2017

COMPREHENSIVE ANNUAL REPORT ON PUBLIC DIPLOMACY & INTERNATIONAL BROADCASTING

FOCUS ON FY 2016 BUDGET DATA
To the President, Congress, Secretary of State, and the American People:

The United States Advisory Commission on Public Diplomacy (ACPD), authorized pursuant to Public Law 112-239 [Sec.] 1280(a)-(c), hereby submits the 2017 Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities.

ACPD is a bipartisan panel created by Congress in 1948 to formulate and recommend policies and programs to carry out the public diplomacy (PD) functions vested in U.S. government entities, and to appraise the effectiveness of those activities across the globe. ACPD was reauthorized in December 2016 to complete the Comprehensive Annual Report on Public Diplomacy and International Broadcasting Activities, as well as to produce other reports that support more effective efforts to understand, inform, and influence foreign audiences. This report lists all reported major PD and international broadcasting activities conducted by the State Department and the Broadcasting Board of Governors (BBG). It is based on data collected from every regional and functional State Department bureau and office, the Public Affairs Sections of U.S. missions worldwide, and from all BBG entities.

The 2017 report was researched, verified, and written by ACPD members and staff with continuous input and collaboration from State Department public diplomacy and BBG officials. The information focuses on fiscal year 2016 actual funds spent and provides a complete accounting of public diplomacy and broadcasting activity at the time. Wherever possible, the report also examines fiscal year 2017 planned spending, strategy, and activities, in addition to fiscal year 2018 budget requests. The report reinforces ACPD’s work in the last four years on research and evaluation for public diplomacy and broadcasting, the organizational structure of public diplomacy at the U.S. Department of State and the career trajectories, and professional development of PD professionals. It is important to note that the State Department has transitioned during the reporting period to the Trump Administration, as well as to a new Secretary of State Rex Tillerson, and is currently undergoing an institutional redesign. While this process has not been implemented prior to the compilation of this report, and therefore is not addressed, it will likely have implications for PD priorities, organizational structure and programming in fiscal year 2017.

We are dedicated to producing a quality, highly vetted document of record each year with our limited annual budget of roughly $434,000 for operation and salary costs for two, full-time employees. We also welcome the opportunity each year to get a closer view of the many informational, educational, and cultural activities the U.S. government supports worldwide. We greatly admire the commitment and the talent of our public diplomacy practitioners and international broadcasters and are encouraged by our interactions with leadership and staff at both agencies. We hope that by making a number of thoughtful, data-driven recommendations, and by promoting transparency in budgets and spending, we can more robustly support public diplomacy’s essential role in U.S. foreign policy.

Respectfully submitted,

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(California)

William J. Hybl, Vice Chair
(Colorado)

Penne Korth Peacock
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2017 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2016 Budget Data

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The Views represented herein are those of the Advisory Commission on Public Diplomacy and do not necessarily reflect the views of the Commission's administrative home, the Department of State.
Introduction from the Chairman and Vice-Chairman

Since 1948, the U.S. Advisory Commission on Public Diplomacy has represented the public interest by overseeing the United States government’s international information, media, cultural, and educational exchange programs. The Commission is a bipartisan and independent body created by Congress to recommend policies and programs in support of U.S. government efforts to inform and influence foreign publics. It is mandated by law to assess the work of the State Department and to report its findings and recommendations to the President, the Congress, the Secretary of State, and the American people.

Commission members are appointed by the President with advice and consent of the Senate. All commissioners are private citizens who represent a cross-section of professional backgrounds. They volunteer their time and share the conviction that public diplomacy is indispensable to the achievement of U.S. national security objectives.

For nearly 70 years, Commissioners have applied insight and critical judgment to the activities of government agencies and private sector organizations engaged in public diplomacy. ACPD Commissioners have contributed to building public diplomacy institutions in the years after World War II, the evolution of America’s public diplomacy throughout the Cold War, the integration of public diplomacy into the State Department’s mission and organizational culture, and recently, charting a course toward a more integrated, synchronous, and strategically-oriented public diplomacy apparatus. Throughout, Congress has recognized that the Commission’s effectiveness as an advisory body depends on its independence, continuity, genuine bipartisanship, and broad professional composition.

