

Broadcasting Board of Governors

FY 2011 Budget Request

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**Broadcasting Board of Governors
FY 2011 Budget Request
Executive Summary**

“In the sounds and images broadcast from Iran over the last week, we've seen professional and citizen journalists act as a voice for those who want to be heard, bearing witness to universal aspirations of democracy and freedom. Often at great risk, and sometimes with great sacrifice, they do it because the rest of us need to hear the stories that they tell. In recent years, we've seen the same courageous reporting in Iraq, in Afghanistan, and the Congo, and in every dangerous corner of the world. And everywhere there's a story that needs to be told.

...But one thing that will never change is the need to report the news as it happens, wherever it happens...this is what will help us meet the challenges of our time.”

*President Barack Obama
Radio and Television Correspondents Association Dinner
June 19, 2009*

Introduction

The **Broadcasting Board of Governors (BBG)** supports the broad foreign policy goals of the United States through its mission to promote freedom and democracy and to enhance understanding through multimedia communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas. The BBG encompasses all U.S. civilian international broadcasting, including the Voice of America (VOA), Radio and TV Martí, and grantee organizations Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). All BBG broadcast services adhere to the standards and principles of the International Broadcasting Act of 1994.

BBG programming is distributed via radio, TV, the Internet, and an increasing array of new media in 60 languages to over 100 countries. With its global transmission network, the BBG directly communicates with a worldwide audience of over 171 million in their own languages. This reach is unique and invaluable as the U.S. attempts to both engage and build partnerships with people around the world. U.S. International Broadcasting is one of the highest yielding, low cost initiatives within public diplomacy. Over 80 percent of BBG language services cost less than \$5 million per year to operate, and over three-quarters of these cost less than \$2 million. The BBG serves as a catalyst in the global promotion of democracy, civil society, transparent institutions, and partnerships around the world.

When events dictate, the BBG is able to respond to crises worldwide with temporary surges in broadcasting. On short notice, BBG language services add broadcast hours and create rich content to effectively and accurately inform people affected by crises. As regional and localized crises develop, often without warning, the BBG must respond quickly and decisively depending on available media resources and the nature of the situation.

The BBG's FY 2008-2013 Strategic Plan outlines the Agency's implementation strategies for accomplishing its mission given the challenges we face. The plan informs the FY 2011 budget request and continues the integration of performance and budget for the BBG.

Regional Accomplishments

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

Reach the Arabic speaking world.

Program Accomplishments

- MBN's new three-hour daily show, *Al Youm*, which launched in March 2009, has redefined Alhurra's voice in the region with an information mix unique in the Middle East today. The show provides a platform for focusing on the news of the day, discussing compelling social issues, providing unique perspectives from across the Middle East and from the U.S., and giving audiences a spectrum of information not presented anywhere else in the region's media.
- During the conflict in Gaza in December 2008, MBN reallocated resources to provide audiences the most up to the minute news updates. MBN coverage was widely praised as objective, accurate, and timely.
- RFE/RL's Radio Free Iraq provided objective, balanced coverage of Iraq with daily reporting of Iraq's ongoing transition to democracy. FY 2009 programs stressed the need for Iraqi citizens to take responsibility for the future development of their country as coalition forces cede more functions to local authorities.

Program Changes

- The BBG proposes elimination of Alhurra Europe.

Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.

Program Accomplishments

- VOA's Radio Deewa—a broadcast stream aimed at the more than 40 million Pashto-speaking people living in the volatile **Afghanistan-Pakistan border region**—offers local, regional, U.S., and international news. In June 2009, Deewa added a three-hour morning program.
- In January 2010, RFE/RL launched Radio Mashaal, a shortwave stream in the Pashto language directed specifically at audiences in the Pashtun border regions of Afghanistan and Pakistan.
- VOA and RFE/RL delivered breaking news, in-depth reporting, and nuanced analysis to the people of **Afghanistan** on the challenges facing their country, including a resurgent Taliban. Comprehensive coverage of the Afghan presidential election in August 2009 included live coverage from Kabul and the surrounding provinces, profiles of key candidates, discussions of the issues facing the government, and reactions from voters inside Afghanistan.
- In **Iran**, despite increased jamming, VOA and RFE/RL covered the Iranian presidential campaign and, despite increased jamming efforts, the massive protests that followed the June 12 vote.

- VOA's Urdu Service continued television broadcasts and expanded radio programming to **Pakistan**.
- On November 2, 2009, RFE/RL launched *Echo of the Caucasus*, a daily hour-long news program in Russian to the Georgian regions of South Ossetia and Abkhazia.

Program Changes

- The BBG proposes expanding its network of 24/7 FM transmitters in Afghanistan by providing additional FM stations in BBG priority locations to carry Dari and Pashto programming of VOA and RFE/RL's Radio Free Afghanistan.
- The BBG proposes an initiative to address critical personnel and capital needs in RFE/RL bureaus.
- The BBG proposes eliminating VOA's Croatian and Greek Services, ending radio rebroadcasts of VOA Persian News Network television programming and one hour daily of original VOA Persian radio, and reducing RFE/RL's Russian Service, support positions, and general operating expenses.

Focus broadcasting to audiences of strategic priority in East Asia.

Program Accomplishments

- VOA and RFA both continued expanded five-hour daily broadcasts to North Korea. VOA Korean improved its reach by broadcasting 90-minutes of daily programming aimed at listeners inside **North Korea** from a medium wave transmitter in South Korea.
- VOA and RFA continue expanded broadcasts to **Burma** begun in response to the nationwide demonstrations against the military junta and the ensuing crackdown. VOA's **Burmese** Service expanded its 3.5 hours of daily shortwave radio broadcasts by launching its first satellite TV program to Burma.

Program Changes

- The BBG proposes funding for RFA to produce video programming for satellite distribution in Burmese and Tibetan and for Internet distribution in Mandarin and Vietnamese, and to increase and improve mobile device offerings.
- The BBG proposes reducing RFA general operating expenses.

Target African broadcasting to areas prone to terror incidents, genocide, or failed states.

Program Accomplishments

- In June 2009, VOA's **Somali** Service added a half-hour morning show to its daily programming and is now on the air for a total of 3.5 hours a day. In FY 2009, IBB Engineering and Office of Marketing and Program Placement worked to initiate FM projects in Mogadishu and Hargeisa in the Somaliland region of the country.
- MBN's *Afia Darfur* continued to bring news about Darfur and the world that is not otherwise accessible to the people of **Darfur**, eastern Chad, and Khartoum.
- Taking advantage of the increasingly prevalent mobile technology in Africa, VOA's **Swahili** Service began to offer news via text messages. The service provides headline news as well as SMS messages

on breaking stories to millions of people in East and Central Africa who use their cell phones to access news and information.

Program Changes

- The BBG proposes to reach greater audiences in Africa by developing a multimedia news messaging system for its Swahili service, expanding its FM network in major African markets, and developing shorter-form audio and video content to be distributed via Internet portals to affiliates.

Expand audience reach in strategic locations of Latin America.

Program Accomplishments

- The VOA Creole service and Radio and TV Martí are providing extensive coverage of aftermath of the January 2010 earthquakes in **Haiti**. VOA increased its Creole programming from one and a half hours to ten and a half hours Monday through Friday and from one hour to nine and a half hours Saturday and Sunday and coordinated with the Department of Defense to have broadcasts transmitted on FM frequencies by U.S. aircraft.
- OCB began broadcasting TV Martí on VHF on one of the two AeroMartí aircraft in mid-December 2008. The aircraft is now capable of simulcasting on UHF and VHF.

Program Changes

- The BBG proposes upgrading OCB Television Studios for use by VOA and OCB and expanding TV Martí broadcasts on DirecTV.

Align essential support functions with broadcasting implementation strategies and performance goals.

Program Accomplishments

- In FY 2009, Engineering began a phased implementation of a digital video system beginning with the installation of video asset management. When complete, the system will be fully comprehensive, integrating news management, digital asset management, centralized video storage, video archiving, and a video ingest/play out system.
- The IBB established an Office of New Media to direct and manage VOA's increasing use of the Internet and related digital technologies, including mobile devices and social networks, for distribution of multimedia content.

Program Changes

- The BBG proposes improvements to its global satellite distribution capacity and infrastructure and upgrades to standardize its Network Control Center (NCC), the heart of the BBG satellite global distribution system.
- The BBG proposes to address the rapidly developing and changing worldwide new media market through enhanced use of mobile devices and digital distribution. This initiative would include the continuation of VOA's transition from analog to digital file-based systems.
- The BBG proposes the following reductions in the support area: reduction of contracting costs by 4 percent throughout the Agency through efficiencies; sale of a former transmitting site in Erching, Germany; closing a U.S. transmitting station; restructuring operations at overseas

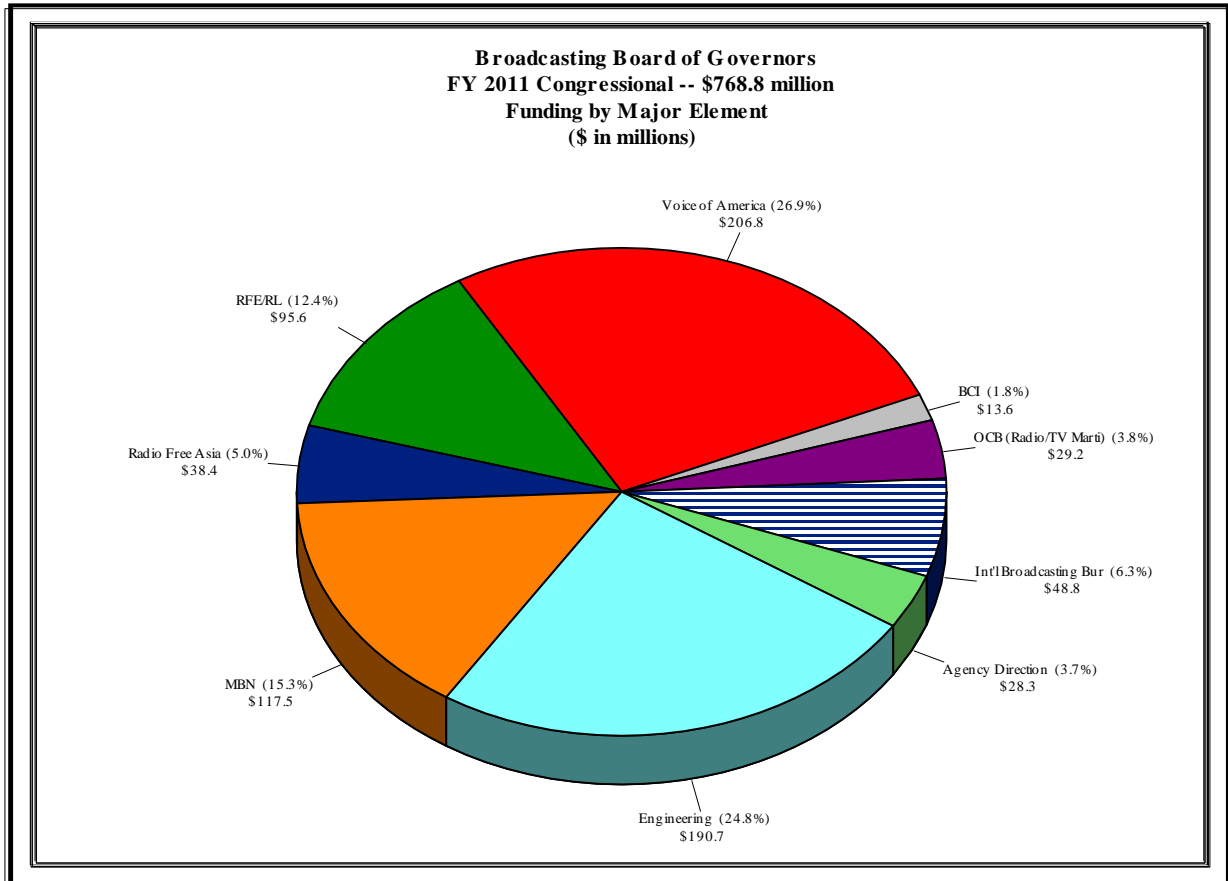
transmitting stations; reduction of IBB Engineering support positions and IBB general operating expenses; and reduction of the BCI maintenance and repair budget.

Summary of Funding Request by Account

The Broadcasting Board of Governors requests a total of \$768.8 million for FY 2011.

The FY 2011 request includes:

- \$755.1 million for International Broadcasting Operations (one-year funding for all broadcasting and support services). This request includes funding to upgrade global satellite distribution and operations, for development of new media initiatives that expand BBG delivery platforms, and for critical personnel and capital needs in RFE/RL bureaus.
- \$13.6 million for Broadcasting Capital Improvements (no-year funds for transmission infrastructure maintenance and improvements). This includes funding for maintenance, repairs, and improvements to existing systems, other measures for securing the current transmission capability, and upgrading the BBG's global satellite distribution and operation systems, network control center and digital media management infrastructure.



Broadcasting Board of Governors
Summary of Resources
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>2010-2011</u> <u>Difference</u>
<u>International Broadcasting Operations</u>				
Agency Direction	26,824	26,761	28,290	1,529
International Broadcasting Bureau				
Voice of America	196,568	206,548	206,776	228
Office of Cuba Broadcasting	34,696	30,168	29,179	(989)
Engineering and Technical Services	169,468	189,457	190,724	1,267
IBB Management and Support	41,252	46,420	48,751	2,331
Total, IBB	441,984	472,593	475,430	2,837
<u>Independent Grantee Organization</u>				
Radio Free Europe/Radio Liberty	92,336	95,912	95,557	(355)
Radio Free Asia	35,919	37,228	38,404	1,176
Middle East Broadcasting Networks	110,419	112,601	117,462	4,861
Total, Grantees	238,674	245,741	251,423	5,682
Buying Power Maintenance Fund	747	-	-	-
Total IBO Resources	708,229	745,095	755,143	10,048
SUMMARY OF RESOURCES				
Appropriated P.L. 111-8: P.L.111-117,/Request	698,187	733,788	755,143	21,355
Supplemental Appropriations Act P.L. 110-252	7,899	-	-	
Balance transfer from DOS - Georgian/Russian Internet Initiatives P.L. 110-329	2,863	1,337	-	(1,337)
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	30	9,970	-	(9,970)
Transfer to Broadcasting Capital Improvements	(750)	-	-	-
Total, IBO Resources	708,229	745,095	755,143	10,048
<u>Broadcasting Capital Improvements</u>				
Appropriated P.L. 111-8: P.L.111-117,/Request	11,296	12,622	13,635	1,013
Transfer from International Broadcasting Operations	750	-	-	-
Total, BCI Resources	12,046	12,622	13,635	1,013
Grand Total, Broadcasting Board of Governors Resources/Request	720,275	757,717	768,778	11,061

Broadcasting Board of Governors
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	746,410
Represents the FY 2010 estimate for all BBG elements.		
Additional Resources		
Balance transfer from DOS - Georgian/Russian Internet Initiatives P.L. 110-329	+	1,337
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+	9,970
Wage Increases: Domestic/American	+	6,327
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Wage Increase: FSNs	+	325
Represents anticipated wage increases for overseas foreign service national employees.		
Other Wage Requirements	+	8,598
Provides for the annualization of salary and benefits to continue programming into FY 2011, including workers compensation, health care costs, and other allowances.		
Inflation	+	2,696
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	(3,346)
Built-in Requirements	+	10,404
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Rent/Utilities/Security/Infrastructure Upgrade	3,797	
b) Program Delivery	2,902	
c) Contractual Service Agreements	1,035	
d) MBN Bureau Configuration	838	
e) Consolidated research	900	
f) Critical Digital Audio/Video and Capital Equipment	524	
g) International Cooperative Administrative Support (ICASS)	269	
h) Other Operating Expenses	139	
Non-Recurring Costs	-	(13,750)
The following costs are non-recurred in FY 2011:		
a) One time costs associated with FY 2010 program increases	(6,853)	
b) Annualization of 2010 reductions and one time 2010 costs	(4,544)	
c) Net costs associated with VOA and RFE/RL Georgian/Russian Initiatives and broadcasting to the Afghanistan/Pakistan Border Region	(2,353)	
FY 2011 Net Program Changes	+	(3,539)
Program Decreases	-	(21,761)
Reflects the following reductions to base operations:		
a) Reduce RFE/RL support positions and RFE/RL and RFA operating expenses	(4,002)	
b) Eliminate VOA Croatian, VOA Greek; reduce VOA Persian News Network & RFE/RL Russian; end MBN Alhurra Europe	(3,754)	
c) Reduce Agency contract costs by 4% through improved efficiencies	(3,426)	
d) Transmission network reduction	(3,149)	
e) Sale of Erching Property in Germany	(3,000)	
f) Reduce IBB Engineering support positions and operating expenses	(2,430)	
g) Consolidate services at BBG transmitting stations with other Western international broadcasters	(1,500)	
h) BCI Maintenance and Repair of Transmitting Facilities	(500)	
Program Increases	+	18,222
Reflects the increase above base operations to fund the following enhancements:		
a) Upgrading Global Satellite Distribution and Operations	9,242	
b) Expanding FM, Digital and New Media Opportunities	7,911	
c) RFE/RL Bureau Operations and Human Capital	1,069	

TOTAL FY 2011 BROADCASTING BOARD OF GOVERNORS REQUEST	768,778
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Broadcasting Board of Governors
Explanation of Change
FY 2010 - FY 2011
(\$ in thousands)

	FY 2010 ¹ Estimate	FY 2011 Requirements			FY 2011 Continuing Operations	Program Decreases	Program Increases	FY 2011 Request
		Wage Requirements	Inflation	Other Net Built-in Changes				
International Broadcasting Operations								
Agency Direction	26,761	1,419	8	1,169	29,357	(1,067)	-	28,290
International Broadcasting Bureau								
Voice of America	206,548	4,427	508	(1,761)	209,722	(3,128)	182	206,776
Office of Cuba Broadcasting	30,168	(995)	80	14	29,267	(88)	-	29,179
Engineering and Technical Services	189,457	2,183	810	1,409	193,859	(8,710)	5,575	190,724
International Broadcasting Bureau Management and Support	46,420	643	154	170	47,387	(215)	1,579	48,751
Independent Grantee Organizations								
Radio Free Europe/Radio Liberty	95,912	3,428	340	(834)	98,846	(4,358)	1,069	95,557
Radio Free Asia	37,228	1,427	82	(516)	38,221	(542)	725	38,404
Middle East Broadcasting Networks	112,601	2,718	636	1,660	117,615	(153)	-	117,462
Subtotal, IBO	745,095	15,250	2,618	1,311	764,274	(18,261)	9,130	755,143
Broadcasting Capital Improvements	12,622	-	78	(4,657)	8,043	(3,500)	9,092	13,635
Total, BBG Request	757,717	15,250	2,696	(3,346)	772,317	(21,761)	18,222	768,778

1/ Includes resources transferred from Department of State for Georgia/Russian Internet Initiative (\$1.3 million) and enhanced programming to the Afghanistan Border Region (\$9.97 million).

