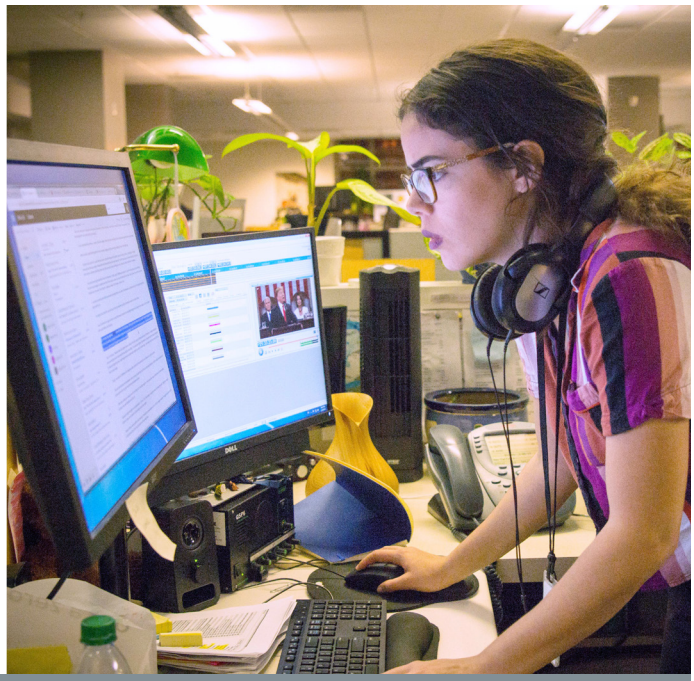
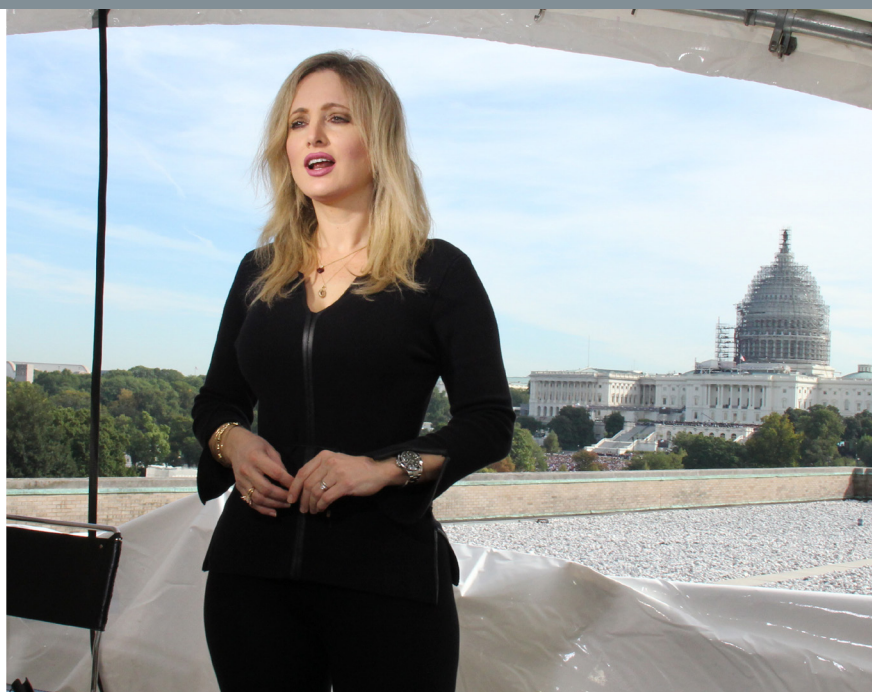
U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS



FY 2020 Congressional BUDGET JUSTIFICATION



Voice of America

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

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Executive Summary

U.S. AGENCY FOR GLOBAL MEDIA
Summary of Appropriations
FY 2018 - FY 2020
(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	**FY 2018 ACTUALS**	**FY 2019 ANNUALIZED CR**	**FY 2020 REQUEST**
FEDERAL ENTITIES			
Voice of America	$ 256,236	$ 250,060	$ 189,926
Office of Cuba Broadcasting	$ 29,144	$ 29,144	$ 12,973
International Broadcasting Bureau	$ 56,896	$ 58,576	$ 52,121
Internet Freedom; Anti-Censorship (non-add to IBB)	$ 13,800	$ 13,800	$ 9,500
Office of Technology, Services, and Innovation	$ 177,075	$ 181,843	$ 151,978
TOTAL, FEDERAL ENTITIES	**$ 519,351**	**$ 519,623**	**$ 406,998**
NON-FEDERAL ENTITIES			
Radio Free Europe/Radio Liberty	$ 124,038	$ 124,038	$ 86,767
Radio Free Asia	$ 44,013	$ 44,013	$ 33,531
Middle East Broadcasting Networks	$ 110,312	$ 110,312	$ 96,229
TOTAL, NON-FEDERAL ENTITIES	**$ 278,363**	**$ 278,363**	**$ 216,527**
TOTAL, INTERNATIONAL BROADCASTING OPERATIONS	**$ 797,714**	**$ 797,986**	**$ 623,525**
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*			
Broadcasting Capital Improvements	$ 5,814	$ 9,700	$ 4,551
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 5,814**	**$ 9,700**	**$ 4,551**
USAGM GRAND TOTAL - Appropriation/Request	**$ 803,528**	**$ 807,686**	**$ 628,076**

> And above all, we value the dignity of every human life, protect the rights of every person, and share the hope of every soul to live in freedom. That is who we are.
>
> —President Donald J. Trump; July 6, 2017; Remarks by President Trump to the People of Poland

For Fiscal Year (FY) 2020, the U.S. Agency for Global Media (USAGM) is requesting $628.1 million to pursue its mission to inform, engage and connect people around the world in support of freedom and democracy.

USAGM's Role in U.S. Foreign Policy

Serving as America's civilian international media agency, USAGM is comprised of the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Alhurra TV and Radio Sawa (under the Middle East Broadcasting Networks – MBN) and Radio and TV Martí (under the Office of Cuba Broadcasting – OCB). These five dynamic, modern networks provide content through digital platforms, television, and radio in 60 languages to more than 100 countries.

The USAGM networks advance U.S. national interests and universal values of freedom by providing audiences in closed societies, or where free media is not yet fully established, with consistently accurate and compelling journalism and other content that opens minds and stimulates debate. U.S. international media demonstrates to the world the values of American society: freedom, openness, rule of law, democracy, and hope.

As the National Security Strategy explains, "Stable, prosperous and friendly states enhance American security and boost U.S. economic opportunities." In covering the current affairs and foreign policy of the United States, USAGM networks open a window into democracy in action, in all its richness and complexity, a prism through which global audiences can see reflected their own struggles to build sustainable democratic systems.

USAGM pursues its mission in an increasingly challenging global environment. In a world awash in media and interconnected as never before, governments and nonstate actors, including extremist groups like ISIS and Boko Haram, have weaponized information to generate a relentless, sophisticated stream of false narratives that too often go unchallenged. As detailed in the National Security

Strategy, "Rival actors use propaganda and other means to try to discredit democracy. They advance anti-Western views and spread false information to create divisions among ourselves, our allies, and our partners." Government funded broadcasters, including China Central Television (CCTV) and Russia's RT international television network, inundate audiences with disinformation about global events and depict the United States on an irreversible downward social spiral, with failing institutions and global strength on the wane. Global press freedom has deteriorated steadily during the past decade and internet freedom is declining as more governments censor information, block access, and expand surveillance.

Building on Recent Investments

USAGM is in the midst of a significant multi-year transformation effort designed to improve the efficiency and effectiveness of the agency, and to increase its impact on the audiences it serves worldwide. This undertaking aligns with the Administration's National Security Strategy and President Trump's management priorities of effectiveness, efficiency, and accountability, and advances USAGM's 2018-2022 Strategic Plan.

In FY 2018, USAGM reached a weekly audience of 345 million across radio, television, and the internet—a 24 percent increase from the FY 2017 audience of 278 million. This growth continues the agency's upward trend in audience reach in recent years, reflecting both the quality of content and the global demand for a trusted source of news and information.

In FY 2020, the USAGM networks will seek to leverage their successes, which include:

- **LAUNCHING OF VOA 365, USAGM'S NEW 24/7 PERSIAN-LANGUAGE GLOBAL NETWORK** – VOA and RFE/RL will augment their existing collaboration by confronting Iranian disinformation and speaking directly to the Iranian people in-country through a 24/7 media presence, modeled after Current Time, a similar endeavor targeting Russian-speaking populations in Russia and its periphery. VOA 365 builds on VOA's Persian Service and RFE/RL's top-rated Radio Farda to provide 24/7 live and unfiltered coverage of global news and events through its expanded pool of studios and correspondents stationed across the globe. The network, which follows USAGM's shift from a country-based content model to

language-based model, will play an essential role in USAGM's effectiveness in Iran by providing critical objective news and information about the United States, Iran and the world to the Persian-speaking diaspora around the world and young, future leaders inside the country.

- **CREATION OF A MANDARIN DIGITAL NEWS NETWORK TO ENGAGE AUDIENCES** – In the same vein as the 24/7 global language networks of Current Time and VOA 365, this new network pivots USAGM's Mandarin-language programming from traditional radio and satellite broadcasts towards digital and social media content for Mandarin-speakers worldwide, including the extensive Chinese diaspora, Chinese overseas workers, and the growing population of Chinese citizens traveling globally for business, pleasure, and education. USAGM research suggests our ability to access audiences in-country and around the world is strongest using a digital strategy, and VOA and RFA have both found these to be effective channels for information-seeking people to evade government firewalls. Despite China's aggressive and widespread actions to control the media and information space inside of China and regionally, both VOA and RFA have seen impressive audience reach on digital platforms and among highly educated Chinese adults as well as evidence of high trustworthiness among users. A 2017 survey of China, commissioned by USAGM, found record audiences for VOA and RFA content – 67 million weekly – mostly on digital platforms.

- **CONTINUED EXPANSION OF RFE/RL AUDIENCE AND RUSSIAN-LANGUAGE CONTENT** – The Current Time TV and digital network provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe and as far away as Israel with access to factual, accurate, topical and trustworthy information, and serves as a reality check on disinformation that is driving conflict in the region. The measured weekly audience of RFE/RL's Russian- language content, including RFE/RL's Radio Svoboda and Current Time, has nearly doubled from 2016, now reaching 6.4 percent of Russian adults, or nearly 6.6 million people. In 2018, Current Time's videos received approximately 500 million views online and across social media platforms, with more than half coming from inside of Russia.

- **REACHING CRITICAL AUDIENCES IN CENTRAL AMERICA AND VENEZUELA** – In Central America and Venezuela, VOA reaches local audiences with continued operations and comprehensive coverage of the Venezuelan government, the country's on-going leadership crisis, and the U.S. and international community's response.

- REPORTING AND BROADCASTING TO CRITICAL AUDIENCES IN INFORMATION-RESTRICTED ENVIRONMENTS, SUCH AS NORTH KOREA – Surveys of defectors and travelers from North Korea consistently note that USAGM is highly influential in the Democratic People's Republic of Korea (DPRK or North Korea), and USAGM continually looks for opportunities to expand transmissions there. In addition, a jointly produced video project from RFA and VOA has helped to counter North Korean government propaganda by showing North Koreans the reality of life outside the DPRK.

- DEVELOPMENT OF REFUGEE-FOCUSED BROADCASTS – Broadcasts to information-deprived refugee populations in Bangladesh and Kenya provide news and English-language instruction, mitigating the potential for violent radicalization.

- RFE/RL ENGAGEMENT WITH NEW AUDIENCES IN BULGARIA AND ROMANIA – Recent RFE/RL expansion of operations into Bulgaria and Romania, a region targeted by Russian propaganda, aims to help the growth of a free press and promote democratic values and institutions.

- ROLLOUT OF A MULTI-YEAR MBN TRANSFORMATION PLAN – MBN has recently embarked on a multi-year transformation plan to fundamentally improve programming content and production quality across all MBN media. MBN's transformation efforts include refreshing programming targeted to Iraq and the Levant with new energy and focus, expanding and reprioritizing digital output, and upgrading its broadcast model to cloud-based IP infrastructure.

- OCB MODERNIZATION – OCB is modernizing its news delivery, including: a total transformation on its digital page; live interaction of anchors with independent reporters in Cuba; and collaboration with VOA's Latin American Division, maximizing the sharing of content and resources.

- IMPROVEMENT OF ESSENTIAL AGENCY TECHNOLOGY OPERATIONS – USAGM's Office of Technology, Services and Innovation (TSI) continues to advance the operations of the agency's networks through the rollout of enhanced program production, archiving and distribution infrastructure, continued support of High Definition (HD) video production and delivery, upgrade of business processes, and modernization in critical technical areas and aggressive expansion of its extremely successful cyber-security posture.

- INTEGRATION OF ARTIFICIAL INTELLIGENCE (AI) TOOLS INTO THE AGENCY'S WORKFLOWS – The Office of Policy and Research (OPR) within the International Broadcasting Bureau (IBB) is coordinating across USAGM to develop improved research-based tools for analysis and decision-making. In support of the 2019 executive order on "Maintaining American Leadership in Artificial Intelligence," which calls on federal agencies to consider AI a priority, planning is underway for AI tools to be tested, applied and integrated into USAGM workflows for the purposes of improving analysis and streamlining inefficiencies across the agency. USAGM is uniquely suited to benefit from these tools due to the centrality of data to the news and media industries, as well as its access to real-time digital analytics and a recently re-launched, fully-integrated data management system. USAGM is in the process of investing in AI tools to provide better insights into audience behavior and trends, detect anomalous behavior (e.g. state-level site-blocking and technical problems), detect misinformation campaigns, fraud detection, and aid content creators.

Organizational Change and Progress

The FY 2017 National Defense Authorization Act (NDAA) made major reforms to the International Broadcasting Act (IBA) of 1994 (P.L. 103-236, as amended). The changes are designed to modernize the agency, including the empowerment of a full-time Chief Executive Officer (CEO) and additional operational authorities. Recent efforts to leverage the new NDAA authorities include:

- MODERNIZING THE AGENCY'S NAME – The new name, the "U.S. Agency for Global Media", more accurately communicates to taxpayers, network affiliates and other partners the modern technology and media platforms used to achieve the agency's mission, as well as the global scope of its work. Today, USAGM operates on mediums far beyond broadcast television and radio, including the internet, mobile devices, smart television applications and digital radio, reaching a weekly audience of over 345 million people in 60 languages in over 100 countries. As an independent, international media organization—protected by a "firewall" that prohibits editorial interference—the agency will continue to put objective, professional news and content to work on behalf of U.S. global interests and serve a vital role in U.S. public diplomacy and national security.

- INNOVATIVE USE OF CONTRACTING AUTHORITIES – Contractors are a critical part of USAGM's workforce, both in terms of journalists who generate impactful content and support staff, such as human resources and financial management. VOA alone relies on the specialized skills of over 600 contractors to develop and deliver content to its audience. USAGM is exploring different approaches to streamline management of these contractors, maintain competitive compensation for them, and increase the agility with which leadership can leverage its contractor resources to complement its robust federal workforce.

- RENEWAL OF WORKFORCE RESHAPING TOOLS – USAGM has partnered with the Office of Personnel Management to renew its Voluntary Early Retirement Authority (VERA) and use of Voluntary Separation Incentive Payments (VSIP) through FY 2019 to continue evolving the agency's workforce for the demands of today's markets and technologies. USAGM will seek to continue leveraging these tools through FY 2020.

Budget Request Overview

For FY 2020, USAGM is requesting $628.1 million, which is $179.6 million or 22 percent below the FY 2019 annualized Continuing Resolution level of $807.7 million. The reductions are allocated among the USAGM entities as identified in the summary of appropriations table at the end of this section. Most reductions will be achieved through elimination of programming staff and contractors and the reduction of broadcasting and direct language service to certain territories. The funding allocations prioritize regions of strategic importance to U.S. national security, optimize the use of technology to reach audiences, and reflect sharing of resources and content across entities to the greatest extent possible. The five strategic priorities of USAGM as outlined below will drive budget decisions throughout FY 2019 and FY 2020.

Additionally, Appendix B contains budget tables for each entity at the language service level that provide greater granularity for the proposed FY 2020 funding allocations. Appendix D contains tables for each entity that summarize the major increases and decreases that add up to the proposed change in total funding for each entity.

USAGM Strategic Priorities

The USAGM CEO has worked with the five network heads and other key stakeholders to refine the agency's five strategic priorities. These priorities tie to objectives in the USAGM's 2018-2022 Strategic Plan and will maximize the agility, efficiency, and impact of the networks and enable the agency to more effectively address the rapidly evolving media environment.

1. MAXIMIZE PROGRAM DELIVERY AGILITY

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

2. ENHANCED STRATEGIC COOPERATION BETWEEN NETWORKS

   USAGM will expand the five networks' coordination by extending the successful U.S. International Media Coordinating Committee (ICC) model to mid-level working groups while remaining focused on the complementary missions of the agency's entities. At the center of this collaborative effort will be increasing the level of content sharing and curation among and within its five networks, and leveraging resources where it makes sense to better report on the stories that matter to audiences worldwide.

3. FOCUS ON KEY ISSUES AND AUDIENCES

   USAGM is prioritizing resources to ensure that its activities advance the broad foreign policy priorities of the United States, including the universal values of freedom and democracy. To this end, the agency is targeting its resources strategically to provide accurate and credible news and information for audiences most impacted by state-sponsored disinformation and violent extremism, particularly by campaigns of terror. These vulnerable populations are located, among other places, in Russia and its periphery, China and its periphery, the Democratic People's Republic of Korea, Iran, Cuba, Venezuela, Sub-Saharan Africa, camps for refugees and internally-displaced persons worldwide, Arabic speakers across the Middle East, and nations threatened by extremist attack or influence.

4. **IMPROVED ACCOUNTABILITY AND IMPACT MEASUREMENT**

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

5. **TARGETED PUBLIC/PRIVATE PARTNERSHIPS ON INNOVATION AND MEDIA REACH**

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

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U.S. AGENCY FOR GLOBAL MEDIA

Summary of Appropriations

FY 2018 - FY 2020

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	**FY 2018 ACTUALS**	**FY 2019 ANNUALIZED CR**	**FY 2020 REQUEST**	**FY 2020 vs. FY 2019**	**FY 2020 vs. FY 2019 %**
FEDERAL ENTITIES					
Voice of America	$256,236	$250,060	$189,926	-$60,134	-24%
Office of Cuba Broadcasting	$ 29,144	$ 29,144	$ 12,973	-$ 16,171	-55%
International Broadcasting Bureau	$ 56,896	$ 58,576	$ 52,121	-$ 6,455	-11%
Internet Freedom; Anti-Censorship (non-add to IBB)	$ 13,800	$ 13,800	$ 9,500	-$ 4,300	-31%
Office of Technology, Services, and Innovation	$177,075	$181,843	$151,978	-$29,865	-16%
TOTAL, FEDERAL ENTITIES	**$ 519,351**	**$ 519,623**	**$406,998**	**-$ 112,625**	**-22%**
NON-FEDERAL ENTITIES					
Radio Free Europe/Radio Liberty	$124,038	$124,038	$ 86,767	-$ 37,271	-30%
Radio Free Asia	$ 44,013	$ 44,013	$ 33,531	-$ 10,482	-24%
Middle East Broadcasting Networks	$ 110,312	$ 110,312	$ 96,229	-$ 14,083	-13%
TOTAL, NON-FEDERAL ENTITIES	**$278,363**	**$278,363**	**$ 216,527**	**-$ 61,836**	**-22%**
TOTAL, INTERNATIONAL BROADCASTING OPERATIONS	**$ 797,714**	**$797,986**	**$623,525**	**-$174,461**	**-22%**
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*					
Broadcasting Capital Improvements	$ 5,814	$ 9,700	$ 4,551	-$ 5,149	-53%
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 5,814**	**$ 9,700**	**$ 4,551**	**-$ 5,149**	**-53%**
USAGM GRAND TOTAL - Appropriation/Request	**$803,528**	**$807,686**	**$628,076**	**-$179,610**	**-22%**

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Positions and FTEs

FY 2018 - FY 2020

	FY 2018 Actuals		FY 2019 Annualized CR		FY 2020 Request	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL EMPLOYEES						
Voice of America	**1,020**	**923**	**1,085**	**1,082**	**840**	**837**
American/Domestic Employees	1,003	909	1,068	1,068	823	823
Foreign Nationals DH/ Personnel Service Agreements	17	14	17	14	17	14
Office of Cuba Broadcasting	**108**	**111**	**111**	**111**	**52**	**52**
American/Domestic Employees	108	111	111	111	52	52
International Broadcasting Bureau	**185**	**164**	**185**	**172**	**186**	**172**
American/Domestic Employees	185	164	185	172	186	172
Office of Technology, Services and Innovation	**367**	**259**	**450**	**335**	**450**	**335**
American/Domestic Employees	156	159	189	190	189	190
Foreign Nationals DH/ Personnel Service Agreements	211	100	261	145	261	145
SUBTOTAL, FEDERAL EMPLOYEES	**1,680**	**1,457**	**1,831**	**1,700**	**1,528**	**1,396**
NON-FEDERAL ENTITY EMPLOYEES						
Radio Free Europe/Radio Liberty	**698**		**826**		**658**	
American/Domestic Employees	698		826		658	
Foreign Nationals DH/ Personnel Service Agreements						
Radio Free Asia	**263**		**286**		**215**	
American/Domestic Employees	253		262		194	
Foreign Nationals DH/ Personnel Service Agreements	10		24		21	
Middle East Broadcasting Networks	**750**		**898**		**928**	
American/Domestic Employees	436		545		565	
Foreign Nationals DH/ Personnel Service Agreements	314		353		363	
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	1,711		2,010		1,801	
USAGM TOTALS	**3,391**	**1,457**	**3,841**	**1,700**	**3,329**	**1,396**

Legislative Proposal Requests

The United States Agency for Global Media requests two legislative proposals as part of the FY 2020 President's Budget appropriations language and one proposal to authorize the USAGM Foundation. The proposed appropriations language is located after the proposal descriptions below.

1. **HIRING QUALIFIED NON-U.S. CITIZEN JOURNALISTS**

   One of the most pressing challenges VOA currently faces is finding skilled, professional, multimedia language-qualified journalists. This proposal would allow the agency to return to considering applications from all suitably-qualified candidates on an equal basis, including those of non-U.S. citizens. With the recent transition to television and digital platforms, VOA often must look outside of the agency, and often outside the U.S., to find candidates with the combination of relevant qualifications and language skills, including local dialect and/or current local vernacular skills. Often, the local dialect and vernacular skills can only be found in applicants who have recently been speaking and working in-country, and those skills are necessary to target and retain the largest audiences, especially youth cohorts. However, since 2015 the Agency has been operating under the decision of an arbitrator that mandates consideration of all U.S. citizen applicants before non-citizens, even if the non-citizen is the only one of the candidates with sufficient skills/accent in the local language to carry out the responsibilities. In some cases, there is an extreme dearth of U.S. citizen journalists with the necessary language skills, and in several instances VOA has canceled a solicitation because qualified non-citizens were deemed ineligible when in the same applicant pool with underqualified U.S. citizens. This proposal will simply restore, not expand agency authority to the purpose reflected in a 1983 report by the Committee on Foreign Relations (No. 97-429): "it is not in the interest of the United States or of U.S. citizens to jeopardize the quality of [international] programming in order to insure that 'minimally qualified' Americans fill every possible position. The ability to communicate information accurately in a foreign language hinges on language capability which includes an idiomatic grasp of the language, not just textbook language. International broadcasting is a competitive field which requires the best possible staff to attract and maintain an overseas audience. The quality of U.S. broadcasts reflects the quality of the

message and the seriousness of our intent in broadcasting. . . . A suitably qualified person does not mean one who is qualified under minimum standards, but a person whose skills match the demands of the position as well as the demands of the Agency.

2. SURGE CAPACITY FUND TRANSFER AUTHORITY

The United States International Broadcasting Surge Capacity Fund, already authorized by current law (22 USC 6216), allows the President to provide financial and technical resources for up to six months to USAGM to carry out broadcasting activities in a geographical area during a crisis abroad. This provision would permit transfers of unobligated balances from expired USAGM accounts into the Surge Capacity Fund.

3. USAGM FOUNDATION

The agency seeks authority to establish the USAGM Foundation to assist the families of fallen journalists. The purpose of the Foundation will be to encourage, accept, and administer private gifts from non-Federal and private entities for the purposes of a) offering financial assistance to the families of USAGM journalists, stringers, or support personnel who die in the course of their USAGM duties to cover funeral costs, living expenses, and other related financial hardship costs; and b) funding evacuation, safety, medical, or other related costs in the event any USAGM journalists, stringers, or support personnel are in immediate life-threatening danger or are injured during the course of their USAGM duties. Despite USAGM's best efforts to ensure the safety of its journalists abroad, the agency is limited in mobilizing resources and assistance to our journalists under current law, and over the years 18 USAGM journalists have paid the ultimate price in theservice of the U.S. government.

Proposed International Broadcasting Operations Appropriations Language:

For necessary expenses to enable the [Broadcasting Board of Governors (BBG)] *United States Agency for Global Media (USAGM)*, as authorized, to carry out international communication activities, and to make and supervise grants for radio, internet, and television broadcasting including to the Middle East, [$656,342,000]*$623,525,000*: Provided, That in addition to amounts otherwise available for such purposes, up to [$31,135,000] *$32,782,600* of the amountappropriated under this heading may remain available until expended for satellite transmissions, surge capacity, and Internet freedom programs, of which

not lessthan [$10,000,000]*$9,500,000* shall be for Internet freedom programs: Provided further, That of the total amount appropriated under this heading, not to exceed $35,000 may be used for representation expenses, of which $10,000 may be used for such expenses within the United States as authorized, and not to exceed $30,000 may be used for representation expenses of Radio Free Europe/Radio Liberty:

Provided further, That funds made available under this heading may be used for purposes authorized by section 801(5) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1471(5)): Provided further, That funds made available under this heading may be used for purposes authorized by section 804(20) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1474(20)): *Provided further, That funds made available under this heading may be used for purposes authorized by section 804(1) of the United States Information and Educational Exchange Act of 1948 (22 U.S.C. 1474(1)), if equally or better qualified United States citizen applicants are not available when such job vacancies occur:*

Provided further, That the [BBG] *USAGM* shall notify the Committees on Appropriations within 15 days of any determination by the [BBG] *USAGM* that any of its broadcast entities, including its grantee organizations, provides an open platform for international terrorists or those who support international terrorism, or is in violation of the principles and standards set forth in subsections (a) and (b) of section 303 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6202) or the entity's journalistic code of ethics:

Provided further, That significant modifications to [BBG] *USAGM* broadcast hours previously justified to Congress, including changes to transmission platforms (shortwave, medium wave, satellite, Internet, and television), for all [BBG] *USAGM* language services shall be subject to the regular notification procedures of the Committees on Appropriations:

Provided further, That in addition to funds made available under this heading, and notwithstanding any other provision of law, up to $5,000,000 in receipts from advertising and revenue from business ventures, up to $500,000 in receipts from cooperating international organizations, and up to $1,000,000 in receipts from privatization efforts of the Voice of America and the International Broadcasting Bureau, shall remain available until expended for carrying out authorized purposes:

Provided further, That the USAGM may transfer to, and merge with, funds under the heading "International Broadcasting Surge Capacity Fund", pursuant to section 316 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6216), for obligation or expenditure by the USAGM for surge capacity, any of the following: (1) unobligated balances of expired funds appropriated under the heading "International Broadcasting Operations" for fiscal year 2019, except for funds designated by the Congress for Overseas Contingency Operations/Global War on Terrorism pursuant to section 251(b)(2)(A) of the Balanced Budget and Emergency Deficit Control Act of 1985 (2 U.S.C. 901(b)(2)(A)), at no later than the end of the fifth fiscal year after the last fiscal year for which such funds are available for their stated purposes; and (2) funds made available for surge capacity under this heading.

