi International for Univision Noticias and Fusion in collaboration with The Washington Post. Twenty percent (20%) of respondents of the poll released in April 2015 said they had listened to Radio Martí in the 7 days prior to the interviews

DIGITAL EXPANSION

With new distribution mechanisms, such as the proliferation of mobile phones and better connectivity to the internet on the island, *Martínoticias.com* now produces multimedia original news stories and streams all radio and TV broadcasts — 24 hours a day, seven days a week. The Martí maintain an interactive social media engagement strategy that includes a YouTube Channel, Facebook, Twitter, and Google+.

The Martí have expanded the number of internet domain extensions for *Martínoticias.com* to make it more difficult for the Cuban government to block access to the website. In combination with *Martínoticias.com*, the Martí use anti-censorship tools, such as web-based proxies to reach internet users in Cuba

FY 2015 ACCOMPLISHMENTS

Providing High Quality Local Reporting on Topics Important to Cubans

- The Martís covered the simultaneous announcements made by Washington and Havana on December 17, 2014, on the normalization of relations between the two countries.
- The Martís devoted substantial coverage to the Summit of the Americas, held in Panama in April 2015, with the participation of U.S. President Barack Obama and Cuban President Raul Castro in their first ever face-to-face meeting.
- The Martís provided wall-to-wall and live special coverage of the re-opening of the U.S. and Cuban embassies, including Secretary of State John Kerry’s historic trip to Havana. The Martís also provided in-depth coverage of the second meeting between President Obama and General Castro during the UN General Assembly meeting in September 2015.
- Radio Martí launched “Puente,” a news program dedicated to informing the people of Cuba on the process of normalization of relations between the U.S. and Cuba.
- The Martís devoted special coverage to Pope Francis’ historic pilgrimage through Cuba and the U.S.

Audience in Digital and Social Media

Some recent statistics on the growth of these sources of information are:

- The Martís have radically grown their website traffic in the last few years to reach more than 3.9 million visits in 2014, and 6.6 million visits in FY 2015.
- Visits to Martínoticias.com doubled the page views from 8.8 million in FY 2014 to 17.3 million in FY 2015.
- Martí Noticias’ Facebook reached 2,347,895 people in 2014. This is a 230% increase from the previous year. OCB also saw a solid increase of 226% in Facebook engagement.
- Facebook is the preferred social media website for Cubans.
- SMS-based social network Piramideo has grown from 11,300 subscribers in 2013 to 723,000 members as of Sept. 2015.
- The Martís also reach out to nearly one million Cubans each week via email and SMS initiatives, providing news and information that would otherwise not be available to them.

Internet Freedom

- The Marti's will continue to find new and innovative ways to provide uncensored internet access by increasing the number of internet hubs and building out an expanded mesh network.
- In order to increase the free flow of information among Cubans, and minimize the government's control over this information, the Marti's will continue to introduce the latest technologies and anti-censorship tools available.



Utilizing Alternate Distribution Methods to Reach the Island

- In order to support the free flow of news and information to the island, the Marti's will continue the distribution of DVD's with Marti content. This effort is expected to continue growing and is currently supported by nine copy centers, 18 reception points, and 85 distribution points on island.
- Furthermore, the Marti's have recently developed the capacity to provide content to Cubans on island using mobile TV transmitters. Once on island, these transmitters provide Cubans instant access to Marti programming right on their television sets. Moreover, the development of a shortwave to FM transmitter is also underway; and once deployed, it will enable listeners to enjoy Radio Marti programming thru their FM receivers. This will prove to be extremely useful since it will allow us to take greater advantage of our shortwave capacity out of Greenville, N.C. further allowing Cubans greater access to our radio frequency.

FY 2016-FY 2017 INITIATIVES

BBG requests authority to establish a new Spanish-language, non-Federal media organization that would receive a BBG grant and perform the functions of the current Office of Cuba Broadcasting.

The Martí will have a fully staffed and functioning Content Desk supporting all three platforms in order to: (a) increase live streaming offerings, (b) expand programming produced in Cuba, and (c) expand OCB's Social Media Strategy.

Dramatic Shift to Digital and Mobile

- Expand the functionalities of the Martí's Cuban social network, Piramideo.
- Develop, test, and deploy enhancements to email and SMS distribution with opt-in options and geo-localization features.
- Develop digital communities in the Latin American region to support the free flow of information to Cuba based on topics of common interest such as: human rights, gender equality, LGBTI community, and entrepreneurship.

Curate for Impact

- The Martí plan to better and more efficiently search, obtain and curate content relevant to our audience from four main sources:
- Inside the island OCB will continue to hire and train local journalists to report on matters important to their communities and increase the production of original programming done in Cuba by Cubans for Cubans.
- Support the growth of user-generated-content platforms.
- Expand our collaborations with media organizations and journalists in Latin America to not only expand the reach of Martí content, but to have access to more local coverage, and to be able to share these resources with other BBG entities.

Collaboration with other BBG Entities

- Martí will continue to provide studio & tech support for all BBG entities.
- Create more synergy among VOA LATAM and OCB to maximize resources and avoid content overlapping.

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International Broadcasting Bureau (IBB)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUEST
FUNDING (\$ in thousands)	\$61,267	\$60,260	\$63,093

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- Proposes CEO empowerment language that will legally provide the CEO with the powers to manage the day-to-day operations of the agency.
- Proposes up to \$10,000,000 to be available until expended in order to create a surge capacity to respond to a crisis abroad. Frequently significant events arises with little warning and BBG wants to have the funding and flexibility available to respond to it.
- Proposes initiatives for increasing research for critical areas such as Russian digital and video content; interactive media for regions impacted by ISIL and violent extremism; and mobile, social and digital media in Cuba and Latin America.
- Proposes reductions in administrative areas, including service contracts, training, travel, restructuring research contracts towards priority spheres of influence, affiliate leases, and contract expenses



Crisis funding allows BBG broadcasters to respond quickly to events on the ground, like the crisis in Burundi in 2015.

OVERVIEW

The International Broadcasting Bureau (IBB) provides support services to the federal entities of the BBG, oversight over non-Federal entity (Grantee) operations, and transmission and distribution services to all components of BBG. IBB manages the day-to-day implementation of the governing Board's strategic vision, while enabling the BBG to deliver programs to a diverse global audience. IBB handles programming support, digital media outreach, marketing and program placement, and a robust Internet anti-censorship program that links network content to audiences in restricted media environments.

The IBB budget supports the Offices of:

- Chief Financial Officer (OCFO)
- Civil Rights (OCR)
- Communications and External Affairs (COM)
- Contracts (CON)
- Digital and Design Innovation (ODDI)
- Director's Office
- General Counsel (OGC)
- Human Resources (OHR)
- Performance Review (OPR)
- Policy (OP)
- Research and Assessment (ORA)
- Strategy and Development (OSD)
- Security (SEC)
- Workplace Support and Development (OWSD)

These offices are vital to BBG operations, providing many required functions including: marketing content to affiliate partners; researching impact of broadcast content; undertaking digital media initiatives; providing financial services; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

FY 2015 ACCOMPLISHMENTS

Promoting Organizational Agility and Cost-Effectiveness

IBB is leading a comprehensive reform of agency acquisitions. In collaboration with VOA and the IBB Director's Office, the Office of Contracts issued a solicitation that will create a new structure for acquiring contractor personnel that will support VOA and OCB programming. This structure streamlines administration of these contracts and significantly reduces the administrative burden for a significant portion of the Agency's workforce.

IBB is continuing to streamline and modernize business systems in order to save staff time, increase system

capability, encourage data analysis, and facilitate federal compliance. In FY 2015, BBG began shifting technical oversight of the financial management system to the Chief Information Officer (CIO) Office, automating staff timekeeping, moving to electronic payments, updating the travel management system, and enhancing automated procurement functions. IBB anticipates increasing its electronic budget and grants management tools, as well as enhancing data integration for human resources and finance functions.

Targeting Key Markets on the Most Effective Platforms

OSD has continued a successful "U.S. Bureau" affiliate strategy. Based on placing interactive reports on local affiliates, this strategy has been tremendously successful in markets from Latin America to sub-Saharan Africa. BBG networks are expanding this concept by partnering with affiliates in newsgathering as well as capitalizing on other learning and exchange opportunities.

The ODDI mobile team continued its award winning efforts with the release of new enhancements to its suite of mobile applications for smartphones on iOS and Android for VOA, OCB, RFE/RL, MBN, and RFA. These applications now feature more live streaming audio and video options for breaking news

coverage and improved social media integrations to allow increased audience engagement, especially among U.S. international media's (USIM) growing audience of young readers, listeners, and viewers.

ODDI mobile also partnered with industry leading platform providers BiNu and AudioNow to develop new mobile applications that serve audiences in emerging markets, where feature phones dominate over smartphone devices and access to 3G/4G wireless data is limited. These new applications offer a unique range of services for receiving critical news and information.

Ensuring a Reliable Source of Information During Crisis and Unrest

OSD has worked closely with VOA and RFE/RL to provide essential news and information to audiences in the Russian periphery in the wake of turmoil in the region. OSD has placed joint VOA-RFE/RL Russian-language programming with affiliates in Lithuania, Moldova, Ukraine, Latvia, Georgia, Tajikistan, and Kyrgyzstan. This programming provides audiences with a Western perspective in a region dominated by the Kremlin narrative.

In response to the crisis in Burundi, VOA provided public service announcements (PSA) on humanitarian and health issues and conflict resolution for BBG's owned-and-operated FM station in the capital of Bujumbura. In addition, BBG Office of Policy staff met with the State Department's Ebola Communication Coordination Team to coordinate U.S. Government messaging on the Ebola

Crisis, with guidance provided by the National Security Council.

ODDI contributed to crisis response efforts in South Sudan through its coordinated mobile messaging campaign that delivered short-form audio, SMS news alerts, and PSAs from VOA to more than 2,500 individual mobile subscribers in the region.

ODDI continued its partnership with VOA's French to Africa service to develop and grow its mobile messaging services using SMS technologies and WhatsApp, the leading mobile messaging application in Sub-Saharan Africa. Messages are sent throughout the day and in times of breaking news to French-speaking audiences on the continent, including Burundi, Mali, the Central African Republic, and the DRC, where access to critical news and information is sometimes limited.

Supporting Democracy and Countering Extremism

OSD has strengthened U.S. ability to support a free and open press and the sustainability of key civil society factors by improving capacity of BBG's media partners around the world. Through journalism and media business training, the BBG has created a positive brand and relationship with hundreds of journalists in countries including Bangladesh, Ukraine, Haiti, Belarus, Jordan, the DRC, Jamaica, and others in the Balkans and East Africa. Training topics have included political reporting, journalism ethics, best practices in journalism, health, education, entrepreneurship, the environment, and use of new technologies.

Working with TSI and VOA, OSD continued to increase distribution capacity in Africa's volatile Sahel region. Since 2011, BBG has installed FM transmitters in Central African Republic, Mali, South Sudan, Chad, Mauritania, Senegal, Burundi, Mali, and additional stations are under construction in Niger, as well as the DRC. This year, when all private radio stations in Bujumbura, Burundi were silenced during election-related unrest, VOA remained on the air via the BBG FM transmitter, providing critical news and information in the most widely-spoken language in the country, Kirundi, as well as French and Swahili.



The Office of Research and Assessment designs and commissions national research studies like this one in Uganda.

Measuring and Reporting on Performance

ORA, working with Research Directors from each BBG network, designed and commissioned approximately sixty audience research studies through FY 2015. These studies are a combination of BBG-sponsored national surveys, short question modules added to a multi-sponsor survey, and qualitative studies. Survey data is used to provide strategic audience and platform use data for key markets. For example, media use data from the December 2014 National Survey of Iraq informed the shift in platform focus of VOA Kurdish from radio to TV and social media.

ORA supplements quantitative data with qualitative insights, such as through multi-country panels on impact and content, and focus group or in-depth interview projects. A major new research product in planning includes a combination of a national survey and an audience panel. The panel—recruited in a representative fashion during the survey interviews—will be consulted multiple times a year to provide fresh data and insights. During FY 2015, ORA intensified its cooperation with the research departments of other United States Government agencies, most notably the Department of State, and with other international broadcasters.

In FY 2015, ORA's digital insights team worked closely with RFE/RL Digital, ODDI, and Agency broadcast networks to provide comprehensive analytics tools for BBG digital teams, analysts, and editors. ORA added mobile application tracking to its comprehensive enterprise analytics tool, provided new analytics tools to increase understanding of user experience, and enhanced the existing analytics tool with new features.

In the spring of 2015, ORA, in close coordination with the Research Directors from each BBG network, issued an updated Impact Model. This tool uses a variety of indicators to capture and quantify the impact of BBG

broadcasts in target markets. Because impact involves more than the number of people BBG broadcasts reach, the model includes a wide variety of quantitative and qualitative indicators. The impact framework is derived from the BBG mission statement and examines impact in three categories: inform, engage/connect, and be influential. Indicators measure how BBG broadcasts impact people, local media, and institutions, and also examine their effects in the short, medium and long-term. The updated Impact Model contains several new indicators, in particular on the digital side, as social media platforms play an increasingly important role for the BBG.

Enhancing Employee Engagement, Development, and Productivity

The BBG created OWSD in FY 2015. A major component of the office is the Learning Group, which focuses on facilitating peer-to-peer learning events and provides more online training opportunities.

BBG's Mentoring Program, which is transitioning from OCR to OWSD,

provides employees with opportunities to enhance their current careers or transition into new fields. Additionally, OCR provides resources to allow all ethnic groups equal opportunity to support the agency's mission, without fear of discrimination or retaliation.

FY 2016 – FY 2017 INITIATIVES

The IBB supports one major initiative in the budget:

In FY 2017 the BBG proposes expansion of the research program after several years of reductions. The United States Advisory Commission on Public Diplomacy called the BBG “an interagency leader in measurement and evaluation” and recommended in its FY 2015 report for the BBG to increase its research funds “toward at least 3 percent in upcoming budget requests.” The increased impact research investment request would be close to 2 percent of the upcoming base budget. The BBG will further enhance our impact research efforts by continuing to participate in “whole of government” collaboration with other research entities.

The increased impact research would be directed at key audience segments in the strategic spheres of influence. Specifically, increased quantitative and qualitative impact research would be targeted towards:

- Impact studies that assist in developing loyalty, reliability and trust for USIM content within Russia and the former Soviet Union (FSU), supporting the Russian investment. (\$0.25M)
- Impact studies on engaging next generation influencers on mobile, social and digital media in regions experiencing high levels of violent extremism, supporting the Raise Your Voice Global Campaign investments. (\$1.5M)
- Impact studies on engaging next generation influencers on mobile, social and digital media in Cuba and Latin America. (\$0.25M)

In addition to the new FY 2017 ORA initiatives mentioned above, OSD will:

- Continue to market BBG Direct, a delivery platform that features video and audio content from all five broadcast entities, and provides affiliates a streamlined and cost-effective way to receive broadcast quality BBG programming to distribute on-air and online to local audiences.
- Continue its coordinated training effort for high value affiliates around the world. These training sessions focus on sales, marketing, and broadcast management, and are planned to reach target regions in which BBG networks are actively trying to build audiences. The BBG will also continue its program to train international journalists on how to cover topics such as health, conservation, climate change, countering violent extremism (CVE), entrepreneurship, elections, and gender.
- Continue efforts to expand the “U.S. Bureau” and global news concepts. VOA journalists in Washington and global hotspots act as “bureau” reporters for international broadcast organizations, providing live coverage of breaking news and other events.
- Continue to build and offer journalism training to support civil society and independent media to journalists and activists not working for U.S. international media entities. In FY 2016, BBG began an effort to train non-BBG journalists to support freedom and promote independent press activities. BBG will continue this effort in FY 2017.

The Office of Strategy and Development sponsors dozens of training sessions with international journalists each year.



Office of Technology, Services, & Innovation (TSI)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUEST
FUNDING (\$ in thousands)	\$180,611	\$181,361	\$182,300

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- Proposes investments to continue transmission network realignment to satisfy evolving media preferences in key target audience areas.
- Proposes investments in enhanced distribution and production capabilities, including expanded and upgraded global HD distribution and digital television production, to ensure the development and dissemination of competitive program material.
- Proposes reductions to transmitting station network, MW transmissions, and worldwide procurement to match our network capabilities to evolving media preferences and available resources.



Overseas staff maintain satellite equipment to keep transmitting stations on the air.

OVERVIEW

IBB's Office of Technology, Services, and Innovation (TSI) 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 Agency technical operations in FY 2017 through carefully focused investments, prudent reductions, and maintenance of ongoing efforts in a number of areas. TSI will continue the Agency's critical delivery network realignment to ensure that programs are available to target audiences utilizing the most appropriate technologies in the most cost effective manner.

TSI is moving the Agency from traditional broadcasting (e.g., shortwave in regions where the medium is no longer a popular platform) to less expensive digital delivery systems that are growing in effectiveness, (e.g., satellite, Internet streaming, mobile phone technologies, and social media), and becoming essential in program delivery to affiliate and partner stations. Program production infrastructure will be enhanced, and High Definition (HD) capabilities will be developed to the greatest extent possible in order to ensure that Agency programs are competitive in target audience markets. Efforts to block Agency programs will be answered through ever more effective anti-censorship efforts. TSI will also improve resource utilization through business process streamlining and other procedural improvements.

