



From: Broadcasting Board of Governors
Date: March 11, 2011
Subject: **Minutes of the BBG Meeting of March 11, 2011**

The Broadcasting Board of Governors (BBG) met today in Miami, FL at the Office of Cuba Broadcasting headquarters. The meeting was open and streamed on the BBG website.

The meeting was attended by the following Board members:

Chairman Walter Isaacson
Governor Victor Ashe
Governor Michael Lynton
Governor Susan McCue
Governor Michael Meehan
Governor Dennis Mulhaupt
Governor Dana Perino
Governor S. Enders Wimbush
Under Secretary Judith McHale

Other persons in attendance are listed at the end.

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

Chairman Isaacson called the meeting to order, noted a quorum of the Board, and stated that the open meeting was being held in compliance with the requirements of the Government in the Sunshine Act. He added that the meeting was being held in Miami, FL at the Office of Cuba Broadcasting (OCB). On behalf of the Board, the Chairman thanked OCB Director Carlos Garcia-Perez and all of his staff for their hospitality and for the impressive work that they do. He explained that, as part of its strategic review, the Board is examining OCB's broadcasting to Cuba, VOA's Latin America broadcasting, and the relationships between them. Although the Board has not held a formal meeting since December 2010, the Board's Committees, and in particular the Strategy and Budget Committee, have been busy with the strategic review.

The Chairman commended the employees of the Middle East Broadcasting Networks (MBN) who had performed well and courageously in Cairo, Libya and elsewhere. At the Chairman's invitation, Governor Wimbush described MBN's effectiveness during the crisis, particularly Alhurra TV, which enjoyed a substantial audience, and its importance to U.S. international broadcasting. Chairman Isaacson commented that, Secretary of State Hillary Clinton appeared on Alhurra and its coverage had been cited or given credit by other broadcasters or news services.

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Governor Wimbush gave an update on the work of the Strategy and Budget Committee. He summarized the regional reviews of Africa and Latin America which occurred in January and February 2011, respectively. He referred the Board to the Committee's reports for additional information. Through the regional reviews, the broadcasters in each region are encouraged to bring their ideas for improving BBG programming and asked to "own their budgets" and to make concrete suggestions for improvement based on existing resources. Governor Wimbush concluded his report with details on the schedule for March and April 2011 regional reviews including South Asia, the Balkans, the Caucasus, Ukraine/Belarus/Moldova, Russia (including Tartarstan/Bashkortostan and North Caucasus) and Central Asia. Under Secretary of State McHale noted the importance of and close coordination between U.S. State Department and U.S. international broadcasting, as pointed out in Secretary Clinton's recent remarks.

The Board heard a briefing from Governors Mulhaupt and Ashe regarding the Governance Committee meeting held on February 22, 2011. The Board also considered the Committee's recommendations that are listed at the end. The Chairman requested that the Committee's amended Terms of Reference along with other documents be made available at the bbg.gov website.

The Board considered the draft minutes of the December Board meeting in the briefing book.

Referring to the briefing book, the Chairman introduced the first resolution that confirms the Board's clear and ongoing commitment to a workplace that is free of sexual harassment. The resolution states without equivocation that "managers and supervisors will be held responsible for ensuring that the workplace is free from sexual harassment and that appropriate action is taken" when allegations of violations of the Agency's sexual harassment policy are brought to their attention. The Chairman also introduced a resolution which confirms the Board's commitment to equal opportunity in employment and noted that the BBG's is strongly committed to identifying and eliminating any discriminatory practices and promoting the full realization of equal opportunity in employment.

The Board considered a resolution on interference with BBG broadcasts. BBG Executive Director and International Broadcasting Bureau Director Dick Lobo gave examples of interference with BBG broadcasts, including broadcasts to China and Iran. The resolution on interference affirms its core principle that every individual is entitled to "seek, receive and impart information and ideas through any media and regardless of frontiers." This principle is enshrined in BBG's founding legislation and in Article 19 of the Universal Declaration of Human Rights. The right to receive and communicate ideas and information is under siege by various governments which attempt to interfere with BBG broadcasts/networks or threaten their journalists.

Governor Mulhaupt introduced a BBG resolution for Jeffrey Gedmin for Board consideration. Governor Ashe proposed an amendment to the resolution expressing the Board's appreciation for Governor Mulhaupt's work in overseeing the process for Mr. Gedmin's successor and during the transition of leadership at RFE/RL. The Board approved the amendment and adopted the resolution, as amended.

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Chief Financial Officer Maryjean Buhler gave a brief budget update. Ms. Buhler reported that a continuing resolution had been extended for a short term. In reviewing the continuing resolution procedures, the Office of the CFO recognized that the Agency's shutdown plans needed to be updated and was working with the Administration in doing so. With respect to FY 2012, the budget was submitted to Congress for approximately \$757 million. More information on the FY 2012 Budget Request is available at the BBG's website. On behalf of the Board, Chairman Isaacson thanked Mr. Trimble, Ms. Buhler and her staff, IBB staff, and the Office of General Counsel's staff for their hard work through many weekends on the budget issues as well as on the Agency's shutdown plans.

Governor Ashe stated that he had been impressed by the dedication and commitment of the employees through his visits with the language services and suggested that it would be appropriate for the Board to commemorate significant milestones through Board resolutions and follow up with plaques at the appropriate moment. Governor Ashe introduced three resolutions: VOA Creole Service 25th anniversary, VOA Tibetan Service 20th anniversary, and RFA 15th anniversary. On the RFA resolution, RFA President Libby Liu (via telephone) thanked the BBG, IBB, broadcasting entities and outside supporters for the 15 years of impact and expressed her gratitude for the recognition.

IBB Director Dick Lobo updated the Board on the project related to Internet censorship circumvention through the \$1.5 million provided by the U.S. Department of State. In response to Chairman Isaacson's question, Mr. Lobo explained the procurement process for the project. Mr. Lobo summarized a town hall meeting that was held on February 24 with IBB, VOA and OCB staffs, and noted that majority of the questions from employees centered on the BBG's FY 2012 budget for shortwave service into China by VOA. He announced that the next meeting of the IBB Coordinating Committee would be scheduled in late April and focused on content management system and new media activities at the Agency.

Governor McCue reported on a recent BBG-sponsored "new media" event on the Capitol Hill in which new distribution technologies were exhibited and their potential role in advancing BBG's mission was discussed. She noted that a social media project was being planned for Africa that will inform and engage the audiences. The BBG's exploration of new technologies had included experts in the private sectors and would eventually include an advisory council of key technology members.

Chairman Isaacson concurred in a recommendation by Governor Ashe to hold a BBG town hall meeting in June in the Cohen Building where the employees could tell the Board what is being done at the Agency in the area of new media and social media.

Governor Ashe reported on his trip to East Asia, including Bangkok, Phnom Penh and Hong Kong, and asked that his trip report be made available at the bbg.gov website. He noted that his written trip report contains two recommendations which will be taken up at the next RFA Board of Directors' meeting, including visit by U.S. Ambassadors at RFA and VOA offices at least once during their tours and communication or sharing of information among the RFA and VOA

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offices. Finally, Governor Ashe suggested that there be a review of possible bureau/office consolidation in the future.

The Broadcasting Board of Governors agreed to the following decision elements by unanimous consent:

1. Adoption of December 17, 2010 Minutes. Governor Mulhaupt made a motion for the adoption of the minutes of the December 17, 2010 meeting set forth in Attachment 2. Governor Meehan seconded. The Board unanimously adopted the minutes of December 17, 2010 meeting.
2. Adoption of 2011 BBG Policy Statements on Sexual Harassment & Equal Employment Opportunity. Governor Mulhaupt made a motion for the adoption of the policy statements on sexual harassment and equal employment opportunity set forth in Attachment 3. Governor Ashe seconded to both policy statements. The Board formally adopted the policy statements that were approved in January 2011 by notation vote.
3. Adoption of Resolution on Interference with BBG Broadcasts. Governor Ashe made a motion for the adoption of the resolution on interference with BBG broadcasts as set forth in Attachment 4. The Board unanimously adopted the draft resolution condemning interference with BBG broadcasts.
4. Adoption of Resolution for Jeffrey Gedmin. Governor Mulhaupt made a motion for the adoption of a draft resolution for Jeffrey Gedmin set forth in Attachment 5, recognizing his distinguished service as RFE/RL President. Governor Ashe proposed the following amendment to the draft resolution for Jeffrey Gedmin: "Be it further resolved that the BBG commends Governor Dennis Mulhaupt who serves as chair of Radio Free Europe for his leadership in managing the transition of leadership at RFE and wishes him well as the process proceeds and we confirm our confidence in him." Governor McCue seconded to the amendment and the amended resolution. The Board then unanimously adopted the amendment and amended resolution.
5. Adoption of Resolutions Recognizing Anniversaries of Broadcast Services. Governor Ashe made a motion for the adoption of the resolutions recognizing anniversaries of the broadcast services as set forth in Attachments 6, 7, and 8. Governor Mulhaupt seconded to the resolution for VOA Creole Service 25th Anniversary. Governor McCue seconded to the resolution for VOA Tibetan Service 20th Anniversary. Governor Meehan seconded to the resolution on RFA 15th Anniversary. The Board unanimously agreed to adopt these resolutions.
6. Adoption of Strategy and Budget Committee Recommendations. The Board heard a briefing from Governor Wimbush regarding the observations and recommendations of the Strategy and Budget Committee from its meetings held on January 13, 2011 for the Africa Regional Review and February 22, 2011 for the Latin America Regional Review. Governor Wimbush moved to approve the Committee's reports as set forth in

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Attachments 9 and 10, Governor Meehan seconded, and the Board unanimously agreed to adopt the Committee's reports of those meetings.

7. Adoption of Governance Committee Recommendations. The Board considered the following Governance Committee recommendations:
 - a. Adoption of November 2010 Committee Report. Governor Mulhaupt moved for the adoption of the November 18, 2010 Governance Committee Report as set forth in Attachment 11, noting that the Board has already adopted several of the Committee's recommendations at the Board's November 19, 2010 meeting. Governor Ashe seconded. The Board unanimously agreed to adopt the report.
 - b. Amended Terms of Reference. Governor Mulhaupt moved for the adoption of the amended Governance Committee Terms of Reference as set forth in Attachment 12. Governor Ashe seconded. The Board unanimously agreed to adopt the revised Terms of Reference incorporating the following changes:
 - i. Include, as a Committee mandate, oversight of the federal agency's authority to accept gifts from outside sources.
 - ii. Include, as a Committee mandate, oversight of the overall structure and use of human capital within BBG-funded United States international broadcasting (including, without limitation, issues of staff morale and management structures).
 - c. Improved Firewall Policy. Noting that the Board's firewall policy has a statutory basis in the United States International Broadcasting Act of 1994 (as amended) and pertains to individual Governors, the Secretary of State, and the Inspector General, as well as other Executive Branch agencies, Governor Mulhaupt moved for the adoption of the revised firewall policy as set forth in Attachment 13. Governor McCue seconded. The Board unanimously agreed to adopt the revised firewall policy.
 - d. Crisis Management Policy.
 - i. The BBG staff is directed to develop and propose a crisis management policy based on a definition of "crisis" that is comprised of a physical threat to a journalist or the destruction of BBG facilities (as distinguished from foreign policy crises, which may require a surge in BBG broadcasting).
 - ii. In the event of a foreign policy crisis, the Strategy and Budget Committee should develop recommendations for proposed actions, including a surge in BBG broadcasting.
 - iii. BBG staff is directed to develop a revised crisis protocol based upon these recommendations.
 - e. Individual Governor Contributions to Meeting Agendas. In light of the public notice requirement of the Government in Sunshine Act, the individual Governors are

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encouraged to raise agenda items and resolutions for discussion at least seven (7) days prior to a meeting of the Board of Governors, except in urgent circumstances.

- f. Protection of Sensitive But Unclassified Information. Noting a need to develop a confidentiality policy for “sensitive but unclassified” information, the BBG staff is directed to develop and recommend ways to protect from disclosure and public distribution of information and materials which the Board deems to be “sensitive but unclassified” that are consistent with federal law and regulation and consistent with the precedents established by other federal agencies.
- g. Functions and Authorities of BBG, VOA, OCB, and IBB. Governor Mulhaupt moved for the adoption of the Committee’s recommendations on the functions and authorities of BBG, VOA, OCB and IBB. Governor Lynton seconded. The Board unanimously agreed to adopt the following recommendations:
 - i. The functions of the IBB Director within the federal agency were clarified in a functional authorities diagram adopted by the Board at its December 2010 meeting. The Board confirms that, in order to properly execute the IBB functions – as manager of key functions of the federal Agency, manager of the BBG’s global distribution network and chair of the IBB Coordinating Committee – the IBB Director must have the authority to identify, evaluate and resolve strategic trade-offs and conflicts among the broadcasting entities, consistent with the broad strategic guidelines established by the Board and subject to the Board’s continuing oversight.
 - ii. The Board hereby clarifies that the VOA and OCB Directors report to the IBB Director with respect to these key day-to-day operational functions and report to the Board only with respect to their respective programming.
 - iii. BBG staff is directed to develop proposed delegations of authority to the BBG Executive Director, IBB Director, VOA Director, and OCB Director to clarify the responsibilities of each position and ensure the proper delegation of functions across the four positions. The Board directs that each delegation of authority should clearly specify the nature and extent of the functions for which each respective director is responsible, the reporting relationships of each respective director, and, where applicable, the functions with respect to which each such director may be subordinate to another director.
- h. Agreements and Relationships with Other International Broadcasting Entities and Governments. Governor Mulhaupt moved for the adoption of the Committee’s recommendations regarding interactions with non-USIB entities. Governor Perino seconded. The Board unanimously agreed to adopt the following recommendations:
 - i. The Board hereby designates the BBG Executive Director as the principal point of contact and the chief representative of the BBG in relationships with other international broadcasting entities and governments (including such informal groups as the DG-5). The Board may delegate this authority to other members of

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the federal agency, including, but not limited to, the IBB Director and the VOA Director, to provide representation at various conferences and events.

- ii. The BBG Executive Director's representational authority is not intended to curtail the IBB Director's authority to conduct discussions regarding commercial and intergovernmental relationships necessary to distribute BBG programming globally. The IBB maintains many such international relationships to build and maintain facilities, develop affiliate relations and distribute BBG programming around the world. These relationships should continue to be managed under the supervision of the IBB Director.
8. East Asia Trip Report. The Board heard a report from Governor Ashe of his trip to East Asia on which he was accompanied by RFA Vice President of Programming/Executive Editor Daniel Southerland to Bangkok, Phnom Penh and Hong Kong (Attachment 14 hereto).