Voice of America (VOA)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 256,236	$ 250,060	$ 189,926

Overview

Voice of America is the U.S. government broadcaster to the world, providing fact-based news and information to audiences with limited or no access to a free press and promoting the growth of democratic values and institutions. With programs in 46 languages, VOA covers the United States and the world in ways that inform, engage, and connect with audience needs and interests, and are locally targeted in every country and region where VOA exists.

VOA tells America's story, explaining its people, institutions, and culture. VOA broadcasts more than 2,100 hours of radio and television, plus 24/7 web and social media programming each week, contributing a weekly audience of 275.2 million to USAGM's total measured weekly audience of 345 million. In addition to its measured audience, VOA also has measured its effectiveness: 84 percent of its weekly audiences say they trust VOA to provide accurate and reliable information, and 76 percent say VOA helps them understand current events relevant to their lives.[1]

VOA focuses on several key areas:

- Telling America's story through U.S. perspectives and coverage of democracy and civil society
- Serving as a model of free expression by providing uncensored news to un-free countries with a restricted media environment
- Providing fact-based alternatives to propaganda
- Using enhanced reporting to counter violent extremism and radicalization of vulnerable populations

1 From USAGM-commissioned surveys, as reported in the FY 2018 USAGM Performance and Accountability Report

VOA customizes its strategies to reach audiences on their preferred platforms and devices, and in the languages they speak at home. Particular emphasis is paid to territories where violent extremism can breed – including Africa, South Asia, and Indonesia; state sponsors of terrorism – including North Korea and Iran; and countries where information is perverted or censored, such as China, Turkey, and Russia. As audiences shift to mobile and social media, digital distribution is integral to VOA's mission.

FY 2019 and FY 2020 Initiatives

Telling America's story through U.S. perspectives and coverage of democracy and civil society

VOA covers "America's story" comprehensively. Its journalists travel around the United States to report on the people and places off the beaten path, and on communities where residents come from different backgrounds but share a value system and belief in the American way. Some of the coverage is in the language of the countries where VOA is heard, seen, and read. It is about the various diaspora of first, second, and third generation immigrants whose opinions are still highly valued in their home countries. Other coverage, including the weekly interview program *Plugged in with Greta Van Susteren* and the digital newsmagazine *VOA Connect*, informs global audiences on American culture, values, and politics. In FY 2018, VOA's *Off the Highway* explored the views of those living in rural America. Further initiatives also include expansion of reporting out of VOA's Silicon Valley bureau on issues like entrepreneurship, technology, and innovation — important topics to key VOA audiences.

In FY 2019, VOA Eurasia Division is producing short cross-platform documentaries focusing on diaspora communities in the United States. The series, *Ambassadors of the American Experience*, will profile prominent diaspora personalities and organizations and their contributions to the American society and provide audiences with greater insights and understanding of the American society and institutions. VOA Indonesian will bring Indonesian social media stars to travel the United States and cover the diversity of America.

With degrees from American universities offering the ticket to success and prestige around the world, covering international students in the United States

is a critical part of VOA's mission. In FY 2019, VOA is expanding its coverage of education, contracting with noted bloggers to tell their stories from the perspective of students, teachers, and citizens of other countries who aspire to study here. The VOA Mandarin Service will create a month-long profile of colleges attractive to Chinese students, and have coordinated news coverage to explore the critical differences between the U.S. education system and that in China.

Serving as a model of free expression by providing uncensored news to restricted media countries

In 2018, governments around the world increasingly used technology to tighten controls on free expression. Many rolled out government-financed media that reported only news that their leaders favored. VOA coverage stood out for its lack of bias and for its relevance to the lives of its audiences worldwide. VOA focused on using a combination of broadcast and digital platforms to engage with audiences in closed societies and worked to gain preferred placement on platforms that are still available in markets where the government has started to crack down.

Elections in Russia, Turkey, Zimbabwe, Cambodia, Burundi, Mali, Indonesia, and Pakistan in FY 2018 had major implications for U.S. foreign relations. VOA coverage was hailed as unbiased. The VOA-sponsored live presidential debate in Zimbabwe brought the two main candidates together for the first time. VOA Khmer provided unmatched reporting on Cambodia's shrinking political space despite being forced off its FM affiliates. VOA Urdu shed light on Pakistani electoral politics with original stories on abducted peace activists, violence targeting local candidates, and the influence of fake news. VOA's effectiveness in advocating for free expression and democratic principles can be seen in how opponents reacted; in Burundi, VOA was temporarily banned two weeks before a vote to extend the sitting president's term.

In FY 2019, VOA will show the world how free societies govern, through its coverage of both the 2018 U.S. midterm Congressional elections and the run-up to the 2020 U.S. Presidential election, including the broadcast of key speeches simultaneously translated into multiple languages, building upon its simultaneous translation model pioneered during the last political cycle. VOA will expand coverage of political conventions and major events throughout the 2020 Presidential campaign season, with the objective of explaining the political

process in America and informing foreign audiences how democracy functions and what goes into an election cycle.

Persian language TV network expansion

In Iran, where the government bans satellite dishes and online access to international media, weekly audiences for VOA Persian grew to nearly 16 percent of Iranian adults.[2] The service evaded censorship by using web and social media and satellite television to cover live events showcasing the U.S. side of events important to Iranians – frequently, stories either not reported by Iran state media or spun to reflect only the Iranian regime's interests. The expansion of VOA live coverage has significantly penetrated Iran.

In FY 2019, VOA Persian will take its market-leading television network to a new level, enhancing the quality and scope of its 24/7 satellite service, expanding the critical global and regional news relating to Iran, and the granular, audience-focused information it provides about U.S. policy toward Iran and the region.

VOA Persian will also add specialty web and TV programming focusing on the issues of corruption and inequality in the Iranian regime that have sparked continuing and widespread protests. The project, under the umbrella VOA 365, will be led by the Voice of America in cooperation with Radio Farda, the Persian language arm of RFE/RL.

Expand television broadcasts to North Korea

VOA Korean launched television and video programs to North Korea in FY 2017. Because of paralyzing restrictions on free expression in the country – listening to or watching international media can send offenders *and their families* to prison – the service focused on senior officials inside North Korea who have access to the Internet and international satellites, and on North Korean officials and contract workers abroad. VOA Korean launched its television roundtable *Washington Talk* – in English and Korean – and drew praise from Korea experts for its interpretation of events affecting North Korea in a way that North Korean officials can understand. The service also looked critically at North Korea, such as when they movingly covered North Korea's abduction of Japanese citizens in a half-hour documentary that focused on gross human rights violations committed by the North.

2 USAGM Iran research, 2017

The Korean Service also used the attractiveness of the outside world to reach North Korean audiences, addressing the huge ignorance in North Korea about life in the United States. In FY 2017, the Korean Service began a continuing documentary series about Koreans in the United States, focusing on Palisades Park, New Jersey—a flourishing town that has the largest percentage of Koreans in America, which continued in FY 2018. In FY 2019, the program is expanding to other large Korean communities in the U.S.

VOA Korean will also add daily news and weekly "world-view" programming to provide information that many North Korean officials may not know.

Increase coverage of Central America and Venezuela

The VOA Spanish Service expanded its coverage of the fragile countries of Nicaragua and Venezuela in FY 2018. The unpopular governments in both countries have repressed local media and all but banned coverage of the frequent anti-government demonstrations taking place. VOA worked closely with influential media partners, taking advantage of VOA's credibility, impact, and its unique position in the United States. Leading Venezuela media partner "El Nacional" added a website section to focus on VOA content. VOA Spanish focused on news and information from the United States, the threats to human rights and freedom of the press in the two countries, and the rampant corruption that undermined the economies and spirit of both. The service had stringers providing daily reporting from Venezuela, counterbalancing government media as well as Russian and Chinese outlets. VOA reporters also traveled to Nicaragua for onsite coverage including reporting on the youth movement and its role in the quest for democracy.

Despite government pressure against VOA, local media in both countries use VOA Spanish reporting about their countries and the United States as local news. In Venezuela, despite government censorship, VOA Spanish reached 8.3 percent of the population.[3] In Nicaragua, where censorship is less formal, VOA Spanish reached nearly 14 percent of adults each week. [4]

VOA will expand coverage from Venezuela, placing additional reporters on the ground, expanding co-productions with Venezuelan media partners, and nurturing digital media partnerships. In addition, the service will expand its

3 USAGM research, 2016

4 USAGM research, 2017

use of co-produced reports to leverage affiliate audiences and continue reporting on such topics as U.S. sanctions, immigration and refugees, Latin America-U.S. relations, and social issues such as child malnutrition, hunger, crime, and corruption.

VOA Mandarin Expansion

VOA Mandarin delivers on fact-based reporting of events and a wide range of perspectives from the United States. In FY 2018, VOA Mandarin expanded its digital and broadcast footprints through segments on hot-button topics such as U.S./China trade tensions and programs such as *Issues and Opinions*. Serving as "wake up" broadcast television for China, the service's *Eye on America* covered occurrences in America while China slept. VOA Mandarin also expanded its use of live experts and social media influencers in its coverage, adding nuance to its reporting on China, the U.S., and U.S./China policy. It used technology to circumvent China's "Great Firewall" and reached 2.7 percent (29 million) of Chinese adults via digital means on a weekly basis, and 1.1 percent (11.9 million) of adults via TV and 0.6 percent (6.6 million) via radio broadcasts. Though under state control, Chinese media regularly published or cited VOA reporting, a significant advancement for the VOA Mandarin Service, whose transmissions are jammed by China and whose website is blocked by its government censors.

VOA's China Branch told stories not reported by Chinese media, many of which involved human rights. VOA Mandarin broke the story of forced deportations from Chinese cities of poor people from China's countryside seeking work there. A special VOA web section, Dragon's Reach, focused on the hidden and public aspects of Chinese imperialism. VOA Mandarin presented the United States side of trade disputes and of tensions in the South China Sea that were misreported by Chinese media reporting, and broadcast live from the Congressional-Executive Committee on China that highlighted human rights violations by the Beijing government. As the North Korean situation heated up, the Service produced frequent specials live from Korea and from the scene of the Trump/Kim summit, covering multiple angles not reported by Chinese state media.

In FY 2019, VOA Mandarin will overhaul its 24/7 *Weishi* satellite channel, adding more live coverage of U.S.-based discussions of China.

Providing fact-based alternatives to propaganda

VOA's Russian Service expanded its partnership with RFE/RL and the Current Time digital network as questions of Russian involvement in U.S. elections dominated the news cycle. VOA Russian provided live coverage on the network of hearings and events occurring in the U.S. surrounding the controversy, focusing on angles of concern to Russian-speakers in the periphery of Russia and within the country itself. VOA Russia provided fact-based alternatives to Russian propaganda for the Current Time network of television stations around the former Soviet Union, and, in greater depth, to web and social media audiences. Via its *Polygraph.info* fact- checking site, it helped audiences distinguish between the facts of news stories and Russian media's too-often fictional approach to journalism.

Targeting Disinformation

VOA will enhance and expand its cross-platform programming into media markets targeted by disinformation and propaganda. For Russian speakers, it will prioritize expansion of its Current Time-branded programming and digital video initiatives focused on reaching new audiences in Russia, Ukraine, the Balkans and South Caucasus, and deepening their engagement with VOA's content. In all territories, VOA will improve its ability to make data-driven decisions on programming and embrace developing agile content that responds in real time to falsehoods and anti-American narratives sponsored by foreign governments.

VOA Russian will also expand its digital video production beyond hard news and geopolitics to include documentaries and shorter social media-friendly products targeting the so-called "Generation Z" — digital natives who have largely experienced political life under Russia's current authoritarian regime. Topics will include education (studying in America), new technologies, the future of work, and the Kremlin's manipulation of the media.

Using enhanced reporting to counter violent extremism and radicalization of vulnerable populations

IIn FY 2018, VOA employed a variety of methods to counter violent extremism and the radicalization of vulnerable populations. The audience for VOA's Extremism Watch Desk grew to one million followers on Facebook. Watch Desk personnel produced hundreds of multimedia stories on terrorism and extremism in the South and Central Asia region and the Middle East. The stories it produced were shared across the USAGM networks and seen by internet users around the world. VOA Hausa created a weekly series of online videos aimed at at-risk youth to discuss radical Islam's flawed ideologies. The programs, reaching more than 100,000 viewers online each week, were also distributed to schools and public meetings.

VOA will expand its youth-oriented Facebook Live program *Fadi Mu Ji* to broadcast stations in the Lake Chad Basin and, via satellite, to Hausa speakers around Africa and to the Nigerian diaspora.

In FY 2018, VOA Indonesian closely covered the rise of Islamic conservatives in the country to challenge for leadership of the world's largest Muslim country. In FY 2019, the Service will look closely at Islam and issues of Islamic tolerance of other religions.

With Albania, Kosovo, and Bosnia increasingly becoming sources of recruitment for ISIS, VOA's Balkan Services has accelerated coverage of regional unemployment and government corruption that may have resulted in arms from the Balkans ending up in the hands of ISIS fighters. In FY 2019, VOA's Balkan Services will expand coverage of terrorism in the region, creating multimedia content focusing on problems caused by ethnic divisions and lack of government leadership. In FY 2020, VOA will start an online forum for discussion of de-radicalization, featuring both solutions and the opinions of those who abandoned their commitment to radical groups and extremist ideologies.

Within the former Federally Administered Tribal Areas of Pakistan (FATA), home to the Afghan Taliban, VOA's Deewa Service plays a particularly strong role in countering violent extremism by combatting disinformation. As part of its campaign against radicalism, the Service has added extra programming that focused on the lead up to the merger of the tribal areas into Pakistan's Khyber

Pakhtunkhwa and the end of colonial-era laws that had governed the FATA since the turn of the 20th century.

In FY 2019, VOA Deewa is exploring the costs of Islamic radicalization to the family and to society.

VOA will continue a multiyear project begun in FY 2018, to focus on a vulnerable population at risk for radicalism: the more than 53 million refugees and internally displaced persons in the world. Working with non-governmental organizations, this programming counters violent extremism by supporting entrepreneurship and education, helps reunite families, provides access to vital medical and social information, and informs audiences throughout the region about U.S. assistance to those in need.

Refugee-focused broadcasts and coverage

Refugee populations are frequently underemployed or unemployable, often with little knowledge of the local language. They have few sources of accurate information about their circumstances or of the outside world. Absent positive influences, they represent a potentially radicalized underclass targeted by extremists and terrorist organizations. VOA produced a multipart news series and documentary about the most recent of the refugee crises – the nearly one million newly-arrived Rohingya refugees in Bangladesh, fleeing "ethnic cleansing" in Burma – and distributed English Learning programming for the refugee camps and Rakhine State in Burma.

In FY 2019, VOA will mitigate the possibility of refugee radicalization by providing information and communications links for refugees in targeted crisis areas, in the languages they speak. VOA will place content in the Rohingya language in the Kugupalong refugee camp and in the Somali and Swahili languages at the Dadaab refugee camp in Kenya, two of the largest refugee camps in the world. Content will focus on issues important to refugees. VOA will recruit, train, and hire "citizen journalists" (stringers) in refugee areas. Content will be delivered in the most effective means available depending on local laws, including radio (SW and FM), video content via flash drives, and web/mobile/social applications.

In FY 2020, VOA will expand radio and television programming in English for the 285,000 mostly South Sudanese refugees at Uganda's Bidibidi camp and the 185,000 refugees at Kenya's Kakuma camp. And VOA will raise worldwide

awareness of the crisis in cooperation with the UN High Commissioner on Refugees and the International Organization for Migration through a dramatic feature-length television and video documentary showing the full scope of the refugee crisis. Entitled *A Day in the Life of a Refugee*, the program will use VOA camera crews to document refugee life, shot where refugees are living on the same day around the world.

Other initiatives: Digital growth

Digital is now the fastest-growing platform for VOA. Audiences grew by 500 percent between 2012 and 2017[5] (during the same period, TV doubled and radio grew by one-third). Most VOA services have robust online audiences, even in markets like Iran and China that are difficult to reach because of censorship. The bulk of digital growth has come via traffic to VOA social media. VOA sets its own internal targets, customized by language, focusing on the platforms most likely to reach mass audiences.

On YouTube, according to FY 2018 data, VOA is ranked number one among media companies in Iran, Somalia, and Central Africa Republic. It was in the top five in China, Ethiopia, Cambodia, Albania, Bosnia, Haiti, Laos, Burma, Uzbekistan, and Zimbabwe. VOA Persian was in the top five most engaged media Instagram accounts in Iran. And on Facebook, VOA was the number one media page in Afghanistan, Burundi, Cambodia, and DRC, and in the top five in Angola, Haiti, Indonesia, Iran, Laos, Somalia, Tanzania, and Zimbabwe.

VOA will pioneer new delivery methods and content styles in order to reach young, internet-savvy users on rising chat apps such as Telegram, Line, and WhatsApp. These platforms have already started to eclipse older social networks like Facebook, but will require new methods of analytics because these platforms often have none. VOA will expand its exclusive distribution agreement with the photo sharing social media company Line in Indonesia to other languages and territories.

In FY 2020, VOA will expand its use of improved metrics with real-time monitoring tools, allowing content to be quickly adapted and distributed to align with audience interests, quickly addressing unmet information needs.

5 USAGM surveys 2012-2017

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Automate journalistic processes to enable more original reporting

VOA is working on implementing Content Management and Media Asset Management systems that will automate and ease journalist back-office duties, including transcription, translation, textual analysis, and facial recognition. These will help journalists to quickly and accurately add appropriate metadata to VOA content to increase search results, an important audience metric.

Expand alternatives to government-controlled media in Turkey

VOA will expand its satellite and web broadcasts to Turkey as fact-based, objective alternatives to the single story line coming from Turkish government media.

Other initiatives: Technical growth

In FY 2018, VOA continued work to upgrade all TV studios and master control facilities to high definition (HD), converted VOA London studios to HD, installed labor-saving TV production automation equipment, and began facility-wide renovation of studios and equipment in Washington, DC to accommodate Persian news expansion. In FY 2019, VOA will improve video connectivity between New York, Los Angeles, London, and Washington; install a new newsroom computer operating system; and unify set and graphic design for maximum efficiency and to keep the on-air look competitive with other broadcasters. TV studio production hours will expand from 8 to 12 hours per day.

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Office of Cuba Broadcasting (OCB)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 29,144	$ 29,144	$ 12,973

Overview

OCB administers Radio and Television Martí programs as well as the MartiNoticias.com website and its social media platforms from its headquarters in Miami, Florida. Radio and TV Martí broadcast 24 hours per day to the people of Cuba.

OCB also administers the USAGM's shortwave transmitting station in Greenville, North Carolina. Radio and TV Martí works daily with independent journalists and members of the civil society. According to industry data, almost 40 percent of the Cuban population has limited access to internet, and in a population of over 11 million inhabitants, there are now an estimated 4.5 million cellular phones in Cuba. A substantial number of Cubans are using Facebook and other social media, and OCB's social media presence has increased on those platforms.

FY 2019 and FY 2020 Initiatives

Beginning June of 2018, under new leadership, OCB has experienced a large transformation, reinventing itself to position OCB in the 21st Century and increase the level of penetration to serve the changing demographics of the Cuban people. During this time, Radio Martí has created six new daily radio shows and thirteen new radio weekend shows as well as added three new hours of hard news to have a daily total of six hours of hard news.

In FY 2020, OCB seeks to have 24 hours of original programming with emphasis on news, entertainment and diversity. TV Martí has already created 14 new shows and expanded the TV news from one half hour to one hour and a half. TV Martí now has 36 hours of new original programming per week versus 10 hours per

week previously. The goal for the rest of FY 2019 and heading into FY 2020 is to reach 75 hours of original TV programming per week.

In the last six months of 2018, Radio and TV Martí produced the most ambitious journalistic project in its history, airing 35 one hour radio shows and 7 one hour TV shows of a special series *Cuba 60 Años*, a historic series looking back at Castro's sixty year regime.

The goal for FY 2019 and FY 2020 is to create and produce a comprehensive series about the 30th anniversary of the fall of communism in Europe and its impact on Cuba. Four more series of historic significance will be produced in FY 2019 and FY 2020.

Utilizing alternate methods to reach the island of Cuba

In FY 2019 and FY 2020, OCB will increase its communications with independent journalists, civic society leaders, religious leaders, and the LGBT community, connecting them with OCB's worldwide network of correspondents and interacting on the air. OCB has gone through a total transformation of its digital page and all social platforms in order to engage directly with the people of Cuba. The OCB Director is a member of the Cuba Internet Task Force created by the President of the United States. The Task Force will deliver the final recommendations to the Secretary of State and the President in May of 2019 which will be implemented in FY 2020. OCB is also working with USAGM's Office of Internet Freedom to implement new programs in FY 2019 and FY 2020.

Strategy based on research

In the coming months, the U.S. Agency for Global Media will conduct a new audience survey in Cuba to compare to the previous survey conducted in early 2017. The previous survey indicated that 96 percent of Martí's weekly audience considered Radio and TV Martí trustworthy. Ninety-six percent of their audience also responded that Martí helped them to form opinions on several important Cuban issues.

Increased collaboration with VOA Latin American Division

All OCB's platforms have increased the collaboration with VOA's Latin America Division. TV Martí will not only partner with VOA to cover the major events in a cost saving approach, but will begin providing the VOA Latin America Division with special programs produced in-house that will air on dozens of independent TV stations throughout Latin America.

OCB has instituted new radio and TV shows, plus special series and programs. OCB has also met with the point person from the USAGM Office of Business Development about marketing shows to affiliates in Latin America, and has offered several new programs that will likely be accepted in many countries. OCB has offered *Automania*, a TV show about new cars, *Millenium*, a TV show for young people, and *Democracia y Libert*ad, a TV show teaching democracy in general. OCB has also offered *Cuba 60 Años*, a series that can be marketed across Latin America. OCB also produces *Venezuela en Crisis*, a TV show containing analysis on Venezuela, and *Nicaragua en Portada*, a TV show containing news on Nicaragua.

In radio, OCB will have *Querer es Poder*, a half hour show with a psychologist who advises on family issues as well as the show *De Mujer a Mujer*, which is about general issues for women.

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International Broadcasting Bureau (IBB)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 56,896	$ 58,576	$ 52,121

Overview

The International Broadcasting Bureau (IBB) provides oversight to the federal entities of the USAGM. IBB develops support services for all components of USAGM, including in some cases, non-federal grantees. IBB personnel manage the day-to-day implementation of the CEO's strategic vision, while enabling the USAGM to deliver programs to a diverse global audience. IBB personnel handle programming support, including agency strategy and management services, and a robust internet anti-censorship program that links network content to audiences in restricted media environments.

IBB offices are vital to USAGM operations, providing many required functions including: coordinating USAGM strategic planning; researching the impact of broadcast content; providing financial services and planning the agency's budget and execution; awarding and administering contracts; supporting personnel through human resources, labor and employee relations, training, and other vital services; conducting relations with Congress, the media, and other interests; and ensuring physical security.

FY 2019 and FY 2020 Initiatives

Expansion of Research Programs

In FY 2020, the USAGM proposes expansion of the impact research program, especially the tools aimed at giving storytellers a distinct advantage in reaching new targeted audiences. The United States Advisory Commission on Public Diplomacy called the USAGM "an interagency leader in measurement and evaluation" and recommended in its FY 2018 report for the USAGM to increase "the budget, human resource, and database capacity to systemically complete

this work [evaluating progress on long-term public diplomacy and international broadcasting activities' goals.]" The USAGM will further enhance the impact of research efforts by continuing to participate in a "whole of government" collaboration, which includes joint projects, exchanging research data, and sharing best practices with other research entities, such as the Department of State.

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

- Migrating from short modules in omnibus surveys towards full USAGM surveys in high priority markets. In recent years, due to acute budget limitations, the agency was forced to replace a number of its annual full USAGM surveys with short modules in omnibus surveys. While such omnibus modules can provide audience reach data, they are not sufficient for impact assessment or to gain a solid understanding of changing patterns of media consumption. The agency therefore needs to conduct full USAGM surveys in more of its priority markets.

- Expanding impact studies, including national surveys and qualitative studies that assist in developing loyalty, reliability and trust for United States international media content within Russia and the former Soviet Union.

- Impact studies on engaging next generation influencers on mobile, social, and digital media in regions experiencing high levels of violent extremism.

- Expanding digital analytics capabilities (acquisition of advanced tools, and contractor support to ensure analytics tracking across an expanded suite of content management systems and mobile application platforms).

- New data architecture that combines methodology to tell a more robust story across qualitative and quantitative metrics.

- Implementing industry-leading data modeling techniques to fully integrate data from fieldwork, digital analytics, and market ratings in order to provide accurate and real-time updates on the reach of our content. Data modeling will also enable the agency to better utilize a variety of open-source and proprietary data sources, as well as predict future trends in key media markets.

Federal employee enhancement efforts

The multi-year Leadership 2020 program continues with a shift from assessment and strategy to learning and leadership support. The goal of this leadership development effort is to improve USAGM employee engagement and satisfaction, as well as the quality of leadership provided by agency managers.

All supervisors and managers will participate in OPM's 360 Leadership Assessment and establish Leadership Development Plans. A 40 hour annual learning requirement for supervisors has also been established. The current effort is to provide a robust catalog of relevant formal and informal learning opportunities for managers. These will include both classroom and on-line learning as well as discussion groups and self-directed learning. Additionally, USAGM is working to formalize coaching and mentoring for managers. This will include opportunities for peer coaching and peer support groups. These are key resources necessary to effect behavior and culture changes that will result in more effect leadership.