FY 2015 ACCOMPLISHMENTS

Expanding and Upgrading the Agency's Content Distribution and Production System

- TSI continues to expand BBG's broadcast reach by installing FM transmitters in strategically important locations within Africa. In January 2015, VOA began broadcasting from two locations in Bujumbura, Burundi, just in advance of the massive civil unrest that broke out in April 2015, and resulted in the destruction of many locally-owned stations.
- TSI began to establish FM stations in the cities of Gao and Timbuktu in Mali (on air August 2015 and September 2015), Goma, Lubumbashi (on air January 2016), and Kisangani in Democratic Republic of Congo.
- TSI also supported the launch of four localized audio streams broadcasting on multiple FM stations in Africa: French to Africa, Mali, Freetown/Monrovia, and South Sudan.
- To further broaden the Agency's reach in Africa, TSI helped launch two automated program streams using an advanced music software scheduling system for the VOA Hausa service and the VOA South Sudan English stream in Juba.

- In a major effort to reduce telecommunications costs and create a more agile and advanced global delivery data network, TSI has completed the first phase of the Agency's migration from expensive, dedicated transoceanic satellite and fiber circuits to more flexible and cost-effective Multi-Protocol Label Switching (MPLS) circuits connecting major BBG distribution hubs in the Philippines and Germany. In FY 2015, TSI added MPLS to BBG sites at RFE/RL Prague, MBN Springfield, OCB Miami, and RFA Washington.
- TSI launched the Broadcast Logs application to capture information and metadata directly from the Agency's video and audio production systems' rundowns, to minimize the manual reentry of program and usage information, and provide users with the ability to track usage of their audio and video productions. The application also provides a mechanism for tracking usage rights information in keeping with the Smith-Mundt Modernization Act.
- TSI completed the migration of VOA radio production software to the Dalet Radio Suite HD (RSHD) for all VOA radio languages. This software upgrade provided the Agency with a stable and more efficient environment for all radio productions.
- TSI upgraded the Dalet Plus video production system and archive environments, paving the way for the transition to high definition (HD) television productions.
- To simplify the Agency's web streaming architecture, reduce costs, and enhance reliability, TSI migrated all VOA 24/7 live and on-demand content (both audio and video) to Prague. This was completed in July 2015.

Modernizing Information Technology and Communication Tools

- TSI continues to migrate content to the cloud-based SharePoint Online platform that features robust collaboration tools to increase efficiencies and improve workflows.
- TSI upgraded Internet connectivity at all of VOA's Washington, D.C. news bureaus: the White House, State Department, Pentagon, and Capitol Hill.
- TSI continues to upgrade BBG's IT network infrastructure in its Washington headquarters providing a ten-fold increase in bandwidth and more storage capacity to enable users to more effectively edit and distribute video internally and externally. TSI also continued to upgrade security enhancements to safeguard the Agency's network.
- TSI leveraged a move of about 60 staff members out of the Mary A. Switzer Building to consolidate and modernize workspace in the Wilbur J. Cohen Building headquarters and provide a more modern, cost effective, and efficient work environment.

Countering Internet Censorship and Jamming of Broadcast Signals

- The IBB Internet Anti-Censorship (IAC) team countered online censorship in 13 countries and supported 21 BBG language services. The team expanded use of a mobile application for Android devices that incorporates a social news reader, social reporter to accept user-generated content, and real-time chat functionality targeted at users in China and Iran. In addition, the IAC translated application modules into Russian and Ukrainian in order to circumvent additional government sponsored censorship in that region.
- The IAC team worked closely with vendors to identify and coordinate solutions to counter the wide-ranging new IP blocks put in place in Iran and China. The team, in coordination with external sources, was able to restore on-line access to a majority of the affected audience within two weeks.
- Working with the Office of Cuba Broadcasting, the IAC team expanded the OCB social network (Piramideo) for mobile phone users to include support for distribution over email and popular social networks. This application allows users to keep in touch with their friends, family, and key personnel.
- 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.
- As part of its regular monitoring of BBG radio broadcasts, TSI tracks changes in radio jamming. As of FY 2015, VOA Chinese, Korean, Tibetan, and parts of English are jammed. RFA Korean, Mandarin, Tibetan, Uyghur, and Vietnamese are also jammed as are Radio Marti and Radio Farda

FY 2016-2017 INITIATIVES

TSI will continue its support of essential Agency operations in FY 2017 through carefully focused investments, prudent reductions, and maintenance of ongoing efforts in a number of areas: network realignment, enhanced program production infrastructure, High Definition (HD) program production and delivery capability, anti-censorship efforts on the Internet and other delivery media, and business process streamlining in many areas.

- **Transition to High-Definition (HD):**

TSI will support investment with expanded global HD distribution and enhanced digital production infrastructure. VOA's content will also be available via next generation (Over the Top – OTT) technology.

- **Upgrading Kuwait Transmitting Station:**

TSI will continue to move away from less effective legacy shortwave and medium wave transmissions toward other technologies so as to reach larger and younger audiences on new mediums. Where shortwave remains important, TSI is building a more cost-effective transmission infrastructure to support broadcast requirements. Because of the strategic importance and low operating costs at the Kuwait Transmitting Station, TSI is installing a new shortwave antenna and a building expansion to accommodate four additional transmitters. Building construction and the installation of one additional transmitter and one additional antenna should begin in FY 2016. Installation of the remaining

transmitters and procurement of the remaining required antennas will begin in FY 2017. This would complete the build out of the station to the full transmitter capacity allowed by the current agreement with the Government of Kuwait.

- **Global Network Migration:** TSI is pursuing a Wide Area Network (WAN) migration initiative to upgrade the primary means of communication at transmitting stations from satellites to local Internet providers and terrestrial circuits. Migrating administrative services (telephone, satellite monitoring, and email) has been completed at 13 of the 14 transmitting stations and news bureaus. The migration to content delivery to stations over MPLS is projected to be complete for most IBB program feeds by the end of FY 2016.
- **Satellite Delivery to China:** TSI will continue to use satellite TV and radio in China, including in Tibet -- for only a fraction of the cost of shortwave or medium wave transmissions to the region -- to leverage the widespread use of satellite receiver dishes across the country and where local cable and Internet access is restricted.
- **Expanding FMs in Africa:** Plans are being developed to relocate the FM station in Accra, Ghana, to another site to expand coverage. A new FM transmission system is planned for an affiliate station in Monrovia,

Liberia, and a new site in Mogadishu, Somalia.

- **Video Production and HD Upgrades:** TSI will continue expanding the DaletPlus video production system for VOA in FY 2016 and FY 2017 to provide VOA with full access to online archives, high definition (HD) content production and archiving of all VOA television programming. Moving to HD enables BBG to remain competitive by attracting and maintaining audiences and affiliates as they migrate to HD and as direct-to-home satellite providers and users deploy new HD equipment. To accomplish this, BBG is upgrading components of both its program production and delivery systems
- **HD Satellite Distribution:** To further strengthen high definition video feeds that began in FY 2014, TSI will increase leased capacity on popular regional satellites to add HD television channels for three BBG regions.
- **Using the Cloud:** The Agency's digital archive system is nearing 70% capacity with current technology approaching its end-life and no built-in disaster recovery. TSI has created an archive in a private cloud with recovery capability. Storage will be proactively migrated from Agency headquarters directly to the cloud, eliminating significant maintenance concerns.
- **Internet Anti-Censorship Efforts:** In FY 2016, BBG's Internet Anti-censorship (IAC) team plans to expand its successful FY 2015 programs across all platforms -- desktop computers, mobile devices, and satellite. Efforts will continue in FY 2017 to provide web-based proxies and client software tools to circumvent foreign Internet censorship and cover more operating platforms. In FY 2016 and FY 2017, BBG will purchase more bandwidth to reach larger audiences in regions where news is censored as well as to better monitor usage and return on investment.
- **Combatting Satellite Jamming:** To counter the ongoing threat of intentional interference (i.e., jamming) of its broadcasts in any media, BBG will remain diligent in pursuing regulatory, technical, political, and public communication avenues to address the issue.
- **Transforming Agency Business Systems:** TSI is taking the lead on transforming agency business process systems. In FY 2016 – FY 2017, the following systems will be upgraded, replaced, or newly instituted: a human capital management and payroll system, a procurement and financial management system (Momentum), an electronic performance management system (ePerformance), a learning management system to track training and employee development, an electronic travel system, and an electronic time and attendance system. These significant system

changes will transform daily operations within the organization and increase efficiency of all administrative and financial support systems.

- **Supporting Expanded Telework:** To enable greater workforce flexibility and enhanced telework capability, TSI will expand its efforts in FY 2017 to establish a Virtual Desktop Interface (VDI). VDI, when combined with Microsoft's Direct Access virtual private network (VPN) technology and multi-factor authentication, will give remote users access to a full desktop suite of tools, including the Dalet Video and Audio clients and Microsoft Office, when they make a remote connection to the Agency's network.
- **Transition to Open Space:** As an ongoing initiative to reduce expensive rental costs, BBG is continuing to identify office space in the Cohen Building to convert to open design. This conversion, scheduled for FY 2016 and FY 2017, will enable the Agency to accommodate 66 new staff members as part of its strategic focus on Africa and ISIL, and allow BBG to meet its strategic goals without leasing additional office space.

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Radio Free Europe/Radio Liberty (RFE/RL)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUEST
FUNDING (\$ in thousands)	\$103,942	\$108,614	\$121,138

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- Increases regional Russian-language video to eight hours of programming and launching additional digital teams focused on hyperlocal reporting, including areas threatened by instability or where frozen conflicts exist.
- Provides a counter to the growing threat of violent extremism in RFE/RL's broadcast area, particularly in Central Asia. This includes launching new digital media units for Central Asia and the Balkans, as well as other youth engagement initiatives.
- Reallocates Persian-language radio resources in order to expand and enhance digital and TV operations to Iran.
- Realizes savings in the Kabul bureau, the Azerbaijani Service, and administrative areas, including contract support; reducing the number of vacant positions; and restructuring news and current affairs.



An RFE/RL Radio Mashaal reporter interviews man in the SWAT valley in Pakistan.

OVERVIEW

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit, multimedia broadcasting corporation that serves as a surrogate media source in 28 languages and in 23 countries, including Afghanistan, Iran, Pakistan, Russia, and Ukraine. With headquarters in Prague, 17 local bureaus (including Moscow, Kabul, Kyiv and Islamabad), 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 more than 26 million people each week, RFE/RL provides what many people cannot get locally: uncensored local and regional news, responsible discussion, and open debate via radio, television, and digital media. In addition to traditional radio reporting, RFE/RL is modernizing to compete successfully in the rapidly-changing media realm. Over the course of the last year, RFE/RL has expanded its TV and video operations, livestreamed political protests and other newsworthy events, and broadened its best-in-class digital journalism operations to ensure that RFE/RL reporting is accessible to audiences across platforms.

FY 2015 ACCOMPLISHMENTS

Expanded Production of Russian-Language Content

RFE/RL and VOA launched *Current Time*, a joint production undertaken in partnership with public and private broadcasters as well as Internet portals in Azerbaijan, Belarus, Georgia, Latvia, Lithuania, Moldova, and Ukraine. The show presents a daily 30-minute mix of live news coverage, interviews, original features, and political satire and provides an alternate narrative to that which is propagated by Russian-controlled TV. In September 2015, RFE/RL added a 30-minute daily edition for Central Asia.

RFE/RL also launched a digital media response team (DIGIM) to produce and curate Russian-language content for social and mobile platforms. As part of this initiative, RFE/RL produces viral Russian-language videos as well as a program called Footage vs. Footage, which juxtaposes video reports produced by pro-Kremlin media outlets with those distributed by Western media on the same events to give audiences the chance to judge for themselves the veracity of the presentations.

Expanded TV and Digital Products

RFE/RL has shifted its focus in many markets to provide enhanced digital content via online and mobile web, mobile apps, social networks and, in a growing number of markets, local and satellite TV.

- RFE/RL's Persian Service, locally known as Farda, launched hourly, five-minute TV news updates for satellite, for Internet, and for inclusion in the VOA Persian Service's satellite TV stream. These broadcasts provide Iranian audiences with up-to-date news throughout the morning and early afternoon. This comes as a result of an RFE/RL and VOA initiative to enhance collaboration in editorial operations.
- The Uzbek Service uses cutting-edge mobile technology, including private mobile push-messaging services, for distribution, crowdsourcing and verification of information from inside of Uzbekistan, and exchanging of multimedia content. Audience members now function as citizen journalists across the country, giving the Service exclusive, efficient countrywide coverage without a single official reporter on the ground.
- RFE/RL has increased collaboration between multimedia staff and broadcasting services in order to provide audiences with contemporary media content, such as interactive galleries, videos integrated into online reporting, and social media-friendly videos.
- PangeaGO, a native livestreaming app developed by RFE/RL, is being used across broadcasting services – as well as across USIM networks – to deliver breaking news directly from the scene of events to language service websites and to cover live events such as protests.



RFE/RL's journalist Artem Liutyi shoots footage in Ukraine from the frontline.

In-Depth Investigative Journalism

RFE/RL is a critical source for original reporting on corruption and socioeconomic issues not covered by the press in its target region.

- A correspondent with the Afghan Service was given exclusive access to prisons across Afghanistan housing female convicts and their young children. The multimedia piece conveyed the plight of these children in prison with their mothers, who are serving sentences for crimes ranging from drug smuggling to adultery.
- The Ukrainian Service's anti-corruption program *Schemes* ran an investigation in February 2015 looking into how Ukrainian President Petro Poroshenko - one of the country's wealthiest men - may have used his presidential influence to shut down investigations into a land deal on a historic site in the Ukrainian capital, Kyiv. Since it launched in July 2014, almost 12

million people (audience 18+) have seen *Schemes*.

- The Balkan Service was the first to draw attention to a massive wave of migrants and refugees, mostly from the Middle East and Kosovo, crossing the border between Serbia and Hungary on foot in hope of reaching Germany, Italy, or Austria. RFE/RL posted a number of feature stories documenting how the migrants make their way across Europe and the role played in the process by organized crime.
- The Russian Service investigated and reported on Russia's "troll factories," interviewing a St. Petersburg blogger who spent two months generating comments on Internet forums in order to perpetuate a pro-Kremlin dialogue online. An RFE/RL correspondent in Moscow also reported on the Kremlin's young army of "cybersnitches."

Empowered Civil Society

RFE/RL promotes the free flow of information, and supports the development of civil society by providing platforms of engagement to audiences across Europe and Central Asia.

- Radio Mashaal launched a weekly program, *Towards Peace*, aimed at promoting dialogue and democracy as a means of conflict resolution in the tribal regions of Pakistan. The program talks to experts, tribal leaders and other relevant stakeholders to examine ways to

achieve political goals, settle disputes and solve problems through non-violent means.

- Throughout the month of August 2015, the Moldovan Service, in partnership with Association of the Independent Press and UNDP Moldova, conducted a bus tour of 20 villages and towns in Moldova. RFE/RL journalists conducted discussions with guests, local authorities, and listeners on the problems they face, with the goal of empowering local citizens and to

demonstrate the difference between independent journalism and propaganda.

- The North Caucasus Service launched an online library available

for free to users with both text and audio versions of classics selected from Chechen poetry and prose, as well as works from contemporary authors.

FY 2016 – FY 2017 INITIATIVES

Expanding Access to Trustworthy News that Supplants Russian Misinformation

In FY 2016, RFE/RL requested funding for an investment to pursue a comprehensive strategy for refuting aggressive Russian pressure and disinformation, engaging Russian-speaking audiences both within Russia and around the world, expanding television/video to six hours daily and adding new digital initiatives. In addition, RFE/RL launched targeted radio and online operations for specific locales in the region with content focusing on local issues and concerns. These include radio programs oriented toward Russia-occupied areas of Ukraine, such as *Crimea Realities*, which airs twice daily on an AM frequency provided by the Ukrainian government and can be heard throughout Russia-occupied Crimea, and *Donbas Realities*, a daily, hour-long program launching in January 2016, carried on a newly created FM frequency in cooperation with the Ukrainian government.

In FY 2017, RFE/RL proposes to expand on these efforts by:

- Increasing TV/video to eight hours daily, with new shows about entrepreneurship, society/culture, and history; and establishing a documentary team.
- Strengthening partnerships with affiliate stations taking *Current Time* and other RFE/RL content in the Russian periphery, including co-reporting initiatives, training and professional exchanges (i.e., secondment of affiliate production and/or technical staff to Prague).
- Launching additional digital teams focused on hyperlocal reporting in specific areas, including areas threatened by instability or where Russia manipulates events by supporting frozen conflicts (such as in Transdniestria, South Ossetia and Abkhazia, and the North Caucasus).

Informing and Empowering Communities Threatened by Violent Extremism

The threat of ISIL is clear and evident in RFE/RL's broadcast region. This threat is not local to the Middle East. It is a strong regional problem spanning Central Asia, Russia, and the Balkans.

In FY 2017, RFE/RL proposes:

- Launching a campaign aimed at populations at risk of falling into the violent extremist movement in Central Asia. RFE/RL will report on Islamic extremist activities, facilitate discussion, and then report on these

discussions in order for youth to “hear it in their own words.” RFE/RL will produce a series of four, 30-minute TV programs for broadcasting affiliates in Kyrgyzstan, Kazakhstan, and Tajikistan, as well as a documentary based on in-person engagements, articles and short social media-friendly video.

- Building on MBN’s successful Raise Your Voice campaign, RFE/RL will take a similar approach toward youth in the countries of Central Asia and the Balkans. Drawing on the idea of the mosque as a meeting place, RFE/RL will create a digital forum for dialogue on issues of Islam and democracy, including

weekly blogging by respected religious writers and prominent religious figures. Social community managers will identify hot button discussion topics and actively encourage youth to “raise their voice” on those issues.

- Expanding digital media units to engage young people in Central Asia and the Balkans by creating targeted digital media teams that will provide an alternative to ISIL and Russian propaganda in these regions. They will fact-check extremist lies via mobile platforms and social media as well as use short-form video and satire produced in a dynamic, contemporary style.