**Broadcasting Board of Governors
Summary of Positions and FTE
As of September 30, 2009-2011**

	FY 2009 On Board		FY 2010 Authorized		FY 2011 Request	
	Positions	FTE	Positions	FTE	Positions	FTE
<u>International Broadcasting Operations</u>						
Agency Direction	56	56.0	89	71.8	89	80.4
American Salaries	56	56.0	89	71.8	89	80.4
<u>International Broadcasting Bureau</u>						
Voice of America	1,231	1,193.1	1,323	1,259.3	1,310	1,260.5
American Salaries	1,199	1,181.1	1,292	1,245.3	1,279	1,245.5
Foreign Nationals DH/Personnel Service Agreements	32	12.0	31	14.0	31	15.0
Office of Cuba Broadcasting	151	151.0	136	134.4	136	128.9
American Salaries	151	151.0	136	134.4	136	128.9
Engineering and Technical Services	458	363.6	550	430.6	509	399.1
American Salaries	190	186.8	228	210.4	187	178.9
Foreign Nationals DH/Personnel Service Agreements	268	176.8	322	220.2	322	220.2
IBB Management and Support	173	167.6	195	181.9	201	188.2
American Salaries	163	162.6	184	176.9	190	183.2
Foreign Nationals DH/Personnel Service Agreements	10	5.0	11	5.0	11	5.0
Subtotal, BBG Federal Employees	2,069	1,931.3	2,293	2,078.0	2,245	2,057.1
<u>Independent Grantee Organizations</u>						
Radio Free Europe/Radio Liberty	481	-	563	-	540	-
Employees	481	-	563	-	540	-
Radio Free Asia	265	-	286	-	293	-
Employees	265	-	286	-	293	-
Middle East Broadcasting Networks	657	-	836	-	846	-
Employees	657	-	836	-	846	-
Subtotal, Grantees Employees	1,403	-	1,685	-	1,679	-
Total, Broadcasting Board of Governors	3,472	1,931.3	3,978	2,078.0	3,924	2,057.1

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Broadcasting Board of Governors FY 2011 Budget Request Performance Budget

Introduction

This Performance Budget includes a summary of the BBG strategic plan, a summary of the status of the Agency's current performance, and descriptions of the Agency's performance indicators. This integrated budget and performance section fulfills requirements of the Government Performance and Results Act (GPRA) for an annual performance plan and connects the BBG strategic goal, performance objectives, and budget presentation. The Agency's annual Performance and Accountability Report (PAR) provides detailed performance information and can be found on the BBG website, *bbg.gov*.

Summary of the 2008-2013 BBG Strategic Plan

The historic contribution of international broadcasting to the broad foreign policy interests of the United States is grounded in the belief that when given accurate information and a clear understanding of their own countries, of the United States, and of the world, people will make informed decisions that, in the long run, will be in their own interests and those of the United States. Those decisions will favor human rights, acceptance of diversity, and the freedom to share information. Given access to full, balanced, and objective information, people around the world will be more likely to embrace democratic ideals, environmental responsibility, principles of free trade, respect for the rule of law, non-proliferation of weapons of mass destruction, and many other values that, combined, will result in a more prosperous, healthy, and secure world for the American people.

The BBG's 2008-2013 strategic plan is a forward-looking roadmap to support the goals of U.S. public diplomacy by reaching significant audiences in support of U.S. strategic interests. The plan informs the FY 2011 budget request and continues the integration of performance and budget planning and management of the BBG.

The primary strategic goal of U.S. international broadcasting is to deliver accurate news and information to significant audiences in support of U.S. strategic interests. The BBG's programs are designed to encourage the widest possible exchange of ideas and to foster an understanding of America's values and culture, its institutions, and its policies.

The implementation strategies identified in the BBG strategic plan guide U.S. international broadcasting in fulfilling the BBG's primary strategic goal. These implementation strategies are the action steps required to accomplish the BBG mission given the challenges facing the Agency. They provide direction in programming and budgetary decisions and guide the identification and management of BBG performance and priorities. The implementation strategies are:

1. Enhance Program Delivery across All Relevant Platforms
2. Build on BBG Reach and Impact within the Muslim World
3. Help Audiences in Authoritarian Countries Understand the Principles and Practices of Democratic, Free, and Just Societies
4. Employ Modern Communication Techniques and Technologies
5. Facilitate Citizen Discourse
6. Engage the World in Conversation about America
7. Develop and Motivate the Workforce to Meet the Changing Conditions of U.S. International

Broadcasting

8. Optimize Broadcasting Operations
9. Preserve Credibility and Ensure Overall Programming Excellence
10. Broaden Cooperation within U.S. Public Diplomacy

Current Situation: The BBG in a Period of Transition

When U.S. international broadcasting began in 1942, programs were broadcast via shortwave. Over time, the number of transmission options has grown. The technology driving transmitting and receiving broadcast signals is constantly improving and changing. The BBG has kept up with these technological developments, which offer extraordinary new opportunities for unfiltered, direct dialogue with audiences around the world. Today, the BBG transmits programs through radio (shortwave, medium wave, FM, and satellite), terrestrial and satellite television, the Internet (web pages with streaming audio and video, Twitter, Facebook, and YouTube), and numerous types of mobile technology including SMS and mobile web.

In order to serve audiences in less developed areas of the world, the BBG must continue to broadcast via traditional technologies, such as shortwave, and maintain capability on these platforms by replacing antiquated equipment. But to stay relevant in competitive news markets and serve both current and future audiences, the BBG must also invest in new cutting-edge technology. In areas where the BBG has ceased to broadcast, or where ownership and usage of shortwave radios has declined significantly, the BBG has closed transmission stations, repurposed equipment, and invested these savings in new media technology and new high priority programming.

The BBG relies on extensive market research to identify audience preferences and the most appropriate program delivery options for specific target audiences. In addition to research about the effectiveness of current programming, the BBG commissions research on the overall media market in its broadcast countries to better understand how these markets are developing and the capabilities that each BBG entity will need to remain competitive. As new technologies emerge and in some instances become dominant, quality market research enables the BBG to be forward-thinking and strategically positioned to fulfill its mission. The Board undertakes a comprehensive assessment of the languages in which the BBG entities broadcast each year during Language Service Review. This review examines qualitative and quantitative research on the impact and performance of programming; audience reach; and media usage and ownership; and form the basis for proposing enhancing existing language services, starting new ones, or in some instances ending broadcasts in the subsequent budget process.

The BBG FY 2008-2013 Strategic Plan gives highest priority to enhancing program distribution across all platforms and adopting the latest communications techniques and technologies. This is critical to ensuring that the 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 American standards for human rights, civil society, religious tolerance, and transparency of government via the most effective delivery systems.

The BBG’s primary strategic goal – to deliver accurate news and information to significant audiences in support of U.S. strategic interests – is funded by the BBG accounts as presented below.

BBG Budget by Account (\$ in millions)

	FY 07 Actual¹	FY 08 Actual²	FY 09 Actual³	FY 10 Estimate⁴	FY 11 Request
International Broadcasting Operations	\$649.126	\$671.977	\$708.229	\$745.095	\$755.143
Broadcasting Capital Improvements	\$7.264	\$10.128	\$12.046	\$12.622	\$13.635

¹ Includes additional funding pursuant to the FY 2007 Emergency Supplemental P.L. 110-28 (\$10.0 million). Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations.

² Includes funding pursuant to the FY 2008 Emergency Supplemental P.L. 110-161 (\$12.0 million) and P.L. 110-252 (\$.1 million). Funding for Broadcasting to Cuba was appropriated in International Broadcasting Operations. Reflects transfer of \$.53 million from Broadcasting Capital Improvements to International Broadcasting Operations.

³ Includes funding pursuant to the FY 2008 Supplemental Appropriations Act, 2008, PL 110-252 (\$7.9 million). Also includes transfers from Department of State \$4.2 million for Georgian/Russian Initiatives (\$ 2.863 million was utilized in FY 2009) and \$10 million for enhanced programming to the Afghanistan-Pakistan Border region (\$.030 was utilized in FY 2009). Reflects transfer of \$.750 million from International Broadcasting Bureau to Broadcasting Capital Improvements.

⁴ Includes balances from FY 2009 transfers from Department of State for Georgian/Russian Initiatives \$1.337 million and enhanced programming to the Afghanistan-Pakistan Border region \$9.97 million.

Regional Accomplishments

The 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 2011 annual performance objectives. For more information on accomplishments of each broadcast entity, see the individual narratives in the following sections of this document.

Performance Objective: Reach the Arabic speaking world.

Linking Resources and Results	FY 2009 (Actual)	FY 2010 (Target)	FY 2011 (Target)
Audience (in millions)	36.5	37.2	38.2
Funding (in millions) ¹	\$130.0	\$129.3	\$134.4

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Middle East Broadcasting Networks (MBN) has continued to enrich its program offerings and content in strategic efforts to expand its reach and impact among Arabic-speaking audiences. Independent research shows that Alhurra and Radio Sawa are the number one foreign (i.e., non-Arab) broadcasting network in the region and are increasing understanding of U.S., institutions, culture and policies through programming that provides context for MBN’s audience throughout the Middle East. MBN’s coverage of current events and key issues at stake in the Middle East provides a forum for objective discussion and the introduction of viewpoints not routinely aired on domestic media in the region. The network’s performance has achieved the most fundamental goal: to be a credible channel of communication and a vital voice in the debate in the Middle East.

Program Accomplishments

- Surveys of 14 Arab countries (where such research is possible) found that Alhurra and Radio Sawa reach weekly adult (aged 15+) audiences of 26.4 million and 15.2 million people, respectively.¹ By comparison, the total weekly audience for the BBC Arabic in the region (radio, TV, and Internet) is 13.0 million. Alhurra and Sawa are watched or listened to by 70 percent of the adult Iraqi population on a weekly basis. Alhurra reaches 11.1 percent of adults in Egypt weekly; 22.8 percent in Jordan; 10.8 percent in Lebanon; 26.8 percent in Morocco; 30.1 percent in Oman; 10.3 percent in Saudi Arabia; 54.6 percent in Syria; and 17.2 percent in the United Arab Emirates. Alhurra ranks among the top 20 TV stations in all but one of its markets (Saudi Arabia, where it is 21st), noteworthy given the availability of some 300 channels in the region. Overall, Alhurra and Sawa's performances are impressive for channels that are still young and face not only very stiff competition but operate in an environment of widespread anti-Americanism.
- MBN launched a new three-hour daily show, *Al Youm*, in March 2009, that has redefined Alhurra's voice in the region with an information mix unique in the Middle East today. *Al Youm's* anchors broadcast live from studios in Dubai, Beirut, Cairo, and Jerusalem with live reports from the U.S. and the region. The new show provides a platform for focusing on the news of the day, discussing compelling social issues, providing unique perspectives from across the Middle East and from the U.S., and giving audiences a spectrum of information not presented anywhere else in the region's media.
- *Al Youm* manifests a key aspect of both Alhurra and Sawa's appeal: that they are leading newscasters as well as broadcasters. Research shows that the overwhelming majority of Alhurra viewers use the channel regularly for news. It also shows that Sawa listeners also overwhelmingly use Sawa for news and stay tuned in or pay more attention when the news comes on.
- IBB Engineering established global interconnects to provide live feeds from remote studio locations in Cairo, Beirut, Jerusalem, and Dubai for MBN's *Al Youm* morning program using new MPEG4 technology and repurposed satellite dishes, which substantially reduced implementation and operating costs.
- MBN retains program flexibility to provide prompt and in-depth coverage of major news events in the region. During the conflict in Gaza in December 2008, MBN reallocated resources to provide audiences the most up to the minute news updates. Alhurra Television provided extensive and comprehensive coverage daily – pre-empting regular programming – that included updates from reporters in Gaza, Israel, Ramallah, and neighboring countries, along with U.S. perspectives. Radio Sawa expanded newscasts to include the latest information from Gaza. Information about the conflict dominated its all-news website. MBN coverage was widely praised as objective, accurate, and timely.
- MBN continued to expand its web presence in FY 2009 with streaming and archiving of Alhurra's original programming. Recent modifications to the Alhurra and Sawa websites seek broader access to the wide array of balanced news and information produced by MBN.

¹ InterMedia surveys, December 2008-January 2009 (Syria Feb. 2008).

- MBN has begun the process of replacing the Alhurra broadcast automation system to streamline editing; improve news system integration; increase availability of video content; and establish a reliable online video archive system. The new broadcast automation system will markedly improve efficiency. System performance provides the critical link between newsroom users (editors, producers, and directors) and the ability to get programming to air. The end result will be greater reliability, improved quality, and increased production of content ready to air.
- RFE/RL's Radio Free Iraq provided objective, balanced coverage of Iraq with daily reporting of Iraq's ongoing transition to democracy. FY 2009 programs stressed the need for Iraqi citizens to take responsibility for the future development of their country as coalition forces cede more functions to local authorities.

Program Changes

- The BBG proposes elimination of Alhurra Europe.

FY 2011 Performance Objectives

- Continue *Al Youm*, Alhurra's 3-hour live program initiated from the Middle East five days per week, supported by 24/7 news capability.
- Continue MBN's radio broadcasts to Darfur.
- Reduce long-term contracting costs by reconfiguring Beirut and Lebanon Bureaus.

Performance Objective: Expand audience reach in strategic locations in the Near East, South Asia, Central Asia, and Eurasia.

Linking Resources and Results	FY 2009 (Actual)	FY 2010 (Target)	FY 2011 (Target)
Audience (in millions)	58.4	56.6	60.7
Funding (in millions) ¹	\$160.6	\$172.9	\$171.7

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

This regional performance objective includes four VOA divisions: 1) Near East and Central Asia; 2) South Asia; 3) Persian News Network; and 4) Eurasia. It also includes all broadcasting by RFE/RL, with the exception of Radio Free Iraq. These regions encompass areas of strategic importance where freedom and democracy are threatened, restricted, or newly emerging. Television remains a key delivery platform throughout the region. VOA and RFE/RL made significant progress on the Internet platform through timely and comprehensive presentation of news and information, plus new interactive features.

In the critical Afghanistan-Pakistan region, the BBG has actively participated in interagency coordination on the Administration's Afghanistan-Pakistan strategy by chairing the broadcast media working group. The BBG has also been a leader in establishing processes for sharing relevant audience research data with other government agencies. The two most recent and in-depth data sharing projects were the Afghanistan Deep Dive in October 2008 and the Pakistan Deep Dive in January 2009. These projects were collaborations with the Department of State, the Agency for International Development, the Department of Defense, and several private research firms.