As a result of efforts to improve workforce satisfaction and engagement, USAGM established a dedicated internal communications staff that works with associates from around the agency to assist in the effort. To maximize communication with and among the workforce, and cognizant of the widespread use of social media, the group recently launched an interactive, internal online platform. This allows staff to stay connected by sharing events and initiatives with agency colleagues; and it boosts engagement and connection within the USAGM community. The internal communications team continues to promote and educate the workforce on the use of this tool to increase participation. Given the evolving trends in social media and communications, this team is evaluating new tools and methods to effectively keep the workforce informed and facilitate discussions around key issues. The goal of the internal communications team effort is to provide transparent communication of agency strategies and priorities and facilitate feedback and collaboration which are necessary to improve productivity, engagement, and workplace satisfaction.

Office of Internet Freedom (OIF)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 13,800	$ 13,800	$ 9,500

Office of Internet Freedom Overview

Since 2012, USAGM has supported activities to circumvent internet censorship by foreign governments in order to distribute news content and better provide a forum for free expression and the practice of journalism in closed countries. In 2016, USAGM established the OIF to conduct governance and oversight of USAGM-funded Internet Freedom ("IF") activities, on behalf of the CEO and Board. In FY 2019, the USAGM will fulfill its internet freedom mandate by supporting technology initiatives that increases unrestricted access to the free flow of information online for people in who would otherwise be cut off or silenced by online censorship, monitoring, and surveillance.

Notable FY 2019 Program Changes

Prioritize anti-censorship funds within FY 2020 budget levels to:

- Reach a wider mass-market of users in repressive information markets;
- Encourage and promote ongoing use and adoption of anti-censorship tools;
- Fund tools that securely enable access to USAGM content, that allow for the practice of journalism in closed or repressive societies, and that ensure open access to information for citizens in censored environments;
- Assist broadcasters in the creation of instructional materials and training on bypassing internet censorship and digital safety; and
- Support the grant-based Internet Freedom program at Radio Free Asia, Open Technology Fund (OTF), to:
    - Incubate advanced forms of circumvention fostering their direct and third party adoption, with an emphasis on maintaining the

"United States Government's technological advantage over such censorship techniques";

- Support encryption technologies that strengthen the resiliency of key circumvention technologies and directly protect journalists and sources from reprisals for creating and disseminating USAGM content, as well as the audiences consuming it; and
- Ensure a resilient and open internet in closed societies by identifying and addressing emerging threats to internet freedom such as exposing platform-based censorship, mitigating the use of social media sock-puppets, and hardening key technologies to protect people from digital attacks.

Recent Accomplishments

Continue to Refine Strategic Initiatives for the Office of Internet Freedom (OIF)

Refining processes for strategic initiatives to conduct governance and oversight of the USAGM Internet Freedom Program, including the compliance and evaluation of all USAGM-funded internet freedom projects, and to provide appropriate anti-censorship technologies and services, including education and training, to citizens and journalists across USAGM's broadcasting regions to allow the agency's journalists to safely create, access and share digital news and other information without fear of repressive censorship or surveillance.

Increased Capacity and Reach

In coordination with USAGM language services, the Office of Internet Freedom has extended the deployment of USAGM-funded anti-censorship technologies in their broadcasting regions to enable citizens and journalists to safely access and share USAGM news information and other online content.

Developed IF Training and Education Initiatives

Created anti-censorship training materials in-house and conducted several educational and training exercises for USAGM's broadcasting and network

services and affiliates on the existence and use of anti-censorship technologies to safely access and share online information, as well as on the security of digital communications.

Developed IF Tool Promotion Initiatives

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

Supported Anti-Censorship Analytics Tool

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

FY 2019 and FY 2020 Initiatives

Oversight

OIF continues to perform oversight to ensure OTF compliance with relevant rules and regulations in the execution of congressionally mandated use of Internet Freedom funds for technology projects as well as perform implementation, support, awareness, and training of USAGM entities. The Director of the OIF will participate in the OTF proposal review process as a member of the OTF Advisory Council and have full access to the proposal vetting lifecycle. OTF is demonstrably successful and an industry leader in identifying, soliciting, vetting, and fostering projects from Proof of Concept to a Minimal Viable Product (MVP) and beyond. OTF has the expertise necessary for such initiatives including technical development, field research, and rapid response intervention and supporting at-risk communities.

Deploy Cost Effective Internet Access Technologies

OIF will deploy cost effective Internet access technologies to expand the capacity and reach of its online circumvention programs across desktop computers and mobile devices to allow citizens and journalists across USAGM broadcasting regions to safely

access and share online news and other information without fear of repression. In addition to technologies mentioned above, internet freedom technologies ready for deployment now are Tor .onion services, the Globaleaks secure tip platform, Signal receiving devices, WhatsApp dissemination platform, and SecureDrop and/or other secure technologies. OIF will be responsible for enabling USAGM entities to utilize these services in a secure and user-friendly manner.

Production

OIF will provide the ongoing maintenance of entity-implemented services as long as these services meet entity needs and OIF technical standards.

Internet Freedom Tool Publication Initiatives

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

Conduct Education and Training

OIF will continue to educate and train USAGM's broadcasting network services, affiliates, and target audiences in multiple languages on the existence and use of anti-censorship technologies to safely access and share online information, as well as on the security of digital communications. Specifically training USAGM entities, their journalists and their networks on digital safety practices and techniques as well as tool usage. Trainings of USAGM entities will utilize known competent professional trainers with expertise in these tools and techniques, as well as and cultural/regional awareness and sensitivity as appropriate. To ensure knowledge is retained and internal capacity increased, a Digital Security Fellowship program will be initiated for USAGM in-country journalists most at risk.

Research and Studies

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

Funding Collaboration

OIF regularly participates in external review panels of related technology proposals including those at the State Department's Internet Freedom Program.

Open Technology Fund (OTF) Overview

The OTF is the USAGM-supported grant-based global internet freedom program fighting online censorship by providing internet freedom tools, techniques and technology for USAGM networks to source, create, and disseminate accurate news and information to audiences around the world. OTF supports the development of technology, software, research, and capacity-building initiatives that protect and help journalists, human rights defenders, political dissidents, and other sources and consumers among the world's most vulnerable and oppressed living in unfree societies, often under authoritarian rule. Nearly 2 billion people regularly use OTF-supported technology to circumvent restricted internet connections, strengthen their online security, and enhance their digital privacy.

Each OTF project is subjected to a rigorous multi-disciplinary review process. [6] OTF supports a diverse range of projects in various life stages including bringing proof-of-concept technology to user-friendly implementation, incubating fresh approaches and new ways of thinking and making sure that evolving censorship technology and techniques are analyzed in real-time to prepare counter and future measures. The OTF team reviewed and responded to more than 650 requests for funding totaling more than $85 million in 2016 and expended 85 percent of program budget on direct and indirect support for well over 100 projects. In 2017, these figures continue to grow significantly through OTF's projects, fellowship and lab services. OTF's open approach to supporting internet freedom and coordination with federal internet freedom programs keeps costs to taxpayers low and ingenuity high in the global fight against censorship. OTF projects make notable technological advances that ensure a resilient open internet, the hardening of core infrastructure and key technologies, and that the work is localized and secured to protect users and promote adoption in closed societies around the world.

6 All OTF projects and fellowships are competitively selected based on rigorous multi-disciplinary review received through year-long open calls for submissions.

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

Recent Accomplishments[7]

Fighting the Censors & Expanding the Internet Freedom Community

OTF supported numerous anti-censorship technologies including, but not limited to, CGIProxy; "the original anti-censorship software," allowing anyone anywhere to view and share web content and NewNode which is the first decentralized peer-to-peer content delivery protocol, enabling data distribution free from censorship, spying, and attack.

As part of OTF's efforts to identify and research evolving forms of censorship online, Wechatscope aims to develop a systematic, scalable, and robust system to collect, analyze, and visualize a representative set of censored messages of Wechat's public accounts in China.

Journalist, Civil Society, and Governmental Outreach

OTF supported Rapid Response engagements across the globe assisting at-risk individuals (journalists, human rights activists, and NGO workers) in response to digital attacks and other forms of online censorship including in places such as Gambia, DRC, Tibet, Iran, Thailand, Bahrain, Sudan, Ethiopia, Pakistan, Vietnam, and Azerbaijan. Working in coordination with partner programs OTF works to thwart censorship and digital threats as they arise.

OTF-supported tools are widely considered to be among the most safe, secure, and effective tools available and are recommended for use by journalists and activists in high-risk environments by the Committee to Protect Journalists, Reporters Without Borders, Freedom House, Electronic Frontier Foundation, and the UN, among others. Multiple OTF funded tools including FreeWeChat, TurkeyBlocks,

7 Please refer to OTF's 2017 Annual Report for more detail: https://www.opentech.fund/news/fy-2017-annual-report/

HikingGFW, OONI-Probe, and others help journalists identify and verify censorship activities so that they can then report on those activities for the public.

Funding Collaboration

OTF regularly participated in numerous external review panels of related technology proposals including those at the State Department's Internet Freedom Program, National Science Foundation's Secure and Trustworthy Cyberspace Program, and many others, maximizing coordination with other funders and to integrate internet freedom work where appropriate.

FY 2019 and FY 2020 Initiatives[8]

Boosting Research and Implementations of Emerging Circumvention Techniques

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

Advancing the Security and Usage of Privacy-Enhancing Technologies

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

Enhancing Censorship Detection, Analysis and Visualization

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

8 All OTF projects and fellowships are competitively selected based on rigorous multi-disciplinary review received through year-long open calls for submissions.

Expanding the Robustness of Core Infrastructure

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

Rapidly Responding to Urgent Internet Censorship Emergencies

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

Strengthening and Broadening the Internet Freedom Talent Pipeline

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

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Technology, Services and Innovation (TSI)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 177,075	$ 181,843	$ 151,978

Overview

The Technology, Services and Innovation (TSI) office oversees and manages a broad array of technical and infrastructure functions, primarily delivering program content for all USAGM networks and providing information technology support to much of the agency, including VOA. The TSI Director is also the USAGM Chief Information Officer (CIO) and runs the agency's CIO Council. In FY 2020, TSI will continue its support of essential USAGM technical operations through carefully focused initiatives, prudent but aggressive reductions, and maintenance of ongoing efforts in key areas. TSI will continue the USAGM's realignment of its critical delivery network, ensuring that programs are available to target audiences on their rapidly evolving preferred platforms in the most cost-effective manner.

TSI continues to move the USAGM away from traditional broadcasting technologies, such as cross-border radio transmissions—shortwave (SW) and medium wave (MW)—to other delivery systems that are rapidly growing in effectiveness and are less expensive to operate (e.g., FM radio, DTH [direct-to-home] satellite, internet streaming, mobile, and social media). In FY 2019, TSI will also deploy video-on-demand with programming from all five USAGM networks. These platforms help USAGM deliver programming to affiliate and partner stations as well.

In FY 2019, TSI will continue to support the FM radio network in the critical target countries of Iraq and Syria, but will terminate distribution of and support for terrestrial radio in most of the Arabic-speaking Middle East and North Africa, allowing MBN's Radio Sawa to shift more of its resources to enhanced digital platforms.

In FY 2019, TSI is supporting VOA365, USAGM's new 24/7 Persian-language global television and digital network, modeled on the successful RFE/RL and VOA co-produced Current Time network. TSI provides DTH (direct-to-home) satellite delivery to key markets and—through its Office of Business Development—will identify affiliates in key markets that will carry this programming.

TSI has supported VOA television efforts more broadly by enhancing the infrastructure required to produce and archive programs, and in FY 2018 High Definition (HD) audio and video capabilities were expanded to the greatest extent possible in order to ensure that USAGM programs remain competitive in target markets.

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

USAGM is further bolstering its IT Risk Management and IT operations security efforts. These are already robust relative to the size of the agency and have successfully kept at bay continuous attacks by some of the most sophisticated, state-sponsored cyberwarfare threats in the world.

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

In recent years, about two-thirds of the agency's weekly audience consume USAGM's content via an extensive network of more than 3,000 affiliate partners. TSI's Office of Business Development will continue to grow this extremely valuable syndication network to provide more opportunities for strategic placement of USAGM programming. TSI's Training Division will continue to support USAGM affiliates that distribute USAGM content around the world, as training is a valuable tool to help develop and retain affiliate stations. The Training Division will also continue to seek partnerships and funding with other USG entities, such as USAID and the CDC, to deliver journalism training more broadly on a range of important issues, such as battling official corruption and promoting HIV/AIDS education.

FY 2019 and FY 2020 Initiatives

TSI will continue its support of essential agency operations in FY 2020 through network realignment; continued rollout of enhanced program production, archiving, and distribution infrastructure; continued support of HD video production and delivery; upgrading of business processes; modernization in critical technical areas and aggressive expansion of its extremely successful cybersecurity posture.

Continue Leveraging Affiliates and Partners to Further USAGM Mission

TSI's Business Development team is focusing on several initiatives, including:

- **BUILD ON RECORD AUDIENCES VIA AFFILIATE ENGAGEMENT**
  Maintaining momentum to build on record audience levels will continue to be key to TSI's strategy moving forward. Business Development continues its work to strengthen the bonds with the affiliate network to grow audience and encourage free and independent media in the areas in which USAGM operates. In FY 2018, TSI successfully signed new digital, TV, and radio affiliates in most key markets, despite operating with lower staff levels.

  Strengthening relationships with affiliates pays dividends. When the VOA Africa division recently launched a new program called "Our Voices" that features African women, Business Development had already placed the program on 23 affiliates, more than had ever agreed to take a brand-new show from VOA before. Among these affiliates is eTV South, a network seen in over 40 countries across Africa.

- **CONTINUE TO GROW DISTRIBUTION CHANNELS FOR CURRENT TIME**
  As of February 2019, Current Time, the joint Russian-language production of Radio Free Europe/Radio Liberty and VOA, is seen in 20 countries via more than 90 distributors and 50 affiliates (nine of which are within Russia itself). The project has been a great success, as well, on digital platforms and is offered on Megogo, a very popular video-on-demand app in the region, and other global video-on-demand platforms such as FilmOn.tv. USAGM continues to penetrate Russia with the Current Time network, but also to reach Russian-speaking populations throughout the region and around the world. In FY 2019 and FY 2020, TSI will continue to expand successful Current Time distribution by focusing on further reaching diaspora populations of Russian speakers.

- **BUILD ON "WASHINGTON BUREAU"**

  In Latin America and Indonesia, USAGM has proven the effectiveness of reaching prime-time audiences with hard news directly, and often live, from Washington. The Washington Bureau concept provides live and valuable content to the affiliate network, often placing our staff inside the editorial meetings of our affiliates. This offers an important and high-impact outlet for our news content. TSI successfully facilitated VOA newsroom English-language Washington Bureau reports with VIP English-language affiliates in such places as Nigeria and India. Affiliates in Latin America and Asia, particularly Indonesia, continued to take Washington Bureau coverage.

  The concept is catching on with VOA affiliates in Africa, as well. ZNBC (Zambia National Broadcasting Corporation) and Open News in South Africa are now receiving VOA news using the Washington Bureau model. Open News uses an average of five VOA stories and packages every week in their news programs. With some recent liberalizing of the media in Ethiopia, Nigeria, and Zimbabwe, TSI's African priorities will include these markets in FY 2019 and FY 2020.

  Globally, TSI will particularly seek to add Washington Bureau partners interested in VOA English-language reporting.

- **EXTEND MBN'S "RAISE YOUR VOICE" CAMPAIGN**

  MBN's multi-platform "Raise Your Voice" campaign has provided an outlet to young people across the Middle East to counter the propaganda spread by ISIS and become a platform for citizens to discuss and engage on topics that underlie the appeal of extremist ideology.

  TSI's Business Development worked with Voice of America to extend the concept to Nigeria, where Boko Haram extremists continue to operate and recruit followers. VOA's version—*Fadi Mu Ji (Speak Out!)*—is featured prominently online and on social media and is part of affiliate Channels TV's growth across Nigeria's northern region, where Boko Haram operates.

  Other potential opportunities to work with prominent affiliates in markets facing extremist threats will be sought.

- **SUPPORT AFFILIATES IN VENEZUELA**

  As the political crisis in Venezuela evolves, in FY 2019 and FY 2020 TSI will continue to seek ways to expand existing affiliate relationships and find new opportunities to distribute USAGM content targeting Venezuelan audiences.

  Strengthening partnerships in other Latin American countries facing political or other destabilizing factors, such as Nicaragua and El Salvador, will also be prioritized.

- **EXPAND AFFILIATE NETWORKS IN SOUTHEAST ASIA**

  As the media market in Burma and elsewhere in Southeast Asia fragments, it is increasingly important to foster free and independent media there. Partnering with affiliates offers our VOA and Radio Free Asia networks an opportunity to leverage existing goodwill and provide nascent outlets the opportunity to both learn from and gain credibility from the partnerships.

  TSI will monitor this media landscape that is growing more restrictive and controlled, and where there has been particular criticism launched against USAGM for its coverage of the ongoing Rohingya crisis, for example. In FY 2017, VOA and RFA affiliates FM radio broadcasts were taken off the air in Cambodia. The Cambodian government has recently hinted that it would be open to allowing VOA and RFA broadcasts back on the air in local markets. TSI will work to reestablish and expand affiliate relationships in Cambodia.

- **EXPAND DIGITAL PROGRAM DISTRIBUTION PLATFORMS**

  The agency's affiliate distribution portal, USAGM Direct (www.usagmdirect.com), has been a cost-effective way to distribute content to affiliates. Affiliates create a login and password, then have access to all USAGM materials uploaded to the Direct site. The uploads occur automatically when content is produced using the agency's content management systems. Direct offers affiliate partners a range of relevant content they may download and distribute, and offers USAGM analytics to see what content is particularly popular. In FY 2019, TSI will make critical adjustments to improve the functionality of the platform.

  Business Development also continues to deploy a streaming TV/Video-On-Demand capability that will allow USAGM audiences to catch up on any missed programs. The platform will allow diaspora outside of the United States and other audiences not served by an affiliate to consume USAGM

content in a Netflix-like experience via devices such as Roku, Apple TV, Amazon Fire TV, and internet-connected TVs made by Samsung, Sony, Phillips, and other major brands. According to research firm Conviva, streaming TV consumption continues to grow globally at a staggering rate with a 52 percent increase in plays and a 63 percent increase in viewing hours. Internet-connected TVs now account for as many streaming TV plays as mobile devices, with 38 percent and 39 percent share respectively, and more than twice as many hours of viewing time. In FY 2019 and FY 2020, TSI will deploy this Video-On-Demand feature on at least 10 platforms, in as many as 20 languages.

USAGM'S Global Network Realignment

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

Over the years, the use of shortwave (SW) radio has declined globally. TSI has responded by consolidating broadcasts to more cost-effective transmitting stations and reducing or even eliminating SW where it is no longer relevant. In markets where SW does still retain a sizable, valuable audience, such as Africa and parts of East Asia, TSI is committed to making SW service available in the most cost-effective way possible.

To meet this need, TSI funded the upgrade of the Kuwait Transmitting Station (KTS), which enjoys a superior strategic location and relatively low operating costs, in order to serve remaining shortwave audiences better. In FY 2020, spending on USAGM's SW and MW network will be limited to maintenance and repairs required to ensure functionality and the safety and security of personnel and property at USAGM's SW and MW sites.

In FY 2019, some extraordinary repairs are required at the USAGM transmitting station on the Commonwealth of Northern Mariana Islands (CNMI). On October 24, 2018, Super Typhoon Yutu made landfall on the main islands of Saipan and Tinian, severely damaging USAGM's transmitting infrastructure there. Recovery efforts started immediately following the storm. The sites will continue those efforts using salvaged and spare materials and in-house resources. Broadcasts to

North Korea, China, and other target countries in East Asia have been affected. Some transmissions have been moved to other sites, including leased sites, but there is insufficient capacity to accommodate all USAGM programming to the region.

In FY 2019, TSI will complete closure of the USAGM facility in Poro, Philippines. TSI's systematic and thorough review of all transmission leases will continue in FY 2020, identifying further opportunities for savings. In the years between 2010 and 2016, total costs associated with cross border radio (SW and MW) have declined by over $25 million (34.5 percent), and this decrease is expected to continue as USAGM responds to market needs and as the Administration and Congress authorize USAGM to shutter less effective legacy facilities.

Content Delivery Migration

For decades, the only reliable, cost-effective means to deliver content from USAGM headquarters to transmitting stations and affiliates globally was via leased satellite bandwidth. As newer, lower-cost technologies have emerged, TSI has upgraded its Wide Area Network (WAN) to utilize more local Internet Service Providers (ISPs) and Managed Media Service Providers (MMSPs), using an outsourced, managed Multiprotocol Label Switching (MPLS) and raw internet.

At the same time, in FY 2018 TSI continued optimizing its satellite bandwidth capacity. Optimization included digital compression rate standardization for HD and Standard Definition (SD) video distribution and audio (radio) distribution via satellite. In FY 2019, USAGM will further reduce its satellite usage costs by migrating "backhaul" content distribution from satellites to more economical means, and continuing to transition from leased raw satellite bandwidth to integrated satellite channels via managed network service providers. By utilizing GSA's CS3 (Complex Commercial SATCOM Solutions) contracting vehicle, USAGM will be able to procure these services at the best price.

Satellite Delivery to Russia, China, Iran, and Other Areas

TSI is applying the savings achieved through optimization of its global delivery network to the placement of USAGM content on key regional satellites within "bouquets" of popular programing channels (bouquets are channels packaged together to appeal to particular audiences and markets). This strategy allows

the targeting of new, in-country HD reception capability within mature satellite delivery platforms. It also allows TSI to reach key target audiences and minimize cost. TSI has created a workflow to launch channels quickly, enabling alignment of our content with other global news and current affairs programing for DTH (direct-to-home) and affiliate-network distribution.

In FY 2018, TSI implemented 24/7 distribution of Current Time on satellite Eutelsat 36B with full coverage of Russia. Service was implemented expeditiously ahead of Russia's national elections and implemented through a fully managed satellite services solution that integrated Current Time into a network bouquet with other Russian programing. This move not only reduced USAGM costs, but also limits Russia's ability to jam the signal because any jamming of Current Time would jam these other Russian channels, as well.

A similarly beneficial move was made for all MBN content, channelized via Eutelsat's owned and operated teleport service as part of a mix of other channels destined for Middle Eastern audiences in Nilesat's direct-to-home coverage area. In addition to making MBN channels available on free-to-air channel bouquets, TSI also successfully negotiated with Orbital Showtime Networks' (OSN's) to make Al Hurra HD and Al Hurra Iraq HD networks available to over one million newly addressable subscribers on OSN's DTH premium service. This move is the first step in USAGM's planned total replacement of the costly Eutelsat Hotbird satellite.

To reach China, including Tibet, TSI has identified alternative satellite services to continue providing satellite TV and radio service to China. Telstar 18, the most popular satellite in China, is at the end-of-life and was taken out of service in the first quarter of FY 2019. USAGM has developed alternatives providing enhanced coverage of China that will continue to allow TSI to leverage the widespread use of satellite receiver dishes across the country in both C- and Ku-band and provide accessible programming where our access to local cable, satellite channel bouquets, and internet is restricted. USAGM will simultaneously distribute HD and SD TV programming and capitalize on the migration of Chinese audiences to HDTV, while not stranding legacy SD viewers.

To counter the ongoing threat of intentional interference (i.e., jamming) of its broadcasts in any media, to China or elsewhere, USAGM will remain diligent in pursuing regulatory, technical, political, and public communication avenues to address the issue. USAGM has been at the forefront of the battle against satellite

jamming, working closely with other international broadcasters, the Department of State, non-governmental organizations, satellite operators, and industry groups. As part of the official U.S. delegation to the World Radio Communication Conference, USAGM successfully lobbied for a proposal calling on member states to "take the necessary steps" to end jamming. In FY 2019 and FY 2020 at the World Radio Communication Conference, USAGM will work with other major international broadcasters, broadcast unions and satellite operators in support of new initiatives to counter jamming.

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

In FY 2020, TSI will work with a private firm to stand up an off-site data center and WAN hub. This third-party network will allow USAGM to ensure faster, more reliable, more economical access to USAGM content for audiences and affiliates. It will also make the agency more agile, in that USAGM will be able to provide uplink services to new potential target markets, affiliates, and others more quickly.

Expanding FMs

Radio remains a very popular platform in many USAGM markets. USAGM global weekly radio audiences have risen by 45 million people since 2012, with a 15 percent boost from 2017 to 2018 alone, to 140 million people. While shortwave continues to be a relevant means of delivery in several African markets, in most countries rapid growth and competition in the media market have shifted radio habits heavily towards FM. The USAGM provides 24/7 FM radio programming in over 30 markets across the continent.

The FMs with the highest reach are in markets that are relatively underserved. In FY 2018, TSI installed new FM transmission systems in several important places, including Brazzaville, Congo; Mogadishu, Somalia; and Mbuji-Mayi and Matadi, DRC. In FY 2019 USAGM has already placed new FM systems in Lomé, Togo and Mombasa, Kenya. In the remainder of FY 2019 and FY 2020, TSI will seek to install FM systems in Kampala, Uganda and Vientiane, Laos, as well as other

potential sites deemed high priority, such as refugee camps. While TSI, through its Office of Business Development, also places USAGM content on FM affiliates, USAGM's FMs help to ensure that USAGM remains on the air, especially during crises when affiliates may feel pressured to remove or limit their carriage of USAGM programming.

Business Process and Technology Modernization Integrated Help Center

Consolidating a variety of TSI's support services into an integrated team in FY 2018 and FY 2019, TSI has begun implementing an integrated Help Center, a user support team that will include the IT help desk, the digital asset management system, the Network Control Center, telecommunications, and building facilities teams. TSI will use multiple technologies, such as SharePoint and social media resources, to improve technology support services throughout the organization. The result will be a one-stop shop for desktop, phone, digital and facilities support.

Transforming Agency Business Systems

TSI is leading the USAGM's transformation of business process systems. In FY 2018, TSI deployed a digital invoice payment system, in order to help Contract Officers better track contractors' work, project budgets, and payments. The system will also reduce the potential for fraud and abuse. Further refinements and enhancements to these and other systems will continue in FY 2019 and FY 2020.

In FY 2019, TSI will participate in the USAGM's effort to identify a new HR (human resources) management system and customize it to USAGM needs. The current system, provided through a partnership with the Department of Defense, is being discontinued in mid-2019. A new system will need to be firmly in place by then.

TSI is also assisting USAGM's Office of Security select and deploy a new case tracking solution to improve and streamline workflows and reduce duplicate data entry. Further, TSI is helping create a new IT environment that will better manage sensitive data, thanks to tighter security controls and policies.

In FY 2020, TSI will continue to roll out cloud storage and procure and deploy a new enterprise-wide incident, asset, and change management system.

Office of CIO, Risk Management, and Capital Planning and Investment Control (CPIC)

In FY 2018, the agency director issued a delegation of authority to the CIO in the interest of continuing to ensure that the agency has the best possible cybersecurity posture and Information Resource Management (IRM). To promote IT management best practices across the agency, the CIO established a CIO Council, chaired by the CIO and attended by CIOs or equivalent representatives from the USAGM's broadcast entities.