Chairman Isaacson announced the conclusion of the open meeting.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Acting General Counsel and Board Secretary Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Special Projects Officer Oanh Tran, and via teleconference, Congressional Coordinator Susan Andross, Director of Public Affairs Letitia King, Senior Strategist Paul Marszalek, and President Management Fellow Emily Tyler; Michael Marchetti, Acting CEO and Chief Financial Officer of Radio Free Europe/Radio Liberty (RFE/RL), via teleconference; Libby Liu, President of Radio Free Asia (RFA), via teleconference; Brian Conniff, President of the Middle East Broadcasting Networks (MBN), via teleconference; Danforth Austin, Director of the Voice of America (VOA), via teleconference; Richard Lobo, Director of the International Broadcasting Bureau (IBB); Steve Redisch, VOA Executive Editor, via teleconference; Irvin Rubenstein, OCB Director of Administration; and Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

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Attachments:

1. Agenda for March 11, 2011 Meeting
2. Minutes of December 17, 2010 Meeting
3. BBG Policy Statements on Sexual Harassment & Equal Employment Opportunity
4. Resolution on Interference with BBG Broadcasts
5. Resolution for Jeffrey Gedmin
6. Resolution for VOA Creole Service 25th Anniversary
7. Resolution for VOA Tibetan Service 20th Anniversary
8. Resolution for RFA 15th Anniversary
9. Committee Report of the BBG Strategy and Budget Committee, January 13, 2011
10. Committee Report of the BBG Strategy and Budget Committee, February 22, 2011
11. Committee Report of the BBG Governance Committee, November 18, 2010
12. Amended BBG Governance Committee Terms of Reference
13. BBG Firewall Policy
14. East Asia Trip Report

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ATTACHMENT 1

BROADCASTING BOARD OF GOVERNORS March 2011 Meeting Agenda

Friday, March 11

11 – 12:00 Broadcasting Board of Governors' Meeting

I. Open Session

Chairman's Remarks

- A. Adoption of Minutes of December 17, 2010 Meeting
- B. Adoption of 2011 BBG Policy Statements on Sexual Harassment & Equal Employment Opportunity
- C. Resolution Condemning Interference with BBG Broadcasts
- D. Resolution for Jeffrey Gedmin
- E. Resolution for VOA Creole Service 25th Anniversary
- F. Resolution for VOA Tibetan Service 20th Anniversary
- G. Resolution for RFA 15th Anniversary
- H. Budget Update (Maryjean Buhler)
- I. East Asia Trip Report (Governor Ashe)
- J. Strategy & Budget Committee Report
- K. Governance Committee Report
- L. IBB Director's Report
- M. Other Items for Consideration at Next Board Meeting

12:00 Meeting Adjourned

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ATTACHMENT 2

From: Broadcasting Board of Governors
Date: November 19, 2010
Subject: **Minutes of the BBG Meeting of December 17, 2010**

The Broadcasting Board of Governors (BBG) met today in Washington, D.C. The meeting was open and streamed on the BBG website.

The meeting was attended by the following Board members:

Chairman Walter Isaacson
Governor Victor Ashe
Governor Michael Lynton
Governor Susan McCue
Governor Michael Meehan
Governor Dennis Mulhaupt
Governor Dana Perino
Governor S. Enders Wimbush
Under Secretary Judith McHale

Other persons in attendance are listed at the end.

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

The Chairman opened the meeting with a tribute to Richard Holbrooke who had been a supporter of the U.S. international broadcasting efforts, particularly in Pakistan. The Chairman noted that the Board had been briefed on the new media efforts and their progress. He also thanked Governor McCue for leading the Board's efforts on new media strategy. The Chairman mentioned that the Board had had a chance to meet and speak with the BBG employees at a recent holiday reception.

Chairman Isaacson referred the Board to the draft minutes of the November Board meeting in the briefing book. Governor Ashe made a motion to adopt the minutes of the November 19, 2010 meeting. Governor Perino seconded. The minutes were unanimously adopted by the Board.

Governor Ashe presented a report of his trip to the Middle East on which he was accompanied by MBN President Brian Conniff. Governor Ashe noted a detailed report had been provided to the Board, which describes the meetings and events that took place in Cairo, Dubai, Doha and Kuwait.

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Governor Wimbush briefed the Board on the work of the Strategy and Budget Committee. The Committee met recently focusing on distribution and technology. The Strategy and Budget Committee had considered a detailed report of the IBB Director (following a meeting with the IBB Coordinating Committee, which he chairs) with an analysis of the IBB's current platforms for distribution of BBG-funded programming. Governor Wimbush noted that research shows the Agency uses a wide variety of distribution platforms – from shortwave radio to new media – and that all of these platforms remain relevant depending on the market. The IBB Director suggested a set of guidelines – process and principles – for developing a distribution strategy that is based on a market-by-market analysis.

The Strategy and Budget Committee continued the development of the BBG mission statement with discussions coalesced around the concept of “informing, engaging, and empowering audiences in the practice of democratic values.” As part of the global operating environment review, the Strategy and Budget Committee directed the BBG staff to carefully review the SWOT analyses that were provided by the broadcast entities in November, in cooperation with possibly external consultants, to determine the key components that may help refine the overall strategic review. Finally, Governor Wimbush noted that the Committee's region-by-region assessment will begin with Africa in January, and that the Committee had adopted guidelines for the conduct of each regional review.

Mr. Lobo introduced Noreen Kinnavy who had been named Ombudsman for IBB, VOA and OCB for a six-month pilot program developed jointly by Agency management and the unions in order to address workforce concerns. Mr. Lobo also announced that the U.S. Department of State had provided \$1.5 million in additional funds to the BBG to enhance its anti-censorship program.

In addition to Governor Wimbush's report, Mr. Lobo presented the highlights on the recent meeting of the IBB Coordinating Committee. Staffs of the IBB and the broadcast entities met on December 8 in order to combine efforts to create a unified approach to distribution of BBG programming. The Committee reviewed the current global media environment and the current state of BBG's distribution platforms. The Committee agreed to pursue a market-by-market analysis, to improve the research, and to a set of guidelines – process and principles – for developing a distribution strategy.

At the request of Mr. Lobo, IBB Director of Technology, Services, and Innovation Andre Mendes briefed the Board on two current efforts: The collaboration with the DG-5 to expand and share distribution platforms; and the expansion of Internet/jamming circumvention capabilities.

On behalf of the Board, the Chairman expressed his appreciation to Mr. Lobo for his leadership in convening the IBB Coordinating Committee. Governor Meehan commended the staff for its hard work in producing reports and analyses which will enable the Board to better understand how impact is measured.

Chairman Isaacson suggested that the new media experts within the Agency are in a position to demonstrate to the public and members of Congress the efforts in new media being undertaken

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by the Agency. Mr. Lobo commented that plans were being considered to launch a new media advisory board which would include members of the private sector.

Governor Ashe stated that in implementing the agency-wide ethics program, an ethics briefing with managers and supervisors will be scheduled around the January Board meeting. He noted that, through his visits of the VOA language services in the Cohen Building (a total of 21 to 23 services so far), the VOA Tibetan Service will be celebrating its 20th anniversary in 2011.

Governor Ashe also noted that the Dalai Lama was expected to be in the country next year and has an open invitation from RFA for a visit. Governor Ashe echoed a comment made by Governor Meehan that the Board recognizes the importance of the journalists' work and the tremendous dedication and commitment to their work.

The Broadcasting Board of Governors agreed to the following decision elements by unanimous consent:

1. Adoption of November 19, 2010 Minutes. The Board adopted the minutes of November 19, 2010 meeting set forth in Attachment 2.
2. Adoption of Strategy and Budget Committee Recommendations. The Board heard a briefing from Governor Wimbush regarding the observations and recommendations of the Strategy and Budget Committee from its meeting held on December 16, 2010. Governor Wimbush moved to adopt the Committee's recommendations and report, Governor Lynton seconded, and the Board unanimously agreed to adopt the recommendations from the December 16, 2010 Strategy and Budget Committee Report as set forth in Attachment 3.

Chairman Isaacson announced the conclusion of the open meeting.

Other Attendees:

The following persons were also present during all or part of the meeting: BBG Executive Director Jeffrey Trimble, BBG Deputy General Counsel Paul Kollmer-Dorsey, Chief Financial Officer Maryjean Buhler, Special Projects Officer Oanh Tran, Congressional Coordinator Susan Andross, Director of the Office of Strategic Planning & Performance Measurement Bruce Sherman, Director of Public Affairs Letitia King, Senior Strategist Paul Marszalek, and President Management Fellow Ashley Pyle; Jeffrey Gedmin, President of Radio Free Europe/Radio Liberty (RFE/RL); Libby Liu, President of Radio Free Asia (RFA); Brian Conniff, President of the Middle East Broadcasting Networks (MBN); Danforth Austin, Director of the Voice of America (VOA); Richard Lobo, Director of the International Broadcasting Bureau (IBB); Kelu Chao, IBB Director of Performance Review; Gary Thatcher, IBB Director of the Office of Marketing and External Liaison; Doug Boynton, IBB Director of the Office of Marketing and Program Placement; Andre Mendes, IBB Director of Technology, Services, and Innovation; Marie Lennon, IBB Chief of Staff; John Welch, IBB Senior Advisor; Noreen Kinnavy, IBB Ombudsman; Carol Prah, IBB Program Coordinator for the Office of Performance Review; Steve Redisch, VOA Executive Editor; Barbara Brady, VOA Chief of Staff; Brian Schiff, VOA Radio Broadcast Technician; Irvin Rubenstein, OCB Director of Administration; John Lindburg,

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RFE/RL General Counsel & Secretary; Diane Zeleny, RFE/RL Director of Communications and Congressional Relations; Bernadette Burns, RFA General Counsel; Alan Tanenbaum, RFA Director of Human Resources; Daniel Nassif, MBN Vice President for News; Kelley Sullivan, MBN Vice President for Administration/Treasurer; Anne Noble, MBN General Counsel; Andrew Krog, BBG Assistant General Counsel (FOIA/Ethics/PA); Lynne Weil, Senior Advisor to the Under Secretary for Public Diplomacy & Public Affairs.

Approved:

Walter Isaacson
Chairman

Witnessed:

Paul Kollmer-Dorsey
Secretary

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ATTACHMENT 3

POLICY STATEMENT ON SEXUAL HARASSMENT March 11, 2011

It is the policy of the Broadcasting Board of Governors (BBG or Agency) to ensure a work environment free of any form of harassment or intimidation. This policy includes sexual harassment, a form of sex discrimination that violates *Title VII of the Civil Rights Act of 1964, as amended*.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to or rejection of such conduct by an individual is made either explicit or implicitly as a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting an individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

Managers and supervisors will be held responsible for ensuring that the workplace is free from sexual harassment and that appropriate action is taken when allegations of violations of this policy are brought to their attention. The Agency will not tolerate any retaliation against an individual who presents a harassment complaint or who provides any information related to such a complaint.

Any Agency employee found to have engaged in sexual harassment in violation of this policy is subject to disciplinary action. The offending individual, however, may not necessarily be an employee, but may be a contractor or non-employee. Supervisors and managers who observe or are informed of any unprofessional behavior that may create a work environment offensive to any staff member have a responsibility to take appropriate, effective and immediate steps to prevent such behavior from recurring.

It is the intent of the agency to prevent sexual harassment and to take appropriate action before it rises to the level of a violation of Federal law. Therefore, any employee who believes he or she is being sexually harassed, even if such conduct is not severe or pervasive, should immediately contact a supervisor/manager, an EEO Counselor, or a member of the Office of Civil Rights. The Agency will take appropriate steps to address these matters expeditiously.

The Agency wants to ensure all employees that sexual harassment is unacceptable conduct and will not be tolerated or condoned at any level of the organization.

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POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY
March 11, 2011

The Broadcasting Board of Governors (BBG or Agency) is firmly committed to equal employment opportunity (EEO), diversity, and the promotion of a strong affirmative employment program. It is the policy of BBG to provide equal opportunities in employment for every employee and job applicant, and to ensure a workplace that is free of discrimination on the basis of race/ethnicity, color, religion, sex (including sexual harassment and sexual orientation), age (person 40 years of age and older), national origin, disability (physical and mental), genetic information, and retaliation (individual engaged in prior EEO activities). The BBG strongly promotes the full realization of equal opportunity in employment through a continuing affirmative program to identify and eliminate discriminatory practices.

EEO principles govern all aspects of the Agency's personnel policies, programs, practices, and operations. All phases of the Agency's employment – recruitment, hiring, retention, evaluations, promotions, transfers, benefits, assignments, training opportunities, awards, and separations – shall be conducted in compliance with the EEO laws and regulations.

The Agency holds each manager and supervisor accountable for ensuring a continuing affirmative application and enforcement of this EEO policy. Additionally, managers and supervisors must continue to take positive steps toward ensuring a supportive work environment and reaching early resolution of complaints. They must avoid even the appearance of acts of retaliation against individuals who exercise their right to file a complaint. Accordingly, equal opportunity will continue to be a factor in the performance evaluation of managers and supervisors.

Employees are essential in maintaining a work environment of equal opportunities, and have a moral and legal responsibility to treat all of their colleagues with respect and professionalism. The BBG strongly supports a workplace free of discrimination and holds every employee accountable for contributing to the achievement of a Model EEO Program.

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ATTACHMENT 4

RESOLUTION ON INTERFERENCE WITH BBG BROADCASTS March 11, 2011

WHEREAS, the Congress declared in the U.S. International Broadcasting Act of 1994, as amended (the “Act”) – the law that established the Broadcasting Board of Governors as an independent federal agency – that:

“It is the policy of the United States to promote the freedom of opinion and expression; including the freedom ‘to seek, receive, and impart information and ideas through any media and regardless of frontiers,’ in accordance with Article 19 of the Universal Declaration of Human Rights.”

And furthermore that:

“Open communication of information and ideas among the peoples of the world contributes to international peace and stability and the promotion of such communication is in the interests of the United States.”

WHEREAS, BBG-sponsored U.S. international broadcasters face significant obstacles in implementing the principles underlying the Act, including the jamming of radio and television signals carried over terrestrial and satellite delivery systems, blockage of Internet-based program delivery; the refusal of foreign governments to allow placement of BBG programming on domestic media outlets and to grant visas to U.S. journalists; and harassment of, and violent attacks on, BBG journalists in countries to which we broadcast;

WHEREAS, deliberate interference and jamming of United States international broadcasting signals, cyber attacks against BBG-sponsored websites and restrictions on the use and availability of the Internet and social media tools has increased in nations in the Middle East, East Asia and elsewhere where citizens are demonstrating for institutional change;

WHEREAS, media organizations of those nations that jam or otherwise interfere with the free flow of ideas through broadcast media enjoy open access to U.S. media markets; and

WHEREAS, the BBG recognizes the need to articulate clearly the United States Government’s position that interference with free media and the free flow of information and ideas constitutes a threat to human rights and freedom and to the principles stated in Article 19 of the Universal Declaration of Human Rights.

THEREFORE, be it resolved that the Broadcasting Board of Governors hereby affirms its commitments to the following:

- To reach audiences in restricted media environments by the most effective means available.