Engaging Iranians about the Future of Iran

In FY 2016 and 2017, RFE/RL will continue to enhance Persian-language programming produced by Farda both on television and digital platforms, in order to better provide surrogate news and information to Iranian audiences.

In FY 2016, Farda will:

- Significantly upgrade its morning program, *Breakfast with News* – moving from a one hour “radio-on-TV” show into a true TV broadcast.
- Create a 15-minute newscast for TV and the web.

For FY 2017, RFE/RL proposes to:

- Continue five-minute newscasts and the one-hour *Breakfast with News* with enhanced production quality and produce a 30-minute news/current affairs program for late night to supplement current USIM offerings.
- Produce documentary-style programming on sensitive topics within Iran and purchase acquired programming in the U.S. to fill the gaps in news programming, in order to create a full-service media package for interested audiences.
- Expand Farda digital media offerings, including video content for mobile.

Continued Expansion of TV/Video and Digital Production

In FY 2016, and continuing in FY 2017, RFE/RL proposes building on its current TV/video strategy by leveraging resources to ensure its continuing role as a full-service media organization.

In FY 2016, RFE/RL will focus on:

- Building new video production centers in Kyiv, Bishkek, Dushanbe, and other bureaus, and better connecting the RFE/RL building in Prague with all bureaus to improve and leverage all forms of content via a media asset management system.

- Upgrading digital technology across RFE/RL and expanding training on video and social media for reporting.

In FY 2017, RFE/RL will continue work on upgrading technology, as well as hiring and training staff for optimization of video operations. Additionally, RFE/RL hopes to build additional video/TV studios at RFE/RL's Prague headquarters in order to meet all video requirements for the language services.

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Radio Free Asia (RFA)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUESTED
FUNDING (\$ in thousands)	\$42,230	\$38,765	\$38,000

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- **Expands satellite and web-based television programming which will further expand BBG content on the Weishi channel and can be consumed on mobile devices.**
- **Proposes reductions by extending current personnel vacancies, limiting the purchase of content, and extending life-cycle replacements.**

OVERVIEW

Radio Free Asia (RFA) is a private, nonprofit, multimedia corporation that serves as a surrogate broadcaster, substituting for domestic media in Asian countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, a grant agreement with the BBG. RFA broadcasts in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave (SW), medium wave (MW), satellite, television, and the Internet. RFA delivers accurate and timely local news, information, 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. These media pickups, particularly by large syndicates and wire services, amplify RFA's reach into its target countries.

As part of BBG's anti-censorship efforts, 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. RFA's efforts help expand the knowledge base for the Internet freedom community, improve the effectiveness of anti-censorship efforts and meet the needs of at-risk human rights, democracy and free speech defenders globally. 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 and offer more secure access to censored content.

FY 2015 ACCOMPLISHMENTS

- With the help of BBG's TSI, RFA expanded its satellite TV news programming in February 2015 to meet the growing preference for visual media, especially among young audience members. Building on its success with its Burmese TV programming, RFA added 30 minute daily programming for its Mandarin Service, 30 minute programming, three times weekly for its Tibetan Service and is piloting a 30 minute weekly TV program for its Cantonese Service. To support these efforts, RFA reconfigured and equip field offices in Phnom Penh, Hong Kong, Rangoon and Taipei for TV production.
- In early FY2015, RFA's China Services created a vivid and visceral portrayal of Hong Kong's Umbrella Movement on-air, online, and on social media.
- In 2015 RFA reported on tens of thousands of impoverished North Koreans who had been sent abroad to work as "state-sponsored slaves," with their wages confiscated by Pyongyang. RFA Korean launched a series featuring these workers with exclusive interviews from North Korean laborers working in Russia.
- In Spring 2015, as more Uyghurs fleeing persecution in the XUAR arrived in Southeast Asia, RFA's Uyghur Service launched a multimedia series that included exclusive on-site interviews with members of the ethnic minority group stranded at refugee centers in Thailand.
- RFA's Tibetan Service provided extensive multimedia coverage of worldwide events marking the 80th birthday of the Dalai Lama. Included was coverage of the Tibetans in China who gathered at monasteries in defiance of Beijing's celebration ban.
- RFA provided expanded nationwide coverage of the Myanmar national elections in late 2015, where the Burmese people voted overwhelmingly for Aung San Suu Kyi and the opposition NLD.

FY 2016-FY 2017 INITIATIVES

Continuing the advancements that were made possible with FY 2015 investment funding, RFA will accelerate its move into television to meet the growing demand and preference for TV as a source of news throughout its target countries. This means putting more resources into developing high quality video content, whether created or curated, that can live on both TV and other digital platforms. RFA will prioritize resources, wherever possible, to expand its network of video content providers and the production staff in Washington who can shape this content into engaging programs that will appeal to younger audiences on television as well as on a variety of online media.

- RFA Burmese TV, which was at the vanguard of RFA's TV production efforts, will develop additional programs to track developments in Burmese society, especially those that relate to youth and the next generation of leadership in the country.
- RFA's Mandarin TV programming, which launched in FY 2015, has been revamped to provide higher-

quality content and video. A dedicated team of journalists is collaborating on the 30-minute "News Now" program, which has been expanded from five to seven days a week to allow time for more in-depth treatment of features on major issues. Moreover, Chinese television programs will be produced in portable digital formats to be consumed using mobile devices on the go. They include visuals sourced from citizen journalists in target areas, as well as the Service's stringers across the Asia-Pacific region.

- This will also be done in conjunction with RFA's Cantonese Service, which used existing resources to launch a weekly satellite television program highlighting rights violations in target areas. The Service has formed partnerships with Hong Kong Web radio stations IBHK and Peanut, which now carry RFA Cantonese programming. In addition, Hong Kong-based website *New School for Democracy* has entered into an agreement with RFA to re-publish RFA Cantonese news.



RFA journalist Passang Tsering reports on the Dalai Lama from Ladakh, India.

- RFA Tibetan plans to produce a series of TV documentaries featuring events and historical figures that have had a major impact on Tibetan society and culture, such as the life and times of poet and writer Gedun Chopel and expand its satellite TV transmission from three to five 30-minute original programs per week. This builds on the Service's launch, in FY 2015, of satellite television featuring visuals sourced from citizen journalists inside Tibet, as well as from the Service's stringers across the globe. The initial line-up consists of three 30-minute segments of original content per week.
- RFA Khmer has been producing and broadcasting a one-hour news magazine program on its website. This news program will be available for Sun TV, a new independent station that is scheduled to begin broadcasting in 2016. This will be RFA's first opportunity to broadcast on terrestrial TV to a country where RFA's radio broadcasts already draw 25% of the population. The timing of this is critical as the political opposition and civil society operate in an increasingly repressive environment.

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 offers RFA

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.

RFA will launch year-long investigative series within each of its nine language services, during 2016, for use across regions and across BBG entities. These reports will focus on broad themes that can be expanded across the entities as part of BBG's strategic emphasis to curate, acquire and commission content shared among entities to enhance original programming with new voices and perspectives.

Based on past experience of similar initiatives, these investigative features can deepened the understanding our audiences have of their communities, and will produce a lasting interest in uncensored information. For example, RFA Cantonese's multimedia series on the safety of nuclear power plants in Guangdong, China's most populated province, won the Sigma Delta Chi journalism award and the bronze medal at the New York Festival. RFA's Mandarin Service completed a radio series and an e-Book on cannibalism in China during the Cultural Revolution. Working with

the Laogai Research Foundation, the e-Book presents newly uncovered documents on how the practice was sanctioned by the Communist Party as part of its policy to terminate “class enemies.”

RFA will provide election coverage focusing on the hallmarks of free and fair elections in democratic countries. This coverage will include the Taiwan National Elections in January 2016, the Central Tibetan Administration (Tibetan exile government) in March 2016 and the Cambodian Communal Elections in 2017, with a focus on citizen participation and government transparency.

A major part of RFA's election emphasis will be to continue training for in-country journalists as well as RFA journalists in all facets of multimedia news production and highlighting the role of independent media to inform the public so that they can make better decisions and hold elected officials accountable.

In Southeast Asia, the rise in extremist activities has been well documented in

Malaysia, Singapore, Indonesia and the Philippines. In Myanmar, the ongoing anti-Rohingya activities in Myanmar provide fodder for extremism. RFA Burmese Service will continue reporting on the conditions of Rohingyas in the IDP camps, the dangerous migration of Rohingyas fleeing to other countries, laws targeting Muslims, the disenfranchisement of Rohingya voters and the efforts of some Burmese to foster understanding and reconciliation and mitigate their vulnerability to extremist rhetoric.

RFA is the only international broadcaster providing news programming in the Uyghur language to the Xinjiang Uyghur Autonomous Region (XUAR). The predominantly Muslim Turkic minority group, which has faced extreme repression by Beijing, is a target for radicalization. Resources permitting, RFA Uyghur will produce more web TV programs covering special events. The Service's stringers in Central Asia hope to further expand the pool of interviewees to include more expert opinions and perspectives.



RFA is moving into television production to meet audience demand.

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Middle East Broadcasting Networks, Inc. (MBN)

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUEST
FUNDING (\$ in thousands)	\$109,408	\$109,670	\$112,100

NOTABLE FY 2017 PROGRAM CHANGES

This FY 2017 Budget request:

- An enhancement to further develop digital distribution through an expansion of MBN’s *Raise Your Voice* initiative to engage audiences in Egypt.
- Funding to *continue Raise Your Voice* initiatives launched to counter violent extremism in Iraq and engage audiences across the Maghreb (as included in the BBG’s FY 2016 Program Plan).
- Offsets from MBN recoveries of prior year obligations and administrative shifts in payment cycles to reduce the request for new obligational authority.

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. 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 brands include Alhurra, Radio Sawa, and Afia Darfur. BBG research estimates Alhurra and Radio Sawa have an unduplicated weekly audience of more than 30 million across the region.

MBN produces programming at its headquarters in Northern Virginia and production outlets in Washington, D.C., Iraq, UAE, Lebanon, Egypt, Israel, and Morocco. 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 digital platforms, including its Alhurra and Radio Sawa websites, Radio Sawa and Alhurra apps, Facebook, Twitter, and YouTube.

MBN PROGRAMMING

Alhurra

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

Radio Sawa

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's pioneering format is designed to attract listeners from the overwhelmingly young Middle Eastern population. Research consistently demonstrates the effectiveness of Radio Sawa in reaching listeners and commanding their attention to Radio Sawa's news and information programming.

Afia Darfur

MBN launched the Afia Darfur program in 2008—initially through funding from the Department of State. The all-news and information radio program features interviews with American officials, human rights experts, Sudanese professionals, activists, government

and the people of the United States. Its news and information programming provides a platform for engagement with the audience 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 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.

officials, and citizens, as well as NGO representatives. Afia Darfur is broadcast into Darfur via shortwave each evening at 9:00 p.m. local time and targets all people in Darfur and eastern Chad, and it is heard in Khartoum.

FY 2015/ FY 2016 PROGRAMMING HIGHLIGHTS:

Establishing New Platforms to Counter Violent Extremism

- To establish an alternative to the ISIL narrative, MBN launched the *Raise Your Voice-Iraq* multimedia campaign last September and plans to launch a new *Raise Your Voice* digital platform targeted to critical audiences across the Maghreb region next spring. The new venues provide a platform and forum for discussion of issues at the root cause of extremism and a forum for stimulating discussions around related solutions.
- *Raise Your Voice-Iraq* encourages Iraqi citizens to speak out and address extremism and the underlying causes of terrorism. By identifying and discussing the issues ISIL is exploiting, Iraqis can propose solutions that will ultimately undermine ISIL's narrative. The social media properties, call-in radio and television shows, and television programming provide forums for activists, youth and others to share their ideas on topics such as sectarian relationships, religious freedom, and freedom of expression. New Alhurra programming provides powerful personal testimonies that reveal the realities of life in ISIL territory and the pain and suffering ISIL inflicts on families and communities.
- Similar to the digital effort targeted to Iraq, MBN plans to launch a *Raise Your Voice-Maghreb* platform in FY 2016 to create content to engage audiences across the Maghreb region, including programming to counter ISIL narrative, counter extremism, and address local and regional issues. The digital platform will be supported by programming from bureau in Rabat and Tunisia bureau, existing correspondents, and expanded stringers. Launch of this initiative was included in BBG's FY 2016 Program Plan.



Proving a Trustworthy News Source

- American success in combatting violent extremism starts with ensuring USIM's target audiences have truthful, objective accounts of events. Coverage highlights of critical events that countered biased accounts with ground truth include: comprehensive coverage of: the brutal murder of 26-year-old Jordanian pilot Lt. Muath Al-Kaseasbeh; the execution of 21 Egyptian Copts by ISIL and Egypt's

streets of Sana'a as Houthi rebels closed in on the presidential palace; Israeli Parliamentary election with live coverage as voters went to the polls to elect the party that will lead their country. When Alhurra and Radio Sawa cover the news, it further demonstrates its credibility to the audience distinguishing itself from other local media outlets with religious and local political bias.



Alhurra reports extensively on the U.S. Congress and administration.

Directly Communicating America's Policies and Actions

- Alhurra and Radio Sawa continue to offer an unfiltered communication link to the people of the Middle East and North Africa. The networks can provide US policymakers direct access to the audience and ensure there is clear understanding of policies and intentions. Over the past year, coverage has included:
 - Extensive coverage of Iraqi Prime Minister Haider Al-Abadi and his delegation's visit to Washington, D.C. Alhurra was the only Pan-Arab network to broadcast President Obama and Prime Minister Abadi's comments in the Oval Office in their entirety with simultaneous translation.

- o Live coverage of President Obama’s remarks requesting authorization of force against ISIL with comments from the House Speaker and Senate Majority Leader;
- o Coverage of Israeli Prime Minister Netanyahu’s speech to the U.S. Congress including interviews with Sen. Bob Menendez (D-NJ), Sen. Dianne Feinstein (D-CA), Rep. Lloyd Doggett (D-TX) and Rep. Peter King (R-NY);

Expanding Radio Sawa’s Iraq Stream

Radio Sawa’s Iraq stream has been expanded with the consolidation of all BBG-funded Arabic language radio broadcasts in Radio Sawa. Preserving the best of Radio Free Iraq’s former programming, Radio Sawa has added a live morning show and other feature programming to its broad array of current affairs segments focusing on rule of law, democratic political debate, and citizen concerns.

Developing Programming for Multiple Media Distribution

- Programming resources will be redeployed to launch *Bmit Regal* in FY 2016, a show that showcases Egyptian women entrepreneurs. Produced in the field, the show will document the individual journeys of five strong women who are pursuing their dreams, impacting their communities, and paving the way for women in Egypt.
- *Hiwar Cairo*’s format will be refreshed in FY 2016, revamping the show’s approach to addressing current political issues in Egypt with objectivity and ensuring consideration from a variety of perspectives.
- Also in FY 2016, MBN plans to launch a new weekly show exploring cultural and social issues affecting both Egyptians and Americans. Field pieces from Egypt and America will present a range of perspectives on topics — such as religious freedom, educational opportunities, and immigration, perceptions perpetuated by Hollywood — to facilitate discussion and serve to further mutual understanding. All programming will be developed to ensure content distribution on both television and digital platforms.

FY 2017 INITIATIVES

The FY 2017 budget request supports sustaining the *Raise Your Voice-Iraq* multimedia campaign, provides full-year funding for the *Raise Your Voice-*

Maghreb platform, and provides resources to support the continuity and evolution of MBN's digital and television platforms.

Developing Digital Distribution

Access to digital media continues to explode across the Middle East. Internet usage is robust in the Persian Gulf and increasing in other MBN broadcast areas. The percentage of Iraqis who have access to the Internet continues to expand. In recent years the percentage has increased from 16% to 35% of Iraqis currently having access to the Internet. In Iraq, Egypt, and Morocco—the source of almost two-thirds of MBN's audience in the region—past week Internet usage increased from an average of 21% of adults in 2012 to 32% in 2013/14. The use of digital media is not waning in the Gulf states -- an average of 75% of Arab adults in the UAE, Qatar, Saudi Arabia, Kuwait and Bahrain use the internet weekly and 66% use it weekly for news, according to BBG surveys.

Over the past three years, MBN has judiciously reallocated available resources to improve its digital presence and establish a new digital department. In taking significant steps to expand across social media platforms, there have been many lessons learned along the way. With the addition of the *Raise*

Your Voice initiatives, MBN further established a new digital management and staffing structure to reflect evolving requirements and strategy.

Within the expanded department, digital content is coordinated across all platforms, including social media platforms. MBN has developed guidelines for all engaging in social media. MBN has established social media managers embedded in each department to enlarge and curate MBN's presence on social media to engage new audiences. New positions now exist to support a critical digital quality control function and to continually inform the digital strategy in the context of the target region's users, ensuring consistent development of new tools appropriate to MBN's target audience.

In FY 2017, MBN plans to further evolve its digital presence by expanding its mobile platforms. MBN will work closely with others in the BBG community to build platforms and programming to coincide with the media usage trends in the region.