In addition, TSI's IT Risk Management division continued development of policies and procedures to establish IT risk management evaluation processes for capital planning and investment control and agency enterprise risk management, as required by a variety of legislative and regulatory drivers, including the Clinger-Cohen Act of 1996 and OMB's Circular A-130.

In FY 2019 and FY 2020, USAGM will work to mature this body and elevate its oversight and advisory functions to ensure that agency IT policies and systems are consistently developed and implemented.

Continued Focus on Cybersecurity

USAGM continues to bolster its IT security posture in order to protect USAGM from persistent threats from a variety of nation-state actors seeking to attack government institutions like the Voice of America, and to comply with existing IT security directives and laws. FY 2018 saw TSI's Information Security Division continue to leverage offerings from the Department of Homeland Security (DHS) and key vendors to further bolster USAGM's IT security defenses. USAGM efforts are in keeping with best practices and efforts to comply with the Federal Information Security Management Act (FISMA). USAGM is one of only four agencies government-wide piloting DHS's Privileged Account Management and Usage Monitoring program.

Since FY 2018, TSI has been working to mature USAGM's Information Security Program through the development of IT security policies and a complete set of documentation templates, as well as training technical staff on how to complete and maintain security documentation. TSI also completed security assessments and will develop a comprehensive Information Security Architecture.

In FY 2020, TSI will focus its IT security resources on enterprise-level contingency and disaster recovery planning, collaborating with agency management and staff to integrate information security and privacy concerns and review into enterprise-level contingency and disaster recovery solutions. TSI is also collaborating with USAGM's new Risk Management Officer to integrate IT security and privacy concerns into the enterprise-level Risk Management Program.

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

Facing potential problems with on-site digital storage reaching full capacity and end-of-life storage technology in FY 2018, TSI created an archive in a private cloud with recovery capability in order to aid emergency and business continuity efforts. Storage was proactively migrated from agency headquarters directly to the Cloud, eliminating significant maintenance concerns.

The transition to cloud storage is part of a larger effort to boost emergency work and disaster-recovery capabilities, as well as support the agency's telework policy. Along with other network and infrastructure upgrades, this reflects the USAGM's ongoing focus on modernizing its IT systems, a top Administration priority. The USAGM will continue migrating storage from on-site to the Cloud in FY 2019 and FY 2020, focused primarily on systems and data that are most at-risk.

Radio Free Europe/Radio Liberty (RFE/RL)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 124,038	$ 124,038	$ 86,767

Overview

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit, multimedia news corporation funded by the United States Government through appropriations to USAGM that serves as a surrogate media source in 26 languages and in 22 countries, including Afghanistan, Iran, Pakistan, Russia, and Ukraine. With headquarters in Prague, 20 local offices (including Kabul, Moscow, and Kyiv), and more than 1,000 journalists throughout its coverage region, RFE/RL's proximity to its audiences facilitates the production of compelling, locally oriented programming.

Reaching a measured audience of nearly 34 million people each week, RFE/RL promotes democratic values and institutions by reporting the news in countries where a free press is banned by the government or not fully established. RFE/RL's journalists provide what many people cannot get locally: uncensored news, responsible discussion, and open debate.

RFE/RL's mission is founded on the principle that the first requirement of democracy is a well-informed citizenry. By promoting the free flow of information, RFE/RL supports the development of civil society and thus contributes to long-term development and stability in the regions it covers. The National Security Strategy urges America to stand as "a beacon of liberty and opportunity around the world." RFE/RL embodies that hope and brings it directly to audiences across its target region.

FY 2019 and FY 2020 Initiatives

Through its comprehensive multimedia strategy, RFE/RL uses both traditional media platforms and innovative digital operations to reach and engage new

audiences via impactful reporting. Across all platforms, RFE/RL refutes aggressive state-sponsored disinformation; provides an alternative to violent extremist propaganda; and reports on issues that otherwise would not be covered by local press in its coverage area.

An Alternative to Kremlin-Controlled Media

RFE/RL provides an alternative to Kremlin-controlled media both in Russia and in countries where Russia seeks to expand its influence.

RFE/RL's Russian Service, Radio Svoboda, is on the forefront of reporting on the socio-political environment inside of Russia, covering news that would otherwise be missing from the market and serving as a fact checker for disinformation propagated by the state-controlled media. The Service regularly features interviews with opposition figures in the Russian Federation, in-depth political analysis of current events and policies within the country, and live video reporting from across the country.

The Current Time TV and digital network provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe and as far away as Israel with access to factual, accurate, topical, and trustworthy information, and serves as a reality check on disinformation that is driving conflict in the region. Current Time aims to depoliticize the Russian language by serving as a bias-free news source for all Russian speakers, who are often limited to Kremlin-controlled media options even when living far beyond Russia's borders. Led by RFE/RL in cooperation with the VOA, Current Time places a premium on live news coverage that allows skeptical audiences numbed by fake news and Kremlin narratives to judge events on the ground themselves, delivering on-location reporting from the Russian presidential election and opposition protests, the Trump-Putin summit in Helsinki, the 2018 World Cup, the Skripal poisoning in England, Ukraine's Azov Sea crisis, the ongoing war in Donbas, and other major news events. Current Time covers social and political protests that state media ignore and reports extensively on corruption and the ongoing war in eastern Ukraine. Its feature programs have cast a more intimate light on life in Russia, Ukraine, and beyond, telling the untold stories of ordinary residents in unheralded places whose efforts are improving life for their neighbors and communities. The network's documentary series has opened a wider world of

experience to its audiences by screening more than 100 films on its platforms that are often barred from mainstream distribution in Russia because of political content.

In addition to its TV operation, Current Time's digital arm (Current Time Digital) engages audiences with its content via social media — including, critically, audiences inside Russia, where Current Time television is barred from terrestrial broadcast and most cable systems. In 2018, Current Time's videos received approximately 500 million views online and across social media platforms, with more than half coming from inside of Russia. Current Time has bolstered its reporting capabilities in Russia, Ukraine, and throughout its coverage region. In the year ahead, Current Time will expand its news and programming capabilities in Ukraine, the Baltics and Central Asia, continue to build live news capabilities, implement infrastructure upgrades, and present new network graphics and image campaigns aimed at building awareness of the Current Time anchors, brand, and mission as part of its strategy to broaden audiences and boost engagement across the Russian-speaking market.

The measured weekly audience of RFE/RL's Russian-language content, including RFE/RL's Russian Service and Current Time, has nearly doubled from 2016, now reaching 6.4 percent of Russian adults, or nearly 6.6 million people.

RFE/RL also leverages the strength and credibility of its reporting beyond specific target countries and into the broader region. As the Russian Federation attempts to build media silos wherein Kremlin-controlled media is the only available source of news, RFE/RL actively works to provide a powerful alternative in these markets. RFE/RL runs several initiatives that provide RFE/RL reporting free of charge to subscribing media outlets, creating a force-multiplier effect by leveraging RFE/RL content far beyond our own platforms. Expanding upon the initial success of RFE/RL's Central Asia Newswire which began in 2015, RFE/RL launched, in FY 2018, a newswire for the Balkans and a newswire for Russian-language media. Media outlets increasingly rely on RFE/RL reporting, which offers a powerful alternative to disinformation in the region and serves as a useful source of local and regional news in areas where professional reporting would otherwise not be present.

In Russia, RFE/RL also provides programming in vernacular languages to the North Caucasus, Tatarstan, and Bashkortostan via its North Caucasus Language

Service and its Tatar-Bashkir Service. The two language services provide reporting on topics that would otherwise not be covered by the Russian media, as well as engage audiences in retaining important local heritage such as study of regional languages.

In FY 2020, RFE/RL will continue to focus resources on providing timely, balanced, fact-based journalism to advance press freedom and target audiences most vulnerable to state-sponsored disinformation.

Countering Violent Extremism (CVE)

With extremism on the rise across RFE/RL's coverage region, RFE/RL's language services provide a vital alternative to the disinformation and destructive messages propagated by extremist groups. RFE/RL content gives audiences context and up-to-date reporting on the tragic impact of extremist atrocities and provides a platform for audiences to raise issues and concerns which then often rise to the attention of local authorities.

In Southwest Asia, RFE/RL reports on the competing Taliban and ISIS insurgencies, and the way the people of Afghanistan and Pakistan live their lives despite the constant threat of violence. RFE/RL's Afghan Service, known locally as Radio Azadi, is one of the most popular and trusted media outlets in Afghanistan, providing accurate information on domestic and regional politics, extremism, corruption, warlord-ism, gender issues, human rights, and other under-reported or misreported topics. In April 2018, two RFE/RL Afghan Service journalists and one trainee of the Service were tragically killed in a targeted attack against journalists in the country, reinforcing the message that the country has a long way to go until all its citizens can live freely without fear of violence from terrorist forces. Radio Mashaal, whose reporting provides an alternative to extremist propaganda in Pakistan's tribal regions, delivers rich and insightful news and information to its audiences across both radio and digital platforms. Pakistan's Interior Ministry shut down Radio Mashaal's offices in Islamabad in January 2018, on orders from the country's spy agency, (the ISI); however, RFE/RL continues to report to a large audience in the country despite interference from both the Pakistani government and extremists.

In Central Asia, political and economic instability have led to a rise in support for extremist Islam, which has made the region a key source of ISIS recruits fighting

in Syria, Iraq, Russia, Afghanistan, Pakistan, and elsewhere. Starting at the end of FY 2017 and continuing in FY 2018, RFE/RL launched "Not in Our Name," a comprehensive regional counter-extremism project, with the goal to empower communities to stand up to violent extremist recruiters that claim to represent them. RFE/RL journalists traveled to several regions of Kazakhstan, Kyrgyzstan, and Tajikistan, exploring how residents can work together on the local and national levels to prevent the spread of violence and extremism via town halls, facilitated discussions, and video portraits of those who had lost loved ones. The resulting documentary video series was distributed and screened throughout the region and online. A partner project to the documentary series is an online initiative with the same title, wherein digital media teams directly engage with social media audiences in a dialogue about hot-button extremism-related topics and events.

In the Western Balkans, a region beset with political, security, and economic challenges, RFE/RL's Balkans Service is tasked with engage all sides with its reporting and analysis of developments in Bosnia, Serbia, Montenegro, Macedonia, and Kosovo. The Balkans Service has provided comprehensive coverage of the refugee crisis, political tensions between Serbia and Kosovo, government instability in Macedonia and Montenegro, Russia's destabilizing influence throughout the region, and the recruitment of foreign fighters to Syria and Iraq from Bosnia and Kosovo. The Service also engages young audiences in conversations regarding the harmful effects of radicalization within their societies. RFE/RL expanded this type of reporting in FY 2018 with the creation of a Balkans-oriented digital media team, as well as a campaign entitled *Not in My Name* for Bosnia and Kosovo that directly engages social media audiences in responsible dialogue about issues surrounding extremism and risks in their countries. These projects seek to explore the root causes of extremism and by extension to dissuade those vulnerable to extremist ideologies.

In FY 2020, CVE will continue to be a primary reporting focus for RFE/RL with ongoing coverage of the impact of radical Islamic extremism on people in Southwest and Central Asia, the Balkans, and across RFE/RL's coverage area.

Enhancing Persian-language Operations

Audiences in Iran look to RFE/RL's Persian language service Radio Farda for critical updates about their country. The latest research from Gallup shows that 9.6 million Iranians (or 15.7 percent Iran's adult population) use Farda's programming via radio, television, the web or social media weekly, an increase of almost 5.4 million people from the previous survey. Audiences place their trust in Farda's ability to impartially report the truth — in surveys, 77 percent of Iranians say they trust Farda's content. When protests broke out in Iran in December 2017 and January 2018, eyewitnesses from more than 23 cities sent Farda videos and other content from across the country, and Farda's website set a record of 2 million-page views on January 1. The week around the protests, videos were viewed 4.7 million times on Farda's main Facebook page, an increase of 243 percent compared to the previous week. Audiences also sent nearly 7,000 comments to Farda's Persian-language live blog about the protests. Farda's extremely high level of audience engagement during major events underscores both its critical role in the country and the trust that audiences have in its news coverage.

In FY 2019, in support of USAGM's revamped 24/7 Persian-language television channel rebranded as *VOA365*, RFE/RL will reboot its one-hour breakfast program, *Breakfast with News*, emphasizing more outside reports, a wider variety of topics (including health and technology) that appeal to younger news consumers, and higher production values to compete with other Persian-language media. Additionally, RFE/RL will seek to contribute new, unique current affairs and topical programming to the effort. RFE/RL will also expand Farda's digital operations, including building relationships with existing social media influencers and reinforcing the reporting of both *VOA365* and Farda's own operations. This will include optimizing messaging app platforms, such as WhatsApp and Telegram, as the means of distributing news and other content.

In FY 2020, RFE/RL will focus on continued programming enhancements and contributions to *VOA365*, as well as broadening its digital audiences within Iran.

Engaging Digital Audiences

RFE/RL continues to build on its success as a full-fledged multimedia news organization, as it evolves from the traditional radio model.

Language services across the company enhanced online and social media content and increased measured audience engagement with digital news content. RFE/RL also strengthened digital and video operations across multiple language services to bring more reporting to audiences in these markets. In FY 2018, RFE/RL launched sixteen new video programs across its operating region, which succeed in engaging audiences and delivering them news and information in an easily accessible format. The enhancement of multimedia reporting has paid off, as in FY 2018, RFE/RL made great strides in digital engagement. From October 1, 2017 through September 30, 2018, RFE/RL websites were visited 508 million times, representing a 15 percent increase from the previous year. The number of video views across RFE/RL YouTube channels doubled in FY 2018 when compared to FY 2017, reaching more than 1.0 billion views on the platform. On Facebook, 1.4 billion video views were recorded, 67 percent more than the in the previous fiscal year. 353 million Facebook users engaged with RFE/RL content, an increase of 27 percent from FY 2017. Many language services also devoted resources toward Instagram, leading to RFE/RL garnering 160 million video views on the platform during the fiscal year. RFE/RL recorded 2.6 billion combined views across Facebook, YouTube and Instagram in FY 2018.

In particular, RFE/RL's Armenian Service's excellent multimedia news performance was highlighted during the popular uprising in that country in spring 2018, where the Service served as the nation's most reliable and objective information source. Due to critical digital progress at RFE/RL, the Armenian Service has become a multimedia powerhouse, capable of offering multiple live video streams along with radio, web and social network production. Armenian Service traffic skyrocketed across all platforms. Between April 13 and May 9, 2018, the Armenian Service received 12.5 million websites visits; 28.9 million website page views; 48.3 million YouTube video views; and 151 million Facebook video views. All Armenian television channels used its reporting, which also spread globally with RFE/RL video and reporting appearing on CNN, BBC, Aljazeera, France24, *The Washington Post, The New York Times* and many other outlets.

RFE/RL will launch digital-only services for Bulgaria and Romania, both countries

in which RFE/RL formerly operated and which have seen a steady degradation of democratic values in recent years despite being members of the European Union. RFE/RL's new operations in these countries will focus on providing multimedia reporting and analysis and partnering with local media to amplify existing projects that promote public accountability and debunk false news. Bulgaria and Romania are susceptible to Russian influence, have mixed affinities between Russia and the West, and have recently faced weakened democratic institutions, including declines in the freedom of their media environments.

In FY 2020, RFE/RL will continue to boost digital engagement efforts across its reporting regions, developing specialized content strategies for the most popular platforms amongst its key audiences. RFE/RL will expand digital operations, with a specific focus on broadening engagement with audiences in Iran and the Balkans, as well as creating strategic partnerships with local media to further grow RFE/RL's digital presence.

Investigative Reporting

From intensified attacks against independent media and civil society to corruption at the highest levels of governments, RFE/RL language services focus attention on underreported issues in their target countries. That credible reporting is a beacon of freedom to audiences living under corruption and underscores fundamental individual liberties for RFE/RL's global audiences. This work has led to frequent threats and attacks against RFE/RL journalists.

RFE/RL's Ukrainian Service is a leader in uncovering corruption, through the Service's investigative TV program *Schemes*, which delivers high-impact reporting on corruption among Ukraine's political elites that has informed official investigations, led to high-level dismissals, and contributed to greater awareness about public accountability in Ukraine. In April 2018, the Kyiv-based Center for Content Analysis included RFE/RL's Ukrainian Service in its list of the top five most effective media brands in Ukraine.

In Central Asia, the Kyrgyz Service — in particular 28-year-old reporter Ulanbek Egizbaev, who died tragically in July 2018 in an accidental drowning — has been instrumental in uncovering corruption. Among the Kyrgyz Service's investigative pieces, Egizbaev's 2018 reporting exposed illegal land sales involving public officials within exclusive neighbors of Kyrgyzstan's capital, exposed the illegal sale

of burial plots at Bishkek's cemeteries where graves are supposed to be free, and documented a $100 million corruption scandal that caused a newly modernized thermal power plant in Bishkek to break down during the coldest spell of the winter.

In the Caucasus, RFE/RL's Azerbaijani Service conducted well-executed and professional reporting in its coverage of elections in Azerbaijan in April 2018, including capturing video exposing evidence of voter fraud. The Azerbaijani Service's website remains under a formal government ban imposed in May 2017. In a scathing April 6 statement that referred to the ban and other attacks on the country's independent media, the Committee to Protect Journalists said Azerbaijan's authorities had cleansed the political landscape of "virtually all formal avenues of expressing dissent." Despite the pressure from of the Azerbaijani government, the Service continues to function as an essential source for news, deploying local reporting networks and a vigorous digital strategy to inform and connect with an online and satellite audience that numbers in the millions.

In October 2018, RFE/RL's Georgian Service launched a new, biweekly, 15-minute investigative TV program that looks deeply into topics affecting Georgia. For example, the first episode of the program, *Liberty Monitor*, investigated allegations of nepotism and how high-ranking officials promote their family members in the civil service, sometimes even creating special positions for them.

In FY 2020, throughout its target region, RFE/RL will continue to pursue investigative anti-corruption journalism that sheds light on the struggles of civil society and issues pertinent to women and youth audiences and focuses on stories that would otherwise not be covered by local media outlets.

Optimizing Operations Towards Greater Efficiency and Reach

In the past year, RFE/RL has reorganized its Central Newsroom to create better workflow and synergies within the company and allow for enhanced coordination in its reporting across the 22 countries in its coverage region.

RFE/RL also optimized its Central Asia reporting operations with its upgraded facilities and reporting hub in Bishkek, Kyrgyzstan. *Current Time Asia*, Current Time's half-hour news show dedicated to Central Asia premiered live from

RFE/RL's Bishkek bureau in January 2018. The move makes the program one of the very few prime-time news programs to air live in the region. Increased production from Bishkek allows RFE/RL programs to reach audiences in a more direct and timely way.

Beginning in FY 2018 and continuing into FY 2019, RFE/RL will work to reorganize Radio Farda operations toward increasing content production across all platforms as well as to support the new joint 24/7 TV and digital network targeting Iranians globally.

In FY 2020 RFE/RL will eliminate its Georgian Service, Tatar-Bashkir Service, and North Caucasus Language Service. RFE/RL will also reduce its Balkans Service by discontinuing operations in Montenegrin and Macedonian.

Radio Free Asia (RFA)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 44,013	$ 44,013	$ 33,531

Overview

RFA is a private, nonprofit, multimedia corporation funded by the United States Government through appropriations to USAGM that serves as surrogate media, substituting for domestic media in Asian countries that prevent or restrict freedom of the press. RFA is funded through, and operates under, a grant agreement with USAGM. RFA broadcasts in Burmese, Cantonese, Khmer, Korean, Lao, Mandarin, Tibetan, Uyghur, and Vietnamese on shortwave (SW), medium wave (AM), satellite, television, online through websites, and through apps and social media platforms. RFA delivers accurate and timely local news, information, analysis and commentary, providing a public forum for the audiences it serves.

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

As part of USAGM's Internet Freedom effort, RFA manages the Open Technology Fund (OTF), which supports: research to better understand the types of censorship occurring around the globe and the effectiveness of the tools to combat that censorship; the expansion of real-time applied knowledge for the Internet freedom community improvements to effectiveness and scalability of anti-censorship efforts and a user-focused approach to meeting the needs of at-risk journalists, human rights, democracy and free speech defenders globally. The OTF supports the development of software to secure communications in countries where governments engage in internet censorship, monitoring and surveillance, online repression, and offline reprisals for online speech. These

tools and techniques provide individuals with the capabilities to protect their communications from repressive regimes enabling proper sourcing and fact-checking for USAGM content creation, as well as offer more secure access to censored content and to combat the manipulation of information technologies against individual freedoms.

FY 2020 Program Changes

In FY 2020, RFA will close Mandarin Service and Cambodian Service TV and radio broadcasts, continuing both services' online and social media presence. In addition, RFA will reduce other staffing and expenses.

FY 2019 and FY 2020 Initiatives

In addition to transformational digital content and programming initiatives, RFA has expanded training programs and opportunities to further improve its programs and develop multimedia skills among journalists who can then reach out to their audiences more effectively on social media, agilely adapting to emerging digital platforms that dominate the media user landscape. RFA is also conducting training for women journalists who are underrepresented in most of the countries RFA broadcasts to and whose work resonates with growing female audiences. RFA is participating in BBC's "The 50/50 Project" which aims at gender equality in contributors.

RFA Korean

In the face of rapidly shifting dynamics on the Korean Peninsula, RFA Korean will expand coverage on North Korea domestic news on all platforms. RFA Korean will continue producing high-quality video reality programs to enhance the information flow to the North and counter pervasive false narratives and to expand fact-based understanding of North Korean experiences outside the Democratic People's Republic of Korea (DPRK). RFA's line-up of modern relatable reality TV programs continues to focus on the lives of North Korean defectors in South Korea and provide authentic insight into life outside the DPRK. In FY 2020, RFA Korean will further integrate short form news videos, infographics, photos, and illustrations with news content and feature stories to create content specifically tailored for popular social media platforms. RFA Korean will continue

to leverage its position as a major source of trusted news and information to audiences in DPRK to keep citizens informed about issues of interest and have relevance to their daily lives. Programming will both cover topics the audience wants to learn about as well as counter falsehoods presented by Pyongyang's propaganda machine.

RFA Korean produced another set of video/YouTube programming conveying the reality of North Korean defectors' lives outside the DPRK to potential NK viewers, and provided a credible authentic alternative to propaganda against South Korea pushed by the North Korean state-controlled media monopoly. Three different series will be launched in FY 2019: Health Plan B, My Journey, and Education in the South, each with a uniquely resonant appeal to North Korean viewers.

RFA Uyghur

As the only Uyghur language news outlet for the Xinjiang Uyghur Autonomous Region (XUAR), RFA Uyghur will continue to broaden its current programming from radio to television/web videos to incorporate stories that inspire and induce discussion among news makers, experts, and the general population on timely topics of interest to our audience. Despite continued threats and detention of RFA Uyghur reporters' families, the service will continue to serve as the most credible news source on the Chinese government's crackdown on Uyghurs in XUAR. The service will make significant efforts to produce more video, audio, and infographic content for social media platforms which has proven to be very popular among the Uyghur exile community and shared by that community back to XUAR through a variety of means. The service will also produce a new weekly TV/web talk show dedicated to discussing cultural and religious issues and other current affairs in the face of continued Chinese government suppression of Uyghurs' cultural, religious, and ethnic identity. The service will continue its investigative feature series that showcases Uyghurs' struggles to protect their identity, culture, and very lives in today's XUAR.

RFA Tibetan

The key focus of our Tibetan audience in FY 2020 will be the next Sykong (presidential) and parliamentary election to be conducted by the Tibetan exile government or the Central Tibetan Administration ("CTA"). RFA Tibetan service

will expand popular TV programming and social media platforms to deliver timely, balanced and objective coverage on the election from Dharamsala, other parts of India, and Tibetan exile communities around the world. At the same time, on all platforms, RFA Tibetan Service will continue to produce investigative reports inside Tibet on efforts to preserve Tibetan identity, culture, language, natural environment, and history to combat their erosion by the ruling Chinese government, and break day-to-day local stories on the suppression of their fundamental human rights. RFA will also continue expanded coverage of His Holiness the Dalai Lama for Tibetans living under CCP rule who take substantial risks even to keep a photograph of His Holiness.

RFA Burmese

The 2020 national elections will be a major test of Burma's questionable transition to democracy. To date the National League for Democracy government led by Aung San Suu Kyi has failed to make substantial reforms and or challenge the military that still wields most of the power in the country. Press freedom is in a perilous state as more incidents of military and state-run censorship and retaliation become public. RFA Burmese has an important role to play in reporting on the various factions that will be vying for control over the country going forward. Despite recent incidents of press intimidation, as in the 2015 elections, RFA Burmese will station reporters around the country to cover the issues unique to each region and how the various parties plan to respond to them - before during and after the elections.

Recent Accomplishments

RFA Mandarin

Even as the CCP is tightening the use of Virtual Private Networks (VPNs) and other internet circumvention methods in the country, RFA Mandarin's social media profile continues to grow substantially throughout 2018, as reflected in digital engagement, interaction, and video views, and shows great potential for further expansion with increased investment of energy and resources. For instance, followers of RFA Mandarin Service's Facebook page shows a strong growth rate of 26 percent in FY 2017-FY 2018.

With a solid base of more than 277K followers, Mandarin Service's Twitter account has taken off since October 2017, and has drawn a total of 423K retweets and likes. For RFA's Mandarin Service Twitter is more than a content distribution platform - Mandarin team members strategically use it to conduct online surveys and invite followers to submit tips, questions, comments, and self-made videos to include in news reports and TV programs.

Since October 2017, RFA Mandarin's YouTube channel has garnered more than 6.4 million views, and its 73k subscribers spent a total of 40-million minutes watching videos. The channel's branding revamp helped it steadily add more than 22.5K subscribers during 2018 alone. RFA Mandarin service's video team created a popular series entitled *China, explained* as an important objective voice to explain internal developments in China's politics, society, and economy. Video reports covered China's constitutional amendment erasing term limits; #metoo in China; the anniversaries of June 4th, " 709" crackdown on human rights lawyers, and Liu Xiaobo's death; religious persecution nationwide; China's development into a surveillance state; and China's overseas influence ("sharp power") campaign.

RFA Lao

RFA Lao Service has been highlighting China's growing influence in Laos as the Asian giant pours massive investments into its impoverished neighbor's economy and provides billions of dollars of soft loans for infrastructure development under Beijing's One Belt One Road Initiative. Its investigation into the Chinese railroad project linking the two countries is featured in a joint web project with VOA entitled "The Dragon's Reach." The Lao service has also been highlighting corruption fueled by the lack of transparency within the authoritarian government as well as other controversial issues, including land grabs, human rights abuses, and environmental degradation stemming from, among other activities, dam construction.