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- To oppose and overcome jamming and other deliberate means of interference with BBG broadcasts through all available technologies, as well as through diplomatic efforts by the U.S. Government.
- To protect BBG-sponsored journalists and assist their news-gathering and reporting activities throughout the world.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: March 11, 2011

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ATTACHMENT 5

RESOLUTION FOR JEFFREY GEDMIN March 11, 2011

WHEREAS, Jeffrey Gedmin has served as President and Chief Executive Officer of Radio Free Europe/Radio Liberty (RFE/RL) from March 2007 through February 2011;

WHEREAS, Jeffrey Gedmin has tirelessly and eloquently promoted RFE/RL's mission to further freedom, democracy, human rights, and the free flow of information and ideas regardless of frontiers through accurate, reliable, and credible journalism;

WHEREAS, Jeffrey Gedmin has been a stalwart defender of RFE/RL's core principles of professional independence and journalistic integrity;

WHEREAS, Jeffrey Gedmin has understood the importance of listening to and communicating with RFE/RL employees, of exchanging information and ideas with others outside of RFE/RL, and of doing all possible to support the needs and enhance the security of its employees; and

WHEREAS, Jeffrey Gedmin has shown great imagination and creativity as an innovator in exploring new strategies and media technologies for the 21st century, and directed the move of the organization to a state-of-the-art multimedia headquarters.

NOW, THEREFORE, be it resolved that the Broadcasting Board of Governors hereby expresses its great appreciation and gratitude for Jeffrey Gedmin's outstanding performance and invaluable contributions in furtherance of the mission of U.S. international broadcasting.

Be it further resolved that the BBG commends Governor Dennis Mulhaupt who serves as chair of Radio Free Europe for his leadership in managing the transition of leadership at RFE and wishes him well as the process proceeds and we confirm our confidence in him.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: March 11, 2011

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ATTACHMENT 6

RESOLUTION ON 25th ANNIVERSARY OF VOA CREOLE SERVICE March 11, 2011

WHEREAS, the Voice of America started a five-minute news feed in the early 1980s with one broadcaster, and it became a regularly scheduled broadcast on February 7th, 1986, when a popular uprising forced Haitian dictator Jean-Claude “Baby Doc” Duvalier into exile;

WHEREAS, the VOA Creole Service has continued to meet the information and humanitarian needs of the Haitian people since then;

WHEREAS, VOA has long been the leading international broadcaster in Haiti, with research indicating a weekly audience of 50 percent of the adult population; and

WHEREAS, for the past 25 years, the Creole Service has covered many stories of significance to the Haitian audience:

- The military coup of 1991 that ousted the first democratically-elected President of Haiti;
- The reinstatement of the Aristide government by a US-led multi-national force in 1994;
- The inauguration of Barack Obama as the first African-American President of the United States.
- The January 2010 earthquake that devastated Haiti and its aftermath.

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the 25th anniversary of the Voice of America’s Creole Service.

Be it further resolved that the Board commends and congratulates both the current and former members of VOA’s Creole Service for their dedication in serving the Haitian community, and in implementing U.S. foreign policy goals through the open communication of information and ideas in the Creole language.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: March 11, 2011

Minutes of March 11, 2011 Meeting

ATTACHMENT 7

RESOLUTION ON 20th ANNIVERSARY OF VOA TIBETAN SERVICE

March 11, 2011

WHEREAS, the Voice of America began broadcasting in the Tibetan language on March 25, 1991 to provide accurate, balanced and comprehensive news and information to the people of Tibet;

WHEREAS, the VOA Tibetan Service operates a multimedia broadcast service providing essential news that is not otherwise available to the people of Tibet;

WHEREAS, the Dalai Lama has said that the, “VOA Tibetan Service performs an essential job for the people of Tibet to broadcast truth honestly,” and that, “Tibetans call VOA broadcasts their medicine for ‘depression and exhaustion’ and on days that they don’t get to hear it, they say they’ve missed their vital medicine;”

WHEREAS, Freedom House describes the People’s Republic of China’s (PRC) control of Tibet as ‘highly repressive’, and the latest Congressional-Executive Commission on China reported that, “As a result of Chinese government and Party policy and implementation, and official campaigns to ‘educate’ Tibetans ...the level of repression of Tibetans’ freedoms of speech, religion, assembly, and association increased further;”

WHEREAS, the PRC continues to jam the broadcasts of VOA Tibetan, as well as intimidate reporters both inside and outside of China who attempt to gather information about Tibet, all in an effort to inhibit the free flow of information to the region; and

WHEREAS, VOA Tibetan’s radio, web, and television satellite broadcasts are as vital to the people of Tibet today as when the Service’s first daily 15-minute shortwave broadcast debuted to the Tibetan plateau 20 years ago;

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the 20th anniversary of the Voice of America’s Tibetan Service.

Be it further resolved that the Board commends and congratulates both the current and former members of VOA’s Tibetan Service for their dedication in serving the Tibetan community, and in implementing U.S. foreign policy goals through the open communication of information and ideas in the Tibetan language.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: March 11, 2011

Minutes of March 11, 2011 Meeting

ATTACHMENT 8

RESOLUTION ON RADIO FREE ASIA'S 15th ANNIVERSARY March 11, 2011

WHEREAS, Radio Free Asia was incorporated on March 11, 1996 and will be celebrating its 15th Anniversary in 2011;

WHEREAS, Radio Free Asia broadcasts to the People's Republic of China, Burma, Cambodia, Laos, North Korea, Tibet and Vietnam providing accurate news, information and commentary to millions of people where full accurate and timely news reports are unavailable;

WHEREAS, Radio Free Asia operates ten unique, interactive websites, nine in Asian languages with eleven scripts bringing a multimedia approach to its broadcasts; and

WHEREAS, Radio Free Asia has achieved, among other accomplishments, the following noteworthy achievements:

- Launched nine language services in some of the most restricted media environments in the world;
- Created a stable staff with low turnover and high job satisfaction ratings, according to a recent inspector's report and successive job surveys;
- Created eight Asian offices and a network of more than 140 dedicated stringers through Northeast and Southeast Asia;
- Trained journalists, call-in hosts, feature writers, and overseas stringers to provide accurate and timely news reports guided by the core principles of freedom of expression and opinion;
- Built strong credibility by breaking hard news stories such as the Lhasa uprising in Tibet, the Saffron Revolution in Burma, the riots in Urumqi, cyclone Nargis in Burma, as well as stories on land protests and the jailing of dissidents, lawyers, and petitioners in China and hard-to-get stories from inside Cambodia, Laos, Vietnam, Tibet, Xinjiang, and North Korea;
- Been repeatedly cited and recognized as a credible source for breaking news by the New York Times, Washington Post, CNN, MSNBC, The Wall Street Journal, NHK Japan and numerous other U.S. and international media outlets;
- Won numerous awards for such stories from press organizations and international human rights groups as well as for investigative and environmental reporting and video coverage;
- Gave a voice to the voiceless—from dissident intellectuals to ordinary workers and farmers—in Asian countries lacking a free press;
- Served as a virtual news agency, filling major gaps in the coverage of important stories, with the decline in numbers of foreign correspondents covering Asia; and

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- Introduced new social media tools and distribution modes, such as podcast, RSS, and twitter feeds as well as made increasing use of video reports and input from a growing number of citizen journalists for whom RFA has established standards and guidelines.

NOW, THEREFORE, be it resolved by the Broadcasting Board of Governors that we celebrate and commemorate the 15th anniversary of Radio Free Asia and applaud the persons who have made this possible and offer appreciation to the Congress of the United States for funding.

Walter Isaacson
Chairman
Broadcasting Board of Governors

DATE: March 11, 2011

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ATTACHMENT 9

MEETING OF THE BBG STRATEGY AND BUDGET COMMITTEE

January 13, 2011

9:00 – 11:00 AM EST

BBG Headquarters, Washington D.C.

Members

Governor Michael Meehan, Co-Chair
Governor Enders Wimbush, Co-Chair
Governor Dennis Mulhaupt
Chairman Walter Isaacson (*ex officio*)

Summary of the Committee's Recommendations

The Strategy and Budget Committee held a meeting on January 13, 2011 at BBG headquarters in Washington, D.C. The meeting was attended by Chairman Isaacson, Governor Wimbush, Governor Meehan, Governor Mulhaupt, Governor Perino, Governor Ashe, Governor McCue, Governor Lynton, and Under Secretary McHale.

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

The Committee recommends that the Board of Governors adopt the following report on the Africa regional review.

Africa Regional Review

- **Africa's Strategic Context**

- The Committee is entering the next phase of the strategic review process—regional reviews of BBG broadcasting—with an in-depth look at BBG programming and distribution in Africa.

- **External Consultant Panel**

- As part of the Africa regional review, a panel of experts was convened on January 11, 2011 to gain value-added insight and bring diverse, relevant perspectives to the regional review. See Attachment 2 for bios of the panel participants and Attachment 3 for notes from the expert panel.
- The Committee expresses its gratitude to the panel participants for providing analysis and insight and bringing their diverse perspectives to the Broadcasting Board of Governors review of broadcasting to Africa.

Minutes of March 11, 2011 Meeting

- **United States International Broadcast Programming for Africa**
 - As an additional component of the Africa regional review, VOA gathered senior managers for two roundtables, one each on January 7, 2011 and January 11, 2011, to discuss programming strategies for Africa and propose initiatives. See Attachment 4 for a list of the VOA Africa Division participants.
 - With input from both the internal and external review panels, the Committee provides to the Board a Strategic Overview of BBG Broadcasting in Africa (strategic map) as a draft document subject to further study and review. Once finalized, the strategic map for Africa will provide a global strategic framework for the region to serve as the basis for country by country implementation.
- **United States International Broadcasting Distribution and Technology for Africa**
 - To further contribute to the Africa regional review, the IBB Coordinating Committee convened on January 6, 2011 to discuss current distribution strategies to Africa and ideas for moving forward.

Minutes of March 11, 2011 Meeting

ATTACHMENT 1

MEETING OF THE BBG STRATEGY AND BUDGET COMMITTEE

January 13, 2011

9:00 – 11:00 AM EST

BBG Headquarters, Washington D.C.

Members

Governor Michael Meehan, Co-Chair
Governor Enders Wimbush, Co-Chair
Governor Dennis Mulhaupt
Chairman Walter Isaacson (*ex officio*)

AGENDA

Strategic Review Update

Mission Statement
Global Operating Environment
Distribution and Technology Review
Regional Reviews

Africa Regional Review

Africa's Strategic Context

- United States foreign policy perspective
- United States national security perspective
- Summary of discussion from panel of external consultants held on January 11, 2011

United States International Broadcasting Programming for Africa

- Overview of current programming efforts
- Summary and discussion of roundtables held on January 7, 2011 and January 11, 2011
- Discussion of strategic programming initiatives and proposals for Africa
- Citizen Global initiative

United States International Broadcasting Distribution and Technology for Africa

- Market by market overview of distribution platforms to Africa and affiliate efforts
- Summary and discussion of IBB Coordinating Committee meeting held on January 6, 2011
- Discussion of strategic initiatives and proposals for distribution and technology efforts to Africa

Minutes of March 11, 2011 Meeting

ATTACHMENT 2

BIOS OF PANEL PARTICIPANTS

Percy C. Wilson

Percy Wilson is President of PerWil Management Resources (PMR) a consulting firm specializing in management, integrated marketing and building operating mechanisms for sustainable business-to-business and public-private partnerships in Africa to build human resource and manufacturing capacity.

Also, he is President of the Association of Black professionals in International Affairs (BPIA); a principal founder and first Chairman of the U.S. Corporate Council on Africa; served as Senior Advisor to USAID's Administrator to develop effective strategies to enhance public private partnerships; and Advisor to Edlow International, CONOCO Phillips Petroleum, the Coca-Cola Company, Lockheed Martin Aviation and Springview Integrated Textiles, Limited.

He served as Vice President of the African Development Foundation, where he was responsible for long-term strategic planning, congressional affairs and drafting the Foundation's first and second five-year plan; as Director of the Phelps Stokes Fund, Washington Bureau, assumed an active role in refugee affairs and worked in coordination with the United Nations High Commission for Refugees and the Organization of African Unity on refugee issues of the Horn of Africa and southern Africa; Director of the Peace Corps in Sierra Leone, where he was, in addition, Chairman of the Peace Corps Country Directors Committee of Coastal West Africa, an area that included the nations of Sierra Leone, Liberia, Togo, Ghana and the Ivory Coast.

He was part of the U.S. effort to normalize relations between the U.S. and mainland China, having traveled as a delegate to eight cities in China to discuss the issue with government officials and communist party. He served as a member of the Council on Foreign Relations; a member of the board of Africare and the WorldSpace Foundation; an advisor to the Robert Kennedy Memorial Trust and trustee of Stillman College.

Adam Clayton Powell, III

As vice provost for globalization since June 2007, Adam Clayton Powell III works with faculty and deans to advance USC's globalization initiative, which encompasses expanding the university's international presence, increasing USC's leadership role in the Association of Pacific Rim Universities and promoting the university throughout the world.

Powell previously served as director of the USC Integrated Media Systems Center, the National Science Foundation's Research Center for multimedia research. He is a University Fellow at the USC Center on Public Diplomacy, housed in the USC Annenberg School for Communication.

Prior to joining USC in 2003, Powell was general manager of Howard University's WHUT-TV, the first African American-owned public television station in the United States. Before 2001, he served as vice president/technology and programs for the Freedom Forum. During 15 years with the Freedom Forum, he developed and oversaw digital and new-media conferences and training

Minutes of March 11, 2011 Meeting

programs for journalists, media managers, educators, policymakers and researchers in Africa, Asia, Europe, Latin America and the United States.

Powell also has served as an executive producer at Quincy Jones Entertainment, vice president for news and information programming at National Public Radio, and manager of network radio and television news for CBS News. As a consultant, he has worked on projects in South Africa for the Ford Foundation, and in Lagos, Nigeria, for the Nigerian Television Authority. He also helped create the annual Highway Africa conference in South Africa, which has become the largest communications and digital-media conference on the African continent.

Powell has written extensively about technology, media and international issues for publications ranging from *The New York Times* and *Wired* to USC's *Online Journalism Review*. He has won numerous awards, including the 1999 World Technology Award for Media and Journalism, sponsored by *The Economist*, and the Overseas Press Club Award for international reporting for a series of broadcasts he produced on Iran.

Emira Woods

Emira Woods is co-director of Foreign Policy in Focus at the Institute for Policy Studies, and an expert on U.S. foreign policy with a special emphasis on Africa and the developing world. She has written on a range of issues from debt, trade and development to U.S. military policy. Emira serves on the Board of Directors of Africa Action, Just Associates, Global Justice and the Financial Policy Forum. She is also on the Network Council of Jubilee USA.