We believe the Commission’s role today is more crucial than ever. The importance of international communications efforts continues to grow, as does the complexity of media landscapes and the sophistication of foreign audiences. The public component of America’s diplomacy—that is, explaining U.S. policies, communicating ideas, sharing our diverse and historic national experiences, and engaging foreign communities through collaboration and exchange—is increasingly central to the effectiveness its foreign policies. The Commission plays a pivotal role in improving the effectiveness, coordination, innovation, and efficiencies across the public diplomacy family.

We offer the findings and recommendations in this report in the hope that Congress and those charged with the conduct of public diplomacy will benefit from them. As private citizens, we believe oversight and evaluation contribute to sound public diplomacy and an enhanced appreciation by the American people of its necessity and importance.

Sincerely yours,

Sim Farar, Chair
(California)

William J. Hybl, Vice Chair
(Colorado)
Acknowledgments

The U.S. Advisory Commission on Public Diplomacy (ACPD) is grateful to State Department and Broadcasting Board of Governors (BBG) leadership who helped us with the collection of strategy documents, budget data, and program descriptions. We are thankful for the help from Acting Under Secretary for Public Diplomacy and Public Affairs Bruce Wharton, Jeff Daigle, and the Policy, Planning and Resources Office (R/PPR) leadership who helped us access vital information. This leadership includes, but is not limited to, Brian Heath, Roxanne Cabral, Rodney Reynolds, Carol Keith, Angela Cervetti, Paul Kruchoski, and Rekio Benton. Many thanks also to Educational and Cultural Affairs Bureau (ECA) team, including Alyson Grunder, Rick Ruth, Stephen Guise, and Ed Kemp. The International Information Programs Bureau (IIP) continued to support ACPD in guiding this report’s process, in addition to other publications ACPD has produced. Thank you to Jonathan Henick, John Rhatigan, Lucas Peterson, Christopher Dunnett, Mark Betka, Charles Martin, Alexander Titilo, Elenita Tapawan, and Marina Mansour. Oliver Mertz, in particular, went above and beyond, providing tremendous assistance to finalize this report’s layout and design on a very tight deadline. The Commission is grateful for his careful attention to detail, aesthetic insight, and selfless commitment to this project. We thank Susan Stevenson, Ryan Jones, and their Public Affairs Bureau (PA) team. We are also grateful to Daniel Kimmage and his colleagues in the Global Engagement Center, especially William Terry.

We also appreciate the help from the many Deputy Assistant Secretaries and Directors of Public Diplomacy in the six regional bureaus at the State Department who reviewed foreign policy and public diplomacy strategies with us while also checking the reports’ data. This includes, but is not limited to: Najlaa Abdus-Samad, Stefanie Altman-Winans, Jane Carpenter-Rock, Jeanne Clark, Melissa Clegg-Tripp, Ellen Delage, Susan Doman, Benjamin East, Meghan Gregonis, Lisa Heller, Matthew Jacobs, Merium Khan, Lauren Lovelace, Pedro Martin, Robert Palladino, Lynn Roche, Larry Schwartz, and Mark Schlachter. We’re also grateful to Loretta Milburn, Reta Champion, Ivel Felder, and Ashley Williams for their consistent executive support in completing this report and supporting ACPD operations.

At the Broadcasting Board of Governors (BBG), we greatly appreciate the time of CEO John Lansing, Jeff Trimble, Rob Fallon, Sonja Gloecke and Kathryn Neep, gave to compiling the data on the BBG’s services. At Radio Free Asia, thank you to Libby Liu and her team; at Radio Free Europe/Radio Liberty, thank you to Thomas Kent and his colleagues; at Middle East Broadcast Network, thank you to Diana Turecek and Deirdre Klein; and at Voice of America, thank you to Amanda Bennett.

ACPD had a small team to support this report’s completion. Thank you to ACPD Fellow Madison Jones for research support throughout the project. Elise Castelli provided a careful eye in copy-editing the report on an extremely tight deadline. Marti Estelle provided invaluable and timely support throughout the year. We are ever grateful to ACPD’s program support assistant, Michelle Bowen, who helps to keep our office running smoothly.

We’re also grateful for the guidance we receive in researching this report from the professional staff members at the Committee on Foreign Relations at the U.S. Senate and the Committee on Foreign Affairs at the U.S. House of Representatives, including Brooke Eisele, Thomas Hill, Janice Kaguyutan, Justin Stebbins, Tyler Brace, Emily Manning, Trey Hicks, Sarah Arkin, and Lynne Weil.