RFA's social media presence in Laos includes Facebook and it uses this medium to step up interaction with audience and reach new sources. RFA Lao has 150,000 Facebook followers and it receives roughly 65 percent of story tips and leads from Facebook, especially Facebook Messenger groups.

RFA Uyghur

RFA Uyghur Service has been breaking the shocking stories of Uyghurs being detained in re-education camps in the Xinjiang Uyghur Autonomous Region (XUAR) since mid-2017. It is now estimated that nearly one million Uyghurs are in the camps all over XUAR. Uyghur service's reports are continuously cited by major media, the US Department of State and the academia around the world which made the Uyghur situation one of the most concerning human rights issues today. RFA Uyghur service serves as the leading news source for Uyghur speaking community as well as for the Western media and human rights observers.

In 2018, Uyghur service produced a comprehensive multimedia web report on the suppression of Uyghurs since Communist Party Secretary Chen Quanguo came to power in August 2016. Chen rolled out one harsh policy after another targeting the Muslim Uyghurs and using advanced technology to make Xinjiang a police state. Starting in late 2017, six of Uyghur service reporters reported to RFA about missing families members in Xinjiang. Some of these reporters' families have been harassed or threatened by local police to ask their families to quit RFA work over the years. This issue has been addressed by the US Department of State and various members/committees on Capitol Hill. Despite the pressure, Uyghur service is still on the front line delivering news from inside Xinjiang and looks to expand Uyghur-language content in FY 2019.

RFA Korean

RFA Korean Service also expanded the use of social media to amplify its reach and leverage the phenomenon of human proxies bringing information from the outside into the Hermit Kingdom. From January to July 2018, RFA Korean Facebook fans had a solid 41 percent growth compared to the same period in 2017 YouTube subscribers increased 89 percent in 2018.

As the leading source of North Korean news inside and outside the country, RFA Korean's exclusive and breaking reports are closely followed by other media, as well as by the South Korean government, the North Korean regime and North Korean defectors living in South Korea. A few of our most resonant reports in 2018 included: the inter-Korean summit in April 2018; the US- NK summit in Singapore in 2018; exclusive interviews with prominent US policy makers such as National

Security Advisor John Bolton; and an investigative series that, among other topics, examined the lives of North Korean refugees in Canada and the NK abductee issue in Japan.

RFA Cantonese

RFA Cantonese Service's "Go Digital" strategy had a fruitful year in FY 2018 and FY 2019, as it successfully expands the reach of RFA storytelling from short wave radio broadcasts to disseminate over the dynamic social media platforms relied upon by Cantonese audiences. RFA Cantonese aggressively expanded its YouTube platform, populating it with engaging short-form videos and talk shows, From July 2017 to July 2018, RFA Cantonese accumulated total viewing/listening time on YouTube of 100.4 million minutes, garnering 10 million views — 3,722,000 views in two months alone (May and June 2018). This is an increase of 338 percent compared to the same period in 2017. Cantonese readers also engaged with content at rates 6 to 9 times higher than the prior year in terms of comments, shares, and likes. Audience retention grew from 31 percent to 41 percent.

RFA Tibetan

RFA Tibetan Service has 440K followers on their official Facebook page and the service is constantly engaging with the Tibetan audience on social media platforms and various spin-off pages. From 2017 to 2018, the Socialbaker data shows strong growth of followers in India and the engagement rate increased 12.7 percent. The subscriptions doubled on Tibetan YouTube channel in 2017 to 2018 (currently 84K) which proved the service's efforts and strategy to enhance video production and TV programming to be very effective in garnering new audiences.

Tibetan Service's exclusive interviews and stories in 2018 were of great interest to Tibetan listeners and audience, including notably the news of fire in Jokhang Temple, the most sacred temple in all of Tibet. Consistent with other breaking news events, RFA Tibetan was the first news media outlet to break this story even while China was censoring related information to the outside world. Another noteworthy story is about a famous Tibetan filmmaker Dhondup Wangchen who arrived in US in December 2017 after a risky escape from Tibet. He was given political asylum in the United States. He gave the first interview to RFA Tibetan service giving details of his work and his experience in Chinese prison.

RFA Vietnamese

RFA Vietnamese Service dropped its SW radio due to aggressive jamming, which rendered SW an ineffective distribution platform. Instead RFA Vietnamese is expanding its video and social media content and exploring new and more secure avenues for online distribution such as Minds. Aside from increased harassment and imprisonment of in-country journalists and bloggers, the government recently enacted a new cyber law that will require all technology companies to store their sensitive data inside the country by 2019. If companies like Facebook and Google comply, Vietnamese citizens will no longer have secure access to independent news and information. RFA's in-country contributors were harassed, intimidated and jailed into silence during 2018. RFA Vietnamese Facebook views grew 113 percent to reach a total of 73 million and its overall Facebook engagement rose by 25 percent.

RFA Burmese

RFA Burmese Facebook doubled the number of fans to 3.8 million over the past year and maintains high rates of engagement averaging 25 percent. The RFA Burmese in-depth weekly TV news program, "RFA Here & Now", was forced off DVB (Democratic Voice of Burma) by the government because of its use of the word "Rohingya". So RFA Burmese is now focusing more on its radio and Facebook content. It has produced unique and ground-breaking programs on "Hate Speech and Facebook", "Drug Use and Trafficking in Northern Shan State", "Rakhine Migrants Replacing Rohingyas in Sittwe", and continues to expose the injustice against the former child soldier who has been imprisoned for telling his story to RFA. After the arrest of two Reuters journalists, in-country media are heavily self-censoring the news they cover. So RFA focuses on sensitive subjects they gloss over, including the Rohingya crisis which grows more desperate by the day.

RFA Khmer

RFA Khmer Service had to completely revamp its operations after the government shut down all its FM affiliates, forced the closure of the Phnom Penh office, arrested two former RFA journalists and continues to harass family members of former RFA Cambodian staff. However the Service still produces two hours of radio and 30 minute webcast daily using contributions from citizen journalists, stringers in BKK, and reporting from DC-based staff. The RFA Khmer Facebook

fan base — now at 5.7 million — accounts for about half of Cambodians using Facebook and leads all major news outlets in Facebook live video by a wide margin. A great deal of reporting has been devoted to explaining the hallmarks of a free and fair election, and why the 2018 elections are considered illegitimate by most of the international community.

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Middle East Broadcasting Networks, Inc. (MBN)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 110,312	$ 110,312	$ 96,229

Overview

Middle East Broadcasting Networks, Inc. (MBN) is a private, nonprofit, multimedia corporation funded by the United States Government through appropriations to USAGM that provides the United States with a direct line of communication with Arabic-speaking people of the Middle East and North Africa. MBN is funded through, and operates under, a grant agreement with USAGM. MBN's mission is to: expand the spectrum of ideas, opinions and discourse available in the media across the Middle East and North Africa; provide objective, accurate and relevant news and information; and to present America's people, policies, and perspectives comprehensively. Through its broadcasts and multimedia platforms, MBN seeks to inform, engage and connect with the region's peoples in support of universal freedoms.

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

MBN Programming

Alhurra

Alhurra's Pan-Arab news and information channel was launched in February 2004 to provide a reliable source of objective television news and information

across the Middle East. Alhurra-Iraq was launched in April 2004 to provide targeted local news and programming to the people of Iraq. Alhurra is unique within the Middle East satellite television market in its ability to provide audiences the American perspective, giving context to the Administration's policies as well as insight from diverse voices throughout the broad U.S. public policy community and the people of the United States.

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

Radio Sawa

Radio Sawa was launched in 2002 and broadcast 24/7 on programming streams targeted to the sub-regions of the Middle East. Radio Sawa can be heard throughout the Middle East through FM and medium wave (AM) transmissions on eight streams including: Iraq (FM and AM); Levant, including Jordan and the West Bank (FM); the Gulf (FM and AM); Egypt (AM); Morocco (FM); Sudan, Libya, Djibouti and Yemen (FM and AM); Lebanon and Syria (FM); and Mauritania (FM). Six of the current pan-Arab radio streams will be terminated; MBN will maintain the Iraq stream and a Syria and Levant stream.

MBN Digital

MBN has established several digital properties targeted to engage both broad and specific audiences, including *Alhurra.com*, Maghreb Voices, Raise Your Voice, and Elsaha. The digital properties span Facebook, Twitter, YouTube and websites.

FY 2019 and FY 2020 Initiatives

Continuing the Transformation

MBN is committed to continue implementation of its multi-year transformation plan designed to fundamentally improve programming content and production quality across all MBN media within available resources, including significant changes to its Iraq programming, MBN digital properties, and its broadcast infrastructure.

Refreshing Programming Targeted to Iraq and the Levant

Programming on MBN's platforms across media designed to engage with the people of Iraq, including the Alhurra Iraq channel, the Radio Sawa Iraq stream, and MBN's Raise Your Voice digital platform, will be restructured in FY 2019. Alhurra Iraq's programming grid is being refreshed to infuse new energy and focus. MBN is aligning human resource capacity with new programming plans, similar to the Pan-Arab refresh, by making changes as required both domestically and overseas. MBN will refocus programming to ensure relevance in today's context.

The revamped Radio Sawa Iraq stream is expanding its substantive content built around live talk shows, pre-produced informational programs and news. The newly formatted Radio Sawa Iraq stream features almost 11 hours of live news and long-form Iraq-focused programming per day (weekdays), a 90 percent increase over the current programming strategy. The Radio Sawa Levant stream will be wholly recreated to reflect the programming elements of the Iraq stream, dramatically decreasing music programming elements and providing more substantive and pointed content.

The MBN digital property that targets Iraq and the Levant, designed to counter violent extremism online by enlightening the audience and providing alternatives to extremists' narratives, will be rebranded and restructured. MBN will realign resources to produce more original, premium digitally focused content.

Expanding and Reprioritizing Digital Output

MBN will continue to pursue an expanded and improved digital capacity to further its transformation. MBN will integrate and synergize now-independent digital platforms that have been developed over the past several years. It is realigning resources to create one team that supports the Alhurra-centric umbrella as well as distinct targeted brands, including but not limited to its Iraq and Levant targeted platform, Maghreb Voices, and Elsaha, the video-only channel to engage the people of Egypt to a degree not possible through traditional media.

In FY 2019, MBN will begin planning for a digital Sawa 2.0 platform, leveraging the Sawa brand developed since 2002 as an independent digital offshoot targeting the connected, social-savvy generation across the MENA. It will be smart content with smart packaging developed for a range of smart devices.

Through FY 2019 and FY 2020, MBN will evolve its digital efforts to: pursue a strategy of providing in-depth content through simple storytelling; work to improve its content management platform; improve its apps; align its digital workflow and branding guidelines; upgrade staff skills; and work to build strong alliances and partnerships with top tech and social media firms, as well as its USAGM sister media organizations worldwide.

Upgrading Broadcast Infrastructure

In FY 2019, we anticipate significant restructuring of the human and technical resources in MBN's Broadcast Operations department. MBN will begin a migration from a traditional satellite broadcast model to a more current, cloud-based IP infrastructure. New workflows and equipment will be used to employ the latest HD standards for IP media transport.

Consistently Realigning Resources

To ensure that resources are available to reflect MBN's highest priority requirements, beginning in FY 2019, six Pan-Arab Radio Sawa streams will be eliminated. MBN will only operate the refreshed Sawa Iraq and Levant streams as previously described and will pursue a digital strategy to retain audiences in the areas where the six Sawa streams are being terminated. MBN will continue to realign human and fiscal resources to reflect new programming challenges and plans.

Recent Accomplishments

Launching Transformation

In FY 2018, MBN initiated the implementation of a multi-year transformation plan designed to fundamentally improve programming content and production quality across all MBN media. MBN strives to become a more impactful thought leader that drives positive change through access to rich content relevant to the people of the region and U.S. public diplomacy priorities. Wholesale reengineering of MBN's operations initiated in FY 2018 includes:

Renewing Programming

With television by and large still the foremost information source for the majority of the region's people, MBN's first major transformational initiative in FY 2018 was to redefine and upgrade Alhurra Pan-Arab television programming that targets people across 22 countries. A newly imagined programming grid was established to revitalize and redefine the channel. The new grid includes a dynamic blend of news coupled with select, quality programming that drives contemplation and engagement on issues of relevance to the target audience and concerns. In FY 2018, refocused news hours and new information programs were created and prepared for launch, including:

- AL YOUM — A daily (5 days per week) revamped, live morning show in the American tradition, including coverage of political, social, and cultural issues from the region.

- SAM AND AMMAR — A weekly show where two intellectuals share their unfiltered and cutting edge views of current affairs and spotlight Washington's political and economic decisions that impact the target region.

- THE TALK IS SYRIAN — A weekly show that analyzes, through discussion and visual elements, the developments, fractions, human crises, and overall political situation in Syria.

- DEBATABLE — A weekly show wherein the renowned Ibrahim Essa promotes critical thinking while analyzing radical Islamic ideas and raises questions on how these ideas are dictating lives and risk essential freedom.

- CAPITAL DECISION — A weekly show that displays American foreign policy with insiders who shape and influence the policies.

- GULF TALK — A weekly show that addresses current news and developments in the Gulf countries.

- ISLAM HURR (FREE ISLAM) — A weekly show that focuses on enlightenment values instilling the language and adaptation of "free, moderate Islam" into daily life.

- FORBIDDEN — A weekly show that provides a platform for silenced intellectual moderate voices and ideas whose work is banned or marginalized in Arab Countries

- INSIDE WASHINGTON — A restructured weekly American current affairs program that addresses political and social issues.

- INVESTIGATIVE REPORTS — A weekly no-holds barred show that highlights and encapsulates the best of original, Alhurra investigative reports produced by Alhurra's new investigative news unit.

- DEFECTING BACK HOME — A limited run series that explores life after Daesh from the point of view of ex-Daesh fighters who address how they joined Daesh, what they saw and did, why they left, and how they are coming back to life.

- MY STORY — A limited run series focusing on Arab-Americans/immigrants who have achieved success as defined in many ways because of the refuge America has provided them.

- HUNNA AMERICA — A limited run series tackling what makes America what it is today from a historical and cultural perspective — from the founding fathers to American Civil War the reality of today, filmed on the scene where these events happened.

The new grid — comprised of 73 percent news programming, 20 percent original information programming and 7 percent externally acquired programming — defines Alhurra as a distinctly American channel with an American voice supporting human dignity and universal rights and values. Nearly one-third of the programming day for the Pan-Arab Alhurra channel is now generated from

the region, including its *Al Youm ("Today")* show repositioned as a 2-hour morning show. For the first time ever Alhurra is in sync with the region's news cycle rather than struggling to catch up.

Rebuilding Capacity

Successful implementation of the new programming strategy required significant human and infrastructure capacity upgrades and strategic realignments in FY 2018. As such, staff was restructured to meet new programming requirements, which triggered a series of job eliminations, layoffs as well as recruiting for new and upgraded skill sets both domestically and overseas. Through actions taken, by the end of FY 2018, a stronger MBN workforce is in place to attack the new demands within available resources.

Reorganization of MBN's workforce breaks down program silos and overcomes related obstacles to efficiency, consistency, and holistic programming strategies. With the new structure, MBN will ensure coordinated content creation and timely utilization across platforms, and take advantage of technology to facilitate delivery. MBN is creating a pool of forward-thinking, talented, multi-media journalists supporting the mission and organizational goals. The restructuring facilitates cooperation and integration across departments inspiring all to work cooperatively.

In addition to workforce restructuring and reorganization, production capabilities were upgraded in FY 2018 to support the new programming vision and rebranding strategy. Studios were refreshed at headquarters and in the region, graphics were redesigned for all major properties, and production workflows and technologies were initiated that will ultimately create the dynamic, flexible work environment necessary to keep up with a hyper-competitive and saturated Arabic media market.

Realigning Resources

In alignment with priorities in FY 2018, MBN ceased shortwave radio broadcasting to Darfur and reduced its live programming on Radio Sawa, eliminating live news updates during the region's overnight hours and the supporting resources.

Increasing Awareness

MBN is working to further audience engagement and increase brand awareness through newly initiated outreach efforts. In FY 2018, to advance refocused programming goals, MBN partnered with the U.S. Institute of Peace to host its first of several planned overseas conferences to discuss and explore issues relating to conflict resolution, resilience and inclusive politics. This first conference facilitated discussions about the complex and pressing questions regarding human dignity in the region today. The public discussion, open to policy makers, peacebuilding MBN practitioners, students, US and Tunisian government personnel, activists, and the general public, was designed to initiate a deep dive into the topic of human dignity in the MENA region.

Broadcasting Capital Improvements (BCI)

Funding *($ in Thousands)*

FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
$ 5,814	$ 9,700	$ 4,551

Overview

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements and maintenance of USAGM's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages most of the BCI projects to benefit all elements across the agency. The BCI account also supports capital projects managed by Voice of America (VOA), the Office of Cuba Broadcasting (OCB), and the Office of Management Services (OMS) Office of Security. These USAGM offices will continue support of essential agency technical operations in FY 2020 through carefully focused investments and maintenance of ongoing efforts in a number of critical areas. BCI funds support the capital and equipment aspects of these critical agency efforts.

TSI will continue to replace outdated HVAC (heating, ventilating, and air conditioning) equipment older than 10 years in the Cohen building and install the most energy-efficient units available to improve reliability, effectiveness and cost savings. In FY 2019, USAGM is replacing its two enterprise-level UPS (Universal Power Supply) systems that provide redundant electricity and protect the Agency's critical electronic infrastructure from surges and other potentially damaging irregularities in commercial power.

As part of USAGM's global network realignment, in FY 2018 and FY 2019, TSI upgraded its cross-border capacity at the Kuwait Transmitting Station, in order to serve USAGM's legacy radio audiences in Africa in a more cost-effective manner, at less cost than other USAGM-operated sites or expensive leased capacity. The project makes it easier to potentially close or reduce usage of other, costlier transmission sites while continuing to serve SW audiences.

In FY 2020, BCI spending on the USAGM cross-border transmission sites will focus on regular maintenance and repairs to ensure functionality and protect life and property.

FY 2019 and FY 2020 Initiatives

TSI Initiatives

BCI monies in FY 2018 and FY 2019 are funding the approved reconfiguration of the shortwave broadcast infrastructure at the Kuwait Transmitting Station. This will allow USAGM to maintain cross-border transmissions to key regions, particularly Africa, and achieve long-term cost savings by allowing USAGM to shift mission-critical but higher cost transmissions from other stations in the USAGM network to Kuwait.

Starting in FY 2018 and finishing in FY 2019, TSI is installing and deploying three newer SW transmitters at the Greenville, NC transmitting station. The three newly installed transmitters replace transmitters that were obsolete and highly inefficient and expensive to operate. Many replacement parts were unavailable and had to be custom manufactured, affecting transmitter availability. The newly installed transmitters will provide increased transmission capability to Cuba at a lower operational cost and greater reliability.

In FY 2020, TSI will focus its regular station maintenance and repair efforts on issues that impact functionality, or the safety and security of USAGM personnel and equipment. Some extraordinary repairs are required at the USAGM transmitting station on the Commonwealth of Northern Mariana Islands (CNMI), following the landfall on October 24th, 2018 of Super Typhoon Yutu on the main islands of Saipan and Tinian. Recovery efforts started immediately following the storm with salvaged and spare material and in-house resources, not BCI funds. Broadcasts to North Korea, China, and the other target countries in East Asia have been affected. While some transmissions have been moved to other sites, including leased sites, there is insufficient capacity to accommodate all USAGM programming to the region and many replacement sites are not as effective in covering East Asia as CNMI.

VOA Initiatives

VOA will accomplish the following initiatives in FY 2019 and FY 2020:

- Working with USAGM, VOA will establish a Continuity of Operations (COOP) facility to allow distribution of multiple simultaneous programming streams, to be used in the event of localized disruptions that would prevent VOA from broadcasting from the Cohen Building.
- VOA will replace its television playout servers, which are at end of life.
- VOA will merge its radio/television master controls into a single, virtualized monitoring center with staff savings estimated at $400,000 (and a two-year payback of the investment).
- VOA will purchase required transmission equipment and facilities for use during the 2020 Democratic and Republican Party Conventions.
- VOA will initiate a five year refresh of its studio sets, lighting, and monitors, beginning with its Studio 47.
- VOA will initiate a three year computer, monitor, and CPU refresh program for its desktop hardware and associated software, starting with its oldest 200 (of 600) computers.
- VOA will implement a new cloud-based Media Asset Management system and News Production System to enable cloud production workflows for digital and television content creation and distribution. This will align the VOA with the Federal government's initiative to harness cloud technologies for infrastructure thereby creating a more flexible and agile computing environment.
- VOA will upgrade its content management system to enable more efficient handling of HD video content.

Recent Accomplishments

Installation of a new fire alarm system at the Philippines Transmitting Station is underway and will be completed for most of the site in the third quarter of FY 2019. The installation for the remainder of the site will be completed by the second quarter of FY 2020.

In FY 2019, TSI will complete the replacement of Sao Tomé's medium wave (MW) tower that collapsed during a recent severe storm on the island.

In FY 2018 and FY 2019, TSI and VOA completed or will complete all high definition (HD) television initiatives in the Washington DC broadcast facility, including:

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

Performance Budget Information

Introduction

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

Summary of the 2018-2022 USAGM Strategic Plan

USAGM's 2018-2022 strategic plan continues an ambitious roadmap to expand the reach and impact of U.S. international media in support of American strategic interests. It also responds to new calls for institutional agility as reflected in the Administration's management priorities, which emphasize mission, service, and stewardship. The plan informs the FY 2020 budget request and continues the integration of performance, budget planning, and management of USAGM.

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

This mission is achieved through two strategic goals:

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

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

Current Context of the USAGM

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

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

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

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

When U.S. international media began in 1942, programs were broadcast via shortwave. Since then, the number of transmission options has grown, and

listener preferences and media access have changed. The technology to transmit and receive news and information is constantly improving and changing. USAGM has kept up with these developments, which offer extraordinary opportunities for unfiltered, direct dialogue with audiences around the world. USAGM transmits content through terrestrial and satellite television, radio (shortwave, medium wave, FM, and satellite), the Internet (websites with streaming audio and video as well as social media, such as Twitter, Facebook, and YouTube), and numerous mobile technologies, including apps and mobile Web.

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

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

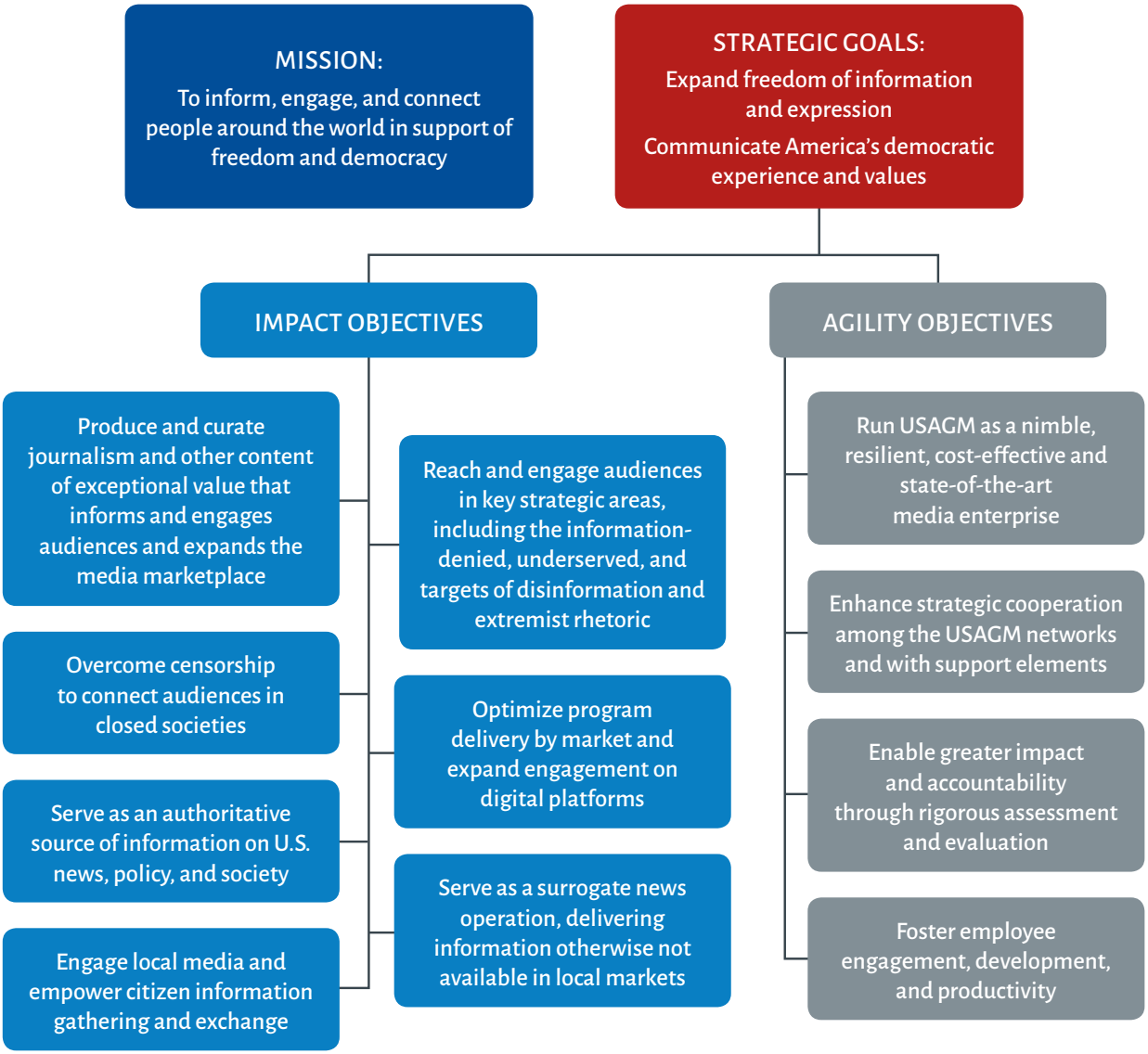
USAGM's Strategic Plan prioritizes setting the program mix and delivery platforms to meet market demand. This is critical to ensure that USAGM achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives via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

Impact Model

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

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

Impact and Agility Objectives and Performance Goals



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

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

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

USAGM will:

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

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

Impact Performance Goal 1.1: Reach significant audiences

MEASURED WEEKLY AUDIENCE *(in millions)*[1]						
Network	FY 2016 Actual	FY 2017 Actual	FY 2018 Target[6]	FY 2018 Actual	FY 2019 Target[7]	FY 2020 Target[7]
USAGM[2]	278	278	179	345	337	260
VOA	236.6	236.8	141.0	275.2	265.0	205.0
RFE/RL	26.9	25.8	23.5	33.9	34.2	33.8
RFA[3]	6.4	6.9	6.9	50.7	49.5	12.0
MBN[4]	27.5	25.7	27.5	24.7	27.0	28.0
OCB[5]	NA	1.0	1.0	1.0	2.0	2.5

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

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

[3] RFA audience figures include audiences for only six of their nine language services. USAGM is not able to conduct representative quantitative audience research for Korean, Tibetan, and Uyghur. The audience increase in FY 2018 is due to new data from China.