Program Accomplishments

- RFE/RL and VOA delivered breaking news, in-depth reporting, and nuanced analysis to the people of **Afghanistan** on the challenges facing their country, including a resurgent Taliban. Comprehensive coverage of the Afghan presidential election in August 2009 included live coverage from Kabul and the surrounding provinces, profiles of the key candidates, discussions of the issues facing the government, and reactions from voters inside Afghanistan. The programming is also broadcast from dedicated 24/7 FM transmitters for VOA and RFE/RL's Radio Free Afghanistan in five Afghan cities.
- The BBG is expanding its Pashto-language broadcasts to the Afghanistan-Pakistan border region to 24/7 using FY 2009 supplemental appropriation funds transferred from the Department of State. VOA added a three-hour morning program to Radio Deewa, and RFE/RL launched Radio Mashaal programming to the region in FY 2010. Funding is also provided for the establishment of a shared VOA-RFE/RL bureau in Peshawar, an enhanced network of local correspondents, SMS outreach, and improved security at the BBG bureau in Kabul.
- In **Iran**, VOA and RFE/RL covered the 2009 Iranian presidential campaign and the massive protests that followed the June 12 election. VOA's Persian News Network (PNN) added a one-hour morning news show to its existing seven-hour schedule, and an evening special report. Research shows that PNN commands a weekly TV audience of 29.9 percent of adults in Iran.² Radio Farda broadcast 21 consecutive hours of live programming on Election Day and significantly expanded its news programming in the weeks after the election in order to cover the protests. VOA Persian expanded Internet operations to cover events; in June traffic originating inside Iran to VOA's Persian website increased over 500 percent from the previous month. In addition, in January 2010, the VOA's Persian News Network launched a new iPhone and Android application that offers the latest news and enables users to send links to VOA stories via Facebook, Twitter, and email accounts with a single click.
- In response to **Iran's** efforts to jam VOA satellite signals, IBB established additional frequencies on different satellites, allowing PNN to beam programs through six satellites with seven different distribution channels. During the post-election period, IBB also provided additional bandwidth and server capacity to support the high level of Internet demand from Iran, and continued use of anti-censorship web proxies.
- VOA's Urdu Service broadcasts on radio and TV to strategically important **Pakistan**. Its 30-minute magazine show airs in Pakistan on Geo TV, Pakistan's highest rated private 24-hour news channel. VOA's Urdu *Radio Aap Ki Dunyaa* (RAKD) airs seven days a week, 12 hours a day and is one of the most popular alternatives to the state-run Pakistan Broadcasting Corporation (PBC). In October 2009, RAKD began producing two daily 30-minute programs exclusively for PBC, which places them on 11 FM stations throughout Pakistan. In addition, VOA's Radio Aap ki Dunyaa began audio news headline feeds on Zong Mobile in Pakistan, making it the first phone-based delivery system for the Urdu Service. RAKD doubled its audience last year, bringing VOA's all-media reach in Pakistan to nearly 12 percent of all adults.³

² InterMedia survey, February 2009.

³ InterMedia Survey, July 2008

- In 2008, due to increasing **Russian** government media restrictions and direct pressure on VOA affiliates, the VOA Russian Service embarked on an ambitious strategy to deliver news and information to Russians via the Internet. The service's new website features a variety of interactive activities, including a daily webcast presented as an embeddable video and a user generated community page where audience members interact. Additionally, VOA Russian posts videos on YouTube and blogs on Russia's most popular blogging platform, *LiveJournal*. RFE/RL's Russian Service continues to provide radio coverage with uniquely balanced news and analysis for Russian speakers across the region. RFE/RL relies on an upgraded website to reach strategically important audiences in Russia when affiliate relationships are restricted. In 2009, RFE/RL enhanced its central Internet capability to support the Russian website with increased multimedia capability for breaking news and in-depth features and analysis.
- On November 2, 2009, RFE/RL launched "Echo of the Caucasus," a daily hour-long news program in Russian to the Georgian regions of South Ossetia and Abkhazia. Journalists from RFE/RL's Georgian and Russian services contribute from Georgia (including South Ossetia and Abkhazia), Russia, and Prague, and the program also features a Russian-language web page with news, photos, audio clips, and video.

Program Changes

- The BBG proposes expanding its network of 24/7 FM transmitters in Afghanistan by providing additional FM stations in BBG priority locations to carry VOA Pashto and Dari programming along with RFE/RL Radio Free Afghanistan programming.
- The BBG proposes an initiative to allow critical personnel and capital needs in RFE/RL bureaus to be addressed. The initiative would provide salary adjustments to make RFE/RL pay competitive with other international organizations, annual performance awards to top performers, contributions to individual health care benefits programs for eligible employees, and upgrades to bureau security infrastructure.
- The BBG proposes eliminating VOA's Croatian and Greek Services, ending radio rebroadcasts of VOA Persian News Network television programming and one hour daily of original VOA Persian radio, and reducing RFE/RL's Russian Service, support positions, and general operating expenses.

FY 2011 Performance Objectives

- Reach the strategically critical audiences of Iran through the popular programming of VOA's Persian News Network and Radio Farda, a 24/7 Persian radio service.
- Expand FM radio network in Afghanistan that carries the BBG daily 24-hour program stream in the Dari and Pashto languages.
- Continue 24/7 stream of VOA and RFE/RL Pashto programming to the Afghanistan-Pakistan border region with enhanced local coverage.
- Continue to expand VOA's Russian and Persian Internet capability.
- Continue to expand RFE/RL's Internet reach with a regional Russian language website for Central Asian audiences.
- Support RFE/RL bureau human capital and operational development.

Performance Objective: Focus broadcasting to audiences of strategic priority in East Asia.

Linking Resources and Results	FY 2009 (Actual)	FY 2010 (Target)	FY 2011 (Target)
Audience (in millions) ¹	25.2	30.4	30.7
Funding (in millions) ²	\$80.5	\$83.1	\$84.2

¹Only a small segment of RFA's audience is included because of the limitations of reliable survey data in many of their broadcast countries.

²Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Despite continued obstacles to reach audiences in areas of jamming or government restriction, the BBG was able to expand its reach in this critical region of the world, with particular attention to North Korea, Burma, and China. The Chinese government continues to tighten control of the media, yet VOA and RFA continue to provide comprehensive reporting through in-depth coverage of U.S.-China relations, live call-in shows, local news, and a variety of new Internet-based techniques, including proxy servers and mirror websites, to circumvent efforts by the Chinese government to create an electronic firewall.

Program Accomplishments

- VOA and RFA both continued expanded five-hour daily broadcasts to North Korea. VOA Korean improved its reach by broadcasting 90-minutes of daily programming aimed at listeners inside **North Korea** from a medium wave transmitter in South Korea.
- VOA and RFA continue expanded daily broadcasts to **Burma**, begun in response to the nationwide demonstrations against the military junta and the ensuing crackdown. VOA's **Burmese** Service expanded its 3.5 hours of daily shortwave radio broadcasts by launching its first satellite TV program to Burma.
- VOA's and RFA's language services that broadcast to China (**Mandarin, Cantonese, Tibetan, and Uyghur**) marked the one-year anniversary of the devastating earthquake in China's Sichuan province, reported on Uighur demonstrations in Xinjiang, and gave extensive coverage to the 20th anniversary of the Tiananmen crackdown.
- RFA **Khmer** began gavel-to-gavel webcasts and extended radio coverage of the Khmer Rouge Tribunal. In January 2009, VOA **Khmer** began producing five international news feature stories per week for Cambodian national television. VOA Khmer has reached record levels of audience share in Cambodia where 29.5 percent of Cambodian adults listen to VOA Khmer at least once per week.⁴
- VOA **Indonesian** reaches more than 16 million people each week (10.5 percent of the adult population) primarily via affiliate TV and radio stations.⁵ The Service's TV products can now be seen regularly on seven of Indonesia's eleven national TV stations and more than 20 local and regional TV stations. Its daily eight hours of original radio programming is produced for a network of more than 230 affiliate FM and medium wave stations across the country.

⁴ InterMedia Survey, April 2009.

⁵ InterMedia Survey, January 2008.

- VOA and RFA maintain interactive and innovative websites, with YouTube postings, online chats and blogs, access from handheld equipment, and email distribution. Fueled by the development of new features and enhancements, in July 2009, direct visits to RFA websites increased by 58 percent over the same period in 2008, while users viewed 51 percent more pages.

Program Changes

- The BBG proposes funding for RFA to produce video programming for satellite distribution in Burmese and Tibetan and for Internet distribution in Mandarin and Vietnamese and to increase and improve its mobile device offerings.
- The BBG proposes reducing RFA general operating expenses.

FY 2011 Performance Objectives

- Sustain the coordinated 10-hour VOA-RFA program stream to North Korea in shortwave and medium wave.
- Expand RFA’s video reporting and content capability, including satellite transmission in Burmese and Tibetan and Internet transmission in Mandarin and Vietnamese.
- Strengthen RFA capacity to securely reach mobile devices and digital distribution of content and programming.

Performance Objective: Target African broadcasting to areas prone to terror incidents, genocide, or failed states.

Linking Resources and Results	FY 2009 (Actual)	FY 2010 (Target)	FY 2011 (Target)
Audience (in millions)	46.8	47.3	47.5
Funding (in millions) ¹	\$15.0	\$16.8	\$17.2

¹Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

VOA and MBN broadcasts to Africa address the wide range of challenges facing the continent – terrorism, piracy, humanitarian crises, poverty, and development issues. They provide accurate news and information and facilitate citizen discourse through call-in shows, SMS messaging, and town hall meetings.

Program Accomplishments

- MBN’s *Afia Darfur* brings news about Darfur and the world that is not otherwise accessible to the people of **Darfur**, eastern Chad, and other parts of Sudan including Khartoum, the capital. The program features interviews with American officials, human rights experts, Sudanese professionals, activists, government officials, citizens, and NGO representatives. The program further provides information on refugee and internal displacement issues, health issues, and features about the culture, history, and heritage of the diverse ethnic groups of Darfur.
- In June 2009, VOA’s **Somali** Service added a half-hour morning show to its daily programming and is now on the air for a total of 3.5 hours a day. The Somali Service was the first news organization to

interview a pirate captured by the U.S. Navy after the April raid to free the American tanker captain being held hostage by Somali pirates. In FY 2009, IBB Engineering and Office of Marketing and Program Placement worked together to initiate FM projects in Mogadishu and Hargeisa in the Somaliland region of the country. FM broadcasts from Hargeisa began in late FY 2009 and broadcasts from the Mogadishu facility are expected to begin in the middle of FY 2010.

- In January 2009, VOA's **Zimbabwe** Project added a new call-in/callback talk show to its evening news lineup. The popular program addresses topics ranging from the successes and failures of Zimbabwe's recently formed national unity government, to economic recovery, or the cholera epidemic that claimed more than 4,000 lives through mid-2009. The Zimbabwe Project also commissioned a daily radio serial that will deal with the daily life of Zimbabweans in theatrical form, which began airing in August.
- Taking advantage of the increasingly prevalent mobile technology in the region, the **Swahili** Service began to offer news via text messages. The service provides headline news as well as SMS messages on breaking stories to millions of people in East and Central Africa who use their cell phones to access news and information.
- Among Nigeria's **Hausa**-speaking population, 47 percent listen to VOA at least once a week.⁶ VOA sponsored and broadcast two health-focused town hall meetings in Nigeria in April and July. Each event had over a thousand attendees.
- VOA's three **Horn of Africa** languages reformatted their daily broadcasts, providing shorter, livelier news reports and new features. In a region where technology lags and shortwave radio remains the dominant medium, the Service encouraged its nearly five million listeners in the target countries of Ethiopia and Eritrea to participate in fast-paced topical debates and gave listeners an opportunity to call in with questions for government officials and other newsmakers.⁷
- VOA's Central Africa Service recorded a 70 percent weekly audience rate in **Rwanda** with a ninety-six percent credibility rate.⁸ The Service continued its eight-year collaboration with the State Department to produce youth refugee radio programs in **Burundi** and northwest **Tanzania**.

Program Changes

- The BBG proposes to reach greater audiences in Africa by developing a multimedia news messaging system for its Swahili service, expanding its FM network in major African markets, and developing shorter-form audio and video content to be distributed via discreet Internet portals to affiliates.

FY 2011 Performance Objectives

- Enhance distribution of Swahili and English programming via a web-based syndication system, expanded FM network, and distribution to mobile devices.
- Continue VOA's Somali programming to Horn of Africa.
- Continue *Studio 7* broadcasts to Zimbabwe.
- Continue *Afia Darfur* programming to Darfur.

⁶ InterMedia survey, November 2008.

⁷ InterMedia survey, October 2007.

⁸ InterMedia survey, March 2009.

Performance Objective: Expand audience reach in strategic locations of Latin America.

Linking Resources and Results	FY 2009 (Actual)	FY 2010 (Target)	FY 2011 (Target)
Audience (in millions) ¹	4.0	4.3	4.3
Funding (in millions) ²	\$40.2	\$36.1	\$35.3

¹Because of the limitations of reliable survey data, OCB audience numbers are not included in the above estimates.

²Includes all programming expenses to the region indicated and expenses for program delivery leases, power, and parts.

Media markets in Latin America and the Caribbean are evolving rapidly, marked by widening use of digital technologies, greater use of FM radio over traditional shortwave and AM, and continued growth in television viewing. Through VOA and the Office of Cuba Broadcasting (OCB), the BBG reaches audiences on the continent on three media platforms: television, radio, and the Internet.

Program Accomplishments

- The VOA Creole service and Radio and TV Martí are providing extensive coverage of the aftermath of the January 2010 earthquakes in **Haiti**. VOA increased its Creole programming from one and a half hours to ten and a half hours Monday through Friday and from one hour to nine and a half hours Saturday and Sunday and coordinated with the Department of Defense to have FM broadcasts transmitted by U.S. aircraft.
- In November 2008, VOA **Spanish** Service expanded its reach on television by establishing an affiliation with MGM Networks Latin America, which reaches 20 million households throughout the region via satellite and cable. MGM carries special VOA program TV segments daily, including a five-minute news summary, to 19 countries across Central and South America.
- VOA and OCB continue to expand the use of the Internet to make broadcast programming available to the **Cuban** and **Latin American** audiences. In June 2009, VOA Spanish unveiled a redesigned interactive website, *voanoticias.com*. The new site is easy to navigate and offers many interactive tools and links, as well as video and audio news features that are constantly updated. In December 2008, OCB launched its newly redesigned website, *Martinoticias.com*, with live streaming of radio and television programming.
- OCB began broadcasting TV Martí on VHF on one of the two AeroMartí aircraft in mid-December 2008. The aircraft is now capable of simulcasting on UHF and VHF. The first successful simulcast broadcast was the inauguration of President Barack Obama on January 20, 2009, where TV coverage was provided to Cuba on VHF and UHF during the entire five-hour special mission.
- In February 2009, a new 100kW medium wave transmitter was successfully installed at the OCB Marathon Transmitting Station, replacing two older transmitters that had been in use since 1985.

Program Changes

- The BBG proposes upgrading OCB Television Studios for use by VOA and OCB and expanding TV Martí broadcasts on DirecTV.

FY 2011 Performance Objectives

- Transition Latin American television production to digital platform.
- Improve Agency efficiency by coordinating elements of OCB and VOA Spanish.
- Continue expanded VOA Spanish programming to Venezuela.

Performance Objective: Align essential support functions with broadcasting implementation strategies and performance goals.

Linking Resources and Results	FY 2009	FY 2010	FY 2011
Funding (in millions): ¹			
Operations	\$282.0	\$307.1	\$312.3
Capital ²	\$12.0	\$12.6	\$13.6

¹Includes expenses for BBG technical, administrative, and program support functions.

²Capital funding reflects the total BCI appropriation/request.

Support functions throughout the BBG are dedicated to supporting the broadcast mission in accordance with the strategic goal, implementation strategies and performance objectives. The BBG FY 2008-2013 Strategic Plan is fully integrates operational planning of broadcast support and technical services.

The centralized support functions of Engineering and Technical Services are essential to managing program delivery via the preferred media in targeted areas. To satisfy evolving requirements with the most effective technologies, the BBG must continually assess the effectiveness of its transmission network assets and make changes to meet new programming requirements, to serve priority audiences, and to satisfy media preferences.

Program Accomplishments

- The FY 2009 BBG Performance and Accountability Report (PAR) was submitted on time and the BBG received an unqualified opinion on the audit of BBG FY 2009 financial statements.
- In FY 2009, Engineering began a phased implementation of a digital video system beginning with the installation of video asset management. When complete, the system will be comprehensive, integrating news management, digital asset management, centralized video storage, video archiving, and a video ingest/play out system.
- Engineering continued to develop disaster recovery plans and strategies to safeguard against catastrophic network loss. While there is still work to be done, the Continuity of Operations (COOP) telecommunications facility is functional 24/7 and is capable of rerouting essential communications services for all BBG broadcast entities within hours. Engineering completed construction of the physical space and infrastructure to allow for limited television broadcasting from the COOP facility in FY 2009.
- The Office of Marketing and Program Placement (OMPP) continues to work toward increasing audiences in high-priority markets through placement of programs and furthers awareness of those

programs through advertising and promotional campaigns. FM and TV affiliate stations continue to be added in open media environments. In response to new technology opportunities, OMPP has signed deals with Internet TV startups and SMS distributors.