Prior to joining IPS, she was program manager for the Committee on Development Policy and Practice at InterAction, serving as a principal staff contact for advocacy at the UN, the international financial institutions, USAID and Treasury. Previous to that, she served as a program officer of Oxfam America's Africa program.

Ms. Woods is a regular commentator on CNN's *Your World Today*, BBC's *The World Today (Weekend)*, and appears regularly on *Al Jazeera* and *Voice of America*. She has hosted a WashingtonPost.com online chat and has published pieces in BBC's *Focus on Africa* magazine, NAACP's *Crisis* magazine as well as the *Miami Herald*, the *Christian Science Monitor*, *New York Newsday*, the *Nation*, the *Baltimore Sun*, and the *Rochester Democrat and Chronicle*, among many others.

Ms. Woods is chair of the Board of Africa Action and serves on the advisory committee of the Zimbabwe Alliance as well as the Humanity United/TrustAfrica Liberia program. She is also on the Board of Directors of Global Justice and is a member of the Network Council of Jubilee USA.

Dr. Tami Hultman

Dr. Hultman is co-founder and chief editorial officer of AllAfrica Global Media/allAfrica.com and Director of the AllAfrica Foundation.

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As strategist for AllAfrica's infrastructure and services, she works to extend social software and content delivery technology for developing economies and is coordinating the launch of HealthAfrica.org – being prototyped in Liberia at the invitation of the president – to provide information and interactive services to address Africa's health needs.

She has reported, edited, consulted and produced for a range of international media, including the BBC, CNN, South African Broadcasting Corporation, National Public Radio (U.S.), International Television News (UK), NBC Television (U.S.), the Washington Post, the New York Times and Le Monde Diplomatique.

Her prize-winning work includes being Executive Producer for a National Public Radio series on Africa in the post-Cold War world, a year-long project involving teams of researchers, reporters, hosts, producers and engineers in eight countries. She also oversaw pan-African coverage for the launch of SABC Africa, a South African Broadcasting Corporation television channel for Africa.

She was founding Director of the Center for Africa and Media at Duke University, where she conducted one of the first Internet courses, "News in a Global Village," linking classes at universities in Ghana and South Africa with Duke and with Florida A&M. She is a member of the Council on Foreign Relations (U.S.) and the International Women's Media Foundation. In 2001, she was named co-recipient of the Special Recognition Media Award for Lifetime Achievement by the Africa America Institute in New York.

Dr. Mary Myers

Mary Myers is a freelance consultant specialising in radio in Africa. She is British and works from home near Salisbury, Wiltshire. She holds a BA from Oxford University and a PhD from Reading University. She has worked with the UK's Department for International Development on many projects, papers and publications since going freelance in 1996.

From 2002 to 2003 she was a consultant-adviser on communications and media within DFID's Social Development Division. With a background in NGO programme management and adult training, she has travelled and worked in more than 20 countries in Africa.

Apart from working with DFID, recent clients have included the World Bank, National Endowment for Democracy, International Development Research Centre, Internews, Carleton University, France Coopération Internationale, Triple Line Consulting Ltd, Media Support Solutions and Farm Radio International. She has contributed to various academic conferences and written many research studies, policy-papers and reports on radio, media and development

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ATTACHMENT 3

EXTERNAL AFRICA PANEL January 11, 2011

Governor McCue: Africa is dear to my heart, and we offer a valuable TOOL for health and social development: news and information.

Gwen: VOA is successful in Africa, but this process is meant to address future challenges, not rest on laurels. Competition is growing and we need to prepare to do things differently to continue to improve people's lives.

Q1: What forces will shape Africa for the next decade?

Emira Woods says Africa is pivotal because it is at the epicenter of climate change. It risks being a big victim of it, but can also be instrumental in solutions, particularly solar. When you think about technology proliferation, you think of Africa and mobile's potential to support the democratic process. Read 'SMS Activism.' Africa is also center for serious women's movement - one for the 21st century. There will be some real and democratic female leaders coming out of Africa in the next decade. African youth are a resource, not a scourge - their power just needs to be unleashed. Ushahidi is a perfect example.

Dr. Hultman agrees on the climate change piece, importance of technology, harnessing the power of 'youth culture,' increasing women's empowerment. She also added the necessity and perhaps likelihood of regional economic integration. There is still less trade between African countries than between Africa and India. Other forces include religious and governance. Feels good governance is probably the #1 concern of their (allafrica.com) audience.

Percy Wilson says Africa needs "Centers of Intelligence." Working in textile and power industries for years, feels the knowledge to support AGOA and economic growth in general is simply lacking. How do you take cotton and make cloth? Knowledge not there. U.S. has lagged in its economic assertion behind China. Just in Africa, where diplomats there actually said "China is going to save us. The U.S. is not there for us." China is winning 20-30 year mineral deals that have had no due diligence, no oversight, and is a form of neo-colonialism. The 'silent community' is the Africa diaspora. Use Ivoirians as an example. They are quiet, so we ignore them, but they are extremely influential. Finally - total lack of resources.

Adam Clayton Powell III is working currently on using mobile technology to advance women in Africa and Asia. His first "force" is urbanization. Cities will become mega-cities, and Lagos is projected to pass Cairo in size. Second is religion and spirituality. USC is just opening a center in Africa just to study evangelism. Also sees a shift in the technology base and believes in the power of leapfrogging. President of UNISA (the South Africa distance ed school) himself is surprised by the penetration of mobile telephony on the continent.

Minutes of March 11, 2011 Meeting

Mary Myers goes first for accountable government and transparency (as important, not necessarily going to happen fast.) We need to recall that most of Africa is rural, agricultural and uneducated.

Q2 Describe the African media consumer:

Mary Meyers believes radio is king, rural Africans are not using mobiles for news and very dependent on radio. Please don't forget them. Focus on FMs. Explosion of commercial radios that may swamp any public service offerings (including state radio). Advertising dollars are driving down quality. The proliferation of vernacular-language radio fractures the scene even further. Don't let it distract you from VOA's core offering of public-service radio.

Adam Clayton Powell III prefers to call fragmentation "choice." New media rarely wholly replaces old media. Just like FM didn't destroy SW, mobile won't kill FM. Cites Guy Berger who predicts that Africans will use their mobiles as radios. Elites use them for internet, but others will use them for radio and entertainment.

Percy Wilson expresses much more optimism in ICT market development in Africa, than manufacturing or energy. Touts the importance of private sector development and support.

Dr. Hultman says the Africa consumer is both increasingly sophisticated and demanding media integration and interactivity. Gave lots of examples of how this is actually happening through creative civil society projects.

Emira Woods agrees and reminds us how local everything is getting: more community media, more vernacular languages, more activism and all growing. Al Jazeera getting a lot of influence in urban Africa. The way you used to hear references to BBC as authoritative, you know hear about Al Jazeera - to which she attributes to their bigger African correspondent network. Pretty old-fashioned, yet growing, media. She sees the handheld as a longer-term thing. Radio will be around a long time.

Q3 What is VOA's unique value proposition in Africa?

Emira Woods believes Africans seek a connection to the U.S. and value critical views of U.S. foreign policy. Niche should continue to include a U.S. focus. Grants that a lot of her experience is Liberian, which is uniquely U.S. focused. Feels the lack of 24/7 programming degrades the value VOA can bring through its existing content. Also needs more African presence. They need to see American VOA as a solid, big, tangible presence in the U.S.

Dr. Hultman - Al Jazeera is growing and will continue to challenge VOA's position, despite their challenge of making editorial quality and objectivity more consistent. Still, Africans love when others intervene on their behalf for transparent government. VOA should increase their programming that reflect Africans to themselves.

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Percy Wilson says VOA's road to success is to be first in breaking news, provide access to U.S. people and society - not just government policy - to Africans. He goes to Al Jazeera first when he travels. VOA's value prop is clearly understanding what the audience's needs are and being the first to provide it. Media, like any business, runs on 'go-to' people. Provide those people to African. I.E. has anyone at VOA interviewed textile manufacturers in North Carolina to African who are struggling with their own textile industry?

Adam Clayton Powell III - repeats Percy's charge to deliver 'go to' people, and says technology is the new jazz, which is what made VOA famous in the Louis Conover days. Has VOA Africa ever covered not just Ushahidi - but the WP's use of Ushahidi's technology. An African platform used by one of the most important papers in the world? Who wouldn't love that? Education is another realm, and overlaps technology.

Mary Meyers says in Francophone Africa - which is so dominated by RFI, the role is to provide a counterbalance. Not just to France, but China (RCI) and China's direct support to sometimes one-sided nationalized media.

Q4 Most important impact VOA can have?

Emira Woods - social change and improving peoples' lives is why we get out of bed in the morning, right? More specifically, create free political space so that it helps generate the conditions required for real political freedom. VOA should forge alliances with African civil society and focus in particular on women, technology, environment and health. Ultimately it's a resource issue. She was amazed at the resources available to MBN during a recent trip there.

Dr. Hultman - keep focusing on development news. Provide 'news you can use'. Example is a call in doctor show that was specifically targeted to Francophone 'guest-workers' in Lagos (7 million!) by her company. VOA needs to truly collaborate with local media - has a ways to go to change their reputation among media folks there that they compete with rather than support local media. Also - keep a focus on the positive and optimism.

Percy Wilson - VOA needs to help release the power of entrepreneurship in Africa. Again, more content on technical skills. Africans don't yet truly believe they have the power to change their own lives - that it has to come from outside. Help create a space where listeners are encouraged and challenged to solve their own local problems. Shows that create dialogue about problem-solving.

Adam Clayton Powell cites transparent government, economic development and 'anti-colonialism' as the 3 most important values that should underlie our efforts. The colonialists these days are China and South Africa.

Mary Meyers reiterates others' ideas, but adds that VOA should be known for its investigative reporting, since a lot of local media can't do that. Ideally, it should be in collaboration with locals, although she realized the radical shift in resources that would require.

Minutes of March 11, 2011 Meeting

QUESTIONS FROM ROOM

Gwen: What near-term delivery platform would you invest in, and what one change in content would you recommend?

Adam: partnering with mobile networks, like you did in Kenya.

Teri: same, work with locals and develop a platform, not just content on someone else's platform. The content can then be short and technical -- how to grow this crop.

Elmira: thinks mobile investments are premature for VOA, it needs to get FM and TV up to snuff to where, say they are in MENA.

Mary: SMS headline services, setting up a toll-free line for folks to call from mobile and get audio reading of breaking news.

Doug: Fragmentation usually ushers in a decrease in public service broadcasting and increase in entertainment. Should we therefore be using something other than weekly reach to measure success?

Mary: yes - it's all about quality.

Teri: use a combined measure, and focus on entertaining news and information (like dramas, for example), and numbers will take care of themselves,

Adam: there seems to be an over-focus on 'moving the needle' as a mass broadcaster. Keeping that focus is a policy matter for the board to decide.

Percy: Hey - don't plan to shrink your audience! Congress will always expect growth in numbers.

Governor McCue: How can VOA give voice to the next generation of Ellen Sirleaf-Johnson's?

Emira: It starts with having a presence on the ground. If you can't do it country by country, start with regional programs. Cites Al Jazeera's network again as example.

Tami: VOA staff should become a lab for training women to cover development issues. That might start at home, with increasing capacity of female staff (and number of women) in VOA.

Percy: even economic development is at heart a women's issue. Women run the informal economies in every country in Africa. We don't have enough focus on targeted entrepreneurial training for women. Has to be in the right language - they tend to be less lingua-franca capable.

Adam: can't empower women without educating girls.

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ATTACHMENT 4

Participants in the VOA Roundtables from the Africa Division:

- 1) Gwen Dillard, Division Director
- 2) Negussie Mengesha, Program Manager
- 3) Steven Ferri, Division Senior Web Editor
- 4) Idrissa Dia, Chief, French to Africa
- 5) Mwamoyo Hamza, Chief, Swahili Service
- 6) Ana Guedes, Chief, Portuguese to Africa
- 7) Robert Daguillard, Chief, Central Africa
- 8) Abdi Yabarow, Chief, Somali Service
- 9) David Arnold, Chief, Horn Service
- 10) Aliyu Mustapha, Acting Managing Editor, Hausa Service
- 11) Brendan Murphy, Chief, Zimbabwe Service

Minutes of March 11, 2011 Meeting

ATTACHMENT 10

REPORT OF THE BBG STRATEGY AND BUDGET COMMITTEE

February 22, 2011
10:00 AM – 12:00 PM
BBG Headquarters, Washington D.C.

Members
Governor Michael Meehan, Co-Chair
Governor Enders Wimbush, Co-Chair
Governor Dennis Mulhaupt
Chairman Walter Isaacson (*ex officio*)

Summary of Committee's Recommendations

The Strategy and Budget Committee held a meeting on February 22, 2011 at BBG headquarters in Washington, D.C. The meeting was attended by Chairman Isaacson, Governor Wimbush, Governor Meehan, Governor Mulhaupt, Governor Perino, and Governor Ashe. Governors McCue and Lynton were not in attendance.

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

The Committee recommends that the Board of Governors adopt the following report on the Latin America Regional Review.

Latin America Regional Review

- **Latin America's Strategic Context**
 - The Committee continues the region-by-region review of BBG broadcasting as part of its strategic review process with an in-depth look at BBG programming and distribution in Latin America, involving both the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB).
 - As part of this review, Governors Ashe and Wimbush, along with IBB Director Dick Lobo, and BBG Director of Strategic Planning and Performance Measurement Bruce Sherman, met with senior leadership at U.S. Central Command (CENTCOM) in Tampa, Florida to discuss mutual interests in countries of common concern and to consider the development of a working group to foster further collaboration. See Attachment 2 for a report to the Board from Governors Ashe and Wimbush.

- **External Consultant Panel**
 - As part of the Latin America regional review, panels of external consultants were convened in order to gain value-added insight and bring diverse, relevant perspectives to the regional review.

Minutes of March 11, 2011 Meeting

- A panel of experts on Latin America was convened on February 15, 2011 at BBG Headquarters in Washington, D.C. See Attachment 3 for bios of the panel participants and notes from the expert panel.
 - A panel of experts on Cuba was convened on February 18, 2011 at OCB Headquarters in Miami, Florida. See Attachment 4 for bios of the panel participants and notes from the expert panel.
 - The Committee expresses its gratitude to the panel participants for providing analysis and insight and bringing their diverse perspectives to the Broadcasting Board of Governors review of broadcasting to the Latin American region generally and to Cuba.
- **United States International Broadcast Programming for Latin America**
 - As an additional component of the Latin America regional review, VOA gathered senior managers for a roundtable on February 10, 2011 in Washington D.C. OCB gathered senior managers for a roundtable on February 18, 2011 in Miami, Florida. Both roundtables discussed programming strategies and proposed initiatives.
 - The Committee recommends to the Board a proposal from roundtable discussions to establish a 24/7 satellite channel to Latin America. The channel would target the 18-35 demographic and feature collaborative, crowd-sourced content. A demonstration of the channel will be presented at the March 2011 Board meeting. See Attachment 5 for a “notional LatAm clock,” which provides an example of the possible programming breakdown for the 24/7 channel.
 - With input from both the internal and external review panels, the Committee provides to the Board a Strategic Overview of BBG Broadcasting in Latin America (the “strategic map”) as a draft document subject to further study and review. Once finalized, the strategic map for Latin America will provide, from a BBG-wide perspective, a global strategic framework for the region and will serve as the basis for country-by-country implementation activities.
 - **United States International Broadcasting Distribution and Technology for Latin America**
 - To further contribute to the Latin America regional review, representatives from the IBB Coordinating Committee attended VOA and OCB roundtables held on February 15, 2011 and February 18, 2011, respectively, to discuss current distribution strategies to Latin America and ideas for moving forward.