[4] MBN's measured weekly audience is lower in FY 2018 than FY 2017 because Algeria, with a population of 27 million, is not included in 2018 reach. As of FY 2018, the Algeria data was 6 years old, exceeding USAGM's 5-year limit for survey data.

[5] Because of the historical limitations of reliable survey data in Cuba, FY 2017 was the first year that weekly audience was presented for OCB.

[6] FY 2018 targets are from the FY 2019 Congressional Budget Request and were set based on significant proposed budget decreases.

[7] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. FY 2019 targets for VOA reflect potential audience loss due to decreased original programming during the lapse in appropriations. The FY 2020 target for VOA reflects the elimination of all or most radio programming in several large markets, particularly Latin America and Indonesia. For RFE/RL, the FY 2020 target reflects proposed language service eliminations and reductions (Georgian, Tatar-Bashkir, North Caucasus, and Balkans). For RFA, loss of all FM transmission in Cambodia is expected to reduce historically large audiences there, as transmission has been reduced to shortwave and online, both of which have smaller potential audiences than FM radio. For FY 2020, proposed elimination of RFA Mandarin and Khmer

services would result in a large audience decrease. MBN's targets for FY 2019 and FY 2020 reflect possible reach reductions in Iraq, where political pressures on MBN have increased in recent months. MBN also expects the reduction in Radio Sawa FM broadcasts across the region to temper reach, balanced by projected increases in reach by FY 2020 as a result of the network's relaunch.

Indicator:

MEASURED WEEKLY AUDIENCE: This indicator comes from national surveys and measures the number of people in target areas listening to or viewing USAGM programming or online materials in the past week. The measure is obtained through representative face-to-face or phone surveys for each language service (except Korean, Uyghur, Tatar-Bashkir, Tibetan, and Turkmen) and for the countries served by USAGM that were surveyed within the past five years. It does not include data from online digital analytics. It is based upon the measurement of the "regular listening audience," a statistical standard international media organizations have long used to report international radio audience reach. 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. The USAGM weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, platforms, or networks they consume each week. USAGM does not conduct surveys in every country every year, so reach figures may in some cases reflect weekly reach measures collected from up to five years in the past. This may result in an over or underestimation of actual reach. In the FY 2018 USAGM audience figure (345 million), only 1.6 percent (5.6 million) of the total audience comes from data collected in FY 2014 (surveys from Angola, Ghana, Guinea, Kuwait, Niger, Palestinian Territories, Qatar, and Rwanda) and 1.6 percent (5.5 million) comes from data collected in FY 2015 (surveys from Abkhazia, Bahrain, Burkina Faso, Chechnya, Dagestan, Malawi, FATA, Senegal, Sierra Leone, Syria, Taiwan, and Zimbabwe). Additionally, political restrictions or volatility in certain markets may prevent the measurement of current reach for services broadcasting to these areas. In FY 2018, these areas included North Korea, Eritrea, Tibet, Xinjiang Uyghur Autonomous Region, and Tajikistan.

USAGM is in the process of revamping its audience measurement methodology in order to integrate other data sources, such as web and social media analytics and commercial ratings data. This new methodology will be thoroughly tested and validated before it is rolled out for performance reporting.

Impact Performance Goal 1.2:
Provide programming that audiences find trustworthy

PROGRAM CREDIBILITY[1]
Percent of weekly audience who consider information to be very or somewhat trustworthy

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[3]	FY 2020 Target[3]
	Simple average	Weighted average				
VOA	86	83	82	84	82	82
RFE/RL	87	80	82	77	77	78
RFA	86	93	86	77	77	78
MBN	82	80	80	80	80	80
OCB[2]	NA	97	97	97	100	100

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

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

[3] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as trust, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. RFA's trust numbers are based on data from Cambodia (where trust is 92 percent), Burma (at 87 percent) and China (at 75 percent). Because these numbers are weighted by audience size, China's audience perceptions predominate. RFA anticipates continued high levels of trust in Southeast Asia, any change of which will likely not be reflected in this composite number. The outsize effect of results in China will also influence VOA's trust results, though to a lesser degree. Trust for MBN already is high, given the tendency of audiences in the region to be skeptical of all media, and is expected to continue but not increase.

Indicator:

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

question in the survey (excluding those who did not respond or did not know) who endorsed trust a great deal or somewhat. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small (n = <50) that the estimate is unreliable.

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

UNDERSTANDING[1]

Percent of weekly audience who report that the broadcasts have increased their understanding of current events somewhat or a great deal

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[3]	FY 2020 Target[3]
	Simple average	Weighted average				
VOA	86	81	81	76	75	75
RFE/RL	81	81	83	73	74	75
RFA	NA	NA	85	52	54	55
MBN	80	71	70	70	70	75
OCB[2]	NA	96	96	96	100	100

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

[2] Because of the historical limitations of reliable survey data in Cuba, FY 2017 was the first year that understanding was presented for OCB.

[3] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as understanding, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. For RFA, this metric is derived from measurements in China and Burma only. RFA anticipates some growth in this metric in a planned survey in Cambodia based on similar results from previous surveys. As with the trust metric, however, opportunities for significant growth are limited by the overwhelming size of RFA's China audience. Although RFA expects improvement in this measure for Chinese audiences also, opportunities to conduct additional surveys in China are limited. MBN's understanding target increase in FY 2020 assumes improvements as a result of the MBN relaunch that focuses, in part, on greater coverage of news and current events.

Indicator:

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

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

HELPS FORM OPINIONS ON IMPORTANT TOPICS[1]

Percent of weekly audience who report that the broadcasts have helped them form opinions on important topics somewhat or a great deal

NETWORK	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
VOA	62	67	63	60	60
RFE/RL	55	57	52	54	56
RFA	82	82	87	88	88
MBN	71	72	71	72	75
OCB	75	75	75	85	85

[1] This was a new measure in FY 2017. Actuals are not available for FY 2016.

[2] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, including this measure, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. MBN's FY 2019 and 2020 targets for this measure assume improvements as a result of MBN relaunch that includes a greater focus on issues audiences cannot find in other regional media.

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Indicator:

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

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

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

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

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

USAGM will:

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

- Draw on the experiences of the world's many models of free societies, in particular the U.S., to present a broad array of political views and debates

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

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

Country or Region	FY 2016 Actual	FY 2017 Actual	FY 2018 Target[1]	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[3]						
Iraq[2]	42.6%	42.6% (Jan 2016)	42%	42.6% (Jan 2016)	44%	46%
Kenya	12.1% (Aug 2015)	20.2% (Feb 2017)	16%	20.2% (Feb 2017)	18%	18%
Nigeria	21.0% (Feb 2016)	21.0% (Feb 2016)	23%	21.0% (Feb 2016)	21%	21%
Afghanistan	49.4% (Nov 2015)	38.5% (Nov 2016)	30%	38.5% (Nov 2016)	30%	30%
Pakistan (excluding FATA and Gilgit Baltistan)	5.7% (Jun 2014)	2.9% (Aug 2016)	4%	2.9% (Aug 2016)	4%	3%
FATA region5	26.4% (Jun 2015)	26.4% (Jun 2015)	27%	26.4% (Jun 2015)	27%	27%
Central Asia[6]	2.7 million	3.9 million	4.1 million	3.9 million	4.1 million	4.3 million

[1] FY 2018 targets for VOA assumed a reduction in audience reach based on FY 2018 budget level.

[2] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. For Pakistan, the FY 2020 target reflects proposed reductions to VOA Urdu radio. For Iraq, the targets are lower than originally anticipated due to increased political interference with MBN broadcasts in Iraq in recent months.

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

[4] Iraq includes audience for Alhurra, Radio Sawa, and VOA Kurdish and English. FY 2018 and beyond also include audience for www.Irfaasawtak.com.

[5] The USAGM survey of FATA covers the following territories of Pakistan where probability sampling was possible: Bajaur and Mohmand agency and the frontier regions of DI Khan, Kohat, Lakki, and Peshawar, which are now part of the Khyber Pakhtunkhwa province.

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

Indicator:

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

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

Country	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[1]	FY 2020 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
China	0.28% (June 2014)	0.28% (June 2014)	0.3%	6.2% (Aug 2017)	6.2%	6.3%
Vietnam	3.6% (Mar 2015)	3.6% (Jul 2016)	4.0%	3.6% (Jul 2016)	3.6%	3.6%
Laos	5.0% (Dec 2012)	2.4% (Sep 2016)	2.0%	2.4% (Sep 2016)	2.4%	2.4%
Turkmenistan[3]	2.2% (Oct 2011)	NA	2.5%	NA	2.5%	2.5%
Uzbekistan	1.6% (Sep 2012)	1.6% (May 2017)	2.0%	1.6% (May 2017)	2.0%	2.0%
Iran	14.9% (Aug 2015)	14.9% (Aug 2015)	14%	23.4% (Sep 2017)	23%	23%
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	3.5% (Dec 2015)	3.5%	3.5%
Cuba	NA	11.1% (Mar 2017)	11.1%	11.1% (Mar 2017)	20%	25%
Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.						

[1] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

[3] USGAM was not able to conduct a representative survey in Turkmenistan for the past five years. Efforts to obtain new data are currently underway.

Indicator:

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

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

Country	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[1]	FY 2020 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
The Russian Federation	4.9% (Jun 2016)	4.9% (Jun 2016)	Reach 6% of adults on all platforms	7.5% (May 2018)	8%	8%
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	Reach 20% of adults on all platforms	18.0% (Jun 2016)	20%	20%
Moldova	32.1% (Feb 2016)	32.1% (Feb 2016)	Maintain FY17 audience reach	32.1% (Feb 2016)	32%	32%
Kazakhstan	0.9% (Jan 2011)	9.6% (Nov 2016)	Maintain FY17 audience reach	9.6% (Nov 2016)	10%	10%
Tajikistan	11.4% (Jun 2016)	10.8% (Jun 2017)	Maintain FY17 audience reach	10.8% (Jun 2017)	11%	11%
Estonia	5.2% (Aug 2015)	5.1% (Jun 2016)	Reach 7% of adults on all platforms	5.1% (Jun 2016)	7%	8%
Latvia	7.2% (Aug 2015)	5.2% (Jul 2016)	Reach 7% of adults on all platforms	5.2% (Jul 2016)	7%	8%
Lithuania	10.0% (Aug 2016)	10.0% (Jul 2016)	Reach 11% of adults on all platforms	10.0% (Jul 2016)	10%	10%

[1]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

Indicator:

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

Contextual Indicators:

Freedom House Rankings	# of USAGM target countries ranked as:		
	Not Free	Partly Free	Free
2017 FREEDOM OF THE PRESS	61	53	10
2019 FREEDOM IN THE WORLD (POLITICAL)	50	51	23

Note: Freedom House last released Freedom of the Press rankings in 2017.

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

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

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

For almost 70 years U.S. international broadcasting has fought censorship in all its forms. Today, as the global media environment undergoes a dynamic revolution, access to a truly free press is actually in decline. Jamming of radio and TV broadcasts, including USAGM's, continues in a number of countries. Journalists suffer harassment and violence daily. Media laws often restrict free flows of information, limiting the ability of international news organizations to distribute their content. The Internet in particular is under assault, even as audiences increasingly access and share our content on digital platforms and via social media. The Agency upholds the universal right of citizens everywhere to receive and impart information without restriction. USAGM works on many fronts to make news and information accessible to its global audiences with the aim of enabling not only unfettered access to agency products but also the full spectrum of independent news sources on the Internet.

USAGM will:

- Lead in assisting the world's citizens to gain access to information on all platforms, advocating on the international stage and coordinating within the U.S. government and with international broadcasters and other allies.
- Help audiences understand through journalistic reports the practices and policies of Internet censorship and circumvention.
- Fund technologies that counter Internet censorship and Internet blocking and allow citizens and journalists to operate securely online.
- Increase effective use of social media and digital platforms to combat censorship.
- Provide in-house digital expertise to address real-time censorship and jamming issues in targeted regions.
- Cultivate information-sharing relationships on Internet freedom matters with other federal agencies, nonprofits, and the private sector.

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

Impact Performance Goal 3.1: Increase usage of internet freedom products

	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[1]	FY 2020 Target[1]
Increase weekly unique users on Psiphon	**NA**	**649,040**	**812,500**	**967,763**	**1,000,000**	**1,200,000**
Increase weekly visits to USAGM web sites through Psiphon	**NA**	**8,794,243**	**10,500,000**	**8,452,100**	**13,125,000**	**13,125,000**
Increase proxy traffic through Psiphon	**11,048 TB**	**15,402 TB**	**19,000 TB**	**21,725 TB**	**24,000 TB**	**29,000 TB**

[1]Factors contributing to FY 2019 and 2020 targets include evaluations of Internet censorship changes in target countries, audience metrics and surveys from USAGM broadcasters, as well as projections based on usage trends from previous years.

Indicators:

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

Contextual Indicator:

2018 Freedom House Rankings	# of countries with customized USAGM-sponsored circumvention tools ranked as:		
	Not Free	Partly Free	Free
FREEDOM ON THE NET	10	2	4

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

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

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

It is essential that USAGM reach audiences on their preferred media platforms. USAGM is aligning how it delivers content with how consumers access it now and in the future. USAGM will continue growing and enhancing new distribution methods, with specific attention to social and mobile platforms. On traditional media, USAGM is continually migrating to the most effective broadcast channels, including satellite and broadcast television and FM radio. The Agency is aggressively expanding and improving on its successful model of affiliations and syndication of content on all platforms. Ultimately, USAGM seeks to utilize the platforms that work best for the market at hand to get content to as many users as possible.

USAGM will:

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

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

Impact Performance Goal 4.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITE[1]						
Network	FY 2016 Actual	FY 2017 Actual	FY 2018 Target (increase over FY 17)	FY 2018 Actual	FY 2019 Target (increase over FY 18)[2]	FY 2020 Target (increase over FY19)[2]
VOA	6,957,800	8,810,700	9,691,800	8,850,000	2%	2%
RFE/RL	7,500,200	8,464,600	8,887,800	9,751,200	5%	5%
RFA	848,700	901,200	946,200	1,010,900	5%	5%
MBN	490,300	1,092,400	1,201,600	854,500	15%	15%
OCB	162,800	172,500	189,800	142,600	10%	10%

[1]Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of websites and languages. Numbers do not include some proxy

visits. These figures include some, but not all, traffic to apps. Traffic to social media sites (Facebook, Twitter, etc.) is also not included here.

[2] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically linear regression of past performance and industry forecasts of digital media access across target regions. Projected growth is lowest for VOA due to the relative linguistic diversity of the audience it must cover. VOA's targets take into account budget cuts in radio and TV, which may drive some audience segments to digital platforms while also reducing content available for reuse on digital platforms.

Indicator:

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

Impact Performance Goal 4.2: Increase audience interaction via social media

DIGITAL ENGAGEMENT ACTIONS						
Network	**FY 2016 Actual**	**FY 2017 Actual**	**FY 2018 Target (increase over FY 17)**	**FY 2018 Actual**	**FY 2019 Target (increase over FY 18)[1]**	**FY 2020 Target (increase over FY19)[1]**
VOA	Baselines not established.	**4,937,600**	**5,431,400**	**4,126,700**	**2%**	**4%**
RFE/RL		**2,106,100**	**2,316,700**	**2,261,300**	**1%**	**5%**
RFA		**1,125,300**	**1,237,800**	**823,200**	**1%**	**4%**
MBN		**646,700**	**743,700**	**883,000**	**15%**	**15%**
OCB		**32,200**	**35,420**	**2,541,000**	**10%**	**10%**

[1]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Changes in the Facebook algorithm favoring posts from friends and family over those of "publishers" have reduced the number of USAGM posts that appear in people's Facebook feeds. For RFA this change has been particularly acute as the new approach was piloted in one of its largest social media markets – Cambodia. Furthermore, qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content in Southeast Asia. Although there was a drop in direct audience interaction with content, other metrics show double digit growth in RFA subscriptions and fans, especially on YouTube and an increase in video viewing overall and video retention. For MBN, an increase in digital engagement actions expected as a result of enhanced focus on digital and revamped content and production.

Indicator:

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

Impact Performance Goal 4.3: Build strong affiliate relationships

NUMBER OF AFFILIATIONS (BROADCAST, ONLINE, AND MOBILE)						
	FY 2016 Actual	FY 2017 Actual[1]	FY 2018 Target[2]	FY2018 Actual	FY 2019 Target[3]	FY 2020 Target[4]
VOA	2,265	2,411	1,726	2,247	2,000	1,600
RFE/RL	761	798	671	777	815	700
RFA	35	7	8	11	9	10

[1] The drop in RFA affiliates in FY 2017 reflects the loss of affiliates in Cambodia and the correction of an erroneous overcount in previous years.

[2]Anticipated losses were due to proposed FY18 reductions to services with large affiliate networks in both VOA and RFE/RL.

[3] Factors contributing to FY 2019 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically a restructuring of the affiliate database system which resulted in a lower affiliate count, with a focus on larger high-impact affiliates within that count as well as a loss of RFA affiliates in Burma due to government pressure surrounding Rohingya reporting.

[4] Factors contributing to FY 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically anticipated reductions due to VOA Indonesian, VOA Spanish, and VOA Urdu programming cuts and RFE/RL Georgian, Montenegrin, and Macedonian elimination.

Indicator:

AFFILIATIONS: Affiliates – broadcast stations and digital platforms that carry USAGM content – are a primary gatekeeper between the USAGM networks and their end users. Counting the number of affiliates, then, offers a measure of the appeal of the programming to these vital gatekeepers and distributors of the

USAGM networks' content. As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all stations or outlets that regularly retransmit content from the USAGM networks

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

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

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

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

mandated and positioned to leverage these advantages to connect with diverse international audiences, serving as a U.S. news bureau for affiliate partners and providing English-learning programming.

USAGM will:

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

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

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

UNDERSTANDING OF AMERICAN SOCIETY[1]

Percent of weekly audience who report that the broadcasts have increased their understanding of American society somewhat or a great deal

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
	Simple average	Weighted average				
VOA	62	67	70	62	61	61
MBN	45	44	50	42	50	55
OCB	NA	85	85	85	90	95

[1] Beginning with FY 2017, the scores for understanding of American society are weighted averages, based on audience size, of all understanding of American society scores obtained by an entity. In previous years, these scores

were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

[2]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as understanding of American society, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. MBN expects moderate increases in this indicator as a result of greater U.S.-focused programming despite the fact that most audiences do not closely follow U.S. news and events.

Indicator:

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

UNDERSTANDING OF U.S. FOREIGN POLICY[1]

Percent of weekly audience who report that the broadcasts have increased their understanding of U.S. foreign policy somewhat or a great deal

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
	Simple average	Weighted average				
VOA	60	68	65	60	60	60
MBN	43	43	50	42	50	55
OCB	NA	89	89	89	90	95

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

[2]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as understanding of U.S. foreign policy, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. MBN expects moderate increases in this

Indicator:

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

Impact Performance Goal 5.2: Provide exceptional news and information

UNIQUENESS[1]

Percent of weekly audience reporting that broadcaster presents information they cannot get from other media

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
	Simple average	Weighted average				
VOA	25	29	22	31	29	29

[1] Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores. Uniqueness scores for the other networks are presented in Impact Performance Goal 6.2: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

[2]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as uniqueness, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries.

Indicator:

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

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

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

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

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

USAGM will:

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

USAGM tracks progress in achieving Impact Objective 6 with the following performance goals:

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

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY [1]

Percent of weekly audience who report that the broadcasts have increased their understanding of current events in the target country somewhat or a great deal

NETWORK	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
RFE/RL	83	85	77	78	79
RFA	86	86	83	84	86
MBN					
OCB					
VOA in relevant markets to be determined					

[1] This is a new measure in FY 2018. Actuals are not available for FY 2016 and only available for a small number of language services for FY 2017 and FY 2018. The question will be incorporated into the core USAGM questionnaire going forward.

[2] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

Indicator:

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

Impact Performance Goal 6.2: Provide exceptional news and information

UNIQUENESS[1]

Percent of weekly audience reporting that broadcaster presents information they cannot get from other media

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
	Simple average	Weighted average				
RFE/RL	25	22	28	25	25	26
RFA	NA	82	82	40	50	60
MBN	NA	20	48	32	48	55
OCB	NA	78	78	78	85	90

[1]For FY 2017, the MBN estimate was based on Libya only. Beginning with FY 2017, the scores for uniqueness are weighted averages, based on audience size, of all uniqueness scores obtained by an entity. In previous years, these scores were simple averages of the scores by country. Scores from FY 2016 and prior years are not comparable to the FY 2017 and subsequent scores.

[2]Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA's measure for this indicator was derived only from Burma data, where the rapidly changing media landscape and negative responses to Rohingya coverage may have influenced this figure. FY 2019 and FY 2020 targets assume additional data from upcoming surveys. MBN expects modest increases in this indicator as a result of increased focus on content not available in other regional media.

Indicator:

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

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

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

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

Local media affiliates are the primary means through which the USAGM networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, USAGM fosters rich, open media ecosystems. USAGM leads by example in its journalistic practices, but it also increasingly partners with affiliates on content

co-creation, sometimes even participating in daily editorial meetings. USAGM also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, USAGM works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

USAGM will:

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

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

Impact Performance Goal 7.1: Increase engagement with local media outlets

	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[1]	FY 2020 Target[1]
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime[2]	**50**	**30**	**60**	**65**	**70**
Number of weekly downloads from affiliate content distribution portal, Direct[2]	**1,650**	**1,413**	**2,750**	**3,000**	**3,500**

[1] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

[2] These were new measures in FY 2017. Actuals for FY 2016 are not available.

Indicators:

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

Impact Performance Goal 7.2: Increase sharing of USAGM programming

SHARING

Percent of weekly audience who shares news heard/read/seen on broadcaster at least once a week[1]

NETWORK	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[2]	FY 2020 Target[2]
	Simple average	Weighted average				
VOA	55	45	44	46	45	45
RFE/RL	44	48	52	44	48	50
RFA	64	49	50	41	42	45
MBN	52	67	67	67	67	55
OCB	NA	56	56	56	70	75

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

[2] Factors contributing to FY 2019 and 2020 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2019 and 2020 may show an erosion in qualitative indicators, such as sharing, as a result of multiple factors including decreases in original content, more limited broadcast hours, and changing attitudes toward the U.S. in target countries. For RFA, qualitative research suggests a growing fear of sharing news content on social media in Cambodia and Burma, especially around domestic topics heavily featured in RFA, including coverage of the Rohingya crisis in Burma. MBN expects a decrease in this measure in FY 2020 due to the increased use of digital media in the MENA and the reluctance of audiences to share information via digital media.

Indicator:

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

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

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

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

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

USAGM will:

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

USAGM tracks progress in achieving Agility Objective 1 with the following performance goals:

Agility Performance Goal 1.1: Streamline program delivery

	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Transition to Internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution	100% of USAGM owned/ operated uplink facilities have MPLS or Internet connectivity for content distribution. 40% of satellite-based distribution feeds (including OCB, PNN, and VOA China TV) have been transferred to terrestrial circuits.	50% of satellite-based distribution feeds transferred to terrestrial circuits.	75% of satellite based distribution feeds transferred to terrestrial circuits; Complete reengineering of MPLS network from Hub and Spoke to Multi-Point direct to uplink distribution architecture; 25% of satellite based contribution feeds transferred to commodity/public internet.	USAGM is in the process of transferring these feeds and expects 75% of satellite-based distribution feeds transferred to terrestrial circuits by Q3 FY 2019. 50% of MPLS network transferred from Hub and Spoke to any-to-any mesh network. 40% of contribution feeds are now leveraging public Internet for Primary or Back-up.	100% of satellite based distribution feeds convert to terrestrial circuits. 75% of all contribution feeds moved off satellite for either primary or secondary connections. If secondary, costly satellite back-up is eliminated.	100% of all satellite contribution feeds are converted to terrestrial circuits. 100% of all DTH content migrated to DTH multiplex platforms housed with like news and current affairs services in same language.
Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	NA	Closed Sri Lanka Transmitting Station	Close Poro Transmitting Station Procure and install new antennas for Kuwait Transmitting Station Review all transmission leases to identify further opportunities for savings	Poro Transmitting Station closed; handover pending final action by Filipino government. Installation of new antenna at Kuwait Transmitting Station underway, expected to be complete in Q2 FY 2019.	Final handover of Poro Transmitting Station. Complete installation of new antenna at Kuwait Transmitting Station. Continue to invest in the expansion of the Kuwait Transmitting Station, utilizing whatever resources may be available, in order to realize longer-term savings. Restore CNMI Transmitting Station with whatever resources may be available. Review all transmission leases to identify further opportunities for savings.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property.

Expand FM transmissions, to match audience preferences	5 FMs installed: 1 in Niger, 4 in Dem. Rep. of Congo	All 5 FMs in progress; contract actions completed, installations will fall into FY2018	Install new FM transmitters in Brazzaville, Rep. of Congo; Mogadishu, Somalia; and Mbuji-Mayi and Katanga, DRC	New FMs installed in Brazzaville and Pointe Noire, Rep. of Congo; Mbuji-Mayi and Katanga, DRC	Install FM transmitters in key cities: Lome, Togo; potential FMs in Kampala, Uganda; Mombasa, Kenya, and Lusaka, Zambia currently being pursued; Maputo, Mozambique Harare, Zimbabwe under consideration	Potential FMs in Vientiane, Laos; Phnom Penh; and FMs in Douala and Yaounde, Cameroon under consideration

Agility Performance Goal 1.2: Automate and streamline key business processes

	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Complete business process reengineering and automation of business and media workflows	Automated Time and Attendance System rolled out to 85% of federal entities, with a projected completion in Q1 FY 2017. Automated Time and Attendance system now being incorporated into existing payroll (DFAS) system. Procure to Pay has been put on hold, pending funding.	Completed integration of payroll and time and attendance systems. Completed rollout of electronic performance management system. Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.	Begin consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center.	Consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center (now named TSI Help Center) began.	Complete consolidation of support efforts into TSI Help Center. Participate in Agency effort to identify a new HR management system. The current system, provided through a partnership with the Department of Defense, is being discontinued in 2019. Roll out unified communications capability to 67% of Agency userscommunications capability to 67% of Agency users.communications capability to 67% of Agency users.	Continue to refine and improve USAGM's suite of key business process tools Extend unified communications capability to 100% of Agency users.