PROGRAMMING CHANGES IN FY 2017

Developing Digital Distribution/Expanding Raise Your Voice Platforms (\$1.25 million)

- BBG requests \$1.25 million to expand MBN's *Raise Your Voice* strategy to critical audiences in Egypt. These digital platforms will provide programming specific to the audience, their lives and their future in the context of MBN's public diplomacy mission. We have known for years that these target audiences have an overwhelming preference for local media outlets. This strong preference has consistently hampered MBN's Pan-Arab channels' competitiveness and impact.
- While television has been the dominant media in this region, we have not had resources to create individual, country-specific television channels (beyond Alhurra-Iraq) to address media preferences and compete effectively. Now, however, the rapidly expanding digital environment across the Middle East and North Africa promises to be a solid stage from which to launch audience-specific channels on digital, rather than more expensive traditional media platforms. Moreover, the digital environment allows for two-way communication with the target audience; something not afforded by traditional media but at the core of our public diplomacy mission.
- *Raise Your Voice – Egypt* is proposed as new digital platforms supported by digital video content. Each platform would be designed as a surrogate media outlet specific to the target audience. The pivotal role of Egypt in the Middle East has been demonstrated for decades. With the restrictions on media continuing to tighten through new laws and heavy handed manipulation of traditional media outlets, this target is the logical next extension of MBN's digital media platforms. The investment request is net of redirected base funding and positions that will partially support this initiative.

Reduction of Funding Requirements through Offsets to Operational Costs (\$2.5 million)

MBN will review program support contracts and address funding cycles to reduce operational costs to achieve \$1 million in savings in FY 2017. MBN also proposes to offset FY 2017 operational costs through use of prior year

obligations no longer needed for their intended purpose. In a review of outstanding obligations, \$1.5 million in prior year balances is proposed to offset MBN's FY 2017 operational costs.

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Broadcasting Capital Improvements

	2015 ACTUAL	2016 PROGRAM PLAN	2017 REQUESTED
FUNDING (\$ in thousands)	\$8,000	\$4,800	\$9,700

NOTABLE FY 2017 PROGRAM CHANGES

- Proposes investments in BCI to continue shortwave realignment in Kuwait in order to use available funding most effectively to satisfy**

evolving audience media preferences.

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 many of the BCI projects for International Broadcasting Bureau (IBB). The BCI account also supports

capital projects managed by VOA, the Office of Cuba Broadcasting (OCB), and the IBB Office of Security. These BBG offices will continue support of essential Agency technical operations in FY 2017 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.

FY 2015 ACCOMPLISHMENTS

TSI

Launched several essential network wide maintenance and repair (M&R) initiatives to identify infrastructure related problems in the Agency's global network and address them in a timely fashion. Among the initiatives were:

- A system wide electrical maintenance contract was awarded in 2015 that will maintain safe and reliable operations of the electrical**

systems at the BBG transmitting facilities.
- A site condition survey was restarted to identify site and facility related issues that must be addressed at each transmitting site.**
- Preventive maintenance work was funded for the antenna structures in Botswana, Djibouti, and Germany.**

- Antenna guy wire replacement was funded for the Commonwealth of the Northern Mariana Islands (CNMI) stations.
- A consultant was hired to investigate the extensive corrosion damage to the antenna structures in Sri Lanka.
- Shortwave transmitters were refurbished in Greenville.
- Generator overhaul and other facilities repairs were funded in Sao Tome.
- Heating, ventilation, and air-conditioning (HVAC) refurbishment was performed in Thailand.
- To address air contaminants from a nearby copper smelting plant, an air

filtration system for the administration and transmitter building in Botswana was designed and procured in FY 2015, with installation anticipated in FY 2016.

- TSI completed the upgrade of telephone systems at eight of BBG's transmitting stations. New Internet Protocol (IP) based PBX systems provide BBG with capabilities to integrate the Agency's global telephone system.

A major refurbishment of the Agency's Network Control Center in Washington began in 2013 under GSA management. A new power distribution system was energized and transition into the new console area began in late summer of FY 2015.

VOA

Continuing its essential HD television initiative, VOA began the conversion of one of its primary television studios (Studio 51) to full HD capability.

OCB

Improved several areas within the Miami broadcast facility and the Marathon medium wave transmitter site.

- Daily production was improved by the purchase of sound proofing equipment for every edit suite and the purchase of extra camera cards that allow for redundancy and extra storage when shooting out in the field.
- Implementing an OIG recommendation, OCB purchased a fire suppressant that will not harm electronic equipment in the

Radio/TV Master Control Rooms and the Server Room.

- As part of a Radio Master Control upgrade, OCB purchased power distribution units that allow for monitoring electrical current and making sure the equipment is getting the proper power.
- At the Marathon transmission site, OCB completed roof repair on all the tuning huts and the main building and repaired tower anchors that had been damaged by a lightning strike. OCB also purchased equipment that will keep all antenna lines dry.

IBB (Office of Security)

- Procured a Light Armored Vehicle (LAV) for the Botswana transmitting station,
- Coordinated security considerations for the selection of three new Africa Investment news offices/reporting centers,
- Designed and installed threat mitigation functions in order to provide life-safety measures to VOA personnel,
- Installed physical security enhancements at the Tinang, Saipan, and Tinian BBG transmitting stations, and
- Relocated physical security systems for four IBB offices, which included adding access control, closed circuit television, passive infrared alarms, cipher locks, and classified security systems.

FY 2016-FY 2017 INITIATIVES

BCI investment funds 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 use BCI funding for:

- Maintenance and repair of deteriorating antenna structures in corrosive environments, including addressing antenna maintenance concerns in Greenville, Germany, Kuwait, and Sri Lanka.
- Refurbishing 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.
- Network wide electrical equipment inspection, circuit breaker maintenance, and relay calibration to ensure a safe and reliable broadcast system.
- Facilities condition surveys for the Agency's most critical sites.

- Consolidating management of the transmitting stations' local telecommunications systems and harmonizing maintenance contracts.
- Completion in FY 2016 of the refurbishment of the complex
- Replacement of outdated and inefficient lighting fixtures and equipment.

Network Control Center, the Agency's central programming distribution hub.

VOA

Will use BCI funding for:

- Continuing the high definition television (HDTV) migration project, a multi-year effort to convert all VOA television production to HD, which is increasingly the quality standard demanded by viewers around the world. Failure by BBG to adopt HD technology will hamper the Agency's ability to secure and maintain affiliates and to attract audiences. As part of this investment, VOA also will upgrade television studios and production equipment to ensure HD compatibility.

OCB

Will use BCI funding for:

- Transitioning in-house TV operations/production to HD. Over the next two years, OCB is working towards becoming a full HD facility. This will also enhance Internet video and live streaming and provide the ability to reach other Latin American countries that already have HDTV signals as a standard.
- Replacing the current end-of-life phone system with a new VoIP system allowing for greater flexibility and easier maintenance.
- Commissioning a study and proceed toward construction of an earthen levee at the Marathon transmission facility to stop salt water from infiltrating into the antenna field.

IBB (Office of Security)

Will use BCI funding for:

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:

- Installation of a fence protection system (FPS),
- Upgrade/replacement of Selectone (imminent danger notification system) and anti-ram barriers, and
- Maintenance and repair of security systems and emergency radio systems and expansion of access control/alarm systems.

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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, bbg.gov.

SUMMARY OF THE 2014-2018 BBG STRATEGIC PLAN

BBG's 2014-2018 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. The plan informs the FY 2017 budget request and continues the integration of performance, budget planning and management of BBG.

The mission of the Broadcasting Board of Governors 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**

These goals further BBG's mission of supporting freedom and democracy. The purpose of communicating America's democratic experience is not merely public diplomacy. By presenting a case study in the American experience, BBG also seeks to help other countries navigate their governance challenges.

CURRENT CONTEXT OF BBG

The key environmental factors facing BBG are: 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. The Arab world labors to achieve even modest pluralism and regain the democratic spirit of the Arab Spring. Syria is in chaos; Iraq might not be far behind. North Africa and the Sahel face rising extremism, from al-Qaeda in the Islamic Maghreb (AQIM) to ISIL West Africa Province (WAP), formerly known as Boko Haram, now rivaling in ferocity the Taliban in South Asia.

The struggles unfolding have significant information or propaganda components. A war for influence is playing out on the stage of public opinion. Non-democratic forces run increasingly sophisticated information campaigns.

Consumers of news and information have an unprecedented array of options from which to choose. For example, citizen journalism provides 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 warn of 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 driving transmitting and receiving broadcast signals 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. BBG transmits programs through radio (shortwave, medium wave, FM and satellite), terrestrial and satellite television, 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, BBG must continue to broadcast via traditional technologies such as shortwave and maintain capability on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve current and future audiences, BBG must 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 shortwave. BBG has closed transmission stations, repurposed equipment and invested these savings in platforms that the audience has shifted to, primarily in digital media technology and other high-priority programming.

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, 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 BBG to be forward-thinking and strategically positioned to fulfill its mission. BBG undertakes a comprehensive assessment of the languages in which Agency networks broadcast during its 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 broadcasts.

BBG's Strategic Plan gives highest priority to 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 by communicating standards for human rights, civil society, religious tolerance and transparency of government via the most effective delivery systems.

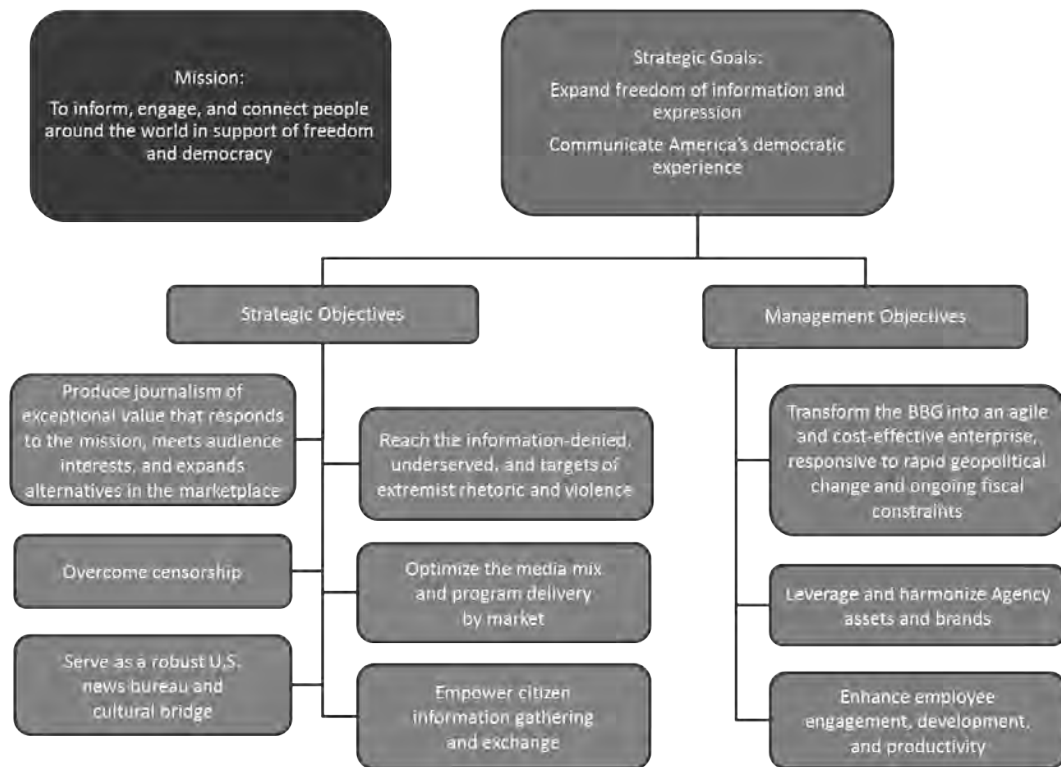
IMPACT MODEL

In recognition that impact is about more than only audience reach, BBG's previous strategic plan set the goal of developing a multi-factor model to define impact. In 2014, BBG began implementing the model. It ties to 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 BBG's strategic objectives. During the past two years, the model has formed the basis of 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.

STRATEGIC AND MANAGEMENT OBJECTIVES AND PERFORMANCE GOALS



BBG's two strategic goals are supported by six strategic objectives and three management objectives, each of which has supporting performance goals. These objectives and goals map out Agency priorities for the next two years.

STRATEGIC OBJECTIVE 1: PRODUCE JOURNALISM OF EXCEPTIONAL VALUE THAT RESPONDS TO THE MISSION, MEETS AUDIENCE INTERESTS, AND EXPANDS ALTERNATIVES IN THE 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, must add value in expanding the range of media alternatives. BBG's aim is not just to follow the 24-hour news cycle but to drive the news agenda through original reporting, in-depth analysis, and a unique cross-cultural perspective that

helps the audiences become sophisticated consumers of news and media.

- Congressionally mandated, BBG is required to provide news and other programming that is accurate, objective, and comprehensive and in accordance with the highest professional standards of broadcast journalism.
- Produce news and information, consistent with audience preferences and mission requirements, 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.
- Co-create content with reputable partners, as appropriate and consistent with broadcasting standards and editorial guidelines.

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

PERFORMANCE GOAL 1: REACH SIGNIFICANT AUDIENCES

Measured Weekly Audiences (in millions) ¹	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
BBG ²	206	215		226	230	235
VOA	164.6	171.6	172.0	187.7	188.0	190.0
RFE/RL	17.9	23.3	26.5	23.6	27.4	29.5
RFA ³	10.8	7.8	8.5	7.5	8.0	9.0
MBN ⁴	31.8	29.3	NA	25.7	27.0	28.0
Radio Sawa ⁴	11.1	11.3	11.5	10.9		
Alhurra ⁴	21.9	20.9	22.0	17.6		
OCB ⁵	NA	NA	NA	NA	NA	NA

¹Measured weekly audience is the number of people in target areas listening to or viewing BBG programming or online materials in the past week. 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.

²The 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.
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³RFA figure include audience for six of their nine language services. BBG is not able to conduct audience research for Korean, Tibetan, and Uyghur.

⁴MBN's reach is artificially low for FY 2015 because it does not include Syria, where MBN's last-recorded weekly reach was 4.3 million. The last Syria survey was collected more than 5 years ago (2010), the cutoff date for including survey data in BBG's calculations. Beginning with the FY 2017 budget and FY 2015 PAR, BBG is reporting performance indicators for MBN overall and will discontinue reporting separately on Radio Sawa and Alhurra in subsequent years. This move brings them in line with the other broadcast entities and allows inclusion of MBN's Afia Darfur audiences.

⁵Because of the historical limitations of reliable survey data in Cuba, it has not been possible to reliably measure weekly audience for OCB. BBG anticipates conducting a survey and reporting results in FY 2016 and will set future targets at that time.

PERFORMANCE GOAL 2: PROVIDE PROGRAMMING THAT AUDIENCES FIND TRUSTWORTHY

Program Credibility Percent of weekly audience who consider information to be very or somewhat trustworthy	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	89	89	90	86	86	87
RFE/RL	92	92	93	88	92	93
RFA	89	87	89	84	87	89
MBN ¹			86	86	86	86
Radio Sawa ¹	85	83	86			
Alhurra ¹	84	84	86			
OCB2	NA	NA	NA	NA	NA	NA

¹Starting with the FY 2017 budget and FY 2015 PAR, BBG is reporting performance indicators for MBN overall and will discontinue reporting separately on Radio Sawa and Alhurra in subsequent years. This move brings them in line with the other broadcast entities and allows inclusion of MBN's Afia Darfur audiences.

²Due to historical limitations of reliable survey data in Cuba, it has not been possible to reliably measure credibility for OCB. BBG anticipates conducting a survey and reporting results in FY 2016 and will set future targets at that time.

PERFORMANCE GOAL 3: PROVIDE PROGRAMMING THAT INCREASES THE AUDIENCES' UNDERSTANDING OF CURRENT EVENTS

Understanding Percent of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	90	90	91	85	85	86
RFE/RL	90	86	88	84	88	90
RFA	97	88	90	80	85	88
MBN ¹			81	81	81	81
Radio Sawa ¹	80	77	81			
Alhurra ¹	79	77	81			
OCB2	NA	NA	NA	NA	NA	NA

¹Starting with the FY 2017 budget and FY 2015 PAR, BBG is reporting performance indicators for MBN overall and will discontinue reporting separately on Radio Sawa and Alhurra in subsequent years. This move brings them in line with the other broadcast entities and allows inclusion of MBN's Afia Darfur audiences.

²Due to historical limitations of reliable survey data in Cuba, it has not been possible to reliably measure understanding for OCB. BBG anticipates conducting a survey and reporting results in FY 2016 and will set future targets at that time.

PERFORMANCE GOAL 4: PROVIDE EXCEPTIONAL NEWS AND INFORMATION

Uniqueness ¹ Percent of weekly audience reporting that broadcaster presents information they cannot get from other media	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	Question has been incorporated into core questionnaire	Establish baselines during FY 2017 budget formulation	25	25	26
RFE/RL			32	34	35
RFA			No data yet	NA	NA
MBN			No data yet	NA	NA
OCB			NA	NA	NA

¹This is 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 uniqueness scores for RFA, MBN, and OCB.

STRATEGIC OBJECTIVE 2: REACH THE INFORMATION-DENIED, UNDERSERVED, AND TARGETS OF EXTREMIST RHETORIC AND VIOLENCE

In deciding where to broadcast, BBG considers the local media situation and prioritizes countries that lack a free or developed press. Special consideration is given to populations at risk of violence due to extremist rhetoric. In all target countries, BBG broadcasters seek to grow their audience base and reach those traditionally underserved by its broadcasts. Populations in the target countries are overwhelmingly young – a challenge but also a chance for us to connect with a demographic that in the main has never even heard of us. BBG’s current audiences are approximately 60 percent male and 40 percent female – an imbalance ripe for correcting. 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. BBG pays special attention to audiences in areas plagued by extremism, as extremist forces espouse a violent ideology and execute campaigns of terror that threaten U.S. and regional security and stymie free, open, democratic societies. Support for programming to these audiences is in the interests of U.S. national security.