Minutes of March 11, 2011 Meeting

ATTACHMENT 1

MEETING OF THE BBG STRATEGY AND BUDGET COMMITTEE

February 22, 2011

10:00 AM – 12:00 PM

BBG Headquarters, Washington D.C.

Members

Governor Michael Meehan, Co-Chair
Governor Enders Wimbush, Co-Chair
Governor Dennis Mulhaupt
Chairman Walter Isaacson (*ex officio*)

AGENDA

Strategic Review Update

**BBG strategy and U.S. foreign policy
Mission Statement
Global Operating Environment
Distribution and Technology Review
Regional Reviews**

Latin America Regional Review

Latin America's Strategic Context

- United States Foreign Policy Perspective
- United States National Security Perspective
- Summary of Discussion from Panel of External Consultants Held on February 15, 2011 and February 18, 2011

United States International Broadcasting Programming for Latin America

- Overview of Current Programming Efforts of VOA
- Summary and Discussion of Roundtable Held on February 10, 2011
- Discussion of Strategic Programming Initiatives and Proposals for Latin America

United States International Broadcasting Programming for Cuba

- Overview of Current Programming Efforts of OCB
- Summary and Discussion of Roundtable Held on February 18, 2011
- Discussion of Strategic Programming Initiatives and Proposals for Cuba

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United States International Broadcasting Distribution and Technology for Latin America

- Market by Market Overview of Distribution Platforms to Latin America and Affiliate Efforts
- Discussion of Strategic Initiatives and Proposals for Distribution and Technology Efforts to Latin America

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ATTACHMENT 2

February 19, 2011

To: The Board

From: Victor Ashe
Enders Wimbush

Subject: BBG-CENTCOM Meeting/Agreement in Principle on Working Group

Summary

On February 17 in Tampa, we met with senior officials at U.S. Central Command, laid out our interests in countries of common concern, and agreed in principle to establish a working group to pursue collaboration going forward – subject to full Board approval and, of course, consistent with statutory mandates for BBG autonomy and editorial independence.

Background

This was the first-ever meeting between BBG Board members and senior CENTCOM leadership. It followed prior, preparatory exchanges between BBG staff and CENTCOM officials in Tampa and Bahrain. Representing CENTCOM were major general Michael Jones and brigadier general James Nixon, Chief of Staff and Deputy Chief of Staff, respectively, as well as numerous CENTCOM personnel. IBB Director Lobo and BBG Strategy and Research Director Bruce Sherman also attended for the BBG.

CENTCOM and BBG have strong mutual interests. CENTCOM's area of responsibility covers Egypt, Afghanistan, Pakistan, Iran, and Yemen – each a top national security priority and BBG target market. All told, BBG has a regular audience of some 40 million people in CENTCOM's domain. Recognizing our relevance, General Jones said, "To the extent you are successful, we are not needed."

At the meeting, we reviewed our respective communications operations and capabilities. CENTCOM presented its structure and priorities. Bruce briefed on BBG-CENTCOM linkages, including strategy (how BBG broadcasts advance joint strategic interests), research and analysis (including sharing market and audience data), technical and logistical support (installing and safeguarding transmission facilities, etc.), and even content (e.g., newsworthy interviews of CENTCOM officials).

There was in-depth discussion of Central Asia and Yemen, including CENTCOM assessments and new BBG market and audience data. We discussed BBG broadcasting initiatives, possibly Russian-language satellite TV for Central Asia and FM broadcasting in Yemen, and suggested assistance from CENTCOM could advance both projects. Dick noted his recent trip to

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Afghanistan and BBG's desire for new AM transmission from western Afghanistan into Iran, also where CENTCOM support would be helpful.

Generals Jones and Nixon agreed these projects merited further discussion. This led to the proposal for a BBG-CENTCOM strategic working group to advance concrete collaboration going forward.

Next Steps

Bruce followed up with Colonel John Robinson, CENTCOM's head of strategic communication, to flesh out details for the working group. This was to inform Board consideration of the proposal. We suggest this take place at the March meeting in Miami. (Timing is good given BBG strategy reviews for Central Asia, South Asia, and the Middle East scheduled for April.)

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ATTACHMENT 3

BIOS OF PANEL PARTICIPANTS FOR LATIN AMERICA

Pedro M. Burelli

Founder and Managing Director of B+V Consulting, a financial advisory firm focused on M&A and capital raising advisory in emerging markets. Current advisory assignments focused on Russia, Spain and Latin America. He is Vice Chairman of the Board of publicly traded (Moscow RTS) Rosinter Restaurants Holding. Mr. Burelli was an Executive Board Member of Petróleos de Venezuela until November of 1998. In that capacity he was responsible for financial planning and oversight at the board level. Prior to that, he was Head of JPMorgan Capital Corporation – Latin America, the principal investment arm of JPMorgan. During his career at JPMorgan he was, among other things, a founding Member of the M&A group for Latin America, Director of M&A for the Iberian Peninsula based in Madrid, and Senior Banker for the Andes, Central America and Caribbean region.

Mr. Burelli writes, blogs (www.pmbcomments.com), tweets (@pburelli) and speaks frequently on issues related to Latin America and in particular about his native Venezuela.

Mr. Burelli holds a BA in Political Science (Phi Beta Kappa) from the University of Southern California and MPA Degree from the Kennedy School of Government at Harvard University.

Eric Farnsworth

Eric Farnsworth has been Vice President of the Council of the Americas since early 2003, in that time significantly building the profile and impact of the organization in Washington through intensive policy development and targeted advocacy, timely and frequent programming, and effective public affairs. He is a recognized expert on hemispheric affairs and U.S. foreign and trade policy, having given Congressional testimony on a number of occasions, and is a frequent commentator in the media. He has authored or co-authored articles in American Interest, Americas Quarterly, Current History, and the Journal of Democracy, and is a monthly columnist for PODER magazine. His opinion pieces have appeared in newspapers such as Barron's, the Financial Times, Los Angeles Times, Miami Herald, and other U.S. and hemispheric newspapers.

Prior to joining the Council, Mr. Farnsworth was Managing Director of Manatt Jones Global Strategies LLC, a Washington and Los Angeles-based strategic advisory and business facilitation firm.

From 1995-98, he oversaw policy and message development for the White House Office of the Special Envoy for the Americas. He served at the U.S. Department of State beginning in 1990 and was awarded the Superior Honor Award three times and the Meritorious Honor Award once.

Mr. Farnsworth holds an MPA in International Relations from Princeton's Woodrow Wilson

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School. He is a Harry Truman Scholar, and an alumnus of the Leadership America, Young Leaders of the (NATO) Alliance, and the U.S.-Spain Young Leaders programs.

Raymond Alcide Joseph

Ambassador Joseph is mostly known as a journalist. When he was 19 years old he established the first print shop and founded « Reyon Limyè » (« Rays of Light »), the first monthly Christian newspaper in Cayes, Haiti. « Rays of Light » still exists.

He went to become a radio personality in the 1960's, having founded the first radio broadcast in New York beamed against the Duvalier dictatorship. « Radio Vonvon » or « Radio Bug » was nicknamed the « Six O'clock Mass » because it hit the waves at 6 :00 a.m. and was the broadcast not to miss.

Mr. Joseph translated the first New Testament and Psalms in Haitian Creole under the auspices of the American Bible Society in October 1960.

In the 70's and 80's he was at the Wall Street Journal in New York as a financial writer and co-founded, with his brother Leo Joseph, the Haiti-Observateur, the first crusading commercial Haitian weekly. The Observateur remains the premier organ abroad of the Haitian community.

In 1990, Ambassador Joseph was called to be Haiti's Chargé d'Affaires in Washington and his country's representative at the Organization of American States. After helping with the first democratic elections in December 1990, he returned to the Haiti Observateur where he remained until he was called back to Washington in March 2004, where he is currently the Ambassador.

Ambassador Joseph is a graduate pastor from the Moody Bible Institute in Chicago, a B. A. holder in Anthropology from Wheaton College, Wheaton, Ill. He also has a Master's degree in Social Anthropology/Linguistics from the University of Chicago.

Craig Kelly

Vice President

ckelly@cohengroup.net

Principal Deputy Assistant Secretary of State for Western Hemisphere Affairs (2007-2010)

U.S. Ambassador to Chile (2004-2007)

Executive Assistant to Secretary of State Colin Powell (2001-2004)

Ambassador Kelly retired from the State Department in 2010 after over 25 years of service overseas and in Washington. As Principal Deputy Assistant Secretary of State, he was "chief operating officer" for policy and management in 34 countries from Canada to Chile. Ambassador Kelly focused heavily on economic and commercial relations in the region, and teamed with another senior official to negotiate the "Pathways to Prosperity in the Americas" program, a trade and development initiative involving 14 countries. He served as troubleshooter in several crises in the hemisphere, including during the aftermath of the coup in Honduras, where he had a lead role in brokering the accord that led to resolution of the crisis. He led the biannual migration

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talks with Cuba, and in February 2010 became the highest-level U.S. official in 15 years to visit Havana, where he met with leaders of civil society as well as the government.

From 2004 to 2007 Kelly served as U.S. Ambassador to Chile, where he was an active proponent of U.S. business, bilateral trade and investment and intellectual property rights. He worked with the Chilean government to launch the “American Academy of Science and Technology” in Santiago, dedicated to highlighting science cooperation between the two countries. He led his embassy team in negotiating the “Equal Opportunity Scholarships,” which send 100 Chilean students per year to earn advanced degrees in science and technology in the United States. He worked closely with the Chilean government on UN issues in the Middle East and Asia as well as the Western Hemisphere, and hosted the President and First Lady during the APEC Leaders Meeting in Santiago in 2004. A strong proponent of sports diplomacy, Ambassador Kelly launched an official affiliate of Little League Baseball in Chile.

Ambassador Kelly was Executive Assistant to Secretary of State Colin Powell from March 2001 to June 2004. He supervised the Secretary’s staff and joined the Secretary in all of his meetings with foreign leaders in Washington and in over 90 countries around the world. From 1999 to 2001, Kelly was chief of staff to Undersecretary of State for Political Affairs Thomas Pickering.

Ambassador Kelly has served in a variety of overseas posts. In Paris, he was chief of the political-military section, leading the embassy’s work on NATO, arms control, Bosnia and nuclear issues. He was an election observer for the Organization for Security and Cooperation in Europe in Bosnia and Herzegovina in 1997. In Bogota, Colombia (1985-87) he dealt extensively with political and counternarcotics issues. Kelly also served as political officer at the U.S. Embassy to the Vatican in the final two years of the Cold War. In Washington, his early assignments included senior Nicaragua desk officer and acting director of European Affairs at the National Security Council.

Ambassador Kelly holds numerous State Department awards, including the Presidential Meritorious Service Award for his work in Chile, and the Secretary of State’s Cordell Hull Award for Economics.

Ambassador Kelly holds a B.A. (summa cum laude, Phi Beta Kappa) and Ph.D. from the University of California, Los Angeles, and has studied at Stanford University and the National War College in Washington. He holds a degree from the Ecole Nationale d’Administration (ENA) in Paris and was a Fulbright Scholar in Italy. His languages are Spanish, Italian, French and Portuguese. He and his wife Kimberly Fitzgerald Kelly have two children.

John Kelly, Ph.D.

Founder and Chief Scientist

John Kelly is the founder and lead scientist of Morningside Analytics. His research blends Social Network Analysis, content analysis, and statistics to solve the problem of making complex online networks visible and understandable. John has a Ph.D. (Distinction) from Columbia

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University, and has studied communications at Stanford and at Oxford's Internet Institute. He is an Affiliate of the Berkman Center for Internet and Society at Harvard University.

Christopher Sabatini

Christopher Sabatini is the senior director of policy at the Americas Society and Council of the Americas (AS/COA) and founder and editor-in-chief of the hemispheric policy magazine Americas Quarterly (AQ). Dr. Sabatini chairs the AS/COA Rule of Law working group, which published a report on rule of law in the hemisphere entitled Rule of Law, Economic Growth and Prosperity (also available in Spanish). He also chairs the AS/COA Cuba Working Group. In 2007, Dr. Sabatini launched AQ and has since maintained a regular blog on policy in the Americas on the magazine's website (www.americasquarterly.org). From 1997 to 2005, Dr. Sabatini was the Director for Latin America and the Caribbean at the National Endowment for Democracy. From 1995 to 1997 he was a Diplomacy Fellow with the American Association for the Advancement of Science, working at the U.S. Agency for International Development's Center for Democracy and Governance. He has served as an advisor to the World Bank and the U.S. Agency for International Development. He has published numerous articles on Latin America, democratization, political parties, and the effectiveness of international programs to support democratic development. His most recent work includes an article on ForeignPolicy.com on Cuba, "Our Hapless Man in Havana", and an article on ForeignAffairs.com on the Obama administration's policy toward Latin America entitled "Obama's Tango." Dr. Sabatini regularly provides interviews for The New York Times, The Christian Science Monitor, PBS's World Focus, The Lehrer News Hour, NPR, The Miami Herald, and The Washington Post, and is a regular contributor to the Huffington Post. He has a Ph.D. in Government from the University of Virginia and is an adjunct prof

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LATIN AMERICA EXPERT PANEL

February 15, 2011

2:00 – 4:00 PM EST

BBG Conference Room

On February 15, 2011, a panel of experts on Latin America convened to discuss the media landscape of Latin America and the potential impact that the BBG can have in the region. This inter-disciplinary panel is a critical component of the Latin America regional review and it brings diverse, relevant perspectives to the table.

Panel participants included:

- Amb. Craig Kelly, vice president of the Cohen Group and former Principal Deputy Secretary of State for Western Hemisphere Affairs
- Eric Farnsworth, vice president of the Council of the Americas
- Christopher Sabatini, senior director of policy at the Americas Society and Council of the Americas (AS/COA)
- Pedro Burelli, managing director of B+V Consulting
- Raymond Joseph, Haitian ambassador to the US from 2005-2010

The panel was organized around a series of questions for the panelists to address to focus their analysis. Questions and responses from panel participants follow.

1. What powerful forces are likely to shape the Latin American political, economic, social, ideological landscape for the next decade?