- The IBB established an Office of New Media to direct and manage VOA's increasing use of the Internet and related digital technologies, including mobile devices and social networks, for distribution of multimedia content. This office has spearheaded the establishment of new social media outreaches, including a VOA channel on YouTube, a podcast library on iTunes, and blogs.

Program Changes

- The BBG proposes improvements to its global satellite distribution capacity and infrastructure, as well as to its Network Control Center (NCC), the heart of the BBG satellite global distribution system. Both upgrades are critical to ensure that the BBG global distribution system has adequate capacity and capability to support the broadcast of the BBG entities' programs, and their increased requirements, particularly for television transmission.
- The BBG proposes to address the rapidly developing and changing worldwide new media market through enhanced use of mobile devices and digital distribution. This initiative would take advantage of the increasing popularity of mobile phones and other wireless devices for accessing information in cyberspace, especially in poor and rural areas that lack a technological infrastructure. It would include the continuation of VOA's transition from analog to digital file-based systems, maximizing the strategic value of its digital assets, by making them available in multiple media formats for re-use and sharing by various parts of the organization, while also streamlining its digital workflow and reducing resource costs and asset management overhead.
- The BBG proposes the following reductions in the support area: reduction of contracting costs by 4 percent throughout the Agency through efficiencies; sale of a former transmitting site in Erching, Germany; closing the Greenville transmitting station; restructuring operations at overseas transmitting stations; reduction of IBB Engineering support positions and IBB general operating expenses; and reduction of BCI maintenance and repair budget.

FY 2011 Performance Objectives

- Address BBG's most critical infrastructure maintenance and repair requirements.
- Upgrade VOA's digital media management and infrastructure and support VOA outreach via digital devices.
- Improve BBG Headquarters (Cohen Building) power infrastructure to provide essential support to around-the-clock broadcasting.
- Support all increases in programming with appropriate program delivery and administrative means.
- Increase awareness of BBG programs in high priority markets through advertising and promotion.
- Use research to identify appropriate target audiences and their preferred media, with the formats and content that would appeal to them.
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.
- Support initiatives to improve financial, performance, and budget integration plus finance and contract functions.
- Continue support for critical training and employee recognition programs.

BBG Performance Indicators

Delivering accurate news and information to significant audiences in target countries is the BBG's core definition of success. This requires first that BBG programming conveys information in a manner attractive to listeners or viewers and second, that programs reach large numbers of people on a regular basis. Both elements are equally important and the BBG has implemented performance indicators to measure both at the entity level, together with other secondary measures. Scores for the performance indicators and secondary measures are measured for each language service annually and then aggregated at the entity level to summarize the accomplishments of each entity.

Overall Weekly Audiences: This indicator measures the number of people in target areas listening to or viewing BBG programming on a weekly basis. The measure is obtained for each language service and for the countries served by the BBG. 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.

Depending on the political, social, and media conditions in each country, measurement of audience size may be easily attained, attained with difficulty, or impossible. From both financial and logistical points of view, the ideal probability surveys may be impossible in all areas. Where full probability surveys cannot be done, the best feasible sampling method is used. These may cause some estimates to have a somewhat wider margin of error, and the BBG seeks to accurately identify the margin of error for each survey, taking into account effects of different sample designs. Technical reports for each survey contain these details

In certain countries, however, political conditions may preclude any research from taking place in a given year. Therefore, performance values for the BBG as a whole and for each BBG broadcast entity may include the most recent survey data from each country within the last 24 months, although most will be from the current year. In rare cases where in the professional judgment of BBG market researchers, there is reason to believe that media conditions and behavior in a country have not changed, data from surveys from longer than 24 months may be carried forward where newer data are not available.

Internationally accepted statistical methods are used to estimate audience size from sample survey data. Only population components (national, urban, rural, capital city) covered by sample surveys are included in national estimates.

The increasing reliance on local rebroadcasts via affiliate radio stations and the addition of television outlets to the broadcast distribution scheme further complicate measurement in many countries. For example, when shortwave was the only program delivery the BBG used in a given country, it meant that a single national survey could be used to produce an accurate audience measurement. As more of the listening audience tunes in via local FM or TV affiliates, multiple city surveys are required.

Another factor that complicates the measurement and reporting of audiences for U.S. international broadcasting is that estimates must be unduplicated as they are aggregated. Inevitably there is a certain amount of overlap in listeners among international broadcasters, which increases when television and the Internet are also considered. The BBG's computational methods avoid counting the

same listener or viewer twice when computing country, region, or worldwide audience figures where feasible.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Regular Listening/Viewing Audiences: Number of people (in millions) in target areas listening or viewing at least weekly by program element						
VOA	118.6	136.5	124.7	124.5	129.4	130.4
MBN (Radio Sawa)	20.8	17.2	17.1	16.4	16.6	16.8
MBN (Alhurra)	21.3	25.8	26.0	27.7	28.4	29.4
RFE/RL	28.6	25.9	30.6	17.6	18.6	22.8
RFA	NA	NA	NA	NA	NA	NA
OCB	NA	NA	NA	NA	NA	NA

Affiliations and Transmitters: As shortwave usage wanes in parts of the world, the importance of affiliations with local AM and FM radio and television stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. The affiliation indicator counts only those stations with contracts that regularly rebroadcast identified programs of U.S. international broadcasting entities on competitive media, in or near prime time in an uncensored manner, either nationally or in strategically important parts of the country. The transmitter indicator counts IBB-owned and -operated local transmitters – TV, FM, and AM.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Affiliations and Transmitters: The count of high impact and high quality radio and TV stations regularly carrying US government programming, and of IBB-owned and -operated local transmitters, TV, FM, and AM.						
VOA – Affiliates	354	324	375	342	350	360
RFE/RL – Affiliates	55	39	70	46	51	55
RFA – Affiliates	3	3	6	3	4	5
VOA – Transmitters	30	32	35	33	34	35
MBN (Radio Sawa) – Transmitters	36	38	48	39	46	48
MBN (Alhurra) – Transmitters	4	5	5	5	5	5
RFE/RL – Transmitters	17	19	22	19	19	20

Program Quality: This indicator presents the percentage of an entity’s language services whose programming is assessed as being of good-or-better quality. Ratings are based upon two broad criteria: (1) *content* and (2) *presentation*. The *content* criterion includes evaluations of accuracy, reliability, authoritativeness, objectivity, comprehensiveness, and other variables reflecting distinct statutory, policy, and mission mandates for the different stations. The *presentation* criterion involves separate sub-criteria for each production unit unique to its media and the program. Content is given a 65 percent weight, and presentation a 35 percent weight. These are averaged and summarized on a scale from 1 – 4, where 1.0–1.3 = poor; 1.4–1.6 = poor to fair; 1.7–2.3 = fair; 2.4–2.6 = fair to good; 2.7–3.3 = good; 3.4–3.6 = good to excellent; 3.7–4.0 = excellent.

Measuring program quality required developing standardized criteria applicable to very different media and methods of delivery while minimizing subjective judgments on content and presentation. With the inauguration by BBG in 2001 of a single outside research provider, and definition by the Board of program review schedules and standards, harmonization of program quality techniques among the entities took a large step forward. The monitoring panels of regular listeners who can detect changes in the quality of programs and the expert listener both contribute components to the ultimate score by

listening to a sample of programming. These are further balanced by reviews of other sections of programming conducted by in-house analysts. Ultimately, if follow up on the original critiques has had a chance to occur before the year is out, and identified weaknesses have been addressed, a second set of monitoring panels and/or internal review by in-house analysts may contribute to the ultimate program quality score.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Program Quality: Assesses the U.S. interest, content, balance, accuracy, and quality of presentation of program material. Score is percent of services whose programs overall are rated "good or better."						
VOA (radio only)	100	100	100	100	100	100
VOA (television)	NA	NA	100	100	100	100
MBN (Radio Sawa)	NA	NA	100	NA	100	100
MBN (Alhurra)	NA	NA	100	100	100	100
RFE/RL	100	100	100	100	100	100
RFA	100	100	100	100	100	100
OCB	100	100	100	50	100	100

Program Credibility: This indicator is determined by the survey question about "trustworthiness of news and information" of those sampled respondents who listened at least once a week to each station. The answers are registered on a five-point scale – very trustworthy, somewhat trustworthy, neither trustworthy nor untrustworthy, somewhat untrustworthy, or very untrustworthy. 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 very or somewhat trustworthy.

The mix of target countries underlying a credibility estimate for a BBG broadcaster as a whole is held constant so that changes in the value are attributable to survey data only, and not to a changing mix of countries surveyed from year to year. As local conditions under which surveys are conducted often change dramatically, the ability to re-survey is occasionally restricted or inhibited. As with the audience estimate, in order to stabilize the index, if a country was not capable of being surveyed in the current year, the most current value was used, usually up to 24 months, and on rare occasions going back further. Also, credibility estimates by regular listeners in countries where the number of regular listeners is so small (n = <50) that the estimate is too unreliable to use are eliminated. Typically, precisely because the audience is so small, this does not affect the overall credibility rating of a BBG broadcast entity as a whole.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Program Credibility: Consists of the percent of those listening at least once a week who consider the station's news and information "very trustworthy/reliable" or "somewhat trustworthy/reliable" in an annual survey.						
VOA (radio only)	89	94	95	91	93	95
VOA (television only)	NA	NA	NA	95	95	95
MBN (Radio Sawa)	79	83	85	82	85	85
MBN (Alhurra)	73	72	80	85	85	85
RFE/RL	83	87	88	87	89	90
RFA	95	94	95	95	95	95
OCB	NA	NA	NA	NA	NA	NA

Signal Strength: This statistic refers exclusively to radio signal monitoring by IBB staff of cross-border shortwave and medium wave signals in or near target areas. Signal strength is an important register of whether the programs are capable of being heard by the target audiences. The IBB routinely compiles a program reception statistic for each language service. Typically, this is done for each of the two broadcast seasons: April to September, and October to March. The summary statistic aggregates the most recent readings for each service and averages them. While signal delivery lends itself well to GPRA measurement, since monitoring data is regularly collected, U.S. international broadcasting continues to examine this approach with an eye to improving its accuracy, sensitivity, and usefulness as an analytical tool. Survey research data provides an independent source of data, yet to be integrated into the statistic. The Radio Signal Strength Index only measures shortwave and medium wave transmissions, thus reflects the shortwave reductions across most of the global network. The scale is 1 – 1.5, nil; 1.5 – 2.5, poor; 2.5 – 3.5, fair or average; 3.5 – 4.5, good; and 4.5 – 5, excellent.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Radio Signal Strength Index: This overall network level indicator applies only to cross-border SW and MW radio signals, and measures whether programs can be heard by target audiences. Based on a 5-point scale.						
BBG	2.78	2.65	2.63	2.74	2.72	2.70

Satellite Effectiveness Index: This index provides a quantitative measure of the ability of the satellite network to access the population of TV households. The measure accounts for TV population, total satellite network capacity, signal strength, and prime-time flexibility. This index considers five criteria: 1) Coverage of the satellite in channel-hours; 2) Coverage to small (3 meters or less) antennas; 3) Time-zone flexibility to ensure prime-time coverage; 4) TV households reached; and 5) Ability to feed other satellites as part of the network. The index was developed by the Office of Engineering in cooperation with the Broadcasting Satellite Users' Board to improve on an earlier index. The Satellite Effectiveness Index represents a refined, more useful planning tool than the original formula. The upper limit of the index is unknown since the potential number of TV channels and TV audiences around the world may change in the future.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Satellite Effectiveness Index: Assesses whether the BBG satellite delivery is keeping pace with global media developments						
BBG	10.0	9.8	9.3	10.4	10.4	11.5

Transmission Network Consumable Expense: This indicator is equal to the total annual cost of power and parts to operate the transmitters in the BBG network around the world. Jamming by host governments drives the number up, as does a proliferation of media in the target market areas that requires more diverse delivery systems to successfully compete there.

	FY 2007 Actual	FY 2008 Actual	FY 2009 Target	FY 2009 Actual	FY 2010 Target	FY 2011 Target
Transmission Network Consumable Expense: The cost (in millions) of power and parts to operate the IBO transmitter						
BBG	\$30	\$34	\$43	\$34	\$36	\$38

Verification and Validation of Indicators

The performance indicators are a best effort to measure each broadcast entity's level of performance now, and to project how effective they will be in FY 2010 and FY 2011. 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 InterMedia, an outside research provider under contract to the BBG. The Broadcasting Satellite Users' Group, a multi-element working group not affiliated with the Office of Engineering, calculates the Satellite Effectiveness Index. Evaluation of program quality is initially conducted by InterMedia Survey Institute and presented at program reviews for each entity. The appropriate entity research director or BBG research coordinator computes entity-wide performance values, and sends them to InterMedia 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, and these are being improved to allow computation of margins of error that include design effects where feasible.

Broadcasting Board of Governors
Program Enhancements
Upgrading Global Satellite Distribution and Operations
(\$9.2 million and six positions)

A key BBG goal is maintaining a global satellite network to deliver television and radio programming to BBG stations and affiliates around the world and to offer Direct-to-Home (DTH) satellite service, where feasible. The Agency must also be poised to respond to surge and crisis requirements with a dependable broadcast foundation. The global satellite infrastructure ensures that BBG programs reliably and effectively reach audiences around the world; however, the equipment supporting this critical infrastructure has become obsolete, inefficient, and inadequate to support BBG's extensive satellite distribution system.

The Global Satellite Distribution and Operations Upgrade is comprised of two initiatives: the BBG global satellite distribution capacity and infrastructure and the Network Control Center (NCC), the heart of the BBG satellite global distribution system. Both upgrades are critical to ensure that the BBG global distribution system has adequate capacity and capability to support broadcast and transmission requirements, particularly for television.

Satellite Distribution System

The Global Distribution System supports all of the entities and has been operating at maximum capacity for the past six years as VOA and MBN have expanded television offerings. The current system lacks adequate capacity to accommodate RFE/RL and RFA as they begin to enter into satellite radio and television. Further demands to the system include an increased number of video feeds from news bureau locations, requests from the entities for video displays to accompany audio channels that are received direct to home (DTH) in high definition, and the need to utilize more popular regional satellites for specific markets.

This initiative would convert the BBG satellite distribution system to MPEG4 from the current MPEG2. MPEG4 technology requires only half of the bandwidth required for MPEG2 technology. Converting to MPEG4 technology therefore would free up 50 percent of the current satellite bandwidth that the BBG utilizes and provide additional capacity to meet the BBG's growing needs. Converting to MPEG4 is more cost-effective than leasing additional capacity. Alhurra's three-hour daily live program, *Al Youm*, provides a key example of the cost difference: conversion to MPEG4 technology costs \$500K annually, while maintenance of the MPEG2 technology system would require leasing enough additional satellite capacity to accommodate the three-hour program at an annual cost of \$3.5 million.

Network Control Center

The Network Control Center (NCC) was created in 1987 to carry radio signals from Washington, D.C. to transmitting stations. The original system consisted of 24 one-way outbound audio channels. There were no return channels and no video. With the growth of television broadcasts and the addition of BBG entities, the NCC now manages 400 audio channels and 20 video channels that are both outbound and incoming from multiple worldwide locations. Since the NCC expanded incrementally as services and programs were added, the NCC's growth was piece by piece without an overall build-out strategy.

As a result, the organization and structure of the NCC facility is haphazard, includes different types of telecommunications systems, and lacks a monitoring and control capability to oversee the entire global

network. Ten percent of the telecommunications equipment dates back to 1992 and another 30 percent dates back to 1999; these systems have been out of production for years and vendors no longer support them. The NCC's capacity and infrastructure is barely adequate for the current satellite transmission demands and is inadequate to support the proposed increase in video programs or a transition to HDTV and the more efficient MPEG4 technology. Additionally, sound levels within the NCC are substantially above OSHA regulatory levels and the facility must be upgraded to address this as well.