- Prioritize countries lacking freedom and democracy or faced with 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 important countries where BBG’s products are urgently needed.
- Reach out to women and youth with the kinds of content and conversation they wish to have beyond traditional news and information paradigms.
- Sharpen audience segmentation and targeting to drive content strategies and better address gender and age demographics, as well as psychographic segments.
- Create country-specific content streams in existing languages to augment news and information for priority countries, e.g., Egypt, Mali.
- Serve as a conduit for the transmission of reporting from inside closed societies 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 Strategic Objective 2 with the following performance goals:

PERFORMANCE GOAL 1: ACHIEVE SIGNIFICANT AUDIENCE REACH IN ENVIRONMENTS SUBJECT TO EXTREMIST VIOLENCE

	FY 2014 Baseline ¹	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Maintain significant reach in Iraq ²	35.5%	35.5%	42.4%	43.5%	43.5%
Maintain significant reach in the Persian Gulf ³	3.9 million	4.0 million	4.0 million	4.0 million	4.0 million
Increase reach in Francophone Sub-Saharan Africa ⁴	8.9 million	8.9 million	8.9 million	10.0 million	11.0 million
Increase reach in Anglophone Sub-Saharan Africa ⁵	33.0 million	34.0 million	34.6 million	35.0 million	36.0 million
Increase weekly reach in Kenya	6.0% (Oct 2013)	0.5 percentage points additional weekly reach (over FY 2013/14 levels)	12.1% (Aug 2015)	1 percentage point additional weekly reach (over FY 2015 levels)	1 percentage point additional weekly reach (over FY 2016 levels)
Increase weekly reach in Tanzania	20.3% (Sep 2012)	0.5 percentage point additional weekly reach (over FY 2013/14 levels)	17.8% (Jun 2015)	1 percentage point additional weekly reach (over FY 2015 levels)	1 percentage point additional weekly reach (over FY 2016 levels)
Increase weekly reach in Nigeria	16.9% (Mar 2014)	2 percentage point additional weekly reach (over FY 2013/14 levels)	18.1% (Jun 2015)	1 percentage point additional weekly reach (over FY 2015 levels)	1 percentage point additional weekly reach (over FY 2016 levels)
Increase weekly reach in Niger	16.0% (Dec 2013)	0.5 percentage points additional weekly reach (over FY 2013/14 levels)	16.0% (Dec 2013)	1 percentage points additional weekly reach (over FY 2015 levels)	1 percentage points additional weekly reach (over FY 2016 levels)

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	FY 2014 Baseline ¹	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Achieve significant impact in markets where BBG operates an FM transmitter ⁶	Accra, Ghana: 4.8% Abidjan, Cote d'Ivoire: 14.5% Bamako, Mali: 7.6% Bangui, Central African Republic: 15.3% Freetown, Sierra Leone: 6.2% Hargeisa, Somalia: 41.3% Juba, South Sudan: 27.7% Kigali, Rwanda: 46.5% Nairobi, Kenya: 5.2% N'Djamena, Chad: 44.1% Nouakchott, Mauritania: no data Ougadougou, Burkina Faso: 9.9% ⁷ Bujumbura, Burundi: 27.3% Dakar, Senegal: 1.5% Monrovia, Liberia: 52.4% Sao Tome, Sao Tome and Principe: no data	7% weekly reach in each capital city with a new BBG FM transmitter	Accra, Ghana: 4.8% Abidjan, Cote d'Ivoire: 7.7% Bamako, Mali: 7.6% Bangui, Central African Republic: 15.3% Freetown, Sierra Leone: 38.5% Hargeisa, Somalia: 41.3% Juba, South Sudan: 27.7% Kigali, Rwanda: 46.5% Nairobi, Kenya: 23.4% N'Djamena, Chad: 44.1% Nouakchott, Mauritania: no data Ougadougou, Burkina Faso: 10.8% Bujumbura, Burundi: 12.0% Dakar, Senegal: 1.4% Monrovia, Liberia: 52.4% Sao Tome, Sao Tome and Principe: no data	VOA will continue tracking these indicators internally, but will discontinue reporting them externally in order to streamline performance reporting and preserve competitive advantage in these markets.	VOA will continue tracking these indicators internally, but will discontinue reporting them externally in order to streamline performance reporting and preserve competitive advantage in these markets.

¹ Multi-country estimates are presented in real numbers, rather than percentages, because of the potential high variations in percentages across covered countries.

² Iraq includes audience for Alhurra, Radio Sawa, and VOA Kurdish. (continued on next page)

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³ Survey dates for 2015 Actual: Bahrain (Dec 2014); Kuwait (Jan 2014); Qatar (Jun 14); Saudi Arabia (Nov 2012); UAE (Apr 11); Yemen (July 14); Total surveyed population of Arabs and Arab expatriates in 5 countries = 33.4 million

⁴ Survey dates for 2015 Actual: Benin (Jun 2013); Burkina Faso (May 2015); Burundi (Oct 2014); Cameroon (Apr 2013); Central African Republic (Nov 2012); Chad (Oct 2012); Congo, Brazzaville (Jun 2013); Congo, Kinshasa (Nov 2012); Cote d'Ivoire (Jun 2015); Guinea (Jun 2014); Mali (Dec 2013); Rwanda (May 2014); Senegal (May 2015).

⁵ Survey dates for 2015 Actual: Botswana (Sep 2014), Ghana (Nov 2013); Kenya (Aug 2015); Liberia (Sep 2012); Malawi (Oct 2014), Nigeria (Jun 2015); Sierra Leone (Apr 2015); Somalia (Feb 2013); South Africa (Nov 2014); South Sudan (Apr 2012); Tanzania (Jun 2015); Uganda (Jul 2012); Zambia (Dec 2014).

⁶ Survey dates are the same as above.

⁷ Reach in Ougadougou, Burkina Faso reflects radio and television audiences; it cannot be disaggregated.

PERFORMANCE GOAL 2: INCREASE AUDIENCE REACH IN ENVIRONMENTS LACKING INFORMATION

	FY 2014 Baseline	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Expand weekly audience reach in Burma	11.2% (Mar 2014)	+1 percentage points	11.2% (Mar 2014)	+2 percentage points	+2 percentage points
Expand weekly audience reach in Cambodia	30.8% (Jun 2014)	+1 percentage points	39.5% (May 2015)	+2 percentage points	+1 percentage point
Expand weekly audience reach in Vietnam	1.9% (Mar 2013)	+1 percentage points	3.6% (Mar 2015)	+0.5 percentage point	+0.5 percentage point
Expand digital audience reach in China	0.03% (Nov 2009)	+0.5 percentage points	0.25% (Jun 2014)	+0.25 percentage points	+0.25 percentage points

PERFORMANCE GOAL 3: REACH AUDIENCES WITH FACT-BASED, CREDIBLE INFORMATION IN ENVIRONMENTS TARGETED BY STATE-SPONSORED MISINFORMATION CAMPAIGNS

	FY 15 Actual	FY 2016 Target	FY 2017 Target
Increase reach in the Russian Federation	2.7% (Dec 2013)	Increase weekly reach by 1 percentage point over current level	Maintain FY 16 audience reach
Increase reach in Ukraine	20.8% (Apr 2014)	Reach 24% of adults on all platforms	Reach 25% of adults on all platforms
Increase reach in Moldova	8.3% (Oct 2010)	Reach 14% of adults on all platforms	Reach 20% of adults on all platforms
Increase reach in Kazakhstan	0.9% (Jan 2011)	Reach 1.5% of adults on all platforms	Reach 2% of adults on all platforms
Increase reach in Tajikistan	6.8% (Nov 2014)	Reach 10% of adults on all platforms	Reach 11% of adults on all platforms
Attract audiences in Estonia	5.2% (Aug 2015)	Reach 6% of adults on all platforms	Reach 7% of adults on all platforms
Attract audiences in Latvia	No data	Reach 3% of adults on all platforms	Reach 5% of adults on all platforms
Attract audiences in Lithuania	No data	Reach 3% of adults on all platforms	Reach 5% of adults on all platforms
Provide programming that audiences find trustworthy	Russia: 91.9% (Dec 2013) Ukraine: 93.4% (Apr 2014) Moldova: 88.8% (Oct 2010) Kazakhstan: no data Tajikistan: 87.8% (Nov 2014) Estonia: no data Latvia: no data Lithuania: no data	80% of weekly audience in each market consider information to be very or somewhat trustworthy	80% of weekly audience in each market consider information to be very or somewhat trustworthy

CONTEXTUAL INDICATORS:

2015 Freedom House Rankings	# of BBG target countries ranked as:		
	Not Free	Partly Free	Free
Freedom of the Press	61	51	10
Freedom in the World (political)	51	46	25

STRATEGIC OBJECTIVE 3: OVERCOME CENSORSHIP

For almost 70 years U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including 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. The Agency upholds the universal right of citizens everywhere to receive and impart information without restriction. 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.

- 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.
- 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.

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

PERFORMANCE GOAL 1: INCREASE TRAFFIC THROUGH INTERNET ANTI-CENSORSHIP PRODUCTS

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Increase proxy traffic through Ultrasurf	20,000 TB	21,900 TB	22,000 TB	18,250 TB	23,000 TB	23,000 TB
Increase proxy traffic through Psiphon	1,961 TB	4,125 TB	5,000 TB	8,900 TB	9,000 TB	10,000 TB
Increase satellite Internet traffic to Cuba	138 GB	17 GB	24 GB	9 GB	10 GB	10 GB
Number of messages sent via Piramideo	NA	3.1 million	5 million	6.9 million	8 million	10 million

Note: Satellite Internet traffic to Cuba decreased in FY 2014 due to contractual limitations on bandwidth. Bandwidth ran out in 2013 and people stopped using the system. Since acquiring new bandwidth, users have been slow to return. It is hoped that given time and increased funding, numbers can return to initial growth rate.

CONTEXTUAL INDICATOR:

2015 Freedom House Rankings	# of BBG target countries ranked as:	
	Not Free	Partly Free
Freedom on the Net	10	2

STRATEGIC OBJECTIVE 4: OPTIMIZE THE MEDIA MIX AND PROGRAM DELIVERY BY MARKET

It is essential that BBG reaches audiences on their preferred media platforms. Yet the Agency's distribution methods and means have lagged shifts in media use. BBG must therefore align how it delivers content with how consumers now access it. For traditional media, BBG must migrate to the most effective broadcast channels, including satellite TV and FM radio. The BBG must accelerate investment into growing and enhancing new distribution methods, with specific attention to social and mobile platforms. Considering the BBG has one of the world's largest affiliate networks, the Agency must aggressively expand and improve its affiliations and syndication of content in effective formats. 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.

- Increase distribution on platforms that BBG knows audiences are using – FM, satellite TV, and mobile devices – migrating away from legacy platforms where they do not reach audiences.
- 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, 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. Support audience's growing appetite for social media, TV, and video by purchasing equipment and rebuilding aging infrastructure and broadcasting facilities.
- Integrate and digitize all content – e.g. text, audio, photos, graphics, and video – on a common content management system to facilitate use across platforms, support on-demand needs of the audience, and increase use via syndication to affiliates.

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

PERFORMANCE GOAL 1: INCREASE WEB AND MOBILE TRAFFIC¹

	FY 2014 Target	FY 2014 Actual ²	FY 2015 Target ² (10% increase over FY14 levels)	FY 2015 Actual ²	FY 2016 Target (increase in visits over FY15 levels)	FY 2017 Target
VOA		4,948,200	5,443,000	5,990,400	10%	Achieve 10% increase in weekly visits over FY 2016 levels
RFE/RL	Roll out new analytics tool and establish baselines	5,911,900	6,503,100	7,890,400	Maintain	
RFA		922,700	1,015,000	764,700	Maintain	
MBN ³				249,400	10%	
Alhurra ³		147,200 ²	161,900 ²			
Sawa ³		243,000 ²	267,300 ²			
OCB			75,000	82,500	119,200	

¹ Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of web and mobile sites and languages. Numbers do not include some proxy visits. Traffic to apps is not included because it was not available for the full fiscal year for all broadcasters.

²In FY 2014, the BBG made an investment in enterprise-quality digital analytical systems to provide digital measurement and insights across all of its websites and mobile applications. This switch resulted in a data discontinuity that required rebaselining in FY 2014. For FY 2014, VOA, RFE/RL, RFA, and OCB numbers were based on the initial configuration of the new analytics tool; FY 2014 actuals and FY 2015 targets for MBN were based on the legacy analytics tool. FY 2015 actuals are based on the new analytics tool.

³Starting with the FY 2017 budget and FY 2015 PAR, BBG is reporting performance indicators for MBN overall and will discontinue reporting separately on Radio Sawa and Alhurra in subsequent years. This move brings them in line with the other broadcast entities.

PERFORMANCE GOAL 2: BUILD STRONG AFFILIATE RELATIONSHIPS

Number of affiliations (broadcast, online, and mobile)	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	2,252	1,838	1,900	2,088	2,192	2,302
RFE/RL	759	528	540	577	606	636
RFA	29	23	26	30	35	40

Note: In FY 2013, BBG changed its methodology for counting affiliates. This stemmed, in part, from an upgrade to its affiliate database to promote better communication with affiliates, as well as the growing importance of digital outlets. Where previously only high impact, high quality radio and TV affiliates with signed contracts were tallied, the affiliation indicator now counts all stations or outlets that regularly retransmit content from BBG networks. The methodology for counting affiliates was further refined in FY 2014. Previous estimates for RFE/RL were undercounted.

STRATEGIC OBJECTIVE 5: SERVE AS A ROBUST U.S. NEWS BUREAU AND CULTURAL BRIDGE

Representing American society and presenting and discussing U.S. policy are legislated mandates for the Agency and thus constitute mission imperatives. 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 them out 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.

- 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 Armenia, Bolivia, Turkey, et al.
- 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 posted on the Web.

PERFORMANCE GOAL 1: PROVIDE PROGRAMMING THAT INCREASES AUDIENCES’ UNDERSTANDING OF THE UNITED STATES

Understanding of U.S. society <i>Percent of weekly audience who report that the broadcasts have increased their understanding of U.S. society somewhat or a great deal</i>	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	66	67	60	62	65

Understanding of U.S. foreign policy <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>	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	64	65	61	62	65

STRATEGIC OBJECTIVE 6: EMPOWER CITIZEN INFORMATION GATHERING AND EXCHANGE

New and powerful web, mobile, and social media tools are enabling increasingly diverse voices to be heard around the world. 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. Social media is also changing the way news is gathered and distributed, requiring news organizations to adopt new work flows that allow them to use multiple platforms to deliver

content to a global audience. The Agency must aggressively pursue an innovation agenda that develops the next generation of content, tools, and distribution platforms.

- Nurture citizen journalism and channel user-generated content from inside repressive states.
- Link citizens within repressive societies 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.
- Build new partnerships to create tools that help us more efficiently and effectively translate content for a global audience around high-quality news and information.
- Pursue partnerships with technologists around the globe who are building the next generation of digital media technology through mobile and social media.
- Develop a suite of new media products that can be easily deployed by language services based on market consumption data, with an eye toward maximizing opportunities for user generated content, peer-to-peer sharing, and audience interactivity.

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

PERFORMANCE GOAL 1: INCREASE AUDIENCE INTERACTION VIA SOCIAL MEDIA

Digital Engagement Impact Index	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	System for automated collection of social media data rolled out in Q4 FY 2014.	Establish baselines.	Not reported this year due to a required reconfiguration of data collection tool.	Establish baselines.	Set targets during FY 2018 budget formulation.
RFE/RL					
RFA					
MBN					
OCB					

PERFORMANCE GOAL 2: INCREASE SHARING OF BBG PROGRAMMING

Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
VOA	54	54	52	53	54
RFE/RL	48	50	54	56	57
RFA	55	55	56	57	58
MBN	NA	NA	NA	Set baseline	Establish target during FY 2018 budget formulation
OCB	NA	NA	NA	NA	NA

Note: This measure is available for most countries that have been assessed by BBG media surveys since 2013. There is insufficient data to report on MBN target countries.

MANAGEMENT OBJECTIVE 1: TRANSFORM THE BBG INTO AN AGILE AND COST-EFFECTIVE ENTERPRISE, RESPONSIVE TO RAPID GEOPOLITICAL CHANGE AND ONGOING FISCAL CONSTRAINTS

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 lacking the agility essential to operate in a rapidly evolving global media environment and the standardization that enables rational resource allocations. Going forward, the Agency must undergo rapid and fundamental transformation in order to appropriately fulfill its charter amidst growing geo-political instability and substantial budgetary challenges.

- Enhance the Agency's technological platforms and workflows enabling it to continually adapt to global standards in content acquisition, manipulation, distribution, and audience consumption behaviors.
- Transform the workplace and increase collaboration by leveraging open space concepts.
- Make innovation a core value of how BBG works and interfaces with audiences and other stakeholders.
- Automate and streamline business processes and work flows.

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

COMPLETED PERFORMANCE GOAL: RESTRUCTURE AGENCY MANAGEMENT

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual
Pursue CEO appointment	CEO selected	Hire CEO	CEO was sworn in on September 3

PERFORMANCE GOAL 1: ENHANCE THE AGENCY'S TECHNOLOGICAL POSTURE

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Execute seamless transition to Internet and fiber optic content distribution to stations and uplinks	Multi-Protocol Linked Switches (MPLS) infrastructure put in place to facilitate satellite optimization. MPLS has replaced leased fiber optic cables. 80% of owned uplink facilities have MPLS connectivity.	100% of owned uplink facilities have MPLS connectivity. All satellite based circuits used for agency data (non-broadcast content) moved from satellite to terrestrial circuits. 15% of satellite-based distribution feeds transferred to terrestrial circuits.	80% of BBG owned/operated uplink facilities have 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.	OCB, PNN and VOA China TV (approx. 13%) of satellite-based distribution feeds transferred to terrestrial circuits (by end of 1Q). 40% of satellite-based distribution feeds transferred to terrestrial circuits.	50% of satellite-based distribution feeds transferred to terrestrial circuits.