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

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Migrate onsite systems to cloud for enhanced effectiveness and efficiency	Transitioned onsite digital archive system to a private cloud with recovery capability. Completed migration of intranet content to cloud-based platform. Upgraded IT infrastructure with more storage, bandwidth, and security.	Commence migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Begin transition of some broadcast operations to cloud-based playout and switching systems	Migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile nearly complete (80%). Full completion expected in Q2 FY 2019. Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.	Complete migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continue transition of radio broadcast operations to cloud-based playout and switching systems. Begin implementing off-site, carrier neutral Data Center. Implement high availability and high capacity metro fiber ring between USAGM headquarters and Data Center. Relocate WAN and all connections to new Data Center. Increase capacity to the Internet tenfold and implement high-speed cloud connections. Mature and expand support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making	Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation. Leverage Data Center-hosted storage systems to replace current on-premises storage. Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support. Complete transition of radio broadcast operations to cloud-based playout and switching systems. Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks

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

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

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Strengthen USAGM's cybersecurity posture	USAGM implemented cybersecurity measures that extend high-level DHS cybersecurity protection to agency-specific gaps, such as email, the network, and end points.	Continue to leverage offerings from the Department of Homeland Security (DHS) and key vendors to further bolster USAGM cybersecurity, including piloting DHS's Privileged Account Management and Usage Monitoring Program.	Made progress toward defined level of maturity of IT Information Security Program. Piloted DHS CDM tools to enhance the Agency's ability to identify and mitigate the impact of cyber threats. Full rollout expected in Q1 FY 2019	Continue to develop IT Information Security Program policies and strategies. Start to implement Multi-Factor Authentication for all users. Enhance controls for system access; enhancing cloud system identity management; and enhancing protection of sensitive data and addressing privacy concerns.	Complete maturation of IT Information Security Program policies and strategies. Implement SSL traffic monitoring capabilities and defenses. Pilot DHS's Privileged Account Management and Usage Monitoring Program.
Use Enterprise Risk Management[1] to manage risks and optimize costs related to the achievement of USAGM objective	USAGM created an IT risk management division within the Office of the CIO.	Integrate IT risk management processes and decisions into agency-wide ERM system.	USAGM created an agency-level ERM framework, governance structure, and risk identification process.	Identify, assess and analyze enterprise risks and develop a profile that reflects significant risks to achievement of agency mission.	Continue the ERM cycle, advancing toward a more mature model.

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

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

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

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Upgrade program production and delivery systems to HD capable	All TV studios fully HD capable. Automated HD TV channel set up for testing.	Develop more HD channels. Complete upgrade of Digital Asset Management System to make HD production and archiving more efficient. Expand and upgrade onsite storage capacity to accommodate HD files. Enable global delivery of HD content direct-to-home and to affiliates.	Both satellite and terrestrial network have been modified to incorporate HD delivery capability. Preparations completed to enable upgrade of Digital Asset Management System to make HD production and archiving more efficient. Onsite storage capacity to accommodate HD files expanded and upgraded. Global delivery of HD content direct-to-home and to affiliates enabled.	Complete upgrade of Media Asset Management System to make news orchestration, HD production and archiving more efficient. Begin working with USAGM broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings. Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems. Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.
% of video streams transmitted in HD[1]	20%	75%	50%	100%	100%

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

[1] USAGM anticipates that the SD to HD transition for most of the target audiences will take several more years. Each HD stream will have a corresponding SD stream until that time.

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

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

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

USAGM is one of the world's largest news-gathering and reporting enterprises with 50 overseas news bureaus, 3,800 employees, and 1,500 stringer reporters. Each of the Agency's five networks generates original reporting every day from in and around the world's hotspots – the Sahel and Central Africa, the Afghanistan-Pakistan border region, Burma, China, Egypt, Iran, North Korea, Russia, Syria, Yemen, et al – primarily in vernacular languages for target audiences in these areas. Too little of this rich content is translated and shared across USAGM to augment international news coverage for other USAGM vernacular services or made available to other global audiences in English. USAGM is remedying this by facilitating coordination among broadcast entities and support elements through the International Coordinating Committee (ICC), comprised of the heads of each of our five networks, and reinforcing their unique and respective mission-driven legislated roles in areas served by multiple broadcasters. USAGM will also continue to collaborate with other U.S. government entities on areas of mutual concern.

USAGM will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two USAGM media entities.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to get maximum mileage out of the content the Agency currently produces.
- Better leverage news gathering, including stringer and correspondent networks or rotating correspondents, across USAGM to ensure required editorial coordination and avoid redundancy.

- Align all support functions to USAGM priorities, strategies, and goals.
- Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that USAGM capabilities, expertise, actions, and impact are fully and accurately shared with other government entities.

USAGM tracks progress in achieving Agility Objective 2 with the following performance goals:

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

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Establish editorial coordinating committee	Share news planning weekly and undertake joint reporting projects	Launched a joint reporting project on China, *The Dragon's Reach*, involving all five networks	Launch VOA-RFE/RL joint news network for Iran	Modernize network Content Management Systems (CMS)

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

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	Editorial coordinating committee established	Extend cross-agency working groups to other areas, such as IT	CIO Council and Digital Governance Council established; CTO appointed	Establish working group on acquired programming Establish data taxonomy standards through Digital Governance Council	Continue and extend cross-agency working groups, as needed

Agility Performance Goal 2.3: Ensure complementary coverage in markets

served by more than one USAGM network.

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Conduct periodic content analysis of services that serve the same market	Conducted content analysis of VOA and RFE/RL coverage in Iran	Conduct content analysis of VOA and RFA coverage in Burma	Conducted content analysis of VOA and RFA coverage in Burma	Conduct content analyses of OCB and VOA coverage in Spanish-language markets	Conduct content analyses in other markets served by multiple networks

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

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

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

USAGM's mission is about more than just reaching audiences. USAGM has prioritized the development and implementation of a comprehensive Impact Model that assesses the extent to which we are accomplishing this mission and making a difference in people's lives. The Impact Model features a full suite of impact indicators, tied to the mission, which can be customized to different media and political environments. In order to successful deploy the Impact Model across all USAGM language services, we need fresh and full media research from across our broadcast regions. We also need to make this information available and accessible to decision-makers across USAGM and its networks.
In the same way that we hold our networks responsible for accomplishing the USAGM mission, we must also hold individuals responsible for carrying out their job duties in support of the mission. USAGM has renewed its focus on personnel appraisals for the federal workforce and is currently undertaking several initiatives that will strengthen this important accountability tool.

USAGM will:

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

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

Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target[1]	FY 2020 Target[1]
Number of USAGM target countries with full USAGM media surveys conducted in the current or prior fiscal year	**33**	**35**	**18**	**22**	**30**
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	**71%**	**73%**	**19%**	**25%**	**40%**

Note: This is a new measure in FY 2017. Actuals are not available for FY 2016. USAGM is currently rebalancing the range of research methods that it employs, including surveys, commercial ratings, and digital analytics.

Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Strengthen personnel evaluation processes and compliance in the federal workforce	Transitioned to 5-tier electronic personnel system, 40% of employees have personnel evaluations completed Provide managers with training on performance management	1100% of managers trained in performance management 75% of all employees have personnel evaluations completed on-time	77% of managers trained in performance management. Additional training for remaining managers scheduled for Q1 FY 2019 76% of employees had personnel evaluations completed	CContinuous refresher on performance management mandated in development plans for managers and supervisors 100% of all employees have personnel evaluations completed on-time	Continuous refresher on performance management mandated in development plans for managers and supervisors 100% of all employees have personnel evaluations completed on-time
Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)	Curriculum finalized	100% of managers and supervisors reviewed 75% of managers and supervisors with development plans in place	90% of managers and supervisors reviewed 50% of managers and supervisors with development plans in place	90% of managers and supervisors reviewed 80% of managers and supervisors with development plans in place	100% of managers and supervisors reviewed 100% of managers and supervisors with development plans in place

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

Agility Performance Goal 3.3: Improve performance culture of agency

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX
(from Federal Employee Viewpoint Survey)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
USAGM	**47**	**48**	**49**	**51**	**53**	**56**
Government-wide (for comparison)	**53**	**54**		**56**		

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

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

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

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

USAGM will:

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

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

Agility Performance Goal 4.1: Strengthen internal communications

	FY 2017 Baseline	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Establish/enhance two-way communication channels for better lateral and vertical communication	Improved communication by establishing and promoting internal social media, town halls, suggestion boxes, and focus groups	Continue to use communication channels to maximize engagement with all staff	Maintained communication over established channels and introduced an internal social media channel accessible to staff at all five networks	Strengthen communication and engagement by maximizing use of established communication channels and networking events	Optimize a culture of communication and engagement over internal channels and in-person employee engagement
Improve transparency and accountability using internal communication initiatives	Provided an intranet page, weekly internal newsletter, and regular senior leadership announcements to all staff	Continue to build a communication culture that encourages transparency, accountability, and collaboration	Increased visits to CEO intranet page with weekly CEO Flash Report. Hosted internal networking events to strengthen engagement and communication.	Continue to strengthen transparency and accountability by expanding and fortifying internal communication processes	Continue to evaluate and manage internal communication processes to increase staff morale and engagement

Agility Performance Goal 4.2: Improve employee training and development

Percentage of employees who believe that the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals
(from Federal Employee Viewpoint Survey)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
USAGM	**53**	**56**	**58**	**70**	**73**	**75**
Government-wide (for comparison)	**69**	**71**		**80**		

Note: In FY 2018, the wording of this question changed from "The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals" to "My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals."

USAGM expects slower implementation of this performance target as the result of budgetary constraints forcing a greater reliance on subscription-based, online training.

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

- Employee training and development
- Mentoring program relaunch

Performance Budget Appendix: Information on Impact Indicators

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

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

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

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

Verification and Validation of Indicators

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

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

Verification and Validation of Indicators

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

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Appendix A:
Summary of Major Reduction Proposals

The USAGM Budget Request for FY 2020 includes reductions and enables the agency to focus available resources on foreign policy priorities, including Russia, North Korea, China, Iran, and countering violent extremism. The Request permits USAGM to maintain investments in modern media platforms, such as television and digital media. In FY 2020, the USAGM proposes to make targeted reductions aimed at minimizing administrative costs, scaling back less effective transmissions, and reducing or ending service in several languages.

Please note that only major reductions are identified below. The staffing reductions described below will take the form of attrition and reductions-in-force, where necessary. The Office of Personnel Management workforce shaping tools, such as voluntary early retirements and voluntary separation incentive payments will be used as appropriate. A full explanation of the change between the FY 2019 and FY 2020 funding levels for each entity can be found in the Summary of Increases and Decreases charts found in the Appendix.

Voice of America (VOA)

Reduce VOA Technical Staffing (Studio and Production Operations) [$11M]

VOA will reduce staff and some contractors used in studios and central editing as a result of language service programming reduction and via the elimination of the central program acquisition office from a fully-programmed TV and radio stream to a "backhaul" model, enabling reductions in radio and television master controls and traffic personnel.

Reduce VOA News Center [$14M]

VOA will reduce staff and eliminate contractors, leaving only coverage of U.S.-focused topics (science and technology, U.S politics, U.S. governmental and social systems), resulting in VOA language services generating the majority of their own content and the refocusing of voanews.com from a general news site to a specialty site (about the U.S. and activities in the territories served by VOA).

Reduce VOA Russian Service [$5M]

VOA will reduce the Russian service by fifty percent. This will impact the amount of programming VOA can contribute to Current Time as well as reduce staff and contractors.

Eliminate Dedicated VOA Afghanistan Radio and Web Programming [$3M]

VOA will reduce Afghanistan-focused service to television-only, with RFE/RL maintaining some radio and web production duties.

Reduce VOA Latin America Division [$3M]

VOA will eliminate all non-investment funding, leaving a small staff to provide customized story content for the Spanish Service's affiliates. VOA will also reduce Creole programming.

Reduce VOA Persian Service [$6M]

VOA will eliminate employees who lack digital or television skills and whose jobs are largely eliminated by contractors who are competent in those areas. VOA will halt recently launched channel expansion.

Reduce VOA Urdu Radio [$2M]

VOA will reduce the daily hours of radio broadcasts to Pakistan.

Reduce VOA Mandarin/Korean/Indonesian Programming [$10M]

VOA will reduce Mandarin staff and programming as well as eliminate Mandarin radio programming, end recent expansion into video products for Korean programming, and reduce radio broadcasts by fifty percent to Indonesia.

Reduce VOA Cantonese Radio Programming [$1M]

VOA will eliminate Cantonese radio content and associated staff.

Freeze Hiring of Employees and Contractors [$2M]

VOA will freeze the hiring of new or replacement employees and contractors during staff turnover, except as it relates to broader efforts to further reduce costs and reposition skillsets.

Reduce Deewa Radio Programming [$1M]

VOA will make reductions in radio broadcasts to the Afghanistan/Pakistan border region.

Reduce VOA Chief Digital Office (CDO) [$2M]

VOA will delay transition to a new Content Management System.

Office of Cuba Broadcasting (OCB)

Program Decreases [$16M]

Staffing and contract reductions in the offices of Directorate, Administration, Radio Martí. New Media, Central News, TV Martí, Technical Operations, Computer Services, and Greenville Transmitting Station.

International Broadcasting Bureau (IBB)

Internet Anti-Circumvention (IAC) Program Decreases [$4M]

IBB will decrease its Internet Freedom Program by $4.3M as instructed by OMB.

Decrease Contract Support and Streamline Operations [$2M]

IBB will decrease funding for administrative contract support in the OCFO, OMS, and OWSD. IBB will find efficiencies, streamline operations, and review contracts to reduce operational costs in order to achieve savings in FY 2020.

Technology, Services and Innovation (TSI)

Radio and Transmission Station Reductions [$24M]

TSI will significantly reduce its portfolio of cross-border shortwave and medium wave radio transmissions, largely prioritizing cuts where the audiences are smallest, in order to free up resources for digital and other platforms. In addition to cutting broadcasts from USAGM owned and operated transmission facilities, TSI will reduce, renegotiate, or eliminate costly leased transmission services wherever possible. These reductions will impact USAGM broadcast operations to certain target regions.

Global Network Realignment [$3M]

TSI will reduce global network satellite delivery costs by migrating more of USAGM's satellite delivery to lower-cost digital distribution technologies and consolidating or eliminating remaining satellite contracts. USAGM TV programming to some target regions may be impacted.

Administrative, Telecommunication , and Organizational Efficiencies [$3M]

TSI will find efficiencies, streamline operations, and review contracts to reduce operational costs in order to achieve further savings in FY 2020. TSI efforts will include continued rollout of unified communications, migration of IT systems from on-premises to managed cloud storage, and other economical refinements to USAGM's IT environment. TSI will also realize savings through employee attrition, holding non-critical positions vacant wherever possible.

Radio Free Europe/Radio Liberty (RFE/RL)

Discontinue Pashto broadcasts to the Federally Administered Tribal Areas (FATA) in northwest Pakistan [$2M]

RFE/RL will discontinue Radio Mashaal, RFE/RL's Pashto-language service targeted to Pakistan's tribal areas, which was previously funded with OCO funds.

Reduce Russian Service radio and 24/7 news operation [$1M]

RFE/RL will reduce the costs of Russian Service radio and 24/7 news operation by finding efficiencies, streamlining operations, and reducing operating expenses.

Discontinue Programs [$4M]

RFE/RL will eliminate its Georgian Service, Tatar-Bashkir Service, and North Caucasus Language Service. RFE/RL will also reduce its Balkans Service by discontinuing operations in Montenegrin and Macedonian. Given the planned discontinuation of MW transmissions from Lithuania, RFE/RL will also discontinue Belarusian radio operations. RFE/RL's Belarusian Service will complete its transition to digital, including audio content in its digital strategy. RFE/RL will also continue to shift Radio Farda to digital and find efficiencies in Radio Farda's operations, including enhancing internal coordination and better leveraging platforms in order to best meet audience needs in Iran.

Reduce Locally Employed Staff Costs [$4M]

RFE/RL will reduce locally employed staff costs.

Enhancement Decreases [$18M]

In FY 2016 through FY 2019, RFE/RL received additional funding to expand programming in response to growing threats to democracy and press freedom in RFE/RL's broadcast region. RFE/RL will discontinue these programs in FY 2020 as follows:

- Improvements to Persian Programming – ($3.9M)
- Countering Russian Influence – ($4.4M)
- Eastern Europe Language Expansion - Bulgaria and Romania – ($1M)
- Digital and Video for Next Generation Influencers – ($4M)
- Raise Your Voice to Central Asia – ($1.3M)
- Current Time - ($3.8M)

Radio Free Asia (RFA)

Elimination of RFA Cambodian and Mandarin Services [$11M]

RFA will eliminate Cambodian and Mandarin Services which will save $8 million in salaries and benefits, $2 million in operations, and $0.5 million in headquarters rent when the sublet spaces are vacated by the services.

Middle East Broadcasting Networks, Inc.. (MBN)

Reduction in Technical and Bureau Operations [$15M]

MBN anticipates significant savings resulting from the planned migration to an IP-based infrastructure, including but not limited to reduced costs of content delivery to headquarters and other lower recurring operational costs. Additional savings, as required, will be generated through prioritization of overseas staffing and bureau operations.

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Appendix B: Budget Tables

U.S. AGENCY FOR GLOBAL MEDIA
VOICE OF AMERICA
Summary of Appropriated Funds
FY 2018 - FY 2020
(in thousands)

VOICE OF AMERICA	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
VOA DIRECTOR			
VOA Director Office/Resource Management/Research/PR	$ 7,127	$ 4,511	$ 3,511
VOA Chief Digital Officer	$ 4,833	$ 5,331	$ 3,331
Contract Journalists and Other Support	$ 5,383	$ 5,500	$ 4,500
SUBTOTAL, VOA DIRECTOR	**$ 17,343**	**$ 15,342**	**$ 11,342**
ASSOCIATE DIRECTOR, PROGRAMMING DIRECTORATE	**$ 8,239**	**$ 9,814**	**$ 9,814**
STUDIO AND PRODUCTION OPERATIONS			
Director of Operations	$ 1,296	$ 3,052	$ 3,052
Central Production Services Division	$ 19,691	$ 8,829	$ 8,829
Operations Support Division	$ 20,075	$ 25,498	$ 14,498
Technical Support Division	$ 9,557	$ 7,772	$ 7,772
SUBTOTAL, ASSOCIATE DIRECTOR, OPERATIONS	**$ 50,619**	**$ 45,151**	**$ 34,151**
AFRICA DIVISION			
Division Chief	$ 4,155	$ 4,017	$ 4,017
Bambara Service		$ 307	$ 307
Central Africa (Kinyarwanda, Kirundi)	$ 1,484	$ 1,365	$ 1,365
English to Africa	$ 6,394	$ 5,594	$ 5,594
French To Africa Service	$ 4,928	$ 4,415	$ 4,415
French to Trans Sahel / Central African Republic			
Hausa Service	$ 3,145	$ 3,424	$ 3,424
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	$ 3,183	$ 2,785	$ 2,785
Portuguese Service	$ 1,127	$ 1,434	$ 1,434
Somali Service	$ 2,318	$ 2,382	$ 2,382
Swahili Service	$ 1,872	$ 1,694	$ 1,694
Zimbabwe/Shona/Ndebele/English	$ 1,605	$ 1,186	$ 1,186
SUBTOTAL, AFRICA DIVISION	**$ 30,211**	**$ 28,603**	**$ 28,603**

VOICE OF AMERICA	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
EAST ASIA & PACIFIC DIVISION			
Division Chief	$ 3,036	$ 2,150	$ 2,150
Burmese Service	$ 3,527	$ 3,168	$ 3,168
Cantonese Service	$ 883	$ 1,187	$ 187
Indonesian Service	$ 5,674	$ 6,173	$ 5,173
Khmer Service	$ 2,564	$ 2,431	$ 2,431
Korean Service	$ 6,793	$ 6,327	$ 3,327
Lao Service	$ 898	$ 754	$ 754
Mandarin Service	$ 12,092	$ 12,342	$ 6,342
Thai Service	$ 855	$ 922	$ 922
Tibetan Service	$ 3,710	$ 3,344	$ 3,344
Vietnamese Service	$ 2,179	$ 2,241	$ 2,241
SUBTOTAL, EAST ASIA & PACIFIC DIVISION	**$ 42,211**	**$ 41,039**	**$ 30,039**
EURASIA DIVISION			
Division Chief	$ 4,128	$ 2,791	$ 2,791
Albanian Service	$ 1,924	$ 1,355	$ 1,355
Armenian Service	$ 669	$ 545	$ 545
Bosnian Service	$ 1,149	$ 835	$ 835
Georgian Service	$ 897	$ 600	$ 600
Macedonian Service	$ 645	$ 352	$ 352
Russian Service	$ 9,937	$ 9,085	$ 4,085
Serbian Service	$ 1,684	$ 1,248	$ 1,248
Ukrainian Service	$ 2,337	$ 2,601	$ 2,601
SUBTOTAL, EURASIA DIVISION	**$ 23,370**	**$ 19,412**	**$ 14,412**
LATIN AMERICA DIVISION			
Division Chief	$ 1,410	$ 606	$ 606
Creole Service	$ 1,162	$ 1,169	$ 869
Spanish Service	$ 3,012	$ 5,369	$ 2,669
Production Unit	$ 62	$ 551	$ 551
SUBTOTAL, LATIN AMERICA DIVISION	**$ 5,646**	**$ 7,695**	**$ 4,695**
SOUTH ASIA DIVISION			
Division Chief (South Asia + NECA)	$ 4,047	$ 3,034	$ 3,034
Afghanistan Service	$ 7,821	$ 8,015	$ 5,015
VOA Radio Deewa (Pashto)	$ 4,557	$ 5,083	$ 4,083
Azerbaijani Service	$ 919	$ 669	$ 669
Bangla Service	$ 1,680	$ 1,538	$ 1,538
Kurdish Service	$ 3,606	$ 4,571	$ 4,571
Turkish Service	$ 2,206	$ 3,420	$ 3,420
Urdu Service	$ 5,917	$ 5,661	$ 3,661
Uzbek Service	$ 1,038	$ 698	$ 698
SUBTOTAL, SOUTH ASIA DIVISION	**$ 31,791**	**$ 32,689**	**$ 26,689**

VOICE OF AMERICA	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
VOA PERSIAN	**$ 16,264**	**$ 17,714**	**$ 11,714**
ENGLISH DIVISION			
Division Chief	$ 42		
All other programs	$ 395		
SUBTOTAL, ENGLISH DIVISION	**$ 437**		
CENTRAL NEWS			
VOA Central News	$ 23,879	$ 24,346	$ 10,212
Home Leave & Transfer (HLT)	$ 167	$ 207	$ 207
SUBTOTAL, CENTRAL NEWS	**$ 24,046**	**$ 24,553**	**$ 10,419**
DOMESTIC BUREAUS			
Los Angeles	$ 334	$ 317	$ 317
New York	$ 637	$ 840	$ 840
Silicon Valley	$ 125	$ 295	$ 295
SUBTOTAL, DOMESTIC BUREAUS	**$ 1,096**	**$ 1,452**	**$ 1,452**
OVERSEAS BUREAUS AND NEWS CENTERS			
Bangkok	$ 572	$ 958	$ 958
Beijing	$ 565	$ 724	$ 724
Cairo	$ 39		
Dakar	$ 259	$ 299	$ 299
Hong Kong	$ 176	$ 220	$ 220
Islamabad	$ 460	$ 373	$ 373
Istanbul	$ 336	$ 318	$ 318
Jakarta	$ 314	$ 450	$ 450
Johannesburg	$ 205	$ 238	$ 238
London	$ 1,035	$ 1,674	$ 1,674
Moscow	$ 253	$ 340	$ 340
Nairobi	$ 484	$ 411	$ 411
Seoul	$ 265	$ 591	$ 591
SUNTOTAL, OVERSEAS BUREAUS	**$ 4,963**	**$ 6,596**	**$ 6,596**
GRAND TOTAL, VOA	**$ 256,236**	**$ 250,060**	**$ 189,926**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF CUBA BROADCASTING (OCB)

Summary of Appropriated Funds

FY 2018 - FY 2020

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
OCB Directorate and Advisory Board	$ 579	$ 943	$ 523
*Administration**	$ 3,879	$ 3,861	$ 2,931
Radio Marti	$ 5,347	$ 5,449	$ 1,825
New Media	$ 1,612	$ 1,640	$ 324
Central News	$ 4,385	$ 4,124	$ 1,402
TV Marti	$ 6,391	$ 5,992	$ 1,632
Technical Operations	$ 2,781	$ 2,895	$ 1,499
Computer Services	$ 963	$ 1,042	$ 622
Greenville Transmitting Station	$ 3,207	$ 3,198	$ 2,215
GRAND TOTAL, OCB	**$ 29,144**	**$ 29,144**	**$ 12,973**

*Administration includes office space and guard service.

U.S. AGENCY FOR GLOBAL MEDIA

INTERNATIONAL BROADCASTING BUREAU (IBB)
Summary of Appropriated Funds
FY 2018 - FY 2020

(in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
Director, International Broadcasting Bureau	$ 2,030	$ 2,543	$ 2,443
Office of Management Services	$ 5,676	$ 3,382	$ 2,983
Office of Chief Financial Officer	$ 11,679	$ 12,794	$ 12,238
Office of Policy and Research	$ 7,224	$ 6,653	$ 6,653
Office of Communications and External Affairs	$ 1,871	$ 1,556	$ 1,356
Office of General Counsel	$ 1,358	$ 2,059	$ 2,059
Office of Contracting and Procurement	$ 3,210	$ 3,608	$ 3,608
Office of Human Resources	$ 5,793	$ 5,576	$ 5,576
Office of Workforce Support and Development	$ 1,689	$ 1,616	$ 1,016
Office of Civil Rights	$ 870	$ 983	$ 983
Office of Policy	$ 879	$ 865	$ 865
Office of Security	$ 2,284	$ 2,260	$ 1,960
Office of Internet Freedom[1]	$ 12,333	$ 14,681	$ 10,381
GRAND TOTAL, IBB	**$ 56,896**	**$ 58,576**	**$ 52,121**

[1] Per OMB's Passback final decision, Internet Freedom funding will decrease from $13.8M in FY 2019 and FY 2018 to $9.5M in FY 2020.