ACPD visited six countries this past year to collect information and see public diplomacy programs up close. Thank you very much to Karen Roblee and Sheila Casey at the U.S. Mission in Ukraine; to Mike Reinert and Michelle Logsdon at the U.S. Mission in Germany; to Margot Carrington and Coney Patterson at the U.S. Mission in Japan; to Brad Hurst and David Wacker at the U.S. Mission in Estonia; and to Robert Ogburn, Mark Canning, and Beau Miller at the U.S. Mission in South Korea. ACPD realizes the significant time and energy that goes into these official visits, and we’re grateful for your support in helping us understand how Washington-directed foreign policy translates on the ground.
Methodology

The 2017 Comprehensive Annual Report on Public Diplomacy and International Broadcasting was compiled with the support of State Department Public Diplomacy (PD) and Broadcasting Board of Governors (BBG) leaders who opened their databases for ACPD to compile and sort through copious amounts of budget data and program descriptions from Washington and the field.

The Office of Policy Planning and Resources (R/PPR) helped us with understanding the big picture of public diplomacy at the State Department and gave ACPD access to the PD-RAM database, which allows for the country-by-country breakdown of cost, program themes and program activities. The PD leadership at the regional and functional bureaus also gave ACPD access to bureau/regional foreign policy and public diplomacy plans from fiscal year 2016 and, when available, fiscal year 2017.

For the Educational and Cultural Affairs Bureau (ECA), the information was taken from open source program descriptions and ECE budget information that could be itemized by cost-per-program and, wherever possible, cost-per-participant. While there is no simple apples-to-apples method to compare program costs, we do provide a “cost per day” metric for most programs. This adjusts the costs of programs to more easily compare the financial investment in programs that vary in lengths (e.g., one week vs. one year). However, this metric still does not account for the great diversity in ECA programming which has a range of requirements that can impact program costs including translation services, insurance, English language tutoring, and domestic and international travel.

At the International Information Programs Bureau (IIP), open source information was also used, in addition to interviews, cables and budget data as it pertained to fiscal year 2016 and fiscal year 2017 programs. For the Public Affairs Bureau (PA), ACPD focused on activities that directly or indirectly engage with foreign audiences. The PA leadership provided their budget information and interviews were conducted to understand the division of labor in the bureau. For the Global Engagement Center (GEC), unclassified material on programs and budget information was provided, and we also conducted interviews with various leaders within the unit.

At the BBG, interviews were conducted with the various entities—Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Middle East Broadcasting Networks (MBN) and the Office of Cuba Broadcasting (OCB)—and leadership gave ACPD access to program and budget information available through their databases.

ACPD traveled to Estonia, Germany, Japan, South Korea, and Ukraine to conduct interviews with embassy officials and public diplomacy program beneficiaries. These countries were selected because of the strategic influence each has in their respective regions. Detailed analysis on each mission’s PD efforts, as well as recommendations, will be published separately as a standalone report.
How to Read This Report

The majority of this report is meant to be a reference guide and a point of inquiry for questions on public diplomacy (PD) and international broadcasting activities worldwide. It focuses on the most recent actual budget data available, which is from fiscal year 2016. Wherever possible, we also provide fiscal year 2017 estimates and fiscal year 2018 requested budget data. The bulk of the analysis can be found in the report’s Executive Summary and Recommendations.

When reviewing the numerical data, it is essential to not read it in a vacuum. Context varies by program and by country. The ranking of cost per mission, for instance, must consider the cost of operating in the country and not just how much money is distributed to programs. In the regional sections—Africa, Europe, East Asia Pacific, Near East Asia, South and Central Asia and the Western Hemisphere—some analysis is given on the foreign policy challenges and public diplomacy objectives. The country-by-country data is also self-reported from worldwide Public Affairs Sections via a Mission Activity Tracker tool. In the section on the Educational and Cultural Affairs Bureau (ECA), the cost per participant information may or may not include travel or tuition and travel costs can vary depending on the country one is traveling to and from. (See: Methodology.) Lastly, at the Broadcasting Board of Governors (BBG), program delivery costs can be very high due to non-permissive environments they are reporting from.