- *Mr. Joseph:* First, in Haiti, the youth will shape the future of country. More than half of the population of Haiti is under the age of 35. This is a group that is not shaped by ideology and a group that will be looking for practical solutions and job creation. Second, cell phones are increasingly influential in Haiti. One example of the potential influence of cell phones is the use of text messaging to Haitian diaspora populations by presidential candidate, Michel Martelly. Third, nature and re-forestation efforts will shape the future of Haiti.
- *Amb. Kelly:* One force shaping Latin America is the strengthening of centrist politics and pragmatic solutions. Recent elections in Colombia, Brazil, and Chile demonstrate this new and growing centrist trend. Second, the globalization of the region, especially in the areas of education and trade, is a significant factor. U.S. policy needs to be globalized with Latin America. It should be embraced and not treated as a threat. The private sector is currently leading this globalization movement. However, this approach is not universal and broadcasting might still take a more traditional approach in countries such as Cuba and Venezuela.
- *Mr. Farnsworth:* The first influencing factor is the rise of non-U.S. powers, such as Brazil and China. It should be noted that the Chinese investment model has distinct differences

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from the Western model. Second is the concern for crime and personal security, which becomes increasingly important in areas with few job prospects for youth.

- *Mr. Sabatini:* First, divergence within countries and regions is a factor. Latin America is a diverse region more so now than ever before. Second, the youth will be a factor. Youth unemployment is twice the rate of adult unemployment. It is important to remember that youth consume their information differently. Third, there are more sources of information than ever before and there is a declining appeal of earnest news-making. VOA could consider a more light-hearted approach or new packaging of content. Fourth, state-sponsored media from China is growing across Latin America. Fifth, there is a growing sense of ethnic diversity in the region. Finally, the last factor is cognitive dissonance.
- *Mr. Burelli:* First, there are marked differences within Latin America. There is no one policy that will fit all countries. We need a host of bilateral relationships and we need to focus on issues that are individual to each country. Second, stability in Latin America has brought new issues. There is a new focus on the rising, stable, confident, entrepreneurial class. Third, the early adaptive nature of the region provides a potentially friendly audience. Fourth, technology growth provides even more information to Latin America. The elites are very connected and tons of content is available to them.

2. How might you describe the Latin American information consumer – or the variety of consumers – in the next five years? What sort of relationship will they want with their media?

- *Mr. Joseph:* Haitian information consumers want practical information. They want to know how information affects them. Although Haitian consumers might not be as sophisticated as media consumers in other regions, they have many sources of news available to them, including information from Venezuela and China.
- *Amb. Kelly:* Latin America information consumers are increasingly on mobile devices. Private sector counterparts are particularly innovative in this area because they are forced to remain attractive in these areas to earn advertising revenue.
- *Mr. Farnsworth:* Media consumers have a variety of information sources, but we should not neglect traditional outlets for media. Radio can still be effective given its immediacy and intimacy.
- *Mr. Sabatini:* Consumers want to slice and dice their information. They want to choose their news and be able to re-use and re-purpose it. Second, the “wiki” element is also present. Consumers want to participate and comment on news. They have an expectation of being included. This engagement could be harnessed by in-country bloggers and mobilized youth. Last, consumers want practical news. “How to” information is increasingly important. For example, “how to gain access to global markets” could be a potential topic of interest.

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3. What do you think Latin American audiences see as our unique value proposition? What do and can we offer them that they get nowhere else?

- *Mr. Farnsworth:* Latin American audiences are as sophisticated as North American audiences. One area where VOA could add to the discussion is to inform audiences on how the U.S. political system works. It is not well understood in the region.
- *Mr. Burelli:* Given the potentially friendly audience in Latin America, policy explanations make sense and one audience to those explanations could be other journalists in the country.

4. What should we consider our most important impact and how should broadcasting encourage outcomes that we value? (e.g. understanding of current events, information freedom, democratic change)

- *Mr. Joseph:* English should have a special place in your broadcasting. There is a hunger for English learning in Haiti. Another suggestion would be to target Haiti's countryside, as opposed to only concentrating on Port-au-Prince.
- *Amb. Kelly:* The commuter radio platform is valuable. Also, presenting diverse voices from the U.S. is important. Specific topics of interest include news on science and sports, areas where the U.S. is respected. English language programming to youth could also provide impact. Youth in Latin America are very interested in learning English and there is no one providing this content currently, although China is providing this type of content in Chinese.
- *Mr. Farnsworth:* To make an impact, VOA could package stories and encourage valued outcomes.
- *Mr. Sabatini:* VOA's goal should be inclusion, and not the reinforcement of American values. American values are already out there. VOA needs to reflect diversity and include Latin Americans in the news and economy.
- *Mr. Burelli:* We are operating under the assumption of scarce resources, both human and financial. You need to focus on the multipliers, because some audiences are more effective than others. You seem to be shooting wide now. Also, you should not operate under the assumption that 100% is the limit of penetration. Consumers are engaged on multiple devices now. VOA needs to leapfrog the next two years and push ahead in this area. VOA can also add editorial integrity. The quality of content is important and you need to bring a level of seriousness to contribute to a deeper debate through content sorting and alliances with companies that do this well.

At the conclusion of the panel discussion, John Kelly, founder of Morningside Analytics, provided a presentation on recent research in the Spanish blogosphere. He emphasized that the Spanish blogosphere is global, with a great deal of content sharing across countries. Generally, government-funded media is almost exclusively a source of news for Latin American blogs on "U.S. facing" issues, with the BBC being the dominant source of government-funded media.

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VOA falls in behind the BBC, along with sources from China, Russia, and Germany. In addition to “U.S. facing” issues, VOA tends to be a source of information on Venezuelan politics, and both VOA and Radio and TV Marti tend to be a source for the Cuban opposition movement. Mr. Kelly’s concluding points were that VOA should be focusing on the “voices of America.” He also emphasized the interest in English language programming in Latin America.

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ATTACHMENT 4

BIOS OF PANEL PARTICIPANTS FOR CUBA

Wilfredo Cancio

Mr. Cancio was born in Sancti Spiritus, Cuba in 1960. He is a journalist, critic and university professor. He received a doctorate in Information Sciences from the University of Laguna, Spain in 1998. He was former professor at the University of Havana School of Communication (1983-1994), a movie and theater critic in the best known cultural publications of the Island. In 1994, Mr. Cancio came to the United States as part of a special program of the McArthur Foundation and the University of North Carolina at Chapel Hill. He worked at Barry University (1995-1997) and as correspondent for Radio Bilingual, California and the International Press Service (IPS). In the late 1998, he worked as reporter of Cuban news with El Nuevo Herald for 11 years. At El Nuevo Herald, he was also Chief of Information between 2007-2009. Mr. Cancio formed part of a group of experts and editors that worked on Encyclopedia of Contemporary Latin American Culture (Routledge, London in 2000); Cuba: An Illustrated Encyclopedia (Oryx Press, USA in 2002) and Encyclopedia of Caribbean Literature (Greenwood Press, USA in 2006). He is the author of Chronicles of Impatience. El periodismo de Alejo Carpentier (Ed. Colibrí, España, 2010). He is professor of the Division of Continuing and International Studies (Koubec Center) of the University of Miami. He is now in AmericaTeVe-Channel 41 in Miami as executive producer.

Gonzalo Guillen

Mr. Guillen was born in Bogota Colombia in 1952. He studied Communication Sciences at Jorge Tadeo Lozano University in Bogota, Colombia. A journalist since 1975, Mr. Guillen has worked in “El Tiempo” for six years y Bogota, Colprensa News Services as Chief Editor for three years. He worked at TV Hoy, a television show, for four years and at La Prensa newspaper in Bogota as Publisher for eight years. He has also worked for El Universo newspaper in Guayaquil, Ecuador (Chief Editor) and El Pais in Cali as publisher.

Since February 2000 through May 2010, Mr. Guillen works as writer for El Nuevo Herald of Miami, based in Bogota to cover events in that part of the region with emphasis in Colombia. Presently he is president of the Colombian chapter of the Press Institute, IPYS, advisor of El Universo of Guayaquil.

Mr. Guillen is professor of International Relations – Jorge Tadeo Lozano University, Bogota and is freelance investigator for Applied Research Center of Florida International University.

He is recipient of two international journalism awards – Rey de España shared with Andres Pastrana, three national awards “Simon Bolivar”, two national awards CPB (Circle of Journalists in Bogota), and in June 2010 received with Gerardo Reyes, the award given to the Editors Society of Florida Newspapers, in the United States, in the area of investigations.

Mr. Guillen’s books include:

“Los que nunca volvieron” about Colombian immigrants Venezuela.

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“Guerra is War” about the drug war with the United States and the Colombian government.
“Chronicles of the Dirty War” about the world and the underground drug trafficking.
“A Country of Losers” anthology of official corruption in Colombia.
“Confessions of a Narco”
“Pablo Escobar’s Confidants”
The Fall of the Mayan Empire”

He has worked on several publications among them *Ercilla* a magazine from Chile (Colombian correspondent for four years) “Cromos” from Colombia, “American Economics” of Chile and “Weekly” of Colombia

Joel Gutierrez

Mr. Gutierrez is a Nicaraguan journalist with experience in both the Nicaraguan and U.S. markets. He started his career in Miami’s Spanish radio stations, later moving on to print journalism and television. For over 12 years, Mr. Gutierrez has worked in newsroom management positions, which have included administrative responsibilities.

Currently, Mr. Gutierrez is a Communications professor at Thomas More University, in Managua and News Director at Channel 2 in Nicaragua.

Mr. Gutierrez’s education includes: John S. Knight Professional Journalism Fellowship from Stanford University, Palo Alto, CA in 2009; Seminar, Evaluacin de Proyectos y Estructuracin de Financiamientos with INCAE, Managua, Nicaragua Ago. in 2004; and an MBA from Thomas More University, Managua, Nicaragua in 2003 and Communications from Florida International University, Miami, FL in 1987.

From 2002-2005, Mr. Gutierrez was Television Producer at Channel 2 in Nicaragua. From 1999-2002, he was News Director at La Tribuna Newspaper in Nicaragua. From 1997-1999, he was City Editor at El Nuevo Herald in Miami, FL. From 1994-1997, he was News Director at La Tribuna Newspaper in Nicaragua. From 1993-1994, he was General Assignment Reporter at El Nuevo Herald in Miami, FL.

Casto Ocando

Mr. Ocando is a senior Venezuelan journalist. Since 2002, he has served as an investigative reporter for The Miami Herald and El Nuevo Herald, focusing on Venezuela-Colombia affairs and socio-political and economic trends within South Florida’s diverse multi-ethnic communities, including the Venezuelan community. While at the Miami Herald, Mr. Ocando also provided freelance contributions to *Tiempos del Mundo*, a sister publication of the Washington Times. From 2000-2005, Mr. Ocando served as Miami Bureau Head of *Semanario Quinto Día*, Quinto Día Publishing Company, in Miami, Florida, and served as Founder and Editor-in-Chief of the publication in Caracas, Venezuela from 1996-2000. From 1993-1996, Mr. Ocando served as a staff writer for *Diario El Universal*, El Universal Publishing Company, in Caracas, Venezuela.

Mr. Ocando has received numerous awards for his investigative reporting, including The Benjamin Spears Award in Print Journalism, The Sunshine State Journalism Award, The Herald

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Heroe Award, National Association of Hispanic Journalists Awards, National Journalism Award, National Journalism Award: “Monseñor Pellín,” and the Andrés Bello Order. Mr. Ocando attended the University of Zulia in Maracaibo, Venezuela, where he received a bachelor’s degree in Mass Communications, specializing in print media.

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CUBA EXPERT PANEL

February 18, 2011

10:00 AM to 12:00 PM (EST)

Office of Cuba Broadcasting

On February 18, 2011, a panel of experts on Cuba convened to discuss the media landscape and the potential impact that the BBG can have in the region. This inter-disciplinary panel is a critical component of the Latin America regional review and it brings diverse, relevant perspectives to the table.

Panel participants included:

- Wilfredo Cancio, Executive Producer at AmericaTeVe-Channel 41 and Professor of Continuing and International Studies at the University of Miami.
- Gonzalo Guillen, Journalist for El Nuevo Herald and Professor of International Relations at Jorge Tadeo Lozano University in Bogota, Colombia
- Joel Gutierrez, News Director at Channel 2 in Nicaragua and Professor of Communications at Thomas More University
- Casto Ocando, senior Venezuelan journalist for The Miami Herald.

The panel was organized around a series of question for the panelists to address to focus their analysis. Questions and responses from panel participants follow.

1. What powerful forces are likely to shape the Cuban political, economic, social, ideological landscape for the next decade?

- *Mr. Cancio:* The Cuban landscape is more pragmatic, not ideological, and there seems to be a rejection of politics. Looking at Cuba from the outside, we have an exaggerated sense of the importance of dissidents in society. Most Cubans are interested in improving lives, music, and sports. They want to be in contact with the technological elites of the world and they want to communicate through new technologies. Limitations coming from the outside, such as sanctions, are seen to be negative. The one million Cubans outside the island have their position, but they are in the minority. Currently, there are 11 million people are in Cuba, while only one million are on the outside. The education system is declining, but an elite class is forming that could compete at the highest level with a bit more information. Official journalists are part of that group in some cases; people in the Cuban government. People in exile and those outside the power circles in Cuba communicate with each other. They exercise their professions freely, at an increasing rate. Marginalization of outsiders has increased, but they are becoming more relevant through independent channels of communication. Young people want to be part of the outside world, and they do not want to be like their parents. The youth are seeking to establish relations with the outside world beyond the communist party and the communist youth. They look toward increased human relations and access to music, religion, and necessities.
 - *Mr. Gutierrez:* The youth in Cuba are frustrated, they resent restrictions, and the establishment has no credibility with them. They have no confidence in politics, similar to
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Nicaragua. There are many economic, psychological, and political aspects to consider. Economic frustrations will be key to how events develop in the future. Looking at Cuba's relationship to Venezuela, Cuba is the ideological leader, but Chavez is the financier—but to what extent will he be able to keep doing that? Things can only get worse in Cuba. Castro's plan on food shortages is doomed. This will create tensions because people will be hungry and they will have little time for politics. Music and technology are important. An iPod is important, but could not be more subversive. Radio and TV Marti have the opportunity to promote change by showing a contrast between Cuban reality and outside reality. The Martis should stay away from heavy ideological messages and give more practical information. Show how other developing countries have fertile ground for change and show stories of other countries that have been able to institute peaceful change, including Egypt.