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

Summary of Appropriated Funds

FY 2018 - FY 2020

(in thousands)

TECHNOLOGY, SERVICES & INNOVATION (TSI)	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
Director	$ 323	$ 215	$ 215
Home Leave & Transfer (HLT)	$ 420	$ 464	$ 464
SUBTOTAL, TSI DIRECTOR	**$ 743**	**$ 679**	**$ 679**
OFFICE OF THE CIO	$ 9,272	$ 10,387	$ 10,306
Global Networks Division	$ 7,024	$ 7,226	$ 7,226
Satellites	$ 16,138	$ 20,708	$ 20,708
SUBTOTAL, OFFICE OF THE CIO	**$ 32,434**	**$ 38,321**	**$ 38,240**
INFORMATION TECHNOLOGY DIRECTORATE	**$ 13,698**	**$ 13,089**	**$ 13,089**
TECHNOLOGY SUPPORT DIRECTORATE	**$ 9,582**	**$ 8,665**	**$ 8,750**
OFFICE OF BUSINESS DEVELOPMENT	**$ 1,540**	**$ 1,601**	**$ 1,601**
Regional Marketing Offices	$ 9,813	$ 10,167	$ 10,157
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	**$ 11,353**	**$ 11,768**	**$ 11,758**
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	$ 2,892	$ 2,966	$ 2,966
Project Management	$ 1,062	$ 1,130	$ 1,130
Facilities Management	$ 36,566	$ 35,479	$ 35,779
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	**$ 40,520**	**$ 39,575**	**$ 39,875**
BROADCAST TECHNOLOGIES DIVISION	**$ 2,557**	**$ 2,433**	**$ 2,433**
Leased Transmissions	$ 6,205	$ 6,538	$ 6,622
FM Transmissions	$ 1,112	$ 957	$ 1,000
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	**$ 9,874**	**$ 9,928**	**$ 10,055**

TECHNOLOGY, SERVICES & INNOVATION (TSI)	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
Operations Division	$ 1,877	$ 1,695	$ 1,706
Worldwide Procurement (WWP)	$ 3,375	$ 2,932	$ 2,932
SUBTOTAL, OPERATIONS DIVISION	**$ 5,252**	**$ 4,627**	**$ 4,638**
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
Tinian	$ 5,878	$ 5,861	$ 5,776
SUBTOTAL, DOMESTIC STATIONS	**$ 5,878**	**$ 5,861**	**$ 5,776**
OVERSEAS TRANSMITTING STATIONS			
Afghanistan	$ 3,876	$ 3,892	$ 3,891
Botswana	$ 2,517	$ 2,634	$ 2,619
Germany	$ 12,181	$ 12,312	$ 12,241
Kuwait	$ 13,268	$ 13,584	$ 13,537
Philippines	$ 6,945	$ 7,520	$ 7,435
Sao Tome	$ 4,413	$ 4,439	$ 4,350
Thailand	$ 3,756	$ 4,073	$ 4,034
SUBTOTAL, OVERSEAS STATIONS	**$ 46,956**	**$ 48,454**	**$ 48,107**
MONITORING OFFICES	**$ 785**	**$ 876**	**$ 876**
PROGRAM DECREASES			
Radio and Transmission Station Reductions			$ (23,938)
Global Network Realignment			$ (2,846)
Administrative, Telecommunication and Organizational Efficiencies			$ (3,081)
GRAND TOTAL, TSI	**$ 177,075**	**$ 181,843**	**$ 151,978**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Summary of Appropriated Funds

FY 2018 - FY 2020

(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
NEWS DIVISION			
Director	$ 2,487	$ 3,111	$ 2,725
Marketing & Affiliates	$ 1,211	$ 1,124	$ 991
Multimedia Strategy, Development and Training	$ 1,942		
LANGUAGE SERVICES			
Armenian	$ 1,885	$ 1,891	$ 1,770
Azerbaijani	$ 1,928	$ 1,899	$ 1,694
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	$ 5,148	$ 4,865	$ 2,480
Belarusian	$ 2,387	$ 2,363	$ 1,951
Bulgarian		$ 700	
Current Time TV and Digital	$ 12,461	$ 12,444	$ 4,354
Georgian	$ 2,512	$ 2,736	$ 1,220
Kazakh	$ 1,687	$ 1,976	$ 1,085
Kyrgyz	$ 2,582	$ 2,479	$ 1,548
Radio Farda (Persian)	$ 8,932	$ 14,330	$ 4,954
Radio Free Afghanistan (Dari and Pashto)	$ 5,222	$ 5,297	$ 4,663
Radio Mashaal (Pashto)	$ 3,324	$ 3,389	$ 1,040
Romanian to Moldova and Romania	$ 1,918	$ 2,537	$ 1,741
Russian	$ 8,001	$ 7,752	$ 4,620
North Caucasus (Chechen)	$ 1,201	$ 1,345	$ 247
Tajik	$ 1,949	$ 2,164	$ 1,180
Tatar-Bashkir	$ 1,447	$ 1,388	$ 503
Turkmen	$ 819	$ 882	$ 605
Ukrainian	$ 4,512	$ 5,224	$ 4,962
Uzbek	$ 1,866	$ 1,965	$ 1,403
News and Current Affairs	$ 5,127	$ 4,823	$ 4,156
Multimedia Strategy, Development and Training		$ 1,432	$ 985
SUBTOTAL, PROGRAMMING DIVISION	**$ 80,548**	**$ 88,116**	**$ 50,877**

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
ADMINISTRATION, MANAGEMENT & FINANCE			
Office of President	$ 6,364	$ 6,313	$ 5,616
Technology Division	$ 34,639	$ 29,229	$ 23,876
Finance Division	$ 3,935	$ 6,643	$ 4,751
Human Resources Division	$ 2,300	$ 2,254	$ 1,647
SUBTOTAL, ADMINISTRATION, MANAGEMENT & FINANCE	**$ 47,238**	**$ 44,439**	**$ 35,890**
SUBTOTAL, RFE/RL	**$ 127,786**	**$ 132,555**	**$ 86,767**
(-) Balances In - Prior Year Balances In/Recoveries			
FY 2017 - Current Time OCO Funds - Transfer from USAID	$ (4,130)		
FY 2017 - Current Time Ukraine Advertising	$ (20)		
FY 2017 - Raise Your Voice	$ (973)		
FY 2017 - Georgian Perveli TV Pilot Project from TSI	$ (169)		
FY 2017 - Next Generation Influencers	$ (3,406)		
FY 2017 - TV/Video Infrastructure Improvement and Storage	$ (1,506)		
FY 2017 - Farda TV	$ (750)		
FY 2017 - Ukrainian TV Pilot from TSI	$ (160)		
FY 2016 - Current Time Advertising	$ (17)		
FY 2015 - Bureau Improvement	$ (1,887)		
(+) Balances Out			
FY 2018 - Return of Funds (CEEMC)	$ 1,170	$ (1,170)	
FY 2018 - FY 2019 Q1 of Radio Baltic Waves Belarus and Russia AM Transmission from TSI	$ 43	$ (43)	
FY 2018 - New Initiatives Startup Costs (Bulgaria, Romania, Current Time)	$ 1,125	$ (1,125)	
FY 2018 - Persian 24/7 Initiative	$ 3,786	$ (3,786)	
FY 2018 - Georgian Perveli TV Pilot Project from TSI	$ 169	$ (169)	
FY 2018 - Ukrainian TV Pilot from TSI	$ 110	$ (110)	
FY 2017 - Current Time OCO Funds - Transfer from USAID	$ 124	$ (124)	
FY 2017 - Current Time Ukraine Advertising	$ 20	$ (20)	
FY 2017 - Raise Your Voice	$ 233	$ (233)	
FY 2017 - Georgian Perveli TV Pilot Project from TSI	$ 94	$ (94)	
FY 2017 - Next Generation Influencers	$ 561	$ (561)	
FY 2015 - Bureau Improvement	$ 167	$ (167)	
Post-Program Plan Transfers:			
Transfer to USAGM - Grantee Consolidation Study Phase 1	$ 110		
Transfer to IBB - Return of Funds	$ 800		
Transfer from TSI - Radio Baltic Waves MW Q1 FY 2019	$ (87)		
Transfer from TSI - Ukraine Public TV Project	$ (70)		
GRAND TOTAL, RFE/RL	**$ 124,038**	**$ 124,038**	**$ 86,767**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Appropriated Funds

FY 2018 - FY 2020

(in thousands)

RADIO FREE ASIA (RFA)	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
PROGRAMMING DIVISION			
Executive Editor	$ 2,695	$ 2,593	$ 2,381
PROGRAM SERVICES			
Burmese Service	$ 1,922	$ 1,811	$ 1,689
Cambodian Service	$ 1,561	$ 1,730	
Cantonese Service	$ 1,107	$ 1,056	$ 985
Korean Service	$ 2,573	$ 2,759	$ 2,574
Korea DPRK TV	$ 2,610	$ 1,083	
Laotian Service	$ 1,255	$ 1,385	$ 1,292
Mandarin Service	$ 4,936	$ 4,327	
Tibetan Service	$ 4,351	$ 4,352	$ 4,060
Uyghur Service	$ 1,278	$ 1,398	$ 1,304
*Vietnamese Service**	$ 1,324	$ 1,369	$ 1,277
PROGRAM OFFICES			
Bangkok Office	$ 113	$ 103	$ 96
Dharamsala Office	$ 97	$ 87	$ 81
Hong Kong Office	$ 840	$ 1,042	$ 972
Phnom Penh Office			
Seoul Office	$ 519	$ 707	$ 660
Taipei Office	$ 212	$ 454	$ 424
Yangon Office	$ 380	$ 386	$ 360
SUBTOTAL, PROGRAMMING DIVISION	**$ 27,773**	**$ 26,642**	**$ 18,155**
ADMINISTRATION, MANAGEMENT & FINANCE			
Office of the President	$ 940	$ 892	$ 832
Internet Freedom Salaries (Open Technology Fund)	$ 1,200	$ 1,200	
Internet Freedom (Open Technology Fund)			
Research, Training, and Evaluation	$ 668	$ 784	$ 731
Technical Operations	$ 9,582	$ 8,519	$ 7,469
HQ Facilities	$ 4,260	$ 4,448	$ 3,908
Communications	$ 573	$ 454	$ 424
Finance	$ 1,857	$ 1,858	$ 1,733
Human Resources	$ 289	$ 299	$ 279
SUBTOTAL, ADMIN, MGT & FINANCE	**$ 19,369**	**$ 18,454**	**$ 15,376**
SUBTOTAL, RFA	**$ 47,142**	**$ 45,096**	**$ 33,531**
(-) Balances In - Prior Year Balances In/Recoveries			
RFA Carryover - DPRK	$ (2,610)	$ (1,083)	
RFA Carryover - Phnom Penh Closure	$ (275)		
RFA Carryover - Security Upgrade	$ (65)		
FY2014 RFA Recoveries	$ (127)		
FY2015 RFA Recoveries	$ (92)		
(+) Balances Out - Consolidation Study			
Consolidation Study	$ 40		
GRAND TOTAL, RFA	**$ 44,013**	**$ 44,013**	**$ 44,013**

* All Vietnamese broadcast time has been eliminated. All Vietnamese news content – including print, audio and video – is carried on the internet via their webpage, Facebook, YouTube, and Twitter.

U.S. AGENCY FOR GLOBAL MEDIA

MIDDLE EAST BROADCASTING NETWORK (MBN)
Summary of Appropriated Funds
FY 2018 - FY 2020

(in thousands)

MIDDLE EAST BROADCASTING NETWORK	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
PROGRAMMING			
Alhurra	$ 31,233	$ 31,105	$ 27,935
Radio Sawa	$ 6,570	$ 5,019	$ 5,061
Afia Darfur	$ 138		
MBN Digital	$ 7,256	$ 10,676	$ 11,980
SUBTOTAL, PROGRAMMING	**$ 45,197**	**$ 46,800**	**$ 44,976**
OVERSEAS OFFICES			
IRAQ	**$ 4,297**	**$ 4,967**	**$ 5,261**
Baghdad	$ 3,824	$ 4,193	$ 4,419
Erbil	$ 473	$ 774	$ 842
PAN ARAB	**$ 18,750**	**$ 14,306**	**$ 15,832**
Beirut	$ 3,083	$ 2,659	$ 2,767
Cairo	$ 2,153	$ 1,173	$ 1,565
Dubai	$ 11,921	$ 9,457	$ 10,452
Jerusalem	$ 1,593	$ 1,017	$ 1,048
MAGHREB	**$ 834**	**$ 829**	**$ 1,035**
Rabat	$ 644	$ 663	$ 734
Tunis	$ 190	$ 166	$ 301
SUBTOTAL, OVERSEAS OFFICES	**$ 23,881**	**$ 20,102**	**$ 22,128**
Technical Operations	$ 21,136	$ 44,695	$ 15,345
Administration	$ 13,060	$ 10,994	$ 11,864
Creative Services	$ 7,363	$ 4,994	$ 4,416
SUBTOTAL, MBN	**$ 110,637**	**$ 127,585**	**$ 98,729**
Transfer to USAGM for Financial System	$ 500		
Transfer to USAGM for Consolidation Study	$ 98		
Balances In - Prior Year Recoveries	$ (2,500)	$ (2,500)	$ (2,500)
Balances In - RYV Iraq	$ (985)		
Balances In- Egypt Digital	$ (500)		
Balances In - Sets/Graphics/Advertising	$ (7,002)		
Balances In - Dubai Buildout	$ (2,968)		
Balances In - FY 2018 Base	$ (1,741)		
Balances Out - Advertising	$ 673	$ (673)	
Balances Out - Infrastructure/Equipment	$ 14,100	$ (14,100)	
GRAND TOTAL, MBN	**$ 110,312**	**$ 110,312**	**$ 96,229**

BROADCASTING BOARD OF GOVERNORS

BROADCASTING CAPITAL IMPROVEMENTS (BCI)
Summary of Appropriated Funds
FY 2018 - FY 2020

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)			
Continuing M&R	$ 2,299	$ 2,222	$ 1,965
VOA TV M&R	$ 31	$ 615	$ 543
Security M&R	$ 989	$ 582	$ 514
HVAC System M&R	$ 501	$ 554	$ 489
Office of Cuba Broadcasting	$ 269	$ 143	$ 126
UPGRADE OF EXISTING FACILITIES PROJECTS	$ 224	$ 4,550	
SATELLITES			
Satellite & Terrestrial Program Feeds	$ 1,501	$ 1,034	$ 914
GRAND TOTAL, BCI	**$ 5,814**	**$ 9,700**	**$ 4,551**

U.S. AGENCY FOR GLOBAL MEDIA

Funding from Outside Sources (estimated)

FY 2018 - FY 2020

($ in Whole Dollars)

FUNDS SOURCE	FY 2017/18 FUNDS	FY 2018 FUNDS	FY 2018/19 FUNDS	FY 2019 FUNDS	FY 2020 FUNDS	TOTALS
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)			$ 66,525			**$ 66,525**
DEPARTMENT OF STATE (DOS)	$ 1,554,549	$ 879,000	$ 2,431,762	$ 103,051		**$ 4,968,362**
CENTERS FOR DISEASE CONTROL (CDC)	$ 375,000	$ 350,000	$ 200,000	$ 155,000		**$1,080,000**
UNITED STATED PACIFIC COMMAND (PACOM)		$ 1,982,500		$ 475,000		**$ 2,457,500**
GRAND TOTAL	**$ 1,929,549**	**$ 3,211,500**	**$ 2,698,287**	**$ 733,051**		$ 8,572,387

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Appendix C: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA
Broadcast Hours
FY 2018 - FY 2020

LANGUAGE SERVICE	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
VOICE OF AMERICA			
AFRICA DIVISION			
Bambara Service	8.00	8.00	8.00
Central Africa (Kinyarwanda, Kirundi)	40.55	40.55	40.55
English To Africa Service	145.00	145.00	145.00
French to Africa and the Trans Sahel	174.00	176.50	176.50
Hausa Service	16.50	16.50	16.50
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	34.50	34.50	34.50
Portuguese Service	10.25	10.25	10.25
Somali Service	28.91	28.91	28.91
Swahili Service	16.78	16.78	16.78
Zimbabwe/Shona/Ndebele/English	17.00	17.00	17.00
TOTAL, AFRICA DIVISION	**491.49**	**493.99**	**493.99**
EAST ASIA & PACIFIC DIVISION			
Burmese Service	58.50	58.50	58.50
Cantonese Service	54.67	54.67	0.67
English to Asia Programs	7.06	7.06	7.06
Indonesian Service	52.95	52.95	34.67
Khmer Service	11.50	11.50	11.50
Korean Service	49.71	49.71	48.25
Lao Service	4.67	4.67	4.67
Mandarin Service	193.94	193.94	94.76
Thai Service	9.08	9.08	9.08
Tibetan Service	208.34	208.34	208.34
Vietnamese Service	13.00	13.00	13.00
TOTAL, EAST ASIA & PACIFIC DIVISION	**663.42**	**663.42**	**490.50**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2018 - FY 2020

LANGUAGE SERVICE	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
VOICE OF AMERICA - CONTINUED			
EURASIA DIVISION			
Albanian Service	3.67	3.67	3.67
Armenian Service	1.58	1.58	1.58
Bosnian Service	2.58	2.58	2.58
Georgian Service	1.08	1.42	1.42
Macedonian Service	1.05	1.05	1.05
Russian Service	8.58	11.08	5.54
Serbian Service	2.75	2.75	2.75
Ukrainian Service	2.83	2.83	2.83
TOTAL, EURASIA DIVISION	**24.12**	**26.96**	**21.42**
LATIN AMERICA DIVISION			
Creole Service	15.63	15.63	11.16
Spanish Service	88.33	88.33	2.60
TOTAL, LATIN AMERICA DIVISION	**103.96**	**103.96**	**13.76**
SOUTH ASIA DIVISION			
Dari	31.67	31.67	3.38
Pashto	31.67	31.67	3.38
VOA Radio Deewa (Pashto)	63.33	63.33	49.33
Azerbaijani Service	28.25	28.25	28.25
Bangla Service	8.52	8.59	9.84
Kurdish Service	64.10	64.10	64.10
Turkish Service	12.50	12.50	12.50
Urdu Service	81.74	81.74	66.64
Uzbek Service	11.50	11.50	11.50
TOTAL, SOUTH ASIA DIVISION	**333.28**	**333.35**	**248.92**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2018 - FY 2020

LANGUAGE SERVICE	FY 2018 ACTUALS	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
VOICE OF AMERICA - CONTINUED			
PERSIAN NEWS NETWORK	**168.00**	**168.00**	**168.00**
ENGLISH DIVISION			
All other programs	360.84	360.84	360.84
TOTAL, ENGLISH DIVISION	**360.84**	**360.84**	**360.84**
TOTAL, VOICE OF AMERICA	**2,145.11**	**2,150.52**	**1,797.43**
OFFICE OF CUBA BROADCASTING			
Radio Marti	168.00	168.00	168.00
TV Marti	168.00	168.00	168.00
TOTAL, OFFICE OF CUBA BROADCASTING	**336.00**	**336.00**	**336.00**
RADIO FREE EUROPE/RADIO LIBERTY			
Armenian	26.40	26.40	26.40
Azerbaijani	73.10	73.10	73.10
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.80	73.80	68.40
Belarusian	169.80	169.80	1.60
Bulgarian	0.00	0.00	0.00
Current Time TV and Digital	147.00	147.00	168.00
Georgian	21.50	21.50	0.00
Kazakh	1.80	1.80	1.80
Kyrgyz	62.80	62.80	62.80
Radio Farda (Persian)	168.00	168.00	168.00
Radio Free Afghanistan (Dari and Pashto)	63.90	63.90	63.90
Radio Mashaal (Pashto)	66.10	66.10	0.00
Romania (Romanian to Moldova)	16.50	16.50	16.50
Russian	168.00	168.00	168.00

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2018 - FY 2020

LANGUAGE SERVICE	FY 2018 PROGRAM PLAN	FY 2019 ANNUALIZED CR	FY 2020 REQUEST
RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED			
North Caucasus (Chechen)	0.00	0.00	0.00
Tajik	38.00	38.00	38.00
Tatar-Bashkir	0.00	0.00	0.00
Turkmen	56.00	56.00	56.00
Ukrainian	44.40	44.40	44.40
Uzbek	168.00	168.00	168.00
News and Current Affairs	0.00	0.00	0.00
TOTAL, RADIO FREE EUROPE/RADIO LIBERTY	**1365.10**	**1365.10**	**1,124.90**
RADIO FREE ASIA			
Burmese Service	63.00	63.00	63.00
Cambodian Service	59.50	59.50	0.00
Cantonese Service	49.00	49.00	49.00
Korean Service	63.00	63.00	63.00
Laotian Service	42.00	42.00	42.00
Mandarin Service	168.00	168.00	0.00
Tibetan Service	154.00	154.00	154.00
Uyghur Service	42.00	42.00	42.00
*Vietnamese Service**	0.00	0.00	0.00
TOTAL, RADIO FREE ASIA	**640.50**	**640.50**	**413.00**
MIDDLE EAST BROADCASTING NETWORK			
Alhurra	168.00	168.00	168.00
Radio Sawa	168.00	168.00	168.00
MBN Digital	168.00	168.00	168.00
TOTAL, MIDDLE EAST BROADCASTING NETWORK	**504.00**	**504.00**	**504.00**

* All Vietnamese broadcast time has been eliminated. All Vietnamese news content – including print, audio and video – is carried on the internet via their webpage, Facebook, YouTube, and Twitter.

Appendix D: Summary of Increases and Decreases

U.S. AGENCY FOR GLOBAL MEDIA
VOICE OF AMERICA (VOA)
Summary of Increases and Decreases
FY 2019 - FY 2020
(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 250,060**
WAGES			
Reduce VOA employees		$ 28,985	
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 31,149	
Reduce Studio and Production Operations		$ 5,676	
Reduce VOA News Center		$ 6,326	
Reduce VOA Russian Service		$ 3,344	
Eliminate dedicated VOA Afghan Radio & Web programming		$ 989	
Reduce VOA Latin America Division (Spanish and Creole)		$ 1,344	
Reduce VOA Persian Service		$ 3,634	
Reduce VOA Urdu Radio Programming		$ 1,172	
Reduce VOA Mandarin Programming		$ 2,451	
Reduce VOA Cantonese Radio Programming		$ 408	
Reduce VOA Korean Programming		$ 1,462	
Reduce VOA Indonesian Radio Programming		$ 408	
Reduce VOA Deewa Radio Programming		$ 1,000	
Reduce VOA Chief Digital Office		$ 2,000	
Freeze hiring of contractors		$ 935	
NET PROGRAM CHANGES		**$ (60,134)**	
TOTAL FY 2020 VOA REQUEST			**$ 189,926**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF CUBA BROADCASTING (OCB)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 29,144**
WAGES			
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 16,171	
Directorate		$ 420	
Administration		$ 930	
Radio Martí		$ 3,624	
New Media		$ 1,316	
Central News		$ 2,722	
TV Martí		$ 4,360	
Technical Operations		$ 1,396	
Computer Services		$ 420	
Greenville Transmitting Station		$ 983	
NET PROGRAM CHANGES		**$ (16,171)**	
TOTAL FY 2020 OCB REQUEST			**$ 12,973**

U.S. AGENCY FOR GLOBAL MEDIA

INTERNATIONAL BROADCASTING BUREAU (IBB)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 58,576**
WAGES			
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 6,455	
Internet Freedom Program Reduction		$ 4,300	
Administrative contract support Reductions		$ 2,155	
NET PROGRAM CHANGES		**$ (6,455)**	
TOTAL FY 2020 IBB REQUEST			**$ 52,121**

U.S. AGENCY FOR GLOBAL MEDIA

TECHNOLOGY, SERVICES AND INNOVATION (TSI)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			$ 181,843
WAGES			
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 29,865	
Transmitting Station Network Realignment		$ 23,938	
Global Network Realignment		$ 2,846	
Administrative, Telecommunication and Organizational Efficiencies		$ 3,081	
NET PROGRAM CHANGES		$ (29,865)	
TOTAL FY 2020 TSI REQUEST			$ 151,978

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 124,038**
WAGES		$ 4,000	
Reduce Locally Employed Staff Costs		$ 4,000	
CURRENT SERVICE DECREASES		**$ 8,266**	
Direct and Indirect Cost Reduction		$ 8,266	
ENHANCEMENT DECREASES		**$ 18,374**	
Improvements to Persian Programming		$ 3,850	
Countering Russian Influence		$ 4,400	
Eastern Europe Language Expansion - Bulgaria and Romania		$ 1,000	
Digital and Video for Next Generation Influencers		$ 4,030	
Expand Raise Your Voice to Central Asia		$ 1,250	
Current Time		$ 3,844	
PROGRAM INCREASES			
PROGRAM DECREASES		**$ 6,631**	
Discontinue Pashto Broadcasts to FATA		$ 2,200	
Rationalize Radio and 24/7 News Operations for Russia and Iran; Cease Radio to Belarus		$ 1,050	
Discontinue Macedonian		$ 337	
Discontinue Montenegrin		$ 273	
Discontinue Georgian		$ 1,095	
Discontinue North Caucasus		$ 917	
Discontinue Tatar-Bashkir		$ 759	
NET PROGRAM CHANGES		**$ (37,271)**	
TOTAL FY 2020 RFE/RL REQUEST			**$ 86,767**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 44,013**
WAGES		$ 7,995	
Reduction of Salary and Benefits for RFA operations and the elimination of Cambodian and Mandarin Services.		$ 7,995	
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 2,487	
Reduction of RFA GOE operations and the elimination of Cambodian and Mandarin Services.		$ 1,947	
HQ rent reduction (Sublet space vacated by Cambodian and Mandarin Services)		$ 540	
NET PROGRAM CHANGES		**$ (10,482)**	
TOTAL FY 2020 RFA REQUEST			**$ 33,531**

U.S. AGENCY FOR GLOBAL MEDIA

MIDDLE EAST BROADCASTING NETWORKS, INC (MBN)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			**$ 110,312**
WAGES	$ 301		
Projected Health Insurance Increase	$ 301		
CURRENT SERVICE INCREASES	**$ 3,290**		
Mandatory Contractual Increases	$ 290		
Presidential Election Coverage	$ 500		
Operational Costs Funded by Prior Year Recoveries	$ 2,500		
CURRENT SERVICES DECREASES		**$ 15,174**	
Reduction in Technical and Bureau Operations		$ 15,174	
PROGRAM INCREASES			
PROGRAM DECREASES		$ 2,500	
Further Use of Recoveries to Offset Operational Costs		$ 2,500	
NET PROGRAM CHANGES	**$ 3,591**	**$ (17,674)**	
TOTAL FY 2020 MBN REQUEST			**$ 96,229**

U.S. AGENCY FOR GLOBAL MEDIA

BROADCASTING CAPITAL IMPROVEMENTS (BCI)

Summary of Increases and Decreases

FY 2019 - FY 2020

(in thousands)

PROGRAM ACTIVITY	INCREASES	DECREASES	BUDGET
FY 2019 ANNUALIZED CR			$ 9,700
WAGES			
CURRENT SERVICE INCREASES			
CURRENT SERVICES DECREASES			
PROGRAM INCREASES			
PROGRAM DECREASES		$ 5,149	
Kuwait Expansion Project		$ 4,550	
Reduction in Capital Modernization Projects		$ 599	
NET PROGRAM CHANGES		$ (5,149)	
TOTAL FY 2020 BCI REQUEST			$ 4,551

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

Voice of America

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

Middle East Broadcasting Networks, Inc. MBN

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