Supplemental funding has been added into the “Total Reported” budget figures for U.S. Missions abroad to provide readers with a sense of the scale of additional funding received by posts from non-PD budgets. Supplemental funding includes:

- **AEECA**: Assistance for Europe, Eurasia & Central Asia.
- **D&CP .7 Carryover**: Prior year funding held over and spent in following fiscal years.
- **Economic Support Funds**: The Economic Support Fund is aid designated to promote economic or political stability in areas where the United States has special strategic interests.
- **Overseas Contingency Operations**: Funds activities in conflict areas related to extraordinary and temporary national security needs. Primarily used in Afghanistan, Pakistan, and Iraq to fund both military and civilian costs.
- **Representation funds**: D&CP allocated to offices to facilitate official receptions and representational activities for foreign contacts.
- **Middle East Partnership Initiative (MEPI)**: MEPI funds support organizations and individuals in their efforts to promote political, economic, and social reform in the Middle East and North Africa.
- **President’s Emergency Plan for AIDS Relief (PEPFAR)**: Initiative to help save the lives of those suffering from HIV/AIDS around the world. Frequently used to fund public information campaigns.
- **IIP Other**: International Information Programs Bureau funding to posts for American Spaces, customer relationship management systems.
- **PA Other**: Public Affairs funding to support Media Hub activities, TV coops, and other international messaging activities.
- **Recycling**: Funds collected at post from programs charging a fee have to be returned to the Department for accounting before being returned to post.

**COUNTRY PD SPENDING PROFILES**

Contextual data is largely drawn from The World Bank’s online datasets. Refugee, poverty, urbanization, and age demographics are from *The World Factbook*. Additionally, media freedom ratings are drawn from Freedom House’s (FH) *Freedom of the Press* report.
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Five South African Youth Citizens Action Program participants share information about their community development projects on Mams Radio. These students are part of the U.S. Mae Jemison Science Reading Room at the University of Pretoria Mamelodi. Photo credit: US Embassy South Africa, September 7, 2017.
Executive Summary

The 2017 Comprehensive Annual Report on Public Diplomacy and International Broadcasting, published each year as per our Congressional mandate, itemizes major public diplomacy (PD) and international broadcasting activities conducted by the U.S. Department of State and the Broadcasting Board of Governors (BBG). It is based on data collected from all seven regional and 11 functional bureaus in the State Department, the Public Affairs Sections (PAS) at U.S. embassies worldwide, and the BBG. Two-thirds of this report serves as a reference document for worldwide strategies and tactics to advance U.S. foreign policy through information and exchange programs, divided by agency and global region. It includes the cost per participant for 88 academic, professional, youth, cultural and sports programs; the total spending on PD activities at roughly 180 missions abroad; and the total spending and programs for 73 international broadcasting services.

Overall PD spending in fiscal year (FY) 2016 was $2.03 billion, a $58.9 million (2.8 percent) reduction from FY 2015. This figure includes: budgets for Diplomatic and Consular Public Diplomacy Programs (D&CP .7), Educational and Cultural Exchanges (ECE), BBG, as well as supplemental funding such as Overseas Contingency Operations (OCO), Economic Support Funds (ESF), and AEECA (Assistance for Europe, Eurasia & Central Asia). FY 2016 PD spending constitutes just 3.7 percent of the international affairs budget ($55.3 billion), or 0.17 percent—less than one-fifth of a percent—of federal discretionary spending.