PERFORMANCE GOAL 2: TRANSFORM WORKPLACE AND INCREASE COLLABORATION

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Leverage open space concepts	41% of total footprint	53% of total footprint	42% of total footprint	61% of total footprint	68% of total footprint

Note: 33% of the total footprint is technical space not suitable for open space concepts, e.g., conference rooms, data rooms, and broadcasting studios.

PERFORMANCE GOAL 3: AUTOMATE AND STREAMLINE KEY BUSINESS PROCESSES

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Complete business process reengineering and automation of business and media workflows	Automated time and attendance system has been delayed due to unavailability of funds; Analysis of financial, HR and payroll systems substantially underway in FY 2014 and completed in Q1 FY 2015.	Automate time and attendance system; Integrate financial, HR, payroll, and time and attendance systems; Automate invoice submission and processing.	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 all federal entities and incorporated into existing payroll (DFAS) system; Completion of Procure to Pay analysis; Begin integration of financial, HR, payroll, and time and attendance systems.	Integrate Procure to Pay into Momentum; Standardized annual procurement planning; Complete integration of financial, HR, payroll, and time and attendance systems; End-to-end high definition video workflows.

MANAGEMENT OBJECTIVE 2: LEVERAGE AND HARMONIZE AGENCY ASSETS AND BRANDS

The BBG is one of the world’s largest news-gathering and reporting enterprises with more than 80 language services, 50 overseas news bureaus, 4,000 employees, and 1,500 stringer reporters. Each of the Agency’s five broadcasters generates original reporting every day from and around the world’s hotspots – the Sahel and

Central Africa, 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 will remedy this by facilitating coordination between broadcast entities 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.

- Ensure coordinated and complementary mission-driven operations and content served by two BBG media entities.
- Build the internal content-sharing network, aligning internal editorial support and coordination, as needed.
- Channel original reporting from the language services to the central

newsrooms and across the BBG to get maximum mileage out of the content it currently produces.

- Harmonize news gathering, including stringer and correspondent networks, across the BBG to ensure required editorial coordination and avoid redundancy.
- Use BBG’s coordinated news gathering and reporting structures as assets to provide affiliates with greater value, through interactive segments and other special offerings.
- Complement original BBG reporting through curation, commissioning, and acquisition of external content.

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

PERFORMANCE GOAL 1: DEVELOP COORDINATED STRATEGIES, OPERATIONAL PLANS, AND BUDGETS FOR BBG LANGUAGE SERVICES IN COUNTRIES/REGIONS SERVED BY MORE THAN ONE NETWORK

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Establish shared strategies, operational plans, and budgets; enter evidence into SMART (Strategic Management and Audience Research Tool)	Shared strategies and plans for Iran, Ukraine, Caucasus, and Balkans	Asian markets served by VOA and RFA	Progress has been limited		
Establish coordinated goals and strategies for each target country/region	Launched BBG-wide Strategy Review, developing goals and targets for each country/region		Refined Strategy Review process with goals and targets tied to BBG Impact Model	Continue and refine Strategy Review process, aligning to Agency priorities and impact	Continue and refine Strategy Review process, further aligning to Agency priorities and impact

PERFORMANCE GOAL 2: INCREASE THE QUANTITY OF ORIGINAL REPORTING SHARED ACROSS LANGUAGE SERVICES

	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
Share content across language services	Various systems in place for sharing among language services and entities (e.g., News Share, VOA Insights, RFE/RL Editorial Agenda)	Build tracking mechanisms into existing systems and establish baseline for shared content	Tracking mechanisms have not been established	Increase coordination and content sharing, as assessed by Office of Performance Review, in key areas: <ul style="list-style-type: none"> • Reporting on Russia • Covering violent extremism • Influence of Iran • China and South China Sea • Cuba 	Increase coordination and content sharing, as assessed by Office of Performance Review, in key areas: <ul style="list-style-type: none"> • Reporting on Russia • Covering violent extremism • Influence of Iran • China and South China Sea • Cuba

MANAGEMENT OBJECTIVE 3: ENHANCE EMPLOYEE ENGAGEMENT, DEVELOPMENT, AND PRODUCTIVITY

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 through social media. BBG employees are most effective when they are well motivated, trained, and led. Continued efforts to equip and energize the entire BBG workforce are critical as

the Agency confronts mounting competitive pressures worldwide.

- 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 Management Objective 3 with the following performance goals:

PERFORMANCE GOAL 1: IMPROVE PERFORMANCE CULTURE OF AGENCY

Results-oriented performance culture index (from Federal Employee Viewpoint Survey)	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
BBG	46	44	46	47	48	50
Government-wide (for comparison)	51	51		52		

Note: Results for the 2015 FEVS are expected in September-October.

PERFORMANCE GOAL 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 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2017 Target
BBG	55	53	55	55	57	59
Government-wide (for comparison)	70	69		69		

DISCONTINUED PERFORMANCE GOAL: INCREASE PARTICIPATION IN HEALTH AND WELLNESS PROGRAM

Percentage of employees participating in Health and Wellness program (from Federal Employee Viewpoint Survey)	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2015 Actual
BBG	26	25	30	20

BBG is discontinuing the Health and Wellness Program performance goal. BBG’s new policy for meal periods, including the option of “no lunch,” allows employees greater flexibility but has decreased their participation in health and wellness activities.

REGIONAL ACCOMPLISHMENTS

BBG has established long-term performance objectives based on regional priorities. The following highlights each of the performance objectives, recent accomplishments, proposed program changes and FY 2017 annual performance objectives.¹

PERFORMANCE OBJECTIVE: REACH CRITICAL AUDIENCES IN THE MIDDLE EAST AND NORTH AFRICA

	FY 2015 (Estimate)	FY 2016 (Target)	FY 2017 (Target)
Measured Weekly Audience (in millions)*	25.7**	27.0	28.0

*In Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Sudan (Darfur), Tunisia, UAE, Yemen.

**The MENA reach is artificially low for FY 2015 because it does not include Syria, where the last-recorded weekly reach was 4.3 million. The last Syria survey was collected more than 5 years ago (2010), the cutoff date for including survey data in BBG’s calculations.

Program Accomplishments

MBN’s digital, television, and radio campaign, Raise Your Voice-Iraq encourages Iraqi citizens to speak out and address extremism and the underlying causes of terrorism.

Alhurra and Radio Sawa provided U.S. policymakers an opportunity to share information directly with Middle East audiences and ensure there is clear understanding of policies and intentions.

MBN provided truthful, objective accounts of events that were presented by other media outlets in biased, storied manners, including the murders of a Jordanian pilot and Egyptian Copts, a deadly attack on a museum in Tunis, ISIL's tightening grip on Ramadi, the

deteriorating situation in Yemen, and the Israeli Parliamentary election.

VOA Kurdish secured new television and radio affiliates in Iraqi Kurdistan and Turkey, as a result of its frontline video and audio reporting from fighting against ISIL in Syria and Iraq.

Notable Program Changes

Further developing digital distribution through an expansion of MBN's Raise Your Voice initiative to engage audiences in Egypt.

Continuing Raise Your Voice initiatives launched to counter violent extremism in Iraq and engage audiences across the Maghre

FY 2017 Performance Objectives

Produce engaging programming to serve as a platform for moderate voices the region, countering extremist narratives.

Launch a digital channel for audiences in Egypt with programming specific to their lives and their future.

PERFORMANCE OBJECTIVE: EXPAND AUDIENCE REACH IN STRATEGIC LOCATIONS IN THE NEAR EAST, SOUTH ASIA, CENTRAL ASIA AND EURASIA

	FY 2015 (Estimate)	FY 2016 (Target)	FY 2017 (Target)
Measured Weekly Audience (in millions)*	59.2	59.8	60.8

*In Abkhazia, Adygea, Afghanistan, Albania, Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia, Chechnya, Dagestan, Estonia, Georgia, Iran, Karachaevo-Cherkessia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Montenegro, Nagorno-Karabakh, Pakistan, Pakistan FATA, Russia, Serbia, South Ossetia, Sri Lanka, Tajikistan, Tatarstan, Transnistria, Turkey, Turkmenistan, Ukraine.

Program Accomplishments

■ In October 2014, RFE/RL and VOA launched *Current Time*, a joint production undertaken in partnership with public and private broadcasters and Internet portals in Azerbaijan, Belarus, Estonia, Georgia,

Latvia, Lithuania, Moldova, and Ukraine. The show presents a daily 30-minute mix of live news coverage, interviews, original features, and political satire and provides an alternate narrative to

that which is propagated by Russian-controlled TV. In September 2015, RFE/RL added a 30-minute daily edition for Central Asia.

- As a result of efforts to enhance collaboration in editorial operations and leverage assets more effectively, RFE/RL's Radio Farda launched hourly, five-minute TV news updates for satellite, Internet, and for inclusion in VOA's Persian News Network Satellite TV stream. These broadcasts will provide Iranian audiences with up-to-date news throughout the morning and early afternoon. VOA Persian provided breakthrough programming that reached one in four Iranians each week and increased live, breaking news broadcasts by 60 percent.
- VOA Deewa launched a daily one-hour program for women and a half-hour daily anti-terror program for youth in the Federally Administered Tribal Areas of Pakistan while also expanding its video coverage of surrounding areas. Radio Mashaal launched a

weekly program, *Towards Peace*, aimed at promoting dialogue and democracy as a means of conflict resolution in the tribal regions of Pakistan. The program talks to experts, tribal leaders and other relevant stakeholders to examine ways to achieve political goals, settle disputes and solve problems through non-violent means.

- VOA Ukrainian served as a de facto U.S. news bureau for four major Ukrainian national TV networks, countering active Russian propaganda in the Ukrainian language. It now reaches nearly one in five Ukrainian adults each week. As part of their anti-corruption program *Schemes*, RFE/RL's Ukrainian Service ran an investigation in February 2015 looking into how Ukrainian President Petro Poroshenko may have used his presidential influence to shut down investigations into a land deal on a historic site in the Ukrainian capital, Kyiv.

Notable Program Changes

- A series of "Next Generation" investments, targeting young people on digital platforms, engaging them across mobile and social media, with a focus on Russian pressure and ISIL tactics.
- Launching Raise Your Voice campaigns for Central Asia and the Balkans, including new digital media units and other youth engagement initiatives.
- Reallocating RFE/RL Persian-language radio resources in order to expand and enhance digital and TV operations to Iran.
- Making reductions at RFE/RL to the Kabul bureau and the Azerbaijani Service.

FY 2017 Performance Objectives

- Expand Russian language programming, using digital and traditional means to engage audiences about Russian pressure being applied in the region.
- Provide increased digital content for audiences in South and Central Asia and Iran, especially via social media, responding to terrorist inroads by ISIL.
- Create a digital forum to engage youth in Central Asia and the Balkans.
- Leverage the newsgathering assets of VOA and RFE/RL and increase coordination in countries where both networks broadcast.
- Build mobile and social media audiences in the Middle East and North Africa by producing original content targeted to emerging news audiences.

PERFORMANCE OBJECTIVE: FOCUS BROADCASTING TO AUDIENCES OF STRATEGIC PRIORITY IN EAST AND SOUTHEAST ASIA

	FY 2015 (Estimate)	FY 2016 (Target)	FY 2017 (Target)
Measured Weekly Audience (in millions)*	51.7	53.0	54.0

*In Burma, Cambodia, China, Indonesia, Laos, Mongolia, Philippines, Thailand, Vietnam.

Program Accomplishments

- RFA’s Uyghur Service was at the forefront of breaking news from inside China’s Xinjiang Uyghur Autonomous Region (XUAR), as well as the latest developments in the repatriations of Uyghurs to China. RFA’s Cantonese and Mandarin Services also enhanced coverage of ethnic unrest in the XUAR, with a special emphasis on Beijing’s draconian policies toward ethnic minorities.
- VOA Mandarin expanded use of WeChat, China’s largest social media platform, to evade censorship with weekly on-line live forums on American issues. In December 2014, RFA’s Mandarin Service launched 30-minute daily (Monday-Friday) satellite television using visuals sourced from citizen journalists in target areas, as well as the Service’s stringers across the Asia-Pacific region. In February, RFA’s Cantonese Service launched a weekly satellite television program highlighting rights violations in target areas.
- In February, RFA’s Tibetan Service launched satellite television featuring visuals sourced from

citizen journalists inside Tibet, as well as the Service’s stringers across the globe. The initial line-up consists of three 30-minute segments of original content per week. VOA Tibetan pioneered a highly successful and innovative approach to break through Chinese restrictions by broadcasting a QR (Quick Response) code that, when scanned with a mobile phone, bypasses the Chinese government’s firewall and links to the VOA Tibetan website.

- VOA Korean began working with South Korea’s largest media network to provide U.S. news that is beamed into the closed society of North Korea. RFA’s Korean Service launched a radio series on North Korean labor camps featuring exclusive interviews with former political prisoners.
- VOA and RFA Burmese Services added special programs in advance of the first free elections in Burma.

Notable Program Changes

None.

FY 2017 Performance Objectives

- Engage with and produce new video content for social/digital audiences in East Asia, especially in Burma, Cambodia, China, and Vietnam.
- Leverage the newsgathering assets of VOA and RFA, and increase coordination in countries where both networks broadcast.

PERFORMANCE OBJECTIVE: REACH NEW AUDIENCES WITH INCREASED ENGAGEMENT IN AFRICA

	FY 2015 Estimate	FY 2016 Target	FY 2017 Target
Measured Weekly Audience (in millions)*	51.9	53.0	55.0

*In Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo Brazzaville, Cote d'Ivoire, DR Congo, Ethiopia, Ghana, Guinea, Kenya, Liberia, Malawi, Mali, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe.

Program Accomplishments

- VOA, the only international source of news and information in Kirundi, expanded Central African broadcasts after government shutdowns of private radio and social media in Burundi.
- VOA expanded Hausa and Swahili language reporting from the center of Boko Haram violence in Nigeria, Niger, Chad, and Cameroon.
- VOA intensively covered presidential elections in Nigeria in both English and Hausa, investigating of key issues such as voter fraud, and was widely credited with helping diffuse tensions and avoid partisan violence. VOA held country’s first-ever pre-election town halls and candidate joint appearances, and reached record digital audiences in Hausa with 6.5 million page views.
- The BBG continues to install FM transmitters in strategically important locations in Africa. VOA began broadcasting in Bujumbura, Burundi and Gao and Timbuktu, Mali in 2015 and Goma, Lubumbashi, and Kisangani, DRC in 2016.

Notable Program Changes

None.

FY 2017 Performance Objective

Provide strong coverage of violent extremism in Africa.

PERFORMANCE OBJECTIVE: EXPAND AUDIENCE REACH IN STRATEGIC LOCATIONS OF LATIN AMERICA.

	FY 2014 Actual	FY 2015 Target	FY 2016 Target
Measured Weekly Audience (in millions)*	37.5	37.5	37.5

*In Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela.

Program Accomplishments

- Despite the Cuban government’s attempts to block OCB’s signals, it is estimated that 2.2 million Cubans listen to Radio Marti every week, based on the results of the first national survey of Cubans living in Cuba conducted in decades by Bendixen and Amanti International for *Univision Noticias* and *Fusion* in collaboration with *The Washington Post*. As more Latin American governments adopted a more

repressive approach to media, VOA Spanish provided a lifeline of news and analysis from the United States and the region, securing new high-impact affiliates in Ecuador and Venezuela.

- Radio Martí launched *Puente*, a news program dedicated to informing the people of Cuba on the process of normalization of relations between the U.S. and Cuba.
- VOA Spanish provided extensive coverage of U.S.-Cuba talks for

affiliates throughout Latin America. Dozens of the service's television, radio and online partners aired President Obama's announcements live, with Spanish translation, followed by VOA reporters adding context to the story.

- OCB's SMS-based social network *Piramideo* has grown to more from 11,300 subscribers in 2013 to 723,000 members as of September 2015.

Notable Program Change

- Establishing a new Spanish language international media non-Federal organization that would receive a BBG grant. The new grantee

organization would perform the functions of the current OCB.

FY 2017 Performance Objectives

- Increase engagement with audiences in Cuba on all platforms, including greater use of user generated content and social media.
- Expand affiliate partnerships in Latin America in support of free press and free expression.
- Increase coordination between VOA Latin America Division and OCB to maximize resources and avoid content overlapping.

PERFORMANCE OBJECTIVE: ALIGN ESSENTIAL SUPPORT FUNCTIONS WITH BROADCASTING IMPLEMENTATION STRATEGIES AND PERFORMANCE GOALS

Program Accomplishments

- The BBG created the Office of Workforce Support and Development (OWSD). A major component of the office is the Learning Group, which focuses on facilitating more peer to peer learning events and initiated a shift to more online training opportunities.
- BBG's Office of Strategy and Development (OSD) continued a successful "U.S. Bureau" affiliate strategy. Based on placing interactive reports on local affiliates, this strategy has been tremendously successful in markets from Latin America to sub-Saharan Africa.
- BBG's Office of Digital and Design Innovation (ODDI) continued its award winning efforts with the release of new enhancements to its suite of mobile applications for smart phones for all BBG networks. These applications now feature more live streaming audio and video options for breaking news coverage and improved social media integrations.
- BBG's Office of Research and Assessment (ORA), working with Research Directors from each BBG network, designed and commissioned approximately 60 audience research studies during FY 2015. Survey data is used to provide strategic audience and platform use data for key markets.
- As part of an effort to reduce costs and move toward a more agile and advanced global delivery data network, BBG's Office of Technology, Services, and Innovation completed the first phase of the Agency migration from expensive, dedicated transoceanic satellite and fiber circuits to more flexible and less expensive digital Multi-Protocol Label Switching (MPLS) circuits. In 2015, TSI added MPLS capability to BBG sites at RFE/RL Prague, MBN Springfield, OCB Miami and RFA Washington.
- In FY 2015, the Internet Anti-Censorship (IAC) team countered online censorship in 13 countries and supported 21 BBG language services. The team expanded use of a mobile application for Android devices that incorporates a social news reader, social reporter to accept user-generated content, and real-time chat functionality targeted at users in China and Iran. In addition, the IAC translated application modules into Russian and Ukrainian in order to circumvent additional government sponsored censorship in that region.