Eighty-five percent of all BBG broadcasts go through the NCC, including MBN Alhurra TV, MBN Radio Sawa, all VOA programming, all RFA programming, and some RFE/RL and OCB programming. The transmission of this programming is at risk if the NCC is not upgraded with current equipment and telecommunications systems. The BBG has extensive experience in mitigating the major risks of international broadcasting, including political and security issues, but that expertise will prove ineffective if programming were to experience a mixture of frequent and long-term system interruptions in broadcasts.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
Improve satellite reach, as measured by Satellite Effectiveness Index	11.5	13.3	15.3
Increase total digital bandwidth of satellite network	366 Mb/s	434 Mb/s	462 Mb/s
Increase channel capacity of satellite network	Audio: 747.5 Video (standard): 65 Video (HD): 6	Audio: 950 Video (standard): 65 Video (HD): 15	Audio: 998 Video (standard): 65 Video (HD): 18

Broadcasting Board of Governors
Program Enhancements
Expanding FM, Digital, and New Media Opportunities
(\$7.9 million and 14 positions)

BBG media markets are rapidly growing in complexity and sophistication, necessitating customized local strategies and expert implementation to enhance BBG competitiveness. Modern, synergistic production systems are required to leverage BBG newsgathering and reporting and move content seamlessly across platforms. New infrastructure must be established and maintained along with existing infrastructure to accommodate the emergence of new digital technologies.

National security imperatives and ever-changing media environments and new technologies require constant shifts in the way the BBG operates. The BBG must continually assess how best to scale and shape operations, including the right mix of language services and media platforms, to meet new challenges while enhancing performance.

IBB Mobile Devices, Digital Distribution, and Digital Media Management and Infrastructure (\$5.6 million and six positions)

The BBG must keep pace with the steady development of new media technologies in order to position itself for long-term relevance in an increasingly competitive and complex global media market. BBG entities have a long history of reaching audiences through the traditional format of radio. However, even in remote and less-developed locations, new media platforms are leading to very different broadcasting environments than those of the past. The BBG is operating in an atmosphere of rapid evolution of media and communication and must employ modern communication techniques and technologies to better serve the local preferences and needs of diverse audiences.

The BBG proposes an expansion initiative for mobile devices and digital distribution of VOA content.

IBB Engineering

IBB Engineering is working with the Voice of America to transition from analog to digital file-based systems. This enhancement will build on efforts already underway to allow VOA to maximize the strategic value of its digital assets by making them available in multiple media formats for re-use and sharing throughout the organization. This will allow VOA to streamline its digital workflow and reduce resource costs and asset management overhead. The enhancement will provide a framework for networking, storage, and other band-width intensive capabilities required to support a growing number of digital assets, the transmission of large digital files, and the ever expanding variety of new media. VOA will also standardize the audio and video editing software on the laptop computers used by broadcasters which will simplify and centralize troubleshooting and maintenance support will for the laptops. This effort is necessary for VOA to produce High Definition (HD) video content and other existing and new media formats that will be necessary to reach current, emerging, and next generation audiences.

IBB New Media Division

The IBB portion of the proposal would build on efforts to use cloud computing technologies, which involve outsourcing work to companies that provide software as a service. The cloud solution allows VOA and other BBG broadcast entities to be much more agile and keep pace with best practices in the

market, including online and mobile innovation. It significantly reduces upfront costs normally associated with building a new IT infrastructure, takes advantage of economies of scale, and eliminates the sometimes high costs of patches and upgrades. The initiative will enable BBG audiences who use mobile technology to view attractive multi-media language service websites on their handheld devices, regardless of the location, device, or format.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
IBB: Increase High Definition (HD) capacity	7 hours/week of HD capacity	28 hours/week of HD capacity	60 hours/week of HD capacity
IBB: Increase storage capacity	100 Tb	150 Tb	200 Tb
IBB: Improve broadcast production network infrastructure	35% of network HD capable	75% of network HD capable	100% of network HD capable
IBB: Transition services and bureaus to integrated digital system	30% of language services and news bureaus	95% of language services and news bureaus	100% of language services and news bureaus
VOA : Increase audience share of available mobile market	Establish baseline for mobile content consumption and measure of reach	Increase share of available market by 5%	Increase share of available market by 5%

Expanding FM Networks in Afghanistan (\$1 million)

VOA and RFE/RL have expanded program coverage, hours, and capacity to reach audiences in Afghanistan. The BBG broadcasts intensively to the region with a 24/7 Dari/Pashto radio stream to Afghanistan, six hours of weekly television, and expanded broadcasts in Pashto to the volatile border region.

This region has been identified as a top U.S. national security priority due to increasing extremism and authoritarianism in the region. U.S. Embassy officials in Kabul recently emphasized the need for additional FMs to expand BBG programming, citing frequent requests from Afghan government officials, journalists, and audiences. The BBG must continue to reach residents of this region by taking advantage of the common languages, Pashto and Dari, to facilitate conversations across communities that are separated geographically in the region.

The IBB currently has a network of eight FM stations in Afghanistan, five of which carry VOA Dari/Pashto and RFE/RL Radio Free Afghanistan programming, and three of which carry Radio Deewa programming. This initiative would expand the reach of BBG programming to Afghan audiences not currently covered by the IBB FM network blanket.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
Increase radio audience in Afghanistan through new FM transmitters	FM transmitters under construction. Establish audience baseline.	5% increase in audience reach over 2011 baseline.	7% increase in audience reach over 2011 baseline.

RFA Video and Mobile Device Initiative (\$.9 million and seven positions)

Radio Free Asia (RFA) must move more aggressively into video formats and satellite transmission to stay ahead of the developing and restrictive media markets in Tibet, Burma, Vietnam, and China.

This proposal ensures competitive and multi-platform programming in Tibetan, Burmese, Vietnamese, and Mandarin by providing basic editorial capacity to produce video products. In turn, each language service will produce a weekly one-hour video interview program, improve the dissemination of video interviews, make available news segments, and allow more advanced quality and editorial management of products that facilitate citizen discourse.

This effort will utilize RFA’s studio facility that is funded in the FY 2010 budget by providing the capacity to produce basic weekly one-hour video interview programs in Tibetan, Burmese, Vietnamese, and Mandarin. In addition, it will provide for more video offerings including interviews, segments shot by reporters at news scenes, and editing and voice-over for citizen video and slideshows.

For Mandarin and Vietnamese, web video would be the primary distribution method, based on research data on web penetration and video usage in these markets. The Burmese and Tibetan language services would utilize satellite transmission.

RFA will also increase and improve its mobile device offerings by investing in technical development, hardware, and distribution as well as the technical and editorial staffing to provide high quality handheld text and multi-media products. This initiative would increase RFA’s ability to offer interactive programming and to communicate content that is relevant, vibrant, and appealing to audiences in real time.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
Build television audience for Burmese and Tibetan programs	2% weekly satellite TV audience in Burma and Tibet*	4% weekly satellite TV audience in Burma and Tibet*	7% weekly satellite TV audience in Burma and Tibet*
Increase number of visitors to RFA website	20% annual growth in average weekly visits	26% annual growth in average weekly visits	35% annual growth in average weekly visits

*Tibetan television audience measured through refugee surveys.

Diversifying Distribution in Africa (\$.5 million and one position)

Cell phone proliferation is fueling media development in Africa at unprecedented rates. Even in rural areas, mobile devices are ubiquitous. FM is now the preferred radio band. Television viewing is pulling even with or surpassing radio listening.

VOA is targeting two of Africa’s most spoken languages, Swahili and English, to compete on these three media platforms. Video and text production would be developed for delivery to a potential audience of nearly 40-million mobile device subscribers in Swahili speaking countries. VOA English and Swahili radio programs would be distributed to additional FM stations in major African markets. Shorter-form audio and video content would be distributed via Internet portals to affiliates that seek VOA content but want to keep their distinct formats and sound. Success in all three media rests with a coordinated and professional marketing and advertising campaign that would inform potential new audiences where to find VOA.

This project would allow VOA to compete in Africa with other international broadcasters such as China, particularly on fast-growing mobile platforms.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
Launch multi-media news messaging system for Swahili Service	15,000 subscribers	30,000 subscribers	50,000 subscribers
Number of affiliates for multi-media international news service, VOA Express	50 affiliates signed up in Africa	100 affiliates signed up for content in English and Swahili	Multiple language offerings for a global news service
Place VOA television programming on affiliate stations	1 affiliate	2 affiliates	3 affiliates
Increase placement of radio programs	62 placement affiliates in Africa	73 placement affiliates in Africa	86 placement affiliates in Africa

**Broadcasting Board of Governors
Program Enhancements
RFE/RL Bureau Operations and Human Capital
(\$1.1 million)**

The media industry is integrally dependent on the talents of its workforce. In order to meet the changing needs of international broadcasting both domestically and overseas the BBG must continually develop and motivate its employees.

RFE/RL relies on its 20 bureaus for local coverage and programs in order to fulfill its surrogate mission. The role of the bureau staff has grown in recent years, but their compensation, due to the decline in the U.S. dollar and rising costs of living, has not kept pace. This situation has made it increasingly difficult to attract, retain, and develop talented journalists and morale has suffered. Additionally, increased demands on programming require increased administrative support. RFE/RL proposes to address critical personnel and capital needs in six of its bureaus in FY 2011.

This proposal provides salary adjustments to make RFE/RL pay competitive with other international organizations, provide annual performance awards to top performers, contribute to individual health care benefits programs for eligible bureau staff. This proposal also provides upgrades to bureau security infrastructure to better mitigate risks.

Performance Goal	FY 2011 Target	FY 2012 Target	FY 2013 Target
Complete market surveys to determine appropriate pay and benefits package for each location	6 bureaus	6 bureaus	7 bureaus
Provide competitive salaries to reduce bureau staff turnover	Reduce staff turnover by 10% from FY 2010 level	Reduce staff turnover by 15% from FY 2010 level	Reduce staff turnover by 20% from FY 2010 level
Upgrade bureau security infrastructure	6 bureaus	6 bureaus	7 bureaus

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Broadcasting Board of Governors Agency Direction

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	26,824	26,611	28,290
Afghanistan/Pakistan Border Region P.L. 111-32	-	150	-
Total Funding	26,824	26,761	28,290
Positions	56	89	89

The **Broadcasting Board of Governors (BBG)** oversees all U.S. funded, civilian international broadcasting. The BBG coordinates the operations of the International Broadcasting Bureau (IBB), which includes the worldwide broadcasting services of Voice of America (VOA) and the Office of Cuba Broadcasting (OCB). The BBG also manages three grantee organizations—Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). Its bipartisan Board consists of nine members – eight appointed by the President with the advice and consent of the Senate, and the Secretary of State.

The BBG oversees the strategic planning and consolidated audience research program for the broadcasting entities. Given the increasingly complex media environment into which the BBG services broadcast, the BBG’s timely and regular research is required to understand target markets.

The **Office of General Counsel (GC)** reports directly to the BBG. This office provides legal advice to the Board, BBG staff, and IBB officials. This advice includes interpretations on the authority and application of laws, regulations, Executive Orders, international agreements, and other documents involving BBG operations.

The **Office of the Chief Financial Officer (CFO)** reports directly to the BBG. This office is responsible for managing the Agency’s budget and financial operations. The CFO provides advice and assistance to the Board, the IBB, and the grantees in managing Agency resources by establishing financial policies and steering the Agency’s budget and financial information management.

The **Office of Public Affairs** coordinates BBG communications and conducts public affairs and outreach programs for the BBG and its broadcasters. It maintains contact with U.S. and overseas media organizations regarding the BBG’s mission and the broadcasters’ coverage of news events worldwide. It is also responsible for maintaining the BBG website and its employee newsletter.

FY 2009 and FY 2010 Highlights and Program Accomplishments

- The BBG completed its strategic plan for 2008-2013 and is working with the entities to ensure that their strategic and long-term planning incorporates the BBG strategic plan.
- The BBG submitted its FY 2009 BBG Performance and Accountability Report (PAR) on time and received an unqualified opinion on the audit of its FY 2009 financial statements.

- The Agency's new financial management system has significantly improved its ability to process procurement awards and perform contract management.

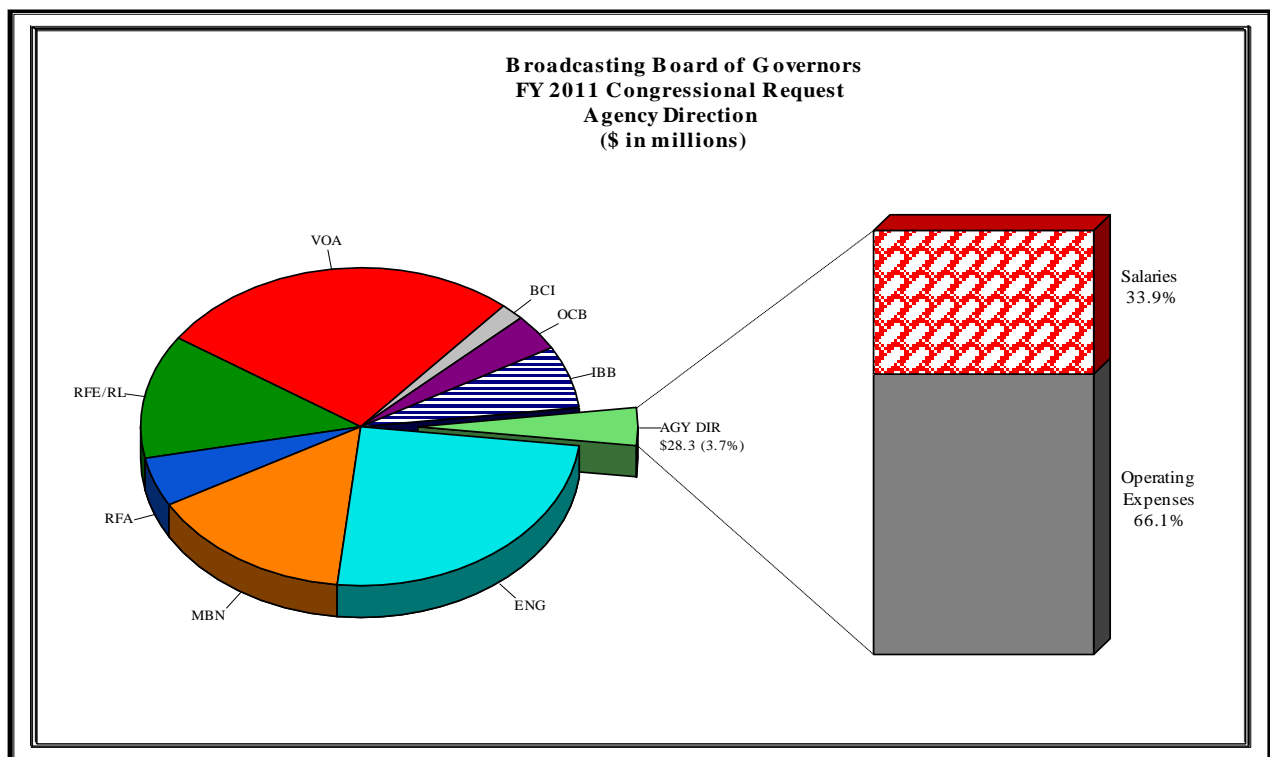
FY 2011 Performance Goals

The offices included under Agency Direction provide essential oversight, leadership, and guidance in support of BBG's strategic goals and performance objectives, including increasing BBG's total audience reach. The Agency will continue to integrate budget, performance, and financial management and associated systems.

Program Decreases

The FY 2011 request for Agency Direction includes a \$1.1 million reduction in contractual services through improved practices.

For FY 2011, the BBG is requesting \$28.3 million for Agency Direction.



Agency Direction
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	26,611
Represents the FY 2010 estimate for all offices within Agency Direction.		
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+	150
Wage Increases: Domestic/American	+	161
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Other Wage Requirements	+	1,258
Provides for the annualization of salary and benefits to continue programming into FY 2011.		
Inflation	+	8
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	1,169
Built-in Requirements	+	1,169
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Consolidated research	900	
b) International Cooperative Administrative Support (ICASS)	269	
FY 2011 Net Program Changes	+	(1,067)
Program Decreases	-	(1,067)
Reflects the following reductions to base operations:		
a) Reduce Agency contract costs by 4% through improved efficiencies	(1,067)	

TOTAL FY 2011 AGENCY DIRECTION REQUEST		28,290
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**Agency Direction
Summary of Funds
FY 2009 - FY 2011**
(\$ in thousands)

	<u>2009 Actual</u>	<u>2010 Estimate</u>	<u>2011 Request</u>	<u>Increase or Decrease (-)</u>
Broadcasting Board of Governors	3,090	3,080	3,532	452
Strategic Planning and Performance Measurement	11,013	10,603	11,605	1,002
General Counsel	1,425	1,557	1,816	259
Chief Financial Officer	3,611	3,610	4,224	614
Financial, Payroll and E-Travel Services	4,216	5,387	3,931	(1,456)
International Cooperative Administrative Support Services	3,469	2,914	3,182	268
TOTAL, AGENCY DIRECTION	26,824	27,151	28,290	1,139
Reconciliation:				
(-) Balances In/Recoveries	(390)	(390)	-	390
(+) Balances Out	390	-	-	-
Enacted/Request Level	26,824	26,761	28,290	1,529

**Broadcasting Board of Governors
International Broadcasting Bureau
Voice of America**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	191,365	204,503	206,776
Supplemental Appropriations Act P.L. 110-252	4,780	-	-
Georgian/Russian Internet Initiatives P.L. 110-329	433	931	-
Afghanistan/Pakistan Border Region P.L. 111-32	-	1,114	-
Total Funding	196,578	206,548	206,776
Positions	1,231	1,323	1,310

The Voice of America (VOA) began broadcasting shortwave radio in 1942 to the people of Germany. Since that time, the VOA has evolved into a multimedia organization that delivers about 1,500 hours of high quality programming a week in 45 languages to an estimated audience of 125 million people in the medium of their choice – radio, television, the Internet, or newer media.