OVERALL STATE DEPARTMENT PUBLIC DIPLOMACY AND BROADCASTING BOARD OF GOVERNORS (BBG) BUDGETS: FY 2013 – FY 2017

<table>
<thead>
<tr>
<th>(in Millions)</th>
<th>FY13 Actual</th>
<th>FY14 Actual</th>
<th>FY15 Actual</th>
<th>FY16 Actual</th>
<th>FY17 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;CP - Public Diplomacy</td>
<td>$ 341.6</td>
<td>$ 364.2</td>
<td>$ 377.3</td>
<td>$ 369.6</td>
<td>$ 412.6</td>
</tr>
<tr>
<td>D&amp;CP - American Salaries</td>
<td>$ 130.1</td>
<td>$ 129.3</td>
<td>$ 133.0</td>
<td>$ 134.6</td>
<td>$ 137.8</td>
</tr>
<tr>
<td>ECE</td>
<td>$ 574.0</td>
<td>$ 574.4</td>
<td>$ 594.9</td>
<td>$ 590.9</td>
<td>$ 639.8</td>
</tr>
<tr>
<td>Supplemental Funding (OCO, ESF, etc.)</td>
<td>N/A</td>
<td>$ 228.0</td>
<td>$ 215.0</td>
<td>$ 163.1</td>
<td>N/A</td>
</tr>
<tr>
<td>BBG</td>
<td>$ 713.5</td>
<td>$ 733.5</td>
<td>$ 743.9</td>
<td>$ 752.9</td>
<td>$ 777.8</td>
</tr>
<tr>
<td>Total State &amp; BBG PD Spending</td>
<td>$ 1,759</td>
<td>$ 2,029</td>
<td>$ 2,064</td>
<td>$ 2,031</td>
<td>$ 1,968</td>
</tr>
<tr>
<td>State &amp; BBG Spending as a % of Total International Affairs Budget</td>
<td>3.38%</td>
<td>3.98%</td>
<td>3.97%</td>
<td>3.67%</td>
<td>3.63%</td>
</tr>
<tr>
<td>International Affairs Budget</td>
<td>$ 52,019</td>
<td>$ 51,001</td>
<td>$ 51,988</td>
<td>$ 55,301</td>
<td>$ 54,268</td>
</tr>
<tr>
<td>State &amp; BBG Spending as a % of Federal Discretionary Budget</td>
<td>0.15%</td>
<td>0.17%</td>
<td>0.17%</td>
<td>0.17%</td>
<td>0.16%</td>
</tr>
</tbody>
</table>

This lean, yet meaningful, apportionment supported a multitude of programs and people, including:

- the creation of approximately 2000 weekly hours of original BBG media content, in over 61 languages, reaching 278 million people around the world;
- over 75 exchange programs supporting nearly 55,000 U.S. and foreign participants, a number of whom are likely to become (or already are) political and economic leaders;
- 694 American Spaces, which hosted over 44 million local visitors and 1.4 million public programs; regional media hubs that facilitated more than 1100 media engagements with U.S. government officials advocating for U.S. foreign policy on over 825 media outlets;
- the modernization of and support for 260 U.S. embassy and consulate websites, in more than 50 languages, resulting in over 600 million page views;
- and, tens of thousands of post-managed small grants to local partners in support of the values and institutions that form the bedrock of our national security.

In addition to these notable, public-facing efforts, PD resources also helped to strengthen the backbone of outreach efforts, including:

- improved research and evaluation that ensure best practices are identified and modeled;
- cutting-edge digital analytics and analysis to support post and regional bureau-initiated PD;
• a new strategic framework for PD emphasizing the importance of audience analysis, strategic planning, effective management, and evaluation to support the achievement of foreign policy goals;
• continued progress toward updating locally employed staff job descriptions responsibilities to focus on audience engagement and impact;
• advanced training opportunities for public diplomacy professionals;
• and, crucially, the foreign and domestic staff that plan, implement, and manage America’s public diplomacy programs.

How Does FY 2016 Spending Compare?

In the face of ongoing redesign efforts throughout the federal government and calls to carefully examine the value and return-on-investment of taxpayer expenditures, it is critical to contextualize current PD activities and spending. For example, when considering how much the U.S. government should spend on PD programs, an important data point would be: how much money does the US government spend engaging and influencing, per foreign citizen, per year? Put another way, any assessment of what is an appropriate amount of spending to achieve the U.S. foreign policy goals of informing and influencing foreign publics needs to account for the scale of effort required (e.g. size and diversity of the target audiences) and likely challenges to the achievement of these goals (e.g. difficulty in getting the target audience’s attention in an increasingly crowded global information environment).

To borrow from the field of economics, during the Cold War, free information represented a scarce and in-demand resource for many living behind the Iron Curtain, a resource over which the West held a near monopoly. In 2017, information is no longer in short supply: people’s attention is an increasingly scarce resource. Competing for this resource—people’s eyes and ears—is an ever more complex and costly endeavor. Today, successful public diplomacy requires cutting-edge expertise in content creation, audience and market analysis, technological systems, emerging and established social media platforms, local media industries, not to mention a deep knowledge of the U.S. policies and values that drive every PD effort.