- *Mr. Ocando:* Currently, there is a lot of Cuban activity in Venezuela, from military activity to healthcare, and up to 100,000 Cubans are working in Venezuela. Despite government efforts to control access to information, there has been an explosion of news outlets in Venezuela. Cubans working in Venezuela have access to information and they have friends on the island and travel back and forth, although they have faced violence in the poor areas of Venezuela. Venezuela becomes an important audience given the travel between the two countries. The Venezuelan experience is an opportunity to see the world in a new way. Cubans are changed and become more consumerist. Chavez would like to play a major role in the Cuban transition. Through cable and internet access, the Venezuelan government is planning to use this major information highway to design control system surveillance. Many people think that if Castro goes down, then Chavez will too.
- *Mr. Guillen:* The Cuban paradigm is Latin America, not necessarily in a political sense, but in terms of culture and their place in the world. Currently, there is a bad feeling in Venezuela towards Cubans. There are also a growing number of business opportunities in Latin America—it is not as necessary for people to come to Miami now. The Martis should share information on success stories, difficulties, and challenges in Latin America. It should be less about bashing Chavez and more about highlighting other success and inspiring Cubans.

2. How might you describe the Cuban information consumer – or the variety of consumers – in the next five years? What sort of relationship will they want with their media?

- Cubans are interested in the daily life of Latin America—food, sports, music, culture, and history. Raul's changes have opened up an appetite for information.
- Radio is very important in Cuba, especially in the outskirts where there is little access to technology and TV. Radio is more credible and important in Cuba than in other countries.
- Young people have the potential to make the change. They want to know how to get rid of Castro. The Martis should be a big platform for social networking—Facebook, Twitter, etc.
- It is hard to get feedback from Cuba. Recent arrival surveys provide some feedback, but we need to get more feedback through social media platforms.
- There needs to be a viable transition model as a pillar of discussion in programming.

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3. What do you think Cuban audiences see as our unique value proposition? What do and can we offer them that they get nowhere else?

- If the Martis had an intense program of Latin American news, it would be well-received. There is a great interest in simple things: making a Colombian meal; surnames common to both Cuban and Colombians; Cubans working in Colombia or other countries where they have helped establish important infrastructure. Cubans should know more about their countrymen. They are also interested in light, cultural issues such as the life of a Cuban baseball player in the U.S. or Univision soaps. Music, culture, and sports coverage can reinforce the position that Marti has and give it immediacy and credibility
- There are four options for the Martis:
 - (1) Bystander approach providing entertainment programming
 - (2) Information provider
 - (3) Entertainment plus information—noting that many Cubans are not interested in politics, but are interested in getting rid of Castro
 - (4) Platform for social networking

4. What should we consider our most important impact and how should broadcasting encourage outcomes that we value? (e.g. understanding of current events, information freedom, democratic change)

- Radio and TV Marti contribution could foster constructive, democratic change in Cuba. For short or medium term impact, Radio and TV Marti should:
 - Set the mood, especially among young people, for an Egypt. Channel frustrations into people taking a stand. There have been spontaneous demonstrations in Cuba. Although, there is less likely to be an Egypt in Cuba because the country is more closed and there is less access to technology—unlike the Arab world.
 - Focus on international economic information, sports, culture, and provide interviews with important people.
 - Provide science and professional programs for the elite.
 - Offer a window into the world that they could aspire to—economically, culturally, and technologically.

Prior to the expert panel discussions on February 18, 2011, the Broadcasting Board of Governors held a dinner for members of the Board of Governors, government officials from the State Department, and senior management from the Office of Cuba Broadcasting and the International Broadcasting Bureau to explore the current political, economic, social, and ideological climate of Cuba, as well as the media landscape. Notes from those discussions follow:

- Cuba is in a time of transition. The young population does not continue the loyalty that its parent's generation held for the Castro brothers. And like other young populations pressuring governments around the world, they strain against the economic hardships and constraints that keep employment and standards of living low. Economic conditions are dire. Public

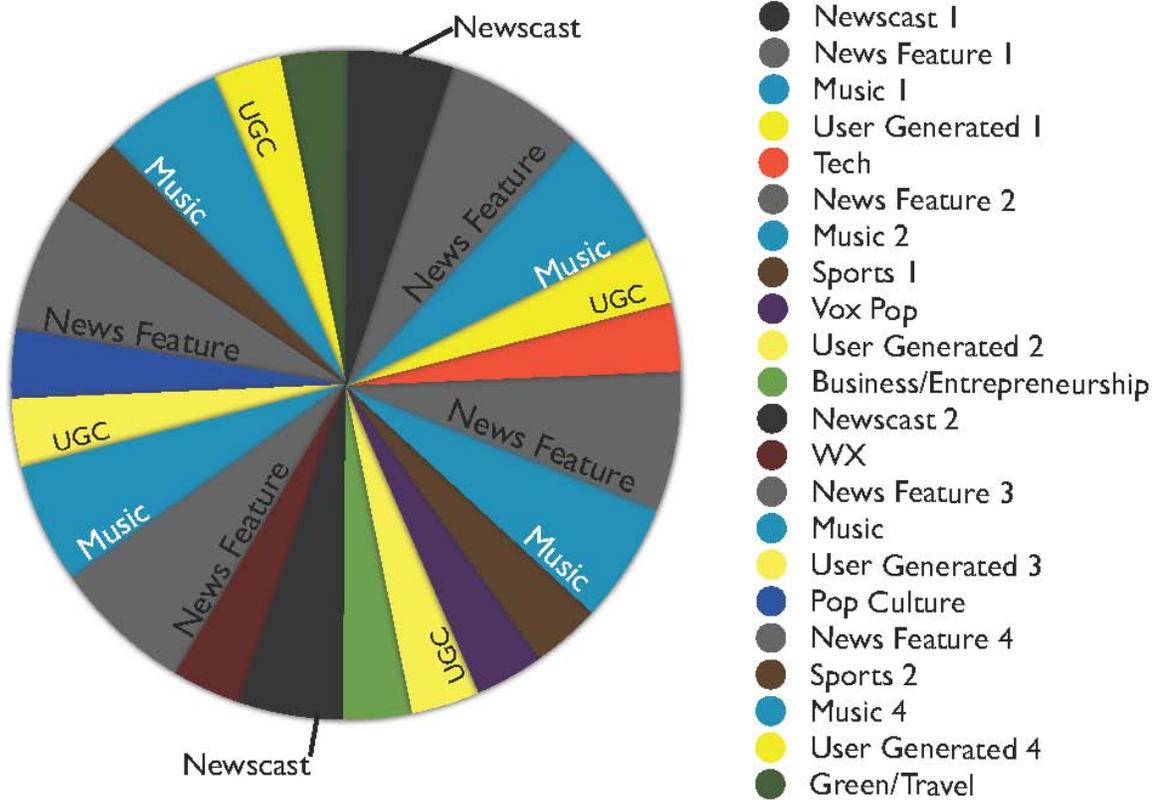
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sector employees have been taken off the rolls. This is the priority issue for Cuba's leadership.

- In spite of the limits on news and information in Cuba, young people are aware of the technologies available outside; they seek out the music and culture of other parts of the hemisphere and the world. The Obama Administration has ended some of the restrictions on travel to Cuba, which makes travel by relatives, researchers, and academics more frequent and provides more contact with cultures outside of Cuba. Venezuela has aided Cuba by providing Internet cable access to the island. While the Internet is still more of an "intranet" restricted by the government, and it is still illegal in Cuba to seek out programming beyond the intranet, the very existence of some web access whets the appetite of young people for greater access and the tools for gaining access—iPads, mobile devices, etc. There is also evidence that Cubans are purchasing satellite dishes and displaying them openly, and the dishes that can be seen are not "homemade." As has been reported anecdotally, USINT verified stories of neighborhood cable systems where a single satellite owner hooks up his neighbors to a cable to access the programming.
- Cuba is a priority for U.S. policy because of the country's human rights situation and its proximity to the U.S. Unrest or chaos in Cuba will have repercussions for the U.S., especially in Florida.
- Ideas for U.S. International Broadcasting to Cuba:
 - OCB should look to the future, reaching out to the younger generation. They will drive the process.
 - Don't be the Voice of Miami. OCB needs to be the Voice of the region.
 - In the hollow economy of Cuba, power will be with those looking at economic reform. This will be a topic of great interest.
 - Make use of DVDs
 - Be aware that bandwidth is a problem for web use in Cuba. Cubans use the web more for chat and email than as a source of information.
 - English teaching can be a valuable tool – for jobs in the tourism sector as well as for information dissemination.
 - Help to prepare Cubans for their future.
 - Radio Marti is and should remain an important symbol that the United States government is committed to freedom of information.

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ATTACHMENT 5



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REPORT OF THE BBG GOVERNANCE COMMITTEE
November 18, 2010
8:30 – 11:00 AM
BBG Conference Room

Members Walter Isaacson, Chair of the Broadcasting Board of Governors (*ex officio*)
Governor Victor Ashe, Committee Co-Chair
Governor Dennis Mulhaupt, Committee Co-Chair

Summary of Committee’s Recommendations

This meeting of the Governance Committee took place on November 18, 2010 at BBG Headquarters. Governors Victor Ashe and Dennis Mulhaupt were in attendance and co-chaired the proceedings. Governor Enders Wimbush was also in attendance. BBG Chair Isaacson was not in attendance.

The Governors deliberations were assisted by the following attendees; Jeffrey Trimble (Executive Director, BBG), Paul Kollmer-Dorsey (Board Secretary and BBG Deputy General Counsel), Oanh Tran (Special Projects Officer), and Ashley Pyle (Presidential Management Fellow). Other meeting attendees are listed at the end of this document.

The agenda of the meeting is set for in Attachment 1 to this report.

Based on its deliberations, the Governance Committee makes the following recommendations to the Board:

Agenda Topic 1 – Introductory Matters

- Committee Recommendations –
 - That the plenary Board adopt the Governance Committee recommendations from the September 15, 2010 Governance Committee Report, noting that the plenary Board had already adopted several of the Committee’s recommendations at the Board’s September 17 and October 13, 2010 meetings.¹
 - Noting that the plenary Board broadened the Governance Committee’s mandate to include the functions of the Personnel Committee of the prior Board, that the Governance Committee Terms of Reference be furthered broadened to include the overall structure and use of human capital within BBG-funded United States international broadcasting (including, without limitation, issues of staff morale and management structures).²

¹Adopted by the Board at the November 19, 2010 Board meeting.

²Adopted by the Board at the November 19, 2010 Board meeting.

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- That the Committee's Terms of Reference be further revised and updated to reflect, as appropriate, decisions that have been taken by the Board and that, going forward, the BBG staff be directed to propose such revisions and updates on a rolling basis.

Agenda Topic 2 – Board Operations and Responsibilities

- **Bandwidth of Board and Board staff**

- Committee Recommendations –

- That the Governors consider the “Board Member Responsibilities” described by the prior Board (and attached hereto as Attachment 2) in light of the decisions made to date by the current Board concerning Board operations, committee operations and the roles of the Governors when acting as Directors of the grantees.
- That the BBG Executive Director assess the workload and responsibilities of BBG staff members given the current governance structure and report findings to the Governance Committee in closed session.

- **Devolving More Responsibility and Activity from the Board to Committees**

- Committee Recommendations –

- That the plenary Board note the Committee structure established by the Board to facilitate BBG governance, along with the functions assigned to each Committee. A chart illustrating the Committee structure is attached as Attachment 3.³
- In order to take advantage of BBG staff resources as efficiently as possible, that individual Governors endeavor, where possible, to raise new issues and requests for information as agenda items within the Board's existing committee structure, rather than reaching out to individual BBG staff members and that individual Governors give due consideration to, and clarify, the relative priority of their respective requests to BBG staff as compared to other ongoing Committee and Board projects.⁴

- **Agency Management**

- Committee Recommendations –

- That the plenary Board note that (i) as head of agency, the Board has ultimate responsibility for ensuring that the BBG is a well-managed federal agency; and (ii) the authority for the day-to-day management of certain key functions of the federal

³ Adopted by the Board at the November 19, 2010 Board meeting.

⁴ Adopted by the Board at the November 19, 2010 Board meeting.

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agency as delegated to the Director of the International Broadcasting Bureau, as shown in the chart set forth in Attachment 4 hereto, subject to the Board's ongoing supervision.⁵

- That the plenary Board affirms that management and operation of the BBG as a federal agency in accordance with best federal practices is of strategic importance to the Board and to the continued success of United States international broadcasting.⁶
 - That the Committee assess and clarify in a recommendation to the plenary Board the authority of the IBB Director to manage the day-to-day operations of certain key functions of the federal agency.⁷
 - That the Committee consider reporting mechanisms that will allow the plenary Board to assess the status of Agency policies and practices in key areas within the federal agency compared to best federal practices.⁸
- **Differences of Federal Agency vs. Private Non-Profit Entity Governance**
 - Committee Recommendations –
 - That the plenary Board note that key differences exist in the applicability of federal law and regulation between the BBG as a federal agency and the grantees, as private nonprofit corporations, including procurement law, employment law and other key areas.
 - That the plenary Board affirm that, in implementing its mandate over United States international broadcasting, BBG should take advantage of the operational flexibilities of its private nonprofit grantees, while giving due consideration to the requirements of the BBG's statute and federal laws and regulations that are applicable to federal grantees.⁹
 - **Government in the Sunshine Act Compliance Protocol**
 - Committee Recommendations –
 - That the plenary Board note (i) the requirement of the Government in the Sunshine Act to make the decision-making of the Board open to public observation, subject to the statutory exceptions that are intended to preserve the integrity of the Board's deliberative processes, and (ii) that the BBG Office of General Counsel has appointed a Government in the Sunshine Act compliance officer to monitor proposed Board

⁵ Adopted by the Board at the November 19, 2010 Board meeting.

⁶ Adopted by the Board at the November 19, 2010 Board meeting.

⁷ Adopted by the Board at the November 19, 2010 Board meeting.

⁸ Adopted by the Board at the November 19, 2010 Board meeting.

⁹ Adopted by the Board at the November 19, 2010 Board meeting.

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activities and make recommendations to the Board Secretary to assure compliance with the requirements of the Act.¹⁰

- That the plenary Board adopt the Government in the Sunshine Act compliance protocol set forth in Attachment 5 as a guideline for structuring applicable Board activities in order to remain in compliance with the Act.¹¹
- **Firewall Violations Reporting Mechanism**
 - Committee Recommendations –
 - That the plenary Board notes that (i) the United States International Broadcasting Act of 1994 (as amended) contains safeguards (and the Board acts as a “firewall”) to preserve the journalistic independence and integrity of BBG programming from political and other types of interference from other parts of the federal government,¹² and (ii) these safeguards also apply expressly by statute to the Board itself, the Secretary of State and the Office of the Inspector General.
 - That the BBG staff be directed to recommend modifications to the existing firewall policy to enhance its effectiveness.
 - That the existing policy be modified to require that, upon learning of any firewall violation, the relevant entity head shall report such violation immediately to the BBG Executive Director¹³ who shall forthwith report such information to the plenary Board.
- **Crises Management**
 - Committee Recommendations –
 - That the Governance Committee note the existing policy for dealing with international broadcasting crises in place since April 2001.
 - That BBG staff be directed to assess the existing policy, based upon input from the IBB Director and the broadcasting entities, and make recommendations to the Governance Committee on such changes to the policy as may be advisable, given the current state of BBG-sponsored United States international broadcasting and the BBG’s operating history.¹⁴
- **Governance Committee Information on BBG Website**

¹⁰ Adopted by the Board at the November 19, 2010 Board meeting.