Although VOA actively embraces new technologies and delivery platforms to ensure that it can continue to reach critical audiences around the world, research has shown that a substantial portion of VOA’s audience still uses more traditional platforms – radio and television. VOA continues radio broadcasts via shortwave and medium wave (AM) in areas where these delivery methods are popular and effective, such as parts of Africa and Asia. However, even VOA radio programming is transitioning to a newer FM based transmission model. Broadcasting VOA programs via local FM affiliates or dedicated transmitters has proven extremely successful in recent years.¹ Additionally, VOA has enhanced its television coverage to stay competitive in target markets. Eight years ago, VOA had television programs in 12 languages. Today its televised broadcasts are in 25 languages, reaching about 56 million people every week.

Because radio and television cannot capture everyone, especially young people who often utilize the most recent technological advances, VOA has increased its use of Internet and related digital platforms. In 2009, traffic to *VOANews.com* increased 21 percent from a year earlier to more than 95 million visits, in addition to about 13 million visits through VOA proxy servers and sites. New branded pages on YouTube, Facebook, and Twitter offer other means for audiences to find VOA content. On YouTube alone, where VOA has 26 channels, there have been over four million views of VOA videos. Since mid-June, VOA’s Twitter page for Iran has gained more than 6,000 followers. VOA also offers podcasts of audio and video programs on iTunes.

VOA’s multimedia strategy has been successful. The international research firm Newsknife ranked *VOANews.com* in the top 10 percent of websites worldwide in 2009, and sixth in the overall percentage

¹ InterMedia survey data from multiple surveys compiled throughout FY 2008 and FY 2009.

of stories that appeared in the Google News home page.² Newsknife also ranked VOA as the number four source for Google News on the Iran election during the month of June 2009.³

All VOA programs adhere to the VOA Charter by informing audiences about the United States, its institutions, and its foreign and domestic policies.⁴ VOA has full-time correspondents in 14 foreign and five domestic bureaus, as well as a worldwide network of contract reporters (stringers), who help the Agency provide comprehensive coverage of global news events. In nearly every U.S. state, VOA uses these stringers to portray American life through a diverse offering of radio, television, and web material. In addition to comprehensive reporting on U.S. policy by VOA's Central News and language services, VOA broadcasts daily editorials that present the official views of the U.S. government.

VOA today is a nimble, flexible international broadcaster. Within hours of the January 2010 earthquake in Haiti, VOA responded by adding programs. Within days, VOA Creole increased broadcast output from 1.5 hours to 10.5 hours per day, including FM transmissions heard throughout the island. Central News, Creole and other parts of VOA were on the ground, sending video and audio reports from the crisis area. Responding to the post-election crisis in Iran in June 2009, VOA ramped up its Persian-language television programming to eight hours a day. VOA's Deewa Radio added three hours of daily morning programming to its Pashto-speaking audience in the volatile and strategically critical Pakistan-Afghanistan border region. At a time of escalating violence and rising Islamic fundamentalism in Somalia, VOA expanded its three-hour daily Somali broadcasts with a 30-minute radio program to give early-morning listeners news.

In the past year, VOA expanded broadcasts to Somalia, Kenya, Burma, Pakistan, Venezuela, and Georgia. VOA also strengthened its programming to Iran, Iraq, Afghanistan, North Korea, China, Indonesia, and Russia.

FY 2009 – FY 2010 Highlights and Program Accomplishments

Reaching Afghanistan

For people in Afghanistan, VOA's Radio and TV Ashna and its Afghanistan Service websites are a key source of credible news. More than 30 percent of adults in the country listen to or watch VOA programs at least once a week.⁵ In recent months, website traffic has more than doubled to over 1,500 visits a day. The 12-hour daily radio stream, broadcast in the two major Afghan languages, Dari and Pashto, includes call-in shows and in-country reporting from approximately 30 local stringers.

In 2010, TV Ashna has devoted much attention to President Obama's new strategy for Afghanistan and what it means for the Afghan people. From Washington, VOA reporters closely followed the nominations and confirmations of Karl Eikenberry, U.S. Ambassador to Afghanistan, and General Stanley

² "Newsknife's Top News Sites of 2009." Newsknife.com. 5 January 2010.

<http://www.newsknife.com/features/top_rating_news_sites_2008.html>

³ "Top ranked sites for Iran election news coverage at Google News." Newsknife.com. 3 July 2009.

<http://www.newsknife.com/features/iran_news_2009_google_news.html>

⁴ The VOA Charter: 1. VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive. 2. VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions. 3. VOA will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinions on these policies.

⁵ InterMedia Survey (Nationwide) August 2008.

McChrystal, Commander of U.S. Forces in Afghanistan. From Kabul, VOA stringers followed incidents with civilian casualties that have influenced the American government's decision to increase U.S. forces on the ground and training for Afghan security forces. In their coverage, Radio and TV Ashna stringers regularly seek out perspectives from Afghan authorities and civilians in their reporting on U.S. policy and action in the region.

In covering the U.S. strategy in Afghanistan, VOA reporters and stringers report on the Taliban and other sensitive subjects, regardless of potential repercussions. In response to VOA's reporting on Taliban violence, for example, Taliban leaders in Kandahar have, on several occasions, contacted stringers for the Afghanistan Service and threatened to kill them and members of their families. Despite these threats, VOA Afghan stringers continue to file reports.

The Afghan Service focused much of its attention on the August 20th presidential election in Afghanistan. Ashna's TV and radio broadcasters provided live coverage from Kabul and the surrounding provinces. In the run-up to the election, the Service provided profiles of the key candidates, discussions of the issues facing the government, and reactions from voters inside Afghanistan. From Washington, the Service reported on the Obama Administration's Afghan policy and the positions of members of Congress and other top U.S. officials toward the election. On election day and in the days following, the Service's Dari and Pashto managing editors reported live from Kabul and co-hosted radio call-in shows. Stringers also provided live coverage from polling stations and locations throughout Afghanistan. The managing editor for Pashto programming provided a daily blog, in English, about the election for the VOA English website.

In addition to covering U.S. and Afghan political issues, the Afghan Service also monitors the human rights situation in Afghanistan. When the Afghan Parliament passed a law restricting the rights of Shia women, Ashna TV broadcast a special program featuring both opponents and supporters of the law. Senator Barbara Boxer and Melanne Vermeer, the U.S. Ambassador-at-Large for Global Women's Issues, were among those who appeared on the program to oppose the new law.

Providing a Lifeline to Audiences in Pakistan's Border Region

A sister station of Ashna, VOA's Deewa Radio, provides accurate, timely, and balanced news to Pashto-speaking listeners in the Afghanistan-Pakistan border region, an area dominated by state-controlled media, as well as the Taliban and al-Qaida-run Mullah Radio. In June 2009, Deewa launched a three-hour morning program, which is available primarily on shortwave, but can also be heard on three FM stations located in three eastern cities of Afghanistan.

Deewa has a devoted following among the people living in the so-called Pashtun belt. Its call-in shows are extremely popular, averaging about 300 calls a day. Recently, the station's extensive network of more than 25 stringers has helped to provide listeners with reports about the Pakistani military's campaign against Taliban forces, as well as the flood of people escaping the fighting in neighboring countries. Deewa programs play a vital role by giving a voice to those displaced by the fighting against the Taliban. An internally displaced person (IDP) in the Swabi Mansoor camp said in a recent show that "if Deewa was not here, the IDPs would have been disgraced, destroyed, unknown to the world. It is Deewa which talks about (IDP) problems..." Another listener in the Swat Valley said Deewa Radio was "the only source of information" there. Many listeners in the regions of Waziristan, Swat and Bajaur have told the station that they plan their activities so they can be sure to catch their favorite Deewa programs, and some want to express their gratitude for the massive aid the United States has sent to the camps.

VOA's Deewa Radio broadcast is extremely unpopular with the Taliban. As a result of their reporting, VOA stringers have been repeatedly threatened by Taliban militants. And some of the threats have turned into outright attacks. One VOA Deewa stringer's home was blown up and he was subsequently attacked twice by masked men who claimed to be members of the Taliban and who said they were retaliating against VOA reporting.

Reaching the Rest of Pakistan

VOA's Urdu Service broadcasts on radio and TV to Pakistan. The Urdu Service produces a 30-minute magazine show that airs in Pakistan on Geo TV, a VOA affiliate that is Pakistan's top-rated private 24-hour news channel. The show is called *Khabron se Aage*, or *Beyond the Headlines*. Some of show's most popular segments include:

Samjhauta Express – meaning “dialogue” in both Hindi and Urdu, this show is named for the train that runs intermittently between Pakistan and India, depending on the level of tension between the two countries. Broadcast once a week on India's Zee TV and Pakistan's Geo TV, the show brings the managing editors of VOA's Hindi and Urdu Services together for wide-ranging discussions of issues affecting Pakistan-India relations. Since the United States is an ally of each country, the show regularly features U.S. perspectives on the issues dividing India and Pakistan.

Muslims' America – this half-hour monthly show is produced in both Urdu and English for TV and is posted on *Urduvoa.com*, YouTube and Facebook. It consistently receives the most web hits and comments of any Urdu Service product. By examining the attitudes, achievements and daily lives of American Muslims, the series attempts to show the compatibility of Islam and democracy.

The Urdu Service's radio programming is equally inventive. *Radio Aap ki Duniyaa* (RAKD) – *Your World* – airs seven days a week, 12 hours a day. In a country where news on private radio stations is restricted, RAKD, which is available on shortwave and medium wave, is one of the most popular alternatives to the state-run Pakistan Broadcasting Corporation (PBC). RAKD airs two daily news-driven call-in shows in which U.S. and Pakistani experts provide analysis of issues in the news. In October 2009, RAKD began producing two daily 30-minute programs exclusively for PBC, which places them on 11 FM stations throughout Pakistan. In addition, VOA's *Radio Aap ki Duniyaa* began audio news headline feeds on Zong Mobile in Pakistan, making it the first phone-based delivery system for the Urdu Service. RAKD doubled its audience last year, bringing VOA's all-media reach in Pakistan to nearly 12 percent of all adults.⁶

The Urdu Service, like Deewa Radio, is listened to in the camps established for the estimated 2.5 million people displaced by the fighting against the Taliban. A vivid example of the Service's connection with those displaced came during a recent *Roundtable Program*. Several listeners called in to say that 100 people who fled the fighting in Swat valley were stranded without food or water in the nearby mountains. The *Roundtable* host then relayed the exact location of those displaced to a general in the Pakistan army who was interviewed by the show that day. A short while later, a spokesman for the army called VOA Urdu to say that the stranded people were rescued less than 24 hours after VOA passed the information along to the general.

Coverage of Election Crisis in Iran

VOA's Persian News Network (PNN) commands a weekly TV audience share of about 29.9 percent of

⁶ InterMedia Survey July 2008.

adults, roughly 13.6 million people.⁷ VOA's Persian News Network provides the only TV platform from which the U.S. government can reach Iranians with balanced news and information.

Results from a more recent survey in Iran suggest that many millions of Iranians turned to one or more VOA programs for information about the recent election in Iran.⁸ To better serve this audience during such a tumultuous time, PNN increased its programming schedule. On television, PNN added a one-hour morning news show to its existing seven-hour schedule. It also produced a one-hour "special report" prior to its normal evening program cycle. In addition, PNN expanded its Web operations, adding a "VOA Iran" Twitter feed to the existing mix of ever-active VOA Persian blogs, Facebook and YouTube pages, as well as the main PNN website. Traffic originating inside Iran to VOA's Persian website increased in June over 500 percent from the previous month. And despite Iran's efforts to jam TV satellites and block the Internet, audience feedback indicates they were unable to completely block VOA programming.

Iranian "citizen journalists" sent VOA 300 videos daily, along with thousands of still pictures, emails and telephone calls. PNN aired the fatal shooting of Neda, the young woman who was killed during a protest. In a message typical of many VOA received, one person said, "Me and my family need your broadcasts to find out what is going on in our country. It is very important and we do not know what is going on without you."

In January 2010, the VOA's Persian News Network launched a new iPhone and Android application that offers the latest news and enables users to send links to VOA stories via Facebook, Twitter and email accounts with a single click.

Reaching Critical Audiences in Iraq

Though the violence has greatly decreased in Iraq, it has not ceased, and the country remains unstable. VOA is the only international broadcaster that speaks to the country's Kurds in their own language, including usage of both main dialects, Sorani and Kurmanji. Radio audiences in Iraqi Kurdistan have declined in recent years due to intense competition from Kurdish language satellite TV channels and declining use of radio. To respond to the changing media environment, the Kurdish Service reduced its daily radio broadcast in December 2009 from four to three hours daily and began to offer video reports for Internet audiences in both dialects. Although the target audience is Iraqi Kurds, the Kurdish Service regularly covers developments in neighboring Iran, Turkey and Syria, all of which are home to large Kurdish minorities. Iraqi President Jalal Talabani and Foreign Minister Hoshyar Zebari have expressed their appreciation to VOA for taking the lead in presenting objective, balanced and comprehensive news and information for Kurdish audiences in the Middle East.

Expanding Programming to Korea

Broadcasting five hours of radio daily, VOA's Korean language programming delivers in-depth news and information on developments in and around North Korea. The service concentrates on human rights conditions in North Korea and the security threats posed by North Korea's nuclear and missile activities.

In January 2009, VOA Korean improved its reach by partnering with a South Korea-based broadcaster. Today, VOA broadcasts three prime-time hours of daily programming inside North Korea on a powerful medium wave transmitter located in South Korea. Despite severe restrictions on listening to

⁷ InterMedia Survey (Nationwide) February 2009.

⁸ InterMedia (Snap Poll) June 2009.

international broadcasters, independent research suggests that these broadcasts are reaching North Koreans.

Telling America's Story

The VOA Charter requires that its broadcasts provide news and information that both presents U.S. policies and represents America. Perhaps the best recent example of how VOA achieves this task is its coverage of the 2008 U.S. presidential election and inauguration. There was unprecedented worldwide interest in this election, and Central News and the language services dispatched correspondents across the U.S. throughout the entire election cycle. Additionally, VOA reporters attended both the Republican and Democratic conventions, and went abroad to seek perspectives on and reactions to the candidates, the election process, and the outcome.

Every language service in every VOA division broadcast special programming during the run-up to the election. On election day, VOA provided thorough coverage from various places throughout the United States. Correspondents and stringers were also on hand in key locations including Africa and Indonesia, to provide global reactions to election developments. VOA English-language radio and TV aired live coverage of the election returns, reports from the McCain and Obama campaigns, the victory and concession speeches, and comprehensive U.S. and world reactions and analysis. VOA's election coverage was also streamed live on *VOANews.com*.

Noteworthy U.S. election coverage highlights included VOA's collaboration with Pakistan Television (PTV), the state broadcaster, which devoted nine hours of programming to the election, largely produced by VOA, with inserts from PTV studios in Islamabad and Lahore. Coverage was carried on PTV News and PTV Global, which reaches the Pakistani diaspora throughout much of the world. Pakistan Broadcasting Corporation (PBC), the state radio broadcaster, also carried special hourly reports from *Radio Aap Ki Duniya* on its high-power AM network, which is audible across Pakistan.

To complement campaign web coverage on *VOANews.com*, VOA launched its first interactive, user community page to better communicate with audiences about this historic election. This page, which also offered educational information about the American electoral and political systems, engaged interested users worldwide in discussions about the candidates, the election, and expected outcomes for U.S. relations abroad. On November 4th and 5th alone, this community site attracted more than one million visits. All of VOA's audiences followed the election, especially those in Africa, which flooded VOA with calls and e-mails congratulating Barack Obama on his victory.

VOA also provided complete coverage of President Obama's inauguration. More than 200 VOA journalists covered the event with live television and radio positions at Capitol Hill, Lafayette Plaza, the Archives, the National Mall, and on the Cohen Building rooftop. VOA translated the inaugural speech into 45 languages and made it available on radio, television, and the Internet.

In the weeks and months after the inauguration, VOA correspondents and language service staffers covered the President's international travel. In April, June, and July, President Obama travelled to Ankara, Cairo, Moscow, and Accra. At each stop, he gave important speeches which were covered thoroughly by VOA Central News and many of the language services.