Considering today’s highly competitive marketplace of ideas, combined with a realization of the importance of engaging with foreign publics to combat extremism and foreign disinformation campaigns, one would expect historic levels of U.S. government PD spending per foreign citizen (adjusted for inflation). This is not the case.
EXECUTIVE SUMMARY

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U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY

PUBLIC DIPLOMACY SPENDING 1980-2016

- Actual Spending
- Spending in 2016 Dollars
- PD Spending per Foreign Citizen

End of the Cold War
USIA-State Department Merger
Sept. 11

Jimmy Carter
Ronald Reagan
George H. W. Bush
William J. Clinton
George W. Bush
Barack Obama
Adjusting for inflation, in 1986, the U.S. government spent $2.10 billion on PD programs, or 45 cents per foreign citizen. By 1996, PD spending dropped to $1.65 billion, or 30 cents per foreign citizen. While consolidating the U.S. Information Agency (USIA) into the State Department resulted in a marked decline in PD expenditures (especially in 2000 and 2001), by 2006, PD spending was $1.82 billion, or 29 cents per foreign citizen. In 2016—the most current fiscal data available—the U.S. government spent $2.03 billion on PD programs, but because the overall population of foreign citizens has grown since 2006, spending per foreign citizen has remained static at 29 cents. Put another way, in 2016 the U.S. government spent 36 percent less per foreign citizen on PD programs than it did 30 years prior (again, adjusted for inflation).

Simply stated: State Department and BBG public diplomacy activities are essential contributors to the effectiveness of U.S. foreign policies, the protection of its national security, and the prosperity of its economy. However, they are apportioned a comparatively minor and shrinking portion of the international affairs and federal discretionary budgets. Considering the widespread increase in extremist and foreign government propaganda and the complexity of the contemporary world media ecosystem, the U.S. government should prioritize far more resources for its PD programs and professionals, not fewer.

Sufficient and sustainable funding for PD is especially crucial now, as we enter a transformative stage in the media and communications industries. ACPD’s 2017 report, *Can Public Diplomacy Survive the Internet: Bots, Echo Chambers, and Disinformation* highlighted the ways in which artificial intelligence, machine learning, and automation are drastically, and quickly, changing the platforms used to connect with foreign citizens, as well as the technologies U.S. government PD efforts have come to depend on. The potential for innovation and efficiency gains in PD practices are substantial, but require resources and space to experiment and innovate. Artificial intelligence will revolutionize global communication practices and possibilities on a scale that risks leaving the U.S. government at a severe competitive disadvantage if it doesn’t invest in better understanding and shaping these technologies today.

**Where Did the Money Go?**

While these topline figures are important for context, this report’s value lies in its in-depth overview and analysis of each of the agencies, bureaus, and offices that oversee and implement our public diplomacy programs. We also consider the effectiveness and efficiency of the spending in the report’s analysis and recommendations.
The BBG spent $752.9 million (37.1 percent of total PD spending). ECA’s exchange and cultural preservation programs accounted for $591.0 million (29.1 percent). D&CP .7 funds, which supported post-led PD programs, local (foreign) staff, as well as much of the PD backbone in Washington D.C., account for $369.6 million (18.2 percent). Reported supplemental funding (e.g., OCO, ESF, AEECA), the vast majority of which went to support PD efforts in Afghanistan, Iraq, Pakistan, Russia, and Ukraine, accounted for $183.1 million (9.0 percent). Salaries for Foreign and Civil Service Officers and other American employees accounted for $134.6 million (6.6 percent).

Of the $105.0 million D&CP .7 and supplemental budgets supporting Washington D.C.-based backbone operations, $59.2 million (56.4 percent) was for International Information Programs (IIP); $16.3 million (15.5 percent) was for the Global Engagement Center (GEC); $10.4 million (9.9 percent) was for Public Affairs (PA); $8.2 million (7.8 percent) was for the Office of the Under Secretary and its Policy, Planning, and Resources unit (R/PPR); $7.9 million (7.5 percent) was for Functional bureaus (e.g., Intelligence and Research (INR); Economic and Business Affairs (EB); Democracy, Human Rights, and Labor (DRL); and Oceans, Environment, and Science OES); and $2.9 million (2.8 percent) was for the Foreign Service Institute.