- IBB is leading a comprehensive reform of agency acquisitions and issued a solicitation that will create a new structure for acquiring contractor personnel to support VOA and OCB programming. This

structure streamlines administration of these contracts and significantly reduces the administrative burden for a significant portion of the Agency's workforce.

Notable Program Changes

- Increase in qualitative and impact research.
- Infrastructure improvements, including expansion of global distribution capability and next generation broadcast production.
- Realignment of transmission station network and satellites and infrastructure improvements.
- Reducing transmitting station network, MW transmissions, and worldwide procurement to match our network capabilities to evolving media preferences and available resources.
- Administrative reductions, including overtime, service contracts, training, travel, affiliate leases, and contract expenses.

FY 2017 Performance Objectives

- Use research to identify appropriate target audiences and their preferred media, with the formats and content that appeal to them, and assess the impact of BBG programming.
- Realign BBG transmissions to maximize the effectiveness of program delivery resources.
- Provide cutting-edge circumvention tools to audiences and independent media outlets in countries that restrict and censor Internet access.
- Support initiatives to improve financial, performance and budget integration as well as financial and acquisition processes.
- Provide enterprise-wide technical support for digital and social media innovation.
- Build strong and collaborative relationships with affiliate partners in target markets.
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.
- Carry out BBG's mission and goals with a workforce that is agile, skilled, diverse, well-led and motivated.
- Address BBG's most critical infrastructure maintenance and repair requirements.

PERFORMANCE BUDGET APPENDIX: INFORMATION ON KEY PERFORMANCE INDICATORS

This section explains the main performance indicators that BBG has used historically, and the verification and validation of these indicators. The performance goals contained in this annual performance plan use these indicators, along with new milestones and indicators. BBG will continue to refine these indicators and develop appropriate verification and validation procedures for them. A full description of all BBG performance indicators can be found in the Agency's Performance and Accountability Report (PAR), available on the BBG website (www.bbg.gov).

Measured Weekly Audience: This indicator measures the number of people in target areas listening to or viewing BBG programming or online materials in the past week. The measure is obtained for each language service (except Spanish-to-Cuba, Korean,

All of the following indicators marked with an asterisk (*) 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.)

Uyghur, and Tibetan) and for the countries served by the BBG that were surveyed within the past five years. It is based upon the measurement of the "regular listening audience," a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV or Internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample. 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. Additionally, political volatility in certain markets may prevent the measurement of current reach for services broadcasting to these areas, such as in the case of Syria.

- In some markets where data is between 2 and 5 years old, the question may not have yet been part of the standard questionnaire.
- Furthermore, the scores presented in this section are simple averages of all such scores obtained by an entity. In the future, the BBG will move towards a weighted average that takes audience size by market into account when calculating the average in order to provide a more meaningful score.

Program Credibility*: This indicator is determined by the survey question about trustworthiness of news and information of those sampled respondents who listened to or viewed each station at least once a 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 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.

Understanding of current events*: This indicator is determined by the survey question asking weekly 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 measures 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.”

Uniqueness*: This indicator is determined by the survey question asking weekly 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 measures the percent of those answering the question in the survey who chose “very little” or “none.”

Proxy traffic: Proxy traffic through Ultrasurf measures the volume of Internet traffic through the Ultrasurf, a BBG-supported proxy tool for circumventing Internet censorship. Proxy traffic through Psiphon measures the volume of Internet traffic through the Psiphon, a BBG-supported proxy tool for circumventing Internet censorship. Satellite Internet Traffic to Cuba measures the volume of Internet traffic through BBG’s satellite Internet link to Cuba. Number of messages sent via Piramideo measures traffic through OCB’s social networking tool, Piramideo.

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.

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. In FY 2013, the BBG changed its methodology for counting affiliates. This stemmed, in part, from an upgrade to its affiliate database to promote better communication with affiliates, as well as the growing importance of digital outlets. Where previously only high impact, high quality radio and TV affiliates with signed contracts were tallied, the affiliation indicator now counts all stations or outlets that regularly retransmit content from BBG networks.

Understanding of American Society*:

This indicator is determined by the survey question asking weekly 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 measures 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."

Understanding of U.S. Foreign Policy*:

This indicator is determined by the survey question asking weekly 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, very little, or not at all. The understanding indicator measures 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."

Digital Engagement Impact Index: This indicator measures the total number of engagement actions on currently measurable platforms, currently Facebook and Twitter. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content: liking or favoriting a BBG post, commenting on a BBG post, sharing a BBG post, @mentioning a BBG account (Twitter only), liking or following a BBG account or profile.

Sharing of programming*: This indicator is determined by the survey question asking weekly 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 measures the percent of those answering the question in the survey who chose "Daily or most days per week" or "At least once a week."

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, measurements are performed independently of the elements being evaluated. VOA, OCB, RFE/RL, RFA and MBN audience research is carried out by an outside research contractor, currently Gallup. The appropriate network research director computes network-wide performance values, and sends them to the BBG research manager 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.

Appendix Attachment A: Budget Charts

The Broadcasting Board of Governors
Voice of America (VOA)
Summary of Appropriated Funds
FY 2015 - FY 2017
(\$ in thousands)

Voice of America	FY 2015 Actuals	FY 2016 Progam Plan	FY 2017 Request
VOA Director¹	\$ 8,358	\$ 16,533	\$ 9,259
Associate Director, Operations			
Associate Director of Operations	\$ 4,492	\$ 3,168	\$ 3,214
Central Production Services Division	\$ 12,678	\$ 10,612	\$ 9,278
Radio and Multimedia Operations	\$ 528	\$ 1,729	
Operations Support Division	\$ 20,339	\$ 20,999	\$ 23,137
Technical Support Division	\$ 9,380	\$ 8,582	\$ 7,688
Total, Associate Director, Operations	\$ 47,417	\$ 45,090	\$ 43,317
Associate Director, Language Programming	\$ 5,563	\$ 5,511	\$ 5,794
Africa Division			
Division Chief	\$ 2,342	\$ 3,409	\$ 4,783
Bambara Service	\$ 96	\$ 297	\$ 305
Central Africa (Kinyarwanda, Kirundi)	\$ 1,127	\$ 1,207	\$ 1,290
French To Africa Service	\$ 3,156	\$ 3,675	\$ 4,368
French to Trans Sahel / Central African Republic	\$ 16	\$ 370	\$ -
Hausa Service	\$ 2,785	\$ 2,342	\$ 2,826
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	\$ 2,347	\$ 2,084	\$ 2,355
Lingala Service	\$ -	\$ -	\$ -
Portuguese Service	\$ 1,151	\$ 1,619	\$ 1,613
Somali Service	\$ 1,401	\$ 1,528	\$ 1,964
Swahili Service	\$ 1,367	\$ 1,599	\$ 1,674
Zimbabwe/Shona/Ndebele/English	\$ 867	\$ 597	\$ 982
Total, Africa Division	\$ 16,655	\$ 18,727	\$ 22,160
East Asia & Pacific Division			
Division Chief	\$ 2,173	\$ 1,252	\$ 1,213
Burmese Service	\$ 3,004	\$ 2,514	\$ 3,139
Cantonese Service	\$ 1,101	\$ 1,030	\$ 1,173
Indonesian Service	\$ 5,939	\$ 5,176	\$ 6,103
Khmer Service	\$ 2,096	\$ 2,134	\$ 2,390
Korean Service	\$ 2,862	\$ 2,619	\$ 2,889
Lao Service	\$ 809	\$ 670	\$ 746
Mandarin Service	\$ 12,131	\$ 10,994	\$ 12,454
Thai Service	\$ 787	\$ 896	\$ 911
Tibetan Service	\$ 3,577	\$ 2,921	\$ 3,305
Vietnamese Service	\$ 1,689	\$ 1,903	\$ 2,215
Total, East Asia & Pacific Division	\$ 36,168	\$ 32,109	\$ 36,538
Eurasia Division			
Division Chief	\$ 1,063	\$ 994	\$ 2,772
Albanian Service	\$ 1,595	\$ 1,219	\$ 1,338
Armenian Service	\$ 425	\$ 524	\$ 539
Bosnian Service	\$ 813	\$ 771	\$ 826
Georgian Service	\$ 565	\$ 431	\$ 594
Greek Service	\$ 185	\$ -	\$ -
Macedonian Service	\$ 322	\$ 306	\$ 348
Russian Service	\$ 3,764	\$ 5,346	\$ 7,217
Serbian Service	\$ 1,233	\$ 1,125	\$ 1,233
Ukrainian Service	\$ 1,920	\$ 1,683	\$ 2,577
Total, Eurasia Division	\$ 11,885	\$ 12,399	\$ 17,444

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Latin America Division			
Division Chief	\$ 565	\$ 562	\$ 557
Creole Service	\$ 1,198	\$ 1,190	\$ 1,153
Spanish Service	\$ 2,834	\$ 2,900	\$ 3,067
Production Unit	\$ 466	\$ 425	\$ 545
Total, Latin America Division	\$ 5,063	\$ 5,077	\$ 5,322
South Asia Division			
Division Chief (South Asia + NECA)	\$ 3,026	\$ 3,060	\$ 2,861
Afghanistan Service	\$ 1,909	\$ 1,852	\$ 2,551
Dari	\$ 2,395	\$ 2,272	\$ 2,772
Pashto	\$ 2,580	\$ 2,308	\$ 2,617
VOA Radio Deewa (Pashto) ^{2,3}	\$ 2,732	\$ 4,842	\$ 2,869
Azerbaijani Service	\$ 669	\$ 650	\$ 662
Bangla Service	\$ 1,185	\$ 1,159	\$ 1,524
Kurdish Service ^{2,3}	\$ 2,478	\$ 2,688	\$ 3,249
Turkish Service ^{2,3}	\$ 1,606	\$ 2,464	\$ 2,104
Urdu Service	\$ 3,154	\$ 4,382	\$ 5,626
Uzbek Service	\$ 669	\$ 680	\$ 690
Total, South Asia Division	\$ 22,403	\$ 26,357	\$ 27,525
VOA Persian	\$ 13,956	\$ 13,511	\$ 13,501
English Division			
Division Chief	\$ 1,067	\$ 759	\$ 624
English To Africa Service	\$ 4,195	\$ 4,409	\$ 4,442
All other programs	\$ 11,529	\$ 8,548	\$ 8,964
Total, English Division	\$ 16,791	\$ 13,716	\$ 14,030
Central News			
VOA Central News	\$ 17,327	\$ 21,138	\$ 21,096
Home Leave & Transfer (HLT)	\$ -	\$ 212	\$ 207
Total, Central News	\$ 17,327	\$ 21,350	\$ 21,303
Domestic Bureaus			
Houston	\$ 194	\$ 182	\$ 192
Los Angeles	\$ 275	\$ 292	\$ 315
New York	\$ 887	\$ 816	\$ 836
Total, Domestic Bureaus	\$ 1,356	\$ 1,290	\$ 1,343
Overseas Bureaus and News Centers			
Bangkok	\$ 890	\$ 1,028	\$ 771
Beijing	\$ 762	\$ 671	\$ 807
Cairo	\$ 340	\$ 392	\$ 370
Dakar	\$ 237	\$ 151	\$ 152
Hong Kong	\$ 243	\$ 151	\$ 261
Islamabad	\$ 379	\$ 362	\$ 394
Jakarta	\$ 328	\$ 295	\$ 292
Jerusalem	\$ 426	\$ -	\$ -
Johannesburg	\$ 698	\$ 706	\$ 741
London	\$ 1,856	\$ 1,770	\$ 1,783
Moscow	\$ 358	\$ 357	\$ 369
Nairobi	\$ 370	\$ 404	\$ 402
New Delhi	\$ -	\$ -	\$ -
Seoul	\$ 550	\$ 554	\$ 534
Total, Overseas Bureaus	\$ 7,437	\$ 6,841	\$ 6,876
TOTAL, Voice of America	\$ 210,379	\$ 218,511	\$ 224,412

¹ Includes: \$9.9M in FY 16 for VOA Contractor costs for consolidated contract² Includes: \$5.0M in FY 14/15 & 15/16 OCO actual expenditures in FY 15³ Includes: \$4.8M in FY 16 for Deewa, Turkish and Kurdish

The Broadcasting Board of Governors
Office of Cuba Broadcasting (OCB)
Summary of Appropriated Funds
FY 2015 - FY 2017
(\$ in thousands)

Office of Cuba Broadcasting	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
OCB Directorate and Advisory Board	\$ 1,057	\$ 1,126	\$ 1,126
Administration	\$ 3,753	\$ 3,916	\$ 3,916
Radio Marti	\$ 5,394	\$ 4,980	\$ 4,980
New Media	\$ 1,025	\$ 1,230	\$ 1,230
Central News	\$ 4,493	\$ 4,528	\$ 4,528
TV Marti	\$ 5,637	\$ 5,170	\$ 5,170
Technical Operations	\$ 2,958	\$ 2,775	\$ 3,483
Greenville Transmitting Station	\$ 2,771	\$ 2,908	\$ 2,442
Computer Services	\$ 982	\$ 973	\$ 225
TOTAL, Office of Cuba Broadcasting	\$ 28,070	\$ 27,606	\$ 27,100

The Broadcasting Board of Governors
International Broadcasting Bureau (IBB)
Summary of Appropriated Funds
FY 2015 - FY 2017
(\$ in thousands)

International Broadcasting Bureau	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Director, International Broadcasting Bureau			
Total, Director, International Broadcasting Bureau	\$ 6,671	\$ 4,500	\$ 5,304
Office of Chief Financial Officer			
Total, Office of Chief Financial Officer	\$ 11,508	\$ 10,645	\$ 10,829
Office of Strategy and Development			
Total, Office of Strategy and Development	\$ 12,233	\$ 13,813	\$ 13,398
Office of Communications and External Affairs	\$ 1,654	\$ 1,746	\$ 1,746
Office of General Counsel	\$ 1,774	\$ 1,999	\$ 1,999
Office of Digital and Design Innovation	\$ 5,365	\$ 4,816	\$ 4,816
Office of Performance Review	\$ 2,057	\$ 1,927	\$ 1,927
Office of Research and Assessment	\$ 5,875	\$ 6,347	\$ 8,607
Office of Contracting and Procurement	\$ 3,228	\$ 3,233	\$ 3,233
Office of Human Resources	\$ 5,498	\$ 5,447	\$ 5,445
Office of Workforce Support and Development	\$ 1,581	\$ 1,828	\$ 1,830
Office of Civil Rights	\$ 945	\$ 1,088	\$ 1,088
Office of Policy	\$ 994	\$ 914	\$ 914
Office of Security	\$ 1,884	\$ 1,957	\$ 1,957
TOTAL, International Broadcasting Bureau	\$ 61,267	\$ 60,260	\$ 63,093

**The Broadcasting Board of Governors
Office of Technology, Services, and Innovation (TSI)
Summary of Appropriated Funds
FY 2015 - FY 2017**

(\$ in thousands)

Office of Technology, Services, and Innovation	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Technology, Services, and Innovation Director			
Director	\$ 215	\$ 213	\$ 219
OCB Salaries	\$ 1,116		
Home Leave & Transfer (HLT)	\$ 215	\$ 589	\$ 375
Total, Technology Services and Innovation Director	\$ 1,546	\$ 802	\$ 594
Office of the CIO	\$ 7,986	\$ 8,305	\$ 7,706
Internet Freedom; Anti-Censorship	\$ 13,198	\$ 15,000	\$ 12,500
Global Networks Division	\$ 6,198	\$ 5,599	\$ 6,887
Satellites	\$ 20,620	\$ 21,266	\$ 18,701
Total, Office of the CIO	\$ 48,002	\$ 50,170	\$ 45,794
Resource Directorate	\$ 2,602	\$ 2,633	\$ 2,933
Project Management	\$ 1,224	\$ 1,072	\$ 1,273
Facilities Management	\$ 35,152	\$ 35,598	\$ 40,991
Total, Resource Directorate	\$ 38,978	\$ 39,303	\$ 45,197
Information Technology Directorate	\$ 14,410	\$ 12,668	\$ 15,070
Technology Support Directorate	\$ 9,649	\$ 8,929	\$ 9,880
Engineering and Transmission Directorate	\$ 178	\$ 181	\$ 181
Broadcast Technologies Division	\$ 2,467	\$ 2,098	\$ 2,695
Operations Division	\$ 1,973	\$ 1,860	\$ 2,298
Leased Transmissions	\$ 7,051	\$ 7,507	\$ 6,351
FM Transmissions	\$ 549	\$ 1,010	\$ 10,338
Worldwide Procurement (WWP)	\$ 4,136	\$ 2,961	\$ 4,170
Total, Operations Division	\$ 13,709	\$ 13,338	\$ 23,157
Stations Division			
<i>Domestic Transmitting Stations</i>			
Tinian	\$ 4,445	\$ 6,199	\$ 6,730
Total, Domestic Stations	\$ 4,445	\$ 6,199	\$ 6,730
<i>Overseas Transmitting Stations</i>			
Afghanistan	\$ 4,129	\$ 3,491	\$ 2,580
Botswana	\$ 2,031	\$ 2,244	\$ 2,340
Germany	\$ 11,655	\$ 12,025	\$ 12,840
Kuwait	\$ 11,797	\$ 12,382	\$ 4,724
Philippines	\$ 6,353	\$ 6,108	\$ 4,601
Sao Tome	\$ 4,440	\$ 4,291	\$ 4,282
Sri Lanka	\$ 2,392	\$ 2,868	\$ 2,861
Thailand	\$ 3,437	\$ 3,315	\$ 3,386
Network Realignment Reduction			\$ (5,700)
Total, Overseas Stations	\$ 46,234	\$ 46,724	\$ 31,914
Monitoring Offices	\$ 993	\$ 949	\$ 1,088
TOTAL, Office of Technology, Services, and Innovation	\$ 180,611	\$ 181,361	\$ 182,300