VOA International News Coverage – Highlights

Providing Coverage from Inside Burma

In February 2009, VOA's Burmese Service expanded its 3.5 hours of daily shortwave radio broadcasts by launching its first satellite TV program to Burma, called *Burmese Weekly TV Magazine*. The last available survey research indicates that about 19 percent of the households in nine sampled Burmese cities have satellite dishes. This is a significant market for international broadcasting given that the Norway-based Democratic Voice of Burma (DVB) is the only other international broadcaster offering Burmese TV programming.⁹ *Burmese Weekly TV Magazine*, which airs Sunday mornings and is repeated during the week, provides news and images that many Burmese would not otherwise see. Shortly after *Burmese Weekly TV Magazine* first aired, an article in the state-run newspaper (*New Light of Myanmar*) called for strict regulation of satellite TV in Burma and warned that "certain countries are brazenly interfering in international affairs of targeted countries by inciting political problems, instigating mass demonstrations, demoralizing characters and undermining the nationalistic sense of the people through decadent programs." Preliminary research results in 2009 indicate VOA's TV program has a 0.7 percent nationwide weekly audience, as compared to 2 percent for DVB and 1 percent each for CNN International and BBC World News. This is a significant first step considering the VOA program airs 30 minutes a day while the other three broadcasts are 24/7.

Broadcasting to Tibet, Eluding Jamming

The VOA Tibetan Service is a powerful and potent source of news and information for the Tibetan speaking world, broadcasting 42 hours of original radio and TV programming weekly. While survey research inside Tibet is impossible, recent InterMedia research among Tibetan travelers interviewed in a third country indicates that 8.6 percent of those surveyed had tuned in to VOA Tibetan TV or radio on a regular basis, and that there is a growing trend of listening to radio programs via satellite audio sideband, which is heard without jamming interference. The research also suggests that VOA's Tibetan language TV programming is having a significant impact, with 2.6 percent of the refugees surveyed having watched VOA TV on a weekly basis. VOA Tibetan TV appeared to be particularly important among the refugees coming from the Amdo region, as more of these respondents reported regular usage of VOA TV (7.8 percent) than VOA radio (5.2 percent).¹⁰ Tibetan society has a tradition of communally sharing news and information which helps VOA reach its audience. One recent refugee from Tibet commented to a qualitative research team that "I share news with lay people, ordinary monks and learned lamas. I talk with them about what I saw or heard on VOA on the previous night. Usually I discuss these things with around 10 people each time. However, in total there are around 130 people in my trusted circle..."

Apart from news and information relating to Tibet, the U.S. and the world, VOA Tibetan broadcasts seven weekly shows that cover topics such as youth, health, trends in society, and "Table Talk," a show that focuses on issues relating to democracy, freedom and exile society. The Tibetan Service pioneered the use of web-based video feeds at VOA and they have become a regular feature of their shows, enabling the Service to conduct interviews and file reports from remote locations.

⁹ InterMedia Survey (of nine Burmese cities) June 2007. Planned survey work in 2008 had to be cancelled due to the political situation at the time; a more recent and much larger survey has just been completed, but data is not yet available. Anecdotal information suggests that the physical destruction of many satellite dishes by Cyclone Nagris as well as crackdowns on satellite dish usage by the authorities may have reduced their number, but this will not be known for certain until the new survey data is published.

¹⁰ InterMedia (in-depth interviews among Tibetan travelers in Nepal and Tibetan residents in Nepal and India) January-April 2009

VOA Tibetan is constantly seeking new ways to circumvent Chinese shortwave jamming and censorship. For example, with the help of IBB Engineering, VOA Tibetan was able to circumvent Chinese jamming during the summer of 2009 by adding an additional shortwave transmission facility. The Service also uses social network sites such as Facebook, where all VOA Tibetan TV programs can be viewed without having to go through the website, which remains blocked. In addition, the Service maintains an externally based Tibetan language blog that delivers VOA television content.

Visits to the VOA Tibetan website have grown from 14,500 visitors a month in 2007 to 40,000 per month in 2009.¹¹ The website is accessible in Tibetan and English languages and uses innovative easy-to-use icons to deliver a wide range of radio and television program content.

Breaking Through in China

VOA Mandarin broadcasts more than 84 hours of original TV and radio reporting each week into China. Despite shortwave jamming and Internet blocking by the Beijing government, the China Branch reaches a regular audience of 1.5 million shortwave listeners and sends daily email newsletters to millions of recipients. VOA Mandarin has 82 radio and 13 TV affiliates in China. Its flagship program, *Issues and Opinions*, features American experts who discuss breaking news stories and answer questions from listeners in China. Over the years, hundreds of members of the U.S. Congress from both sides of the aisle have appeared on this live call-in show. VOA's English-language programs have also proven very effective in reaching Chinese audiences who are keen to learn the language. VOA English reaches more than 2 million adults per week in China, and roughly 4 million adults have at some time used VOA-produced English teaching material for study purposes.

During the spring of 2009, VOA Mandarin's Beijing Correspondent conducted first-hand reporting on the one-year anniversary of the Sichuan earthquake. Photos, video and interviews about his journey to Sichuan were provided to VOA Chinese audiences. VOA Mandarin also reported on Uyghur demonstrations in Xinjiang and extensively covered the 20th anniversary of the June 4 Tiananmen crackdown. Coverage of these events was enhanced with analyses by newsmakers, U.S. government officials, and members of Congress.

Shortly after the 2008 Olympics, the Chinese government began completely blocking VOA's Chinese and English websites. VOA gets around the blocking by using proxy sites to enable readers to access VOA Internet reports, and material undoubtedly gets through. Dozens of radio and TV stations, newspapers and magazines republish VOA scripts, including those dealing with hard news. Some of these media outlets even cite VOA as the originator of the report.

VOA's Chinese Branch continues to develop new ways of reaching audiences. Recently they have placed content on Nokia phones sold in China and developed a new interactive learning English website called *goEnglish.me*. Launched in November 2009, *goEnglish.me* enables users to learn American English and discover more about life in the United States. Users can also register on the site and contribute to its social networking components. These online blogs and forums are moderated by VOA staff. The site for Mandarin speakers will soon be followed by sites in Persian, Russian and Vietnamese. The Chinese Branch also developed an additional website carrying VOA content that the Chinese would likely not block. While the China Branch continues to put news and information on its existing websites, this additional site contains less politically sensitive material, such as English language learning programs, a

¹¹ Webtrends data based on usage of *VOANews.com/Tibetan*. 2009.

daily download (*VOA On Line*), a weekly cultural TV magazine show (*Cultural Odyssey*), and dozens of American music features and reports about English TV programs popular in China.

Books and CD-ROMs of VOA scripts are also available at more than two-thousand bookstores throughout China. Branding on these publications is full and complete with VOA's name (in Chinese) and logo, and Americana icons such as the U.S. flag and the Statue of Liberty.

Reaching the World's Largest Muslim Populated Nation

VOA Indonesian reaches more than 16.3 million people each week (10.5 percent of the adult population of Indonesia) primarily via affiliate TV and radio stations.¹² It produces about 60 hours of original radio programming and four hours of original TV programming each week. The Service's TV products can now be seen regularly on seven of Indonesia's 11 national TV stations and more than 20 local and regional TV stations. VOA Indonesian produces eight hours of daily original radio programming for a network of more than 230 affiliate FM and MW stations across the country.

In addition, VOA Indonesian maintains a dynamic website with streaming audio and video. It produces a daily and weekly electronic newsletter, and offers daily headlines for mobile phones via SMS and mobile web. To strengthen affiliate relations, the Indonesian Service also sponsors annual affiliate conferences. The Service also co-sponsors an International Broadcaster Fellowship Program with the Indonesian-American Friendship Society that brings two young Indonesian broadcasters to Washington for a year of work experience with VOA.

VOA Khmer Reports on Khmer Rouge Leaders

VOA Khmer broadcasts a balanced mix of news about Cambodia, the U.S. and the rest of the world. It has a team of reporters and stringers in Cambodia who face systematic intimidation each day by government officials. VOA Khmer has reached record levels of audience share in Cambodia. According to a September 2008 InterMedia survey, 29.5 percent of Cambodian adults listen to VOA Khmer at least once per week.¹³

In reporting on the current trial of the top five Khmer Rouge leaders, VOA travelled to northern Cambodia to interview the second echelon of former leaders, those who could face arrest if the tribunal widens its prosecution. The resulting series drew wide praise, including from David Tolbert, who until recently was the UN's top official on Khmer Rouge tribunal issues.

In January 2009, VOA Khmer for the first time began regularly producing Khmer-language television segments. Their pilot program, *VOA Khmer Discovering*, went into full production for Phnom Penh television affiliate, Cambodian National Television (or TVK, Television Kampuchea), which broadcasts five VOA Khmer international news feature stories per week.

VOA's Voice in the Balkans

Nearly two decades after the breakup of the former Yugoslavia, the political situation in parts of the Balkans remains tenuous: ethnic divisions persist, governing institutions and public trust in them are weak, and economic hardship, corruption, and discrimination continue. In countries where changing domestic political agendas unduly influence the media environment, VOA's main strength is its objectivity.

¹² InterMedia Survey (Indonesia) April 2009I.

¹³ InterMedia Survey (Nationwide) September 2008.

VOA's Albanian programming is so strong that former President Alfred Moisiu said, "All the politicians in Albania, and all the people who are interested [in news events], watch and listen to VOA." According to InterMedia Research, in Kosovo alone, the weekly reach of TV, Internet and radio broadcasts by the Albanian service is estimated at 64% of the adult population.¹⁴ In Bosnia, 9.2% of adults are watching VOA-TV,¹⁵ and in Macedonia, VOA-TV reach has increased to 22.2% from 9.5% in 2007.¹⁶ Superior news programming, call-in shows and in-depth interviews with key political figures, including the leaders of Serbia, Montenegro, Kosovo, Albania, Bosnia, Croatia and Macedonia, help sustain VOA's strong audience numbers in the region. For instance, Serbian President Boris Tadic said that talking with VOA was "a good opportunity to explain to the citizens of Serbia that our country depends on international processes, that we are not alone in the world, and that everything that happens on Wall Street or in Beijing, affects Serbia as well".

VOA Ukrainian TV Reaches Millions

With public sentiment in Ukraine divided over further Western integration, VOA's Ukrainian service plays an increasingly vital role as it continues to reach the estimated 4.76 million viewers who tune into its TV programming every week.¹⁷ The Service, through broadcasts of *Window on America* and *Chas-Time*, offers its audience a unique perspective of events in Ukraine – highlighting key players in both Kiev and in Washington.

Deputy Secretary of State James Steinberg recently appeared on VOA's *Chas-Time*, and in response to a question on U.S. support for Eastern European countries like Ukraine, he emphasized the importance of VOA, stating, "I think what I would focus on is the strong partnership that we have with Ukraine ... the kind of good work that the Voice of America does in making sure that the people of Ukraine have a chance to hear these important messages." This interview, like many produced by the Ukrainian service, was picked up by major news outlets throughout the country.

VOA Forges New Russian Strategy

In Russia, tight government control over television, print, and radio media outlets led to the loss of most VOA in-country radio and TV affiliates. This, combined with a decline in shortwave radio audiences and rapid growth in Internet usage, prompted VOA to convert to a multi-media web-based program producer. Nationwide, 22 percent of the adult population uses the Internet weekly, and the percentage in large cities like Moscow is much higher.¹⁸ The VOA Russian Service's ambitious strategy recognizes that the Russian audience, which is more highly engaged in social networks than any community in the world, expects access to information to be provided beyond the confines of a traditional website. At a critical juncture in U.S.-Russian relations, an Internet strategy allows audiences on-demand access to increase their understanding of American policies, politics and culture and also to be exposed to how Americans view Russia.

The Service's new website features a wide range of interactive activities for the audience. Using a network of full-time correspondents based in Washington, New York and Moscow, freelance reporters in target regions, and policy experts at think tanks and academic institutions, the service's output

¹⁴ InterMedia (Nationwide) Survey July 2009.

¹⁵ Ibid.

¹⁶ InterMedia (Nationwide) Survey September 2009.

¹⁷ InterMedia Survey (Ukraine) October 2008.

¹⁸ InterMedia Survey (Russia) December 2008.

provokes conversation among its audience through utilization of Web 2.0 tools. Embeddable videos are provided through both a user generated community page, where audience members interact, and on YouTube, where Russians find videos through relevant topic searches and then share them with their own expanded network of friends. To encourage interaction even further, VOA's policy experts provide continuous analysis on the VOA blog, which is featured on Russia's most popular blogging platform, *LiveJournal*.

The Service's efforts can already be seen in the Russian market. Visitors from Russia to *VOANews.com* have more than tripled in recent months. Data from a panel of Internet users across the Russian Federation maintained by *comScore.com*, a global leader in online ratings, show that unique monthly visitors to *VOANews.com* increased from 51,000 in August to 70,000 in September and 171,000 in October. In addition, VOA Russian's YouTube videos attracted over 100,000 views in December. In the same month, VOA Russian articles were republished on over 300 Russian-language websites, including 17 stories on *Inosmi.ru*, a Russian publication that attracts an estimated 2.5 million visitors each month.

VOA Launches Video Programming to Georgia

Immediately following Russia's military incursion into Georgian territory on August 8, 2008, VOA doubled its daily radio broadcasts to Georgia from 30 minutes to one hour. Radio programs are reaching Georgian listeners via the FM network of Georgia's Public Broadcasting Corporation. Additionally, in the last year, the Georgian Service began to produce short, Georgian-language video reports using centrally produced VOA TV stories. These short video reports along with the daily radio programs, are available on the Service's website.

Armenian Service's Reach Soars

VOA Armenian Service's weekly reach has increased from 26 percent in 2008 to over 42 percent in 2009, according to an April 2009 InterMedia survey.¹⁹ VOA's affiliate, Armenia-TV, is one of the two top networks in Armenia. The Service reflects the experiences of Armenian-Americans and reports on developments in U.S.-Armenia relations, as well as Armenia's relations with Turkey, Azerbaijan and Russia. Members of Congress and other influential individuals are often interviewed for these programs. Tatul Margarian, Armenia's Ambassador to the United States recently said of the VOA Armenian Service, "You are a very credible news organization and a window on the West for Armenian viewers."

VOA Gains Audience in Turkey

VOA's Turkish Service covers Turkey's role in the Middle East, and its relations with Israel, Iran and Iraq. The Service also focuses on Turkish-Greek relations, efforts to solve the Cyprus problem, as well as Turkey's efforts to join the European Union. According to the InterMedia survey of 2009, VOA Turkish reaches 1.2 percent of Turkey's adult population each week via its TV and radio broadcasts and website.²⁰ In 2009, VOA reconfigured its Turkish broadcasts in order to better respond to media trends in Turkey. The Service's website now features multi-media offerings and is accessible by web-enhanced mobile phones. Content is also distributed on Twitter and YouTube. In addition, several major Internet news sites in Turkey are linked to VOA's Turkish website. The Turkish Service also broadcasts three hours and 45 minutes a week on radio via NTV-FM, Turkey's largest, privately owned news radio network. In addition, the Service broadcasts a 15-minute television news program three times each

¹⁹ InterMedia Survey April 2009.

²⁰ InterMedia Survey (Nationwide) June 2009.

week, and a weekly 30-minute news magazine show. Both programs are carried by the TGRT-News TV network, one of the top five all-news networks in Turkey.

VOA Continues to Reach Azerbaijan Despite Government Ban

VOA's Azerbaijani Service produces a daily 30-minute radio show, a daily 15-minute television show and maintains an Internet site with multi-media offerings. Until the end of 2008, when the government of Azerbaijan banned radio and TV broadcasts of VOA, RFE/RL and BBC on local FM and medium wave frequencies and television stations, VOA Azerbaijani Service was regarded as one of the top international broadcasters in Azerbaijan. Since the beginning of 2009, VOA has continued to produce its daily radio and TV programs which are now broadcast on shortwave frequencies and via satellite and are also available on the VOA Azerbaijani website.

Expanding Reach in Somalia

On June 9, 2009, the Somali Service added a half-hour morning show to its daily programming and is now on the air for a total of 3.5 hours a day. In addition, VOA installed a new FM transmitter in northern Somalia in October 2009. The Service covered many major stories over the past year including reporting that leader Sheikh Hassan Dahir Aweys was alive after news agencies inaccurately reported he was killed in fighting. The Somali Service was also the first news organization to interview a pirate captured by the U.S. Navy after the April raid to free Richard Phillips, an American tanker captain being held hostage by Somali pirates.