¹¹ Adopted by the Board at the November 19, 2010 Board meeting.

¹² Adopted by the Board at the November 19, 2010 Board meeting.

¹³ Adopted by the Board at the November 19, 2010 Board meeting.

¹⁴ Adopted by the Board at the November 19, 2010 Board meeting.

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- Committee Recommendation –
 - That BBG staff be directed to develop and propose “user-friendly” portals for the public to access information related to Board meetings and operations and propose a protocol for proactively releasing decisions of the Board to the public, consistent with Board guidance.¹⁵

Agenda Topic 3 – Entity Authority

- **Relationship between the BBG, VOA, OCB, and IBB**
[Deferred to a future meeting]
- **Delegation of Authority to the BBG Executive Director**
[Deferred to a future meeting]
- **Delegation of Authority to the IBB Director**
[Deferred to a future meeting]

Agenda Topic 4 – Grantee Oversight

- **Principles for Revision of the Grant Agreements**
 - Committee Recommendations –
 - That the Governance Committee note the Board’s September 17, 2010 decision to revise the grant agreements to reflect the operational realities of the relationships between the BBG and each nonfederal grantee.
 - That BBG staff be directed to initiate efforts to revise the grant agreements consistent with the plenary Board’s September 17, 2010 decision.¹⁶
- **Entity By-Laws Harmonization**
[Deferred to a future meeting]
- **Entity Oversight and Compliance (audit committee, expense approvals, etc.)**
 - Committee Recommendation –

¹⁵ Adopted by the Board at the November 19, 2010 Board meeting.

¹⁶ Adopted by the Board at the November 19, 2010 Board meeting.

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- That each grantee should establish an audit committee of its respective Board of Directors¹⁷ and that each such audit committee should assess the internal financial controls of such grantee to track and justify expenses, guarantee the integrity of each grantee's financial statements and comply with the terms and conditions of BBG's grants and the requirements of applicable federal law.

Other Attendees

Maryjean Buhler, Chief Financial Officer
Susan Andross, Congressional Coordinator
Letitia King, Director of the Office of Public Affairs
Dick Lobo, IBB Director
Bernadette Burns, RFA General Counsel
John Lindburg, RFE/RL General Counsel
Anne Noble, MBN General Counsel
Andrew Krog, Government in the Sunshine Act Compliance Officer
Dan Austin, VOA Director
Barbara Brady, VOA Chief of Staff
Steve Redisch, VOA Executive Editor

¹⁷ Adopted by the Board at the November 19, 2010 Board meeting.

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ATTACHMENT 12

BBG GOVERNANCE COMMITTEE Proposed Revisions - Terms of Reference

Purpose

The objective of the Governance Committee is to develop and recommend governance rules and practices to the plenary Board that will enable Board deliberations to be orderly and focused on discharging the non-delegable Board authorities set out in the BBG statute, including setting the strategic tone and direction of United States international broadcasting and providing appropriate oversight for the entities involved in broadcasting operations. The committee should seek to organize and optimize the roles, responsibilities, and operations of the Board and its interactions with staff, both at the BBG level and in the broadcasting entities.

Background

The International Broadcasting Act of 1994 (as amended) leaves certain rules of Board operations and key governance questions open for the Board of Governors to decide. These open questions are complex and should be considered in light of the operating history and requirements of the Board and the federal and nonfederal elements of US international broadcasting.

Members

The Governance Committee will be composed of three (3) Governors selected by the plenary Board. A Committee Chair will be appointed by the Chair, subject to the Board's approval.

Support for Committee Operations

The operations of the Governance Committee will be organized and supported by the Secretary of the BBG Board and by a support team recommended by the BBG Executive Director and approved by Committee members. The support team should consider input from BBG staff, the International Broadcasting Bureau, and each of the federal and nonfederal programming entities.

Administrative Provisions

The Governance Committee should be a standing committee of the Board. The Chair of the Governance Committee should establish a meeting schedule and select meeting venues.

Committee Mandate

The Governance Committee should consider and submit recommendations and proposals to the plenary Board concerning the following:

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1. Desirability of creating By-Laws to guide the activities and operation of the Board to address rules and procedures of Board operations, including:
 - a. documentation of Board decisions and voting,
 - b. possible creation of additional Board leadership structures or mechanisms,
 - c. mechanisms for a majority of Board members to call extraordinary meetings of the Board,
 - d. mechanisms for Board evaluation of the executive director, and
 - e. assignment of additional matters to the Board's Committee by the plenary Board or the Chair or as determined by the relevant Committee chair.
2. Role and duties of the BBG Chair, including reviewing the plenary Board's formal delegation of authority dating from January 2000.
3. Structure and timing of meetings of the plenary Board, Board committees and operating entity Boards of Directors, including the appropriate venues for such meetings, e.g. in Miami, Prague, etc.
4. Delegation of BBG operational authorities to the IBB Director, as well as the supervisory role of IBB vis-à-vis the federal programming entities and the role of IBB coordinating committee required by the BBG statute.
5. Governance of non-federal grantees, including composition of grantee Boards, delegations of authority to grantee management, conditions and verification of grant compliance.
6. Role of the BBG staff, including the role and duties of, and delegation of authority to, the executive director of the BBG, vis-à-vis the Board and the federal and nonfederal elements of US international broadcasting.
7. Relationship of the Board and USIB entities, including the appropriate roles and levels of participation of USIB entities in Board deliberations and other appropriate mechanisms to facilitate and increase cooperation and consultation between the Board, the BBG staff, and other USIB elements.
8. Agreements and relationships with other international broadcasting entities and governments and for monitoring such agreements and relationships on behalf of the Board. The Committee will work cooperatively with the Strategy and Budget Committee as necessary and appropriate to fulfill this responsibility.

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9. Management of performance reviews, salary, and awards for VOA, OCB, and IBB directors and recommendations for the same for RFE/RL, RFA, and MBN.
10. Management of the BBG Executive Director and oversight of the BBG Executive Director's management of the BBG staff.
11. Oversight of the overall structure and use of human capital within BBG-funded United States international broadcasting, including, without limitation, issues of staff morale and management structures.
12. Oversight of the federal agency's authority to accept gifts from outside sources.
13. Other matters assigned to the Committee by the plenary Board or the Chair.

BBG FIREWALL POLICY

The United States International Broadcasting Act of 1994 (as amended) contains safeguards to preserve the journalistic independence and integrity of BBG programming. The Act expressly obligates the Secretary of State, the Board of Governors, and the Inspector General to respect the professional independence and journalistic integrity of the broadcasters. In addition, the Act authorizes the Board to monitor and evaluate the professional integrity of United States international broadcasting and to ensure that broadcasts comply with the highest standards of broadcast journalism, including accurate and objective news reporting.

The firewall policy of the Broadcasting Board of Governors incorporates the Act's safeguards and addresses both external and internal threats to BBG's journalistic independence or credibility. The scope of the BBG firewall policy is not limited to the activities of the federal agency, but extends to the activities of BBG-funded grantees.

The following protocol shall be followed when addressing a possible firewall violation.

1) Identifying a Firewall Violation:

A firewall violation arises when any U.S. government official—including individual Governors, the Secretary of State or the Inspector General—attempts to influence the content or editorial choices of one of the broadcasting entities in a manner that is not consistent with the highest standards of professional broadcast journalism or takes any other action that may tend to undermine the journalistic credibility or independence of the BBG or its broadcasters.

2) Reporting a Possible Violation:

- a. BBG-sponsored journalists who experience a firewall violation should not attempt to mediate the situation themselves. Journalists should immediately notify his or her supervisor and entity senior management.
- b. When entity senior management receives notification of a possible firewall violation, management should immediately notify the Board of Governors through the BBG Executive Director.
- c. The Board may be notified by sending a message with relevant details to BBGfirewall@bbg.gov. The supervisor may also contact the BBG Executive Director directly via the BBG Office at 202.203.4545.

3) Addressing a Firewall Violation:

Upon learning of a possible firewall violation, the BBG Chair or the Chair's designee, the BBG Executive Director, and entity senior management should immediately convene telephonically, or if possible, at BBG headquarters in Washington, D.C., to determine if a firewall violation has or is continuing to occur and to determine the necessary action to remedy the violation.

TRIP REPORT
Seoul, Bangkok, Phnom Penh, and Hong Kong
January 2011

The Honorable Victor Ashe
Governor, Broadcasting Board of Governors
Chair, Radio Free Asia's Board of Directors

As the chair of RFA's board of directors, I travelled to Seoul, Bangkok, Phnom Penh, and Hong Kong from January 16-26.

The purpose of the trip was to meet with RFA editors and broadcasters, U.S. diplomats, regional experts, and journalists to determine whether RFA is adhering to its mission and achieving its goals. In addition, experts briefed me on the media environment in each of the four locations. I also met with VOA bureau chiefs, editors, and broadcasters in each location.

Media Environment

The environment varied greatly from location to location. At one extreme was North Korea, where the media is totally controlled. At the other end of the spectrum were Hong Kong, where the media is relatively robust but increasingly self-censoring, and Cambodia, where the government controls all television outlets. Cambodian language newspapers are divided between pro and anti-government tendencies and reach few people outside Phnom Penh. In this environment, radio flourishes. In Thailand, the most democratic of the places visited, press freedom advocates see disturbing trends, including the closing of a number of websites over the past year.

Highlights

Seoul

- In Seoul, we met with RFA's Seoul bureau chief and staff and engaged in a discussion with five North Korean defectors working for RFA as reporters, analysts, and commentators. I met Andrei Lankov, an RFA commentator on North Korea who was trained in Pyongyang, and who described RFA as "perhaps the best" of the international and defector radio stations broadcasting to North Korea.
- We also met with U.S. Ambassador Kathleen Stephens, who expressed support for the work of both RFA and VOA. I delivered a letter to the ambassador inviting her to visit the RFA and VOA offices in Seoul. The ambassador responded that she would be happy to do so.
- I urged the RFA bureau chief in Seoul to meet every few months with the VOA bureau chief in order to exchange ideas and information.

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Bangkok

- In Bangkok, we met RFA broadcasters and were briefed by RFA's Laotian service director on China's growing influence in her country. The Chinese are leasing land in Laos for casinos, agricultural development, and special economic zones.
- Shawn Crispin, Southeast Asia representative of the Committee to Protect Journalists, said that China is giving Laos the capacity to censor the Internet. RFA is checking out a report from Laos that China is doing just that.
- We also met with Neal Lavon, the IBB's regional marketing director, to discuss affiliate relations.
- Kristie Kenney, the newly arrived U.S. ambassador to Thailand, expressed a strong interest in the work of RFA and VOA broadcasters in Bangkok and reacted positively to my suggestion that she visit their offices.

Phnom Penh

- In Phnom Penh, we met with the minister of information and the deputy prime minister, Sar Keng, who said that RFA had "quite a big number of listeners." At the same time, he said that RFA needed to make further efforts to produce balanced news. I told the deputy prime minister that RFA does not take sides but reports both sides of the issues.
- U.S. Ambassador Carol Rodley said that RFA "is an important part of the media environment" in Cambodia and provides the country with "more access to objective news coverage."
- We met two respected NGO directors, Youk Chhang and Kek Galabru, who said that RFA was the most listened-to radio station in Cambodia.
- Chea Sundaneth, director of the Women's Media Center (WMC) of Cambodia, which carries RFA programs, said that she is facing financial difficulties and needs to replace old equipment. She asked if RFA could buy her a transmitter that would cost \$70,000. If we did this, she said, we would not have to pay her for air time for three years. (The current lease costs the IBB about \$60,000 a year.)

Hong Kong

- In Hong Kong, RFA's labor expert Han Dongfang described his exchanges with Chinese workers on the RFA call-in show, "Labor Corner."
- We met with Democracy Party leaders Albert Ho and former chairman Martin Lee.
- Three Hong Kong journalists briefed us on growing self-censorship within the Chinese language media in Hong Kong.

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- We also met with an American consultant to CCTV, China's central television network. He described China's funding of a major expansion of China's foreign language television broadcasts overseas, estimated at about \$6.8 billion.
- U.S. Consul General Stephen Young described Hong Kong's enduring strong points, including rule of law, dynamic entrepreneurship, and a still relatively robust media environment.

Chinese Influence in Southeast Asia

During our visits to Bangkok and Phnom Penh, we noticed widespread media coverage of China's growing commercial investment and substantial civilian and military assistance in the region.

From the moment we arrived in Bangkok, the issue was prominent. Stepping off the plane, we saw that *The Economist* magazine of that week featured an article on China's recently ratified agreement to build new, multi-billion dollar rail lines in Laos and Thailand.

Late last year, China launched plans to build a \$600 million stretch of railway between Phnom Penh and Vietnam. Eventually, China's rail lines will incorporate much of Southeast Asia as far south as Singapore.

China's tariff-cutting free trade agreement with the Association of Southeast Asian Nations (ASEAN) promises more trade between China and the region. Laos and Cambodia have natural resources which China is eager to strip.

Across Cambodia, state-owned Chinese companies are building eight hydropower dams. The total price tag: more than \$1 billion, which will be backed by concessionary loans.

Beijing is also investing heavily in "media partnerships" in Southeast Asia in which China provides "a great deal of content for local media," according to a new study by the U.S.-based Center for International Media Assistance.

Findings and Conclusions

- Both RFA and VOA are playing a vital role in bringing accurate news to several nations where the media are censored or otherwise restricted. Staff members whom I met were highly motivated, treating their jobs as a mission and a high calling.
- U.S. ambassadors should be invited to visit RFA and VOA offices at least once during their tours. This is not a matter of breaching the firewall. Ambassadors need to be aware of RFA and VOA operations, and a single, even brief, visit would be good for staff morale. Ambassadors also need to be informed should a threat develop against any office.
- Similarly, RFA and VOA bureau chiefs should have periodic contact aimed at sharing ideas and information and should keep each other informed of any threat, such as the incident

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involving a bullet fired into RFA's office in Phnom Penh late one night on December 5, 2010.

- Beijing's investments in "media partnerships" throughout Southeast Asia offer new challenges to international broadcasters.
- China is spending several billion dollars to expand its image by expanding its own media's direct overseas outreach. The official Xinhua news agency, for example, has plans to go into television and nearly double the number of its overseas bureaus. Xinhua and China's central TV network, CCTV, have begun hiring out-of-work foreign reporters. This is taking place while VOA is still unable to expand its own small presence in China. RFA has succeeded in getting high-level reporting out of China but has not been able to establish a single reporter on a permanent basis in China.