The Broadcasting Board of Governors
Radio Free Europe/Radio Liberty (RFE/RL)
Summary of Appropriated Funds
FY 2015 - FY 2017

(\$ in thousands)

Radio Free Europe/Radio Liberty (RFE/RL)	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Programming Division			
Director	\$ 2,192	\$ 2,146	\$ 2,149
Digital Response Team	\$ 202		
Multimedia Strategy, Development and Training	\$ 1,516	\$ 1,741	\$ 2,444
Marketing & Affiliates	\$ 747	\$ 1,299	\$ 1,399
Language Services			
Armenian	\$ 1,659	\$ 1,794	\$ 1,996
Azerbaijani	\$ 1,868	\$ 2,074	\$ 1,577
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	\$ 4,296	\$ 4,534	\$ 4,000
Belarusian	\$ 2,403	\$ 2,439	\$ 2,442
Georgian	\$ 2,070	\$ 2,141	\$ 2,694
Kazakh	\$ 1,552	\$ 1,702	\$ 2,454
Kyrgyz	\$ 1,710	\$ 1,756	\$ 2,258
Radio Farda (Persian)	\$ 7,434	\$ 8,093	\$ 8,078
Radio Free Afghanistan (Dari and Pashto)	\$ 5,190	\$ 5,240	\$ 5,098
Radio Free Iraq (Arabic)	\$ 2,045		
Radio Mashaal (Pashto)	\$ 3,190	\$ 3,288	\$ 3,294
Regional Programming	\$ 1,369	\$ 6,737	\$ 13,411
Romanian to Moldova	\$ 1,739	\$ 1,734	\$ 2,035
Russian	\$ 6,896	\$ 7,701	\$ 8,498
North Caucasus Unit (Avar, Chechen and Circassian)	\$ 1,320	\$ 1,335	\$ 1,554
Tajik	\$ 1,603	\$ 1,766	\$ 2,519
Tatar-Bashkir	\$ 846	\$ 1,003	\$ 1,113
Turkmen	\$ 617	\$ 745	\$ 1,496
Ukrainian	\$ 3,264	\$ 3,201	\$ 3,203
Uzbek	\$ 1,490	\$ 1,597	\$ 2,350
News and Current Affairs	\$ 5,700	\$ 5,602	\$ 5,270
Total, Programming Division	\$ 62,918	\$ 69,668	\$ 81,332
Office of President	\$ 4,578	\$ 4,745	\$ 4,644
Technology Division	\$ 24,276	\$ 27,628	\$ 28,752
Finance Division	\$ 3,447	\$ 6,573	\$ 6,410
Balances In/Recoveries			
Balances Out	\$ 6,509		
Transfers to Buying Power Maintenance Fund	\$ 2,214		
Istanbul Bureau Investment		\$ -	\$ -
TOTAL, Radio Free Europe/Radio Liberty (RFE/RL)	\$ 103,942	\$ 108,614	\$ 121,138

*NOTE: Radio Free Iraq (RFI) has shifted to MBN in the FY 2015 Program Plan. Funding was \$2.089M – FY 2014 and \$1.0M – FY 2015

The Broadcasting Board of Governors
Radio Free Asia (RFA)
Summary of Appropriated Funds
FY 2015 - FY 2017
(\$ in thousands)

Radio Free Asia	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Programming Division			
Executive Editor	\$ 2,818	\$ 2,897	\$ 2,764
Program Services			
Burmese Service	\$ 1,820	\$ 1,943	\$ 1,886
Cambodian Service	\$ 815	\$ 1,003	\$ 976
Cantonese Service	\$ 1,079	\$ 1,088	\$ 1,089
Korean Service	\$ 2,338	\$ 2,476	\$ 2,429
Laotian Service	\$ 1,134	\$ 1,197	\$ 1,219
Mandarin Service	\$ 4,696	\$ 4,897	\$ 4,820
Tibetan Service	\$ 4,059	\$ 4,221	\$ 4,126
Uyghur Service	\$ 1,229	\$ 1,339	\$ 1,321
Vietnamese Service	\$ 1,639	\$ 1,639	\$ 1,668
Program Offices			
Bangkok Office	\$ 223	\$ 131	\$ 131
Dharamsala Office	\$ 28	\$ 15	\$ 16
Hong Kong Office	\$ 445	\$ 479	\$ 482
Phnom Penh Office	\$ 602	\$ 435	\$ 438
Rangoon Office		\$ 463	\$ 425
Seoul Office	\$ 445	\$ 482	\$ 479
Taipei Office	\$ 117	\$ 127	\$ 137
Yangon	\$ 501		
Total, Programming Division	\$ 23,988	\$ 24,832	\$ 24,406
Office of the President	\$ 725	\$ 823	\$ 778
Pilot Project - CVE	\$ 158		
Research, Training, and Evaluation	\$ 481	\$ 510	\$ 486
Open Technology Fund	\$ 6,531		
Technical Operations	\$ 6,907	\$ 6,568	\$ 6,213
<i>Less Seagull Transmitter</i>	\$ (250)		
HQ Facilities	\$ 3,572	\$ 3,784	\$ 3,836
Communications	\$ 301	\$ 305	\$ 324
Finance	\$ 1,527	\$ 1,682	\$ 1,699
Human Resources	\$ 296	\$ 261	\$ 258
Balances/Recoveries OTF FY2014 No-Year Funds	\$ (2,557)		
Balances/Recoveries FY2015 RFA Carryover	\$ 550		
Balances/Recoveries OTF FY2015 OTF No-Year Funds	\$ 1		
TOTAL, Radio Free Asia	\$ 42,230	\$ 38,765	\$ 38,000

The Broadcasting Board of Governors
Middle East Broadcasting Networks, Inc. (MBN)
Summary of Appropriated Funds
FY 2015 - FY 2017

(\$ in thousands)

Middle East Broadcasting Networks, Inc.	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Programming			
Alhurra	\$ 27,335	\$ 31,027	\$ 28,700
Alhurra Iraq	\$ 4,431	\$ 4,032	\$ 4,030
Radio Sawa	\$ 8,930	\$ 8,667	\$ 7,114
MBN Digital	\$ 2,765	\$ 598	\$ 573
Afia Darfur	\$ 568	\$ 9,764	\$ 10,871
Total, Programming	\$ 44,029	\$ 54,088	\$ 51,288
Overseas Offices			
Baghdad Bureau	\$ 4,984	\$ 5,664	\$ 5,714
Erbil	\$ 682	\$ 671	\$ 679
Beirut Production Center	\$ 4,321	\$ 4,260	\$ 4,286
Cairo Bureau	\$ 3,092	\$ 4,009	\$ 2,612
Dubai Production Center	\$ 6,922	\$ 6,981	\$ 7,057
Jerusalem Production Center	\$ 2,371	\$ 2,442	\$ 2,464
Rabat	\$ 418	\$ 1,296	\$ 1,169
Tunis		\$ 193	\$ 194
Tripoli Maghreb #3			
Benghazi Maghreb #4			
Investment UAE Bureau			
Total, Overseas Offices	\$ 22,790	\$ 25,516	\$ 24,175
Technical Operations	\$ 23,721	\$ 22,123	\$ 22,109
Administration	\$ 11,784	\$ 11,979	\$ 11,643
Creative Services	\$ 2,447	\$ 2,493	\$ 2,491
Communications	\$ 404	\$ 394	\$ 394
Balances In - Recoveries	\$ (560)	\$ (2,130)	
Balances In-Base	\$ 2,738	\$ (2,738)	
Balances In - OCO	\$ 2,055	\$ (2,055)	
TOTAL, Middle East Broadcasting Networks, Inc.	\$ 109,408	\$ 109,670	\$ 112,100

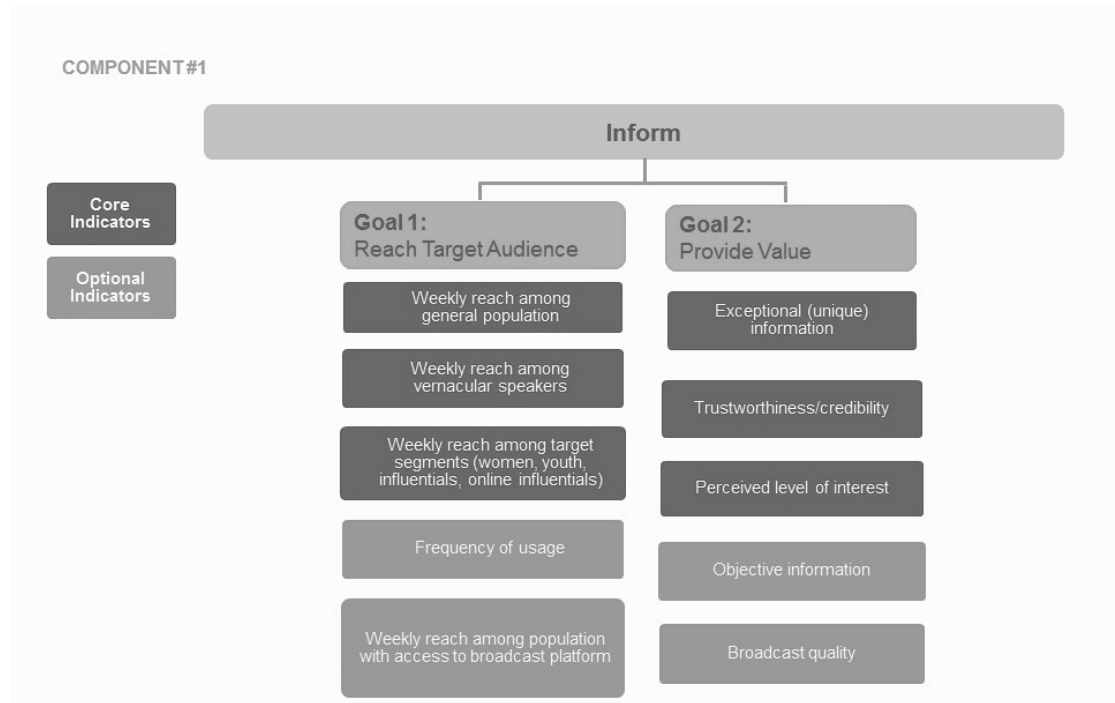
The Broadcasting Board of Governors
Broadcasting Capital Improvements (BCI)
Summary of Appropriated Funds
FY 2015 - FY 2017
(\$ in thousands)

Broadcasting Capital Improvements	FY 2015 Actuals	FY 2016 Program Plan	FY 2017 Request
Maintenance, Improvements, Replace and Repair (MIRR)			
Continuing M&R	\$ 2,458	\$ 2,068	\$ 2,068
VOA TV M&R	\$ 500	\$ 573	\$ 573
Security M&R	\$ 375	\$ 542	\$ 542
HVAC System M&R	\$ 551	\$ 515	\$ 515
Office of Cuba Broadcasting	\$ 387	\$ 133	\$ 483
Upgrade of Existing Facilities Projects	\$ 1,932		
Kuwait Transmitting Continued Expansion			\$ 4,550
Satellites			
Satellite & Terrestrial Program Feeds	\$ 1,797	\$ 969	\$ 969
TOTAL, Broadcasting Capital Improvements	\$ 8,000	\$ 4,800	\$ 9,700

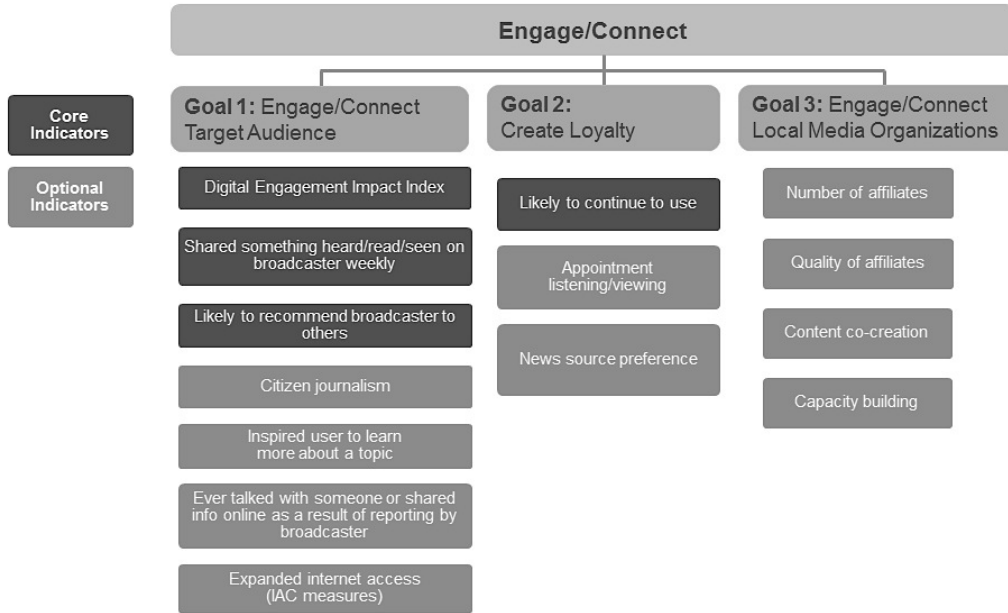
**Broadcasting Board of Governors
Funding from Outside Sources
FY 2015 - FY 2017**

Funds Source	FY 2015 ACTUALS	FY 2015/16 CARRYOVER FUNDS	FY 2016 FUNDS (estimated)	FY 2017 FUNDS (estimated)	TOTALS
USAID		\$ 478,398		\$ 250,000	\$ 728,398
Department of State	\$ 470,900	\$ 1,022,571	\$ 1,345,000	\$ 500,000	\$ 3,338,471
Centers for Disease Control (CDC)	\$ 292,410		\$ 500,000	\$ 250,000	\$ 1,042,410
DoD/Pacific Command	\$ 1,200,000		\$ 200,000		\$ 1,400,000
BBG TOTAL	\$ 1,963,310	\$ 1,500,969	\$2,045,000	\$ 1,000,000	\$ 6,509,279

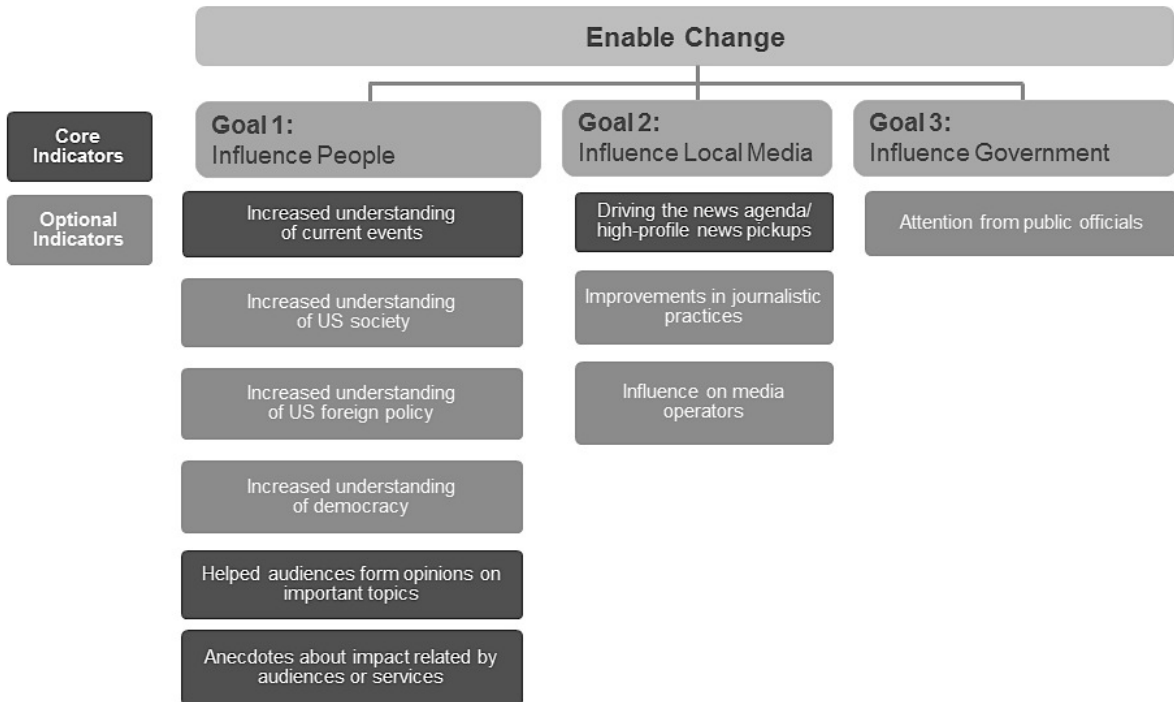
Appendix Attachment B: Impact Model



COMPONENT #2



COMPONENT #3





**Broadcasting
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