In the course of the year, the Service interviewed many major newsmakers, including the presidents of Somalia and Djibouti and U.S. Assistant Secretary of State for Africa Johnnie Carson. The Service also sent a reporter to Minneapolis, Minnesota to do a story on the young Somali Americans who are returning to Somalia to fight on the side of the Islamic insurgency. The story included interviews with families of the young men, leaders of mosques and Somali youth organizations in the city, and officials at the Department of Homeland Security.

Five journalists have been killed this year in Mogadishu, and several VOA stringers received threats from Islamist militants. One of the Service's stringers in the semi-autonomous region of Puntland was arrested following a story he broadcast. In July, Somali Service Chief Abdirahman Yabarow, out of concern for the safety of his stringers in Mogadishu, told local contract journalists to stop filing reports. VOA Somali is now relying in part on citizen journalists to contribute to its reporting of news from Mogadishu.

VOA Opens the Microphone to Horn of Africa Listeners

The Horn of Africa's three languages reformatted their daily broadcasts, providing shorter, livelier news reports and news features. In a region where shortwave radio remains the dominant medium, the Service encouraged its nearly five million listeners in the target countries of Ethiopia and Eritrea to participate in fast-paced topical debates and gave listeners an opportunity to call in with questions for government officials and other newsmakers.²¹

VOA Makes a Difference in Nigeria

Forty-seven percent of the Hausa-speaking population in Nigeria listens to VOA at least once a week, and the Service began text messaging in November and now has over 16,000 subscribers.²² In addition,

²¹ November 2007 InterMedia survey.

²² InterMedia (Nigeria) November 2008.

more than 1,600 people attended a Voice of America town hall meeting organized by the Hausa Service in Yola, Nigeria, on July 16th, during which citizens questioned health experts about polio, HIV/AIDS and other diseases. For those who could not attend, the event was also broadcast as a radio program. In mid-April 2009, the Hausa Service and VOA's Kano Reporting Center organized a local town hall meeting on child survival and maternal health. An estimated 1,000 people attended this event. The First Lady of Nigeria, Hajia Turai Yar' Adua, sent a message praising the Hausa Service for its programming for women and young people, saying, "The activities of VOA Hausa and others are making a difference in the lives of women and children."

New French-to-Africa Show Gains Affiliates

French-to-Africa had many achievements over the past year, including launching a new, interactive format for its *Washington Forum* TV program in the spring of 2009. The new program has been popular with affiliate programming directors in francophone Africa, resulting in an increase from four to 10 affiliates in West and Central Africa that carry *Washington Forum*.

Big Audience Figures for Central Africa Service

The Central Africa Service recorded a 70 percent weekly audience rate in Rwanda, according to a March 2009 survey conducted by InterMedia.²³ This is one of the highest listening rates of any VOA service. Ninety-six percent of those surveyed rated the Service's Kinyarwanda programs "very" or "somewhat" credible, according to the report. The Service secured additional State Department funding to produce an eighth year of its youth refugee radio project which is popular in Burundi and northwest Tanzania. The Service also began text messaging its content in December 2009.

Swahili: First Africa Service to Use Text Messaging

The Swahili Service broadcasts 9.5 hours of radio a week, and in July 2009, it became the first service in the Africa Division to offer news via text messages. Taking advantage of the increasing prevalence of mobile technology in the region, the Swahili Service makes available headline news and breaking news via SMS messages to the millions of people in East and Central Africa who use their cell phones to access news and information. VOA Swahili has a contract with *Safaricom.co.ke*, an East African telecom company, to provide the mobile devices service, which also includes hourly audio newscasts and will soon offer video clips. The Service has nearly 5,000 subscribers to text messages in five East and Central African countries.

New Call-in Show a Hit in Zimbabwe

In January of 2009, the Zimbabwe Project added a new call-in/callback talk show to its *Studio 7* evening news lineup. The popular *LiveTalk* program addresses topics ranging from the successes and failures of Zimbabwe's recently formed national unity government, to economic recovery, and the cholera epidemic that claimed more than 4,000 lives through mid-2009. Given the country's multilingual society, *LiveTalk* is conducted in English, Shona and Ndebele. Listeners request callbacks by text message and also call in directly to give their number to screeners who forward their calls to the studio.

The Zimbabwe project also commissioned a daily radio serial called "KwaTaffy" (Taffy's Place) that will deal with the daily life of Zimbabweans in theatrical form. The first 12 installments began airing in September 2009.

Spanish Language Broadcasting

²³ InterMedia Survey (Nationwide) March 2009.

In June 2009, VOA Spanish unveiled a redesigned website, *VOANoticias.com*. The new site is easy to navigate, frequently updated, highly interactive, and offers video- and audio-news features, such as VOA's prime time, 30-minute news program *El Mundo al Dia* (The World Today). It also offers live streaming and podcasts of all television and radio programs. After the coup in Honduras, a segment of VOA's TV roundtable *Foro Interamericano* (Inter-American Forum) included a discussion between the country's OAS ambassador and a human rights leader – prompting more than 2,000 comments to be posted in a matter of hours.

VOA's Spanish service uses other social media tools to reach audiences in Latin America. It launched a special Twitter page, *VOANoticias*, that provides updates of top news stories throughout the day, and it will soon start sending SMS news headlines and information to mobile users in critical areas of the continent. In May 2009, the Service launched *ArteKultura*, a 10-minute weekend TV and Web video product showcasing America's cultural scene; the program is highly rated on YouTube. Artists in the United States, as well as visiting artists from Latin America, are regularly featured on *ArteKultura*.

In November 2008, the Service established an affiliation with MGM Networks Latin America, which reaches 20 million households continent-wide. MGM carries special VOA daily TV program segments, including a five-minute news summary, across Central and South America.

VOA Remakes English Division

VOA's newly-formed English Division is comprised of staff from all English-language elements within VOA. While radio, television, English Learning, and Music continue to be key components of the new division, the centerpiece is *VOANews.com*. The overall goal of the reorganization is to make VOA English a flagship service that will give target audiences who use English or understand it as a second language news and information, through a variety of media platforms – including radio, TV, the Internet and new media devices.

In October 2008, the division launched a new 30-minute Monday-Friday television news program for Africa called *In Focus*. The program examines important issues and events in Africa, the United States, and in other parts of the world. It is currently on eight TV affiliates in Africa and is streamed on the Internet. VOA English also developed and launched *Now You Know*, a feature about current issues designed to attract young people, *Going Green*, which focuses on the environment, *Money in Motion*, a series that looks at worldwide financial issues, and *The Link*, which deals with Web-related topics.

VOA Special English, which celebrated its 50th anniversary in October 2009, continued its *Foreign Student Series*, which tells how students from around the world can attend college in the U.S. As an example of the program's effectiveness, Li Xueshun, Dean/Associate Professor in the Department of Foreign Language Teaching at Yangtze Normal University in Chongqing, China, wrote to us about a competition he is holding to motivate his students' interest in learning English. Material for the competition comes solely from the Special English website.

VOA's English Division is developing an English learning webpage which will be added to its Special English website. The new webpage will enable users to learn about world news, American life, science, business, while they improve their American English. Appropriate drills and exercises will be created and placed at the end of the lessons as assessments. The lessons and activities on VOA's new English learning website will eventually be accessible on mobile platforms. In addition, VOA Special English also reaches English learners globally through social media platforms such as YouTube (captioned videos), Twitter feeds and text messages. Audience members around the world regularly post comments.

FY 2011 Performance Goals

VOA strives to expand its audience reach across all platforms (radio, television, and Internet) and to maintain its excellent or good program quality ratings and high credibility ratings.

FY 2011 Program Increases

Expanding FM, Digital and New Media Opportunities (\$.2 million)

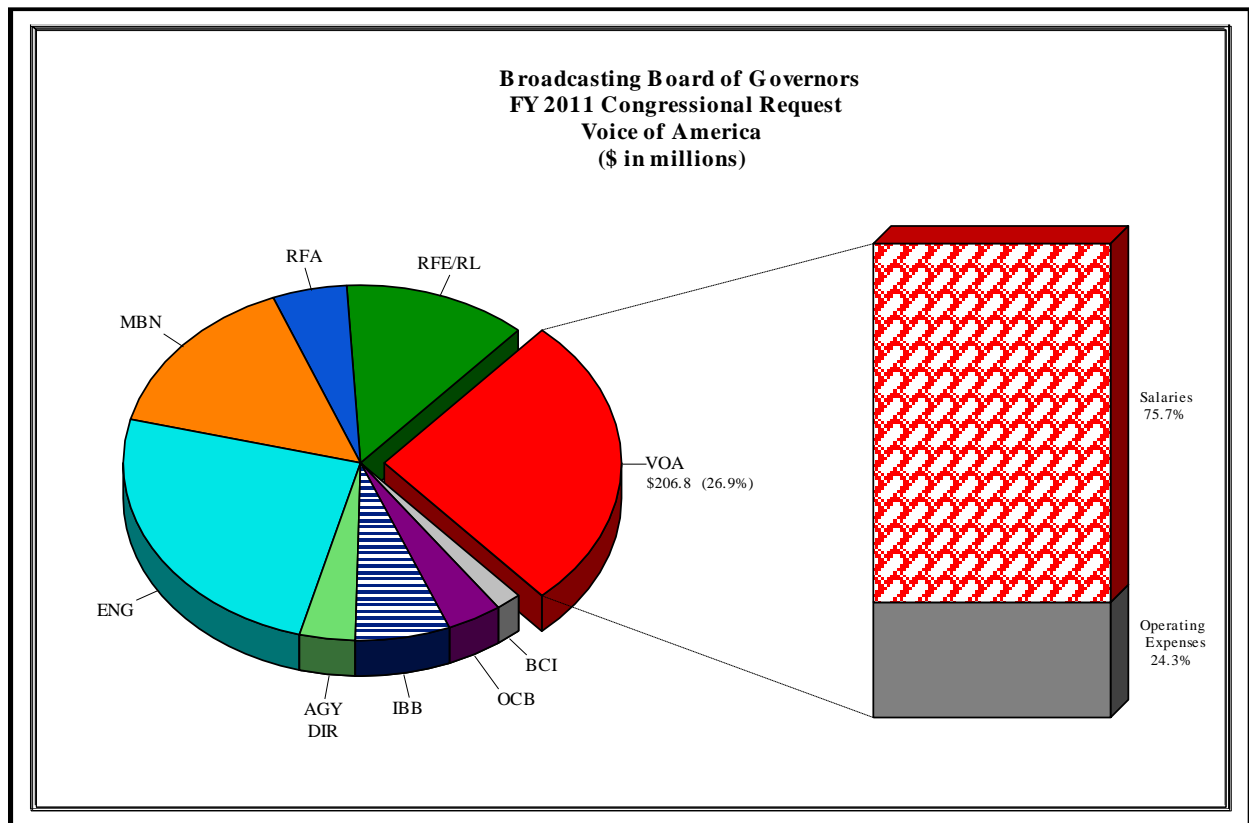
The BBG proposes to expand VOA Express in Africa which is a web-based syndication system for the delivery of audio, video and text content to radio, television and web/print affiliates.

Program Decreases

With the increasingly free media market in the Balkans, the BBG proposes eliminating VOA’s Croatian (\$.9 million) and Greek (\$.4 million) services. In addition, given shifting media consumption towards television and the Internet, the BBG proposes ending radio rebroadcasts of PNN television programming and one hour daily of original VOA Persian radio (\$1 million).

The FY 2011 request for the Voice of America includes a \$.8 million reduction in contractual services through improved practices.

For FY 2011, the BBG is requesting \$206.8 million for the Voice of America.



Voice of America
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+ 204,503
Represents the FY 2010 estimate for Voice of America. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.	
Additional Resources	
Balance transfer from DOS - Georgian/Russian Internet Initiatives P.L. 110-329	+ 931
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+ 1,114
Wage Increases: Domestic/American	+ 2,637
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.	
Wage Increase: FSNs	+ 33
Represents anticipated wage increases for overseas foreign service national employees.	
Other Wage Requirements	+ 1,757
Provides for the annualization of salary and benefits to continue programming into FY 2011, including other allowances.	
Inflation	+ 508
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.	
FY 2011 Current Services Net Changes	+ (1,761)
Built-in Requirements	+ 141
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:	
a) Contractual Service Agreements	104
b) Rent/Utilities/Security	37
Non-Recurring Costs	- (1,902)
The following costs are non-recurred in FY 2011:	
a) Annualization of 2010 reductions and one time 2010 Costs	(1,552)
b) One time costs associated with Georgian/Russian Initiatives	(298)
c) Other Operating Expenses	(52)
FY 2011 Net Program Changes	+ (2,946)
Program Decreases	- (3,128)
Reflects the following reductions to base operations:	
a) Eliminate VOA Croatian, VOA Greek; reduce VOA Persian News Network	(2,314)
b) Reduce Agency contract costs by 4% through improved efficiencies	(814)
Program Increases	+ 182
Reflects the increase above base operations to fund the following enhancements:	
a) Expanding FM, Digital and New Media Opportunities	182
TOTAL FY 2011 VOICE OF AMERICA REQUEST	206,776

**Voice of America
Summary of Funds
FY 2009 - FY 2011**
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2,010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Domestic Operations				
Office of the VOA Director	2,299	2,880	2,772	(108)
Associate Director, Operations	42,329	42,404	42,491	87
Associate Director, Central Programming	27,190	28,706	29,340	634
Associate Director, Language Programming	3,839	4,088	4,163	75
Africa Division	12,434	13,530	12,360	(1,170)
East Asia & Pacific Division	31,178	32,442	32,756	314
Eurasian Division	11,215	11,570	10,565	(1,005)
Latin American Division	5,339	5,963	5,989	26
Near East and Central Asia Division	5,592	5,976	5,831	(145)
South Asia Division	17,391	17,889	17,092	(797)
Persian News Network	17,561	18,245	17,451	(794)
English Division	14,825	16,130	16,736	606
Total, Domestic Operations	191,192	199,823	197,546	(2,277)
Domestic Correspondent Bureaus	1,043	1,116	1,148	32
Overseas Correspondent Bureaus	6,668	7,690	8,082	392
TOTAL, VOICE OF AMERICA	198,903	208,629	206,776	(1,853)
Reconciliation:				
(-) Balances In	(307)	(10)	-	10
(+) Balances Out	699	-	-	-
(-) Reimbursements/Agreements	(2,727)	(2,071)	-	2,071
Enacted/Request Level	196,568	206,548	206,776	228

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**Broadcasting Board of Governors
International Broadcast Bureau
Office of Cuba Broadcasting**

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	34,696	30,168	29,179
Positions	151	136¹	136¹

¹This estimate includes five positions for members of the Advisory Commission on Cuba Broadcasting, which is currently inactive.

The **Office of Cuba Broadcasting (OCB)** broadcasts Radio Martí and Television Martí programs from its headquarters in Miami, Florida. Radio and TV Martí are dedicated to providing a reliable source of news and information that is accurate, objective, and credible. The programs support the right of the people of Cuba to seek, receive, and impart information and ideas through any media, regardless of frontiers. OCB uses a mix of media and frequencies, including cross-border shortwave, AM, direct-to-home satellite and the web to help reach audiences in Cuba.

Radio Martí broadcasts information and news analysis programs six days per week for 24 hours per day, and one day per week for 18 hours per day. TV Martí broadcasts 24 hours per day, seven days a week on Hispasat satellite; four hours per day, six days a week on AeroMartí (two and a half hours per day, five days a week beginning June 2010), and three hours per day, five days a week on DirecTV satellite. TV Martí also is carried on a large number of cable stations throughout Latin America, and is available on the Internet (*Martínoticias.com*). Cuban citizens anywhere in the world with access to the Internet can visit the site 24 hours a day, seven days a week. Radio and TV Martí encourage freedom and democracy in Cuba, by using their programs to promote human rights. Primary areas of coverage include the Cuban economy, news relating to independent human rights and dissident movements, U.S.-Cuban relations, and international stories, such as elections. The programs promote a sustainable civil society, the development of democratic institutions in Cuba, and freedom of the press.

Surveys of recent arrivals from Cuba are periodically conducted to obtain feedback on the TV and Radio programming preferences of the Cuban population. In a survey conducted with 303 immigrants who had left the island in the past 12 months (over half had left in the past six months), 32 percent of the sample reported having heard Radio Martí programs in their last year in Cuba, while 16 percent of respondents indicated they heard Radio Martí at least once a week on average during their last year on the island.¹ Among these immigrants, Radio Martí was by far the most-listened-to station from abroad. Four percent of respondents reported seeing TV Martí in their last year on the island, and two percent indicated they watched it at least once a week on average in those 12 months. It should be noted that these respondents arrived prior to the beginning of VHF broadcasting on AeroMartí in December 2008. Since participants were drawn from a non-probability sample of immigrants to the U.S., their responses

¹ IBB Office of Research Survey, February 12-27, 2009. (Respondents were recruited at classes for recent immigrants at Miami-Dade College and at other selected locations.)