Turning to the field, PD spending (including D&CP, reported supplemental funds, BBG forward-deployed operations, and personnel) was greatest in South and Central Asia ($193.1 million), followed by Europe and Eurasia ($170.7 million), the Near East ($155.1 million), East Asia and the Pacific ($133.2 million), Africa ($90.6 million), and the Western Hemisphere ($89.0 million). In total, field-led PD spending totaled $835.1 million in FY 2016, with over 60 percent of expenditures concentrated in South and Central Asia, Europe, and the Near East. Afghanistan and Pakistan alone accounted for $111.6 million, or 25 percent, of FY 2016 post-led PD spending.
TOTAL PUBLIC DIPLOMACY SPENDING COMPARED BY REGION

Total spending including: D&C/P, BBG, American salaries for forward deployed FSOs, and reported supplemental funds.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SCA</td>
<td>$193,134,814</td>
<td>23.1%</td>
</tr>
<tr>
<td>2</td>
<td>EUR</td>
<td>$170,693,380</td>
<td>20.4%</td>
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<tr>
<td>3</td>
<td>NEA</td>
<td>$155,095,637</td>
<td>18.6%</td>
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<tr>
<td>4</td>
<td>EAP</td>
<td>$133,234,945</td>
<td>16.0%</td>
</tr>
<tr>
<td>5</td>
<td>AF</td>
<td>$90,579,437</td>
<td>10.8%</td>
</tr>
<tr>
<td>6</td>
<td>WHA</td>
<td>$88,983,043</td>
<td>10.7%</td>
</tr>
<tr>
<td>7</td>
<td>IO</td>
<td>$3,366,500</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

LOWEST

AFRICA $90.6M
WESTERN HEMISPHERE $88.9M
NEAR EAST $155.1M
SOUTH AND CENTRAL ASIA $193.1M

HIGHEST

EUROPE $170.7M
SOUTH AND CENTRAL ASIA $193.1M
EAST ASIA PACIFIC $133.2M
WESTERN HEMISPHERE $88.9M
AFRICA $90.6M
NEAR EAST $155.1M
SOUTH AND CENTRAL ASIA $193.1M

2016 PD SPENDING
## Global Public Diplomacy Spending

### Public Diplomacy spending in the field*

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D&amp;CP</td>
<td>Total*</td>
<td>D&amp;CP</td>
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<tr>
<td>Total Funding</td>
<td>$252,338,719</td>
<td>$504,375,396</td>
<td>$249,564,943</td>
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<tr>
<td>Average Funding</td>
<td>$1,349,404</td>
<td>$2,534,549</td>
<td>$1,334,571</td>
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</table>

*Totals do not include D&CP American Salaries and BBG spending.

### Post spending ranked by FY 2016 total spending

The below rankings are sorted by total reported funding for FY 2016.

<table>
<thead>
<tr>
<th>Post Name</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>Δ</th>
</tr>
</thead>
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<td>Afghanistan</td>
<td>$3,592,000</td>
<td>$52,915,034</td>
<td>$2,635,836</td>
<td>$64,355</td>
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<tr>
<td>Pakistan</td>
<td>$2,182,889</td>
<td>$34,378,283</td>
<td>$2,066,644</td>
<td>$90,931</td>
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<tr>
<td>Iraq</td>
<td>$1,428,887</td>
<td>$10,799,719</td>
<td>$1,345,795</td>
<td>$10,829,784</td>
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<td>$8,437,959</td>
<td>$228,991</td>
<td>$8,575,313</td>
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<td>$4,937,289</td>
<td>$517,805</td>
<td>$4,725,875</td>
<td>$220,135</td>
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<tr>
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<td>$8,398,867</td>
<td>$1,796,303</td>
<td>$7,974,716</td>
<td>$1,414,529</td>
</tr>
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<td>China</td>
<td>$7,281,588</td>
<td>$478,623</td>
<td>$7,394,527</td>
<td>$487,509</td>
</tr>
<tr>
<td>Nigeria</td>
<td>$4,238,219</td>
<td>$2,470,167</td>
<td>$3,524,150</td>
<td>$6,285,885</td>
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<td>$5,113,591</td>
<td>$404,036</td>
<td>$5,256,991</td>
<td>$6,040,961</td>
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<td>$624,263</td>
<td>$3,076,525</td>
<td>$73,689</td>
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<td>$8,104,820</td>
<td>$1,432,862</td>
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<td>$300,980</td>
<td>$6,250,723</td>
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<td>$1,355,754</td>
<td>$79,077</td>
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<td>$4,242,046</td>
<td>$232,461</td>
<td>$3,925,905</td>
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<td>$503,440</td>
<td>$4,851,886</td>
<td>$206,441</td>
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<td>Mexico</td>
<td>$5,927,226</td>
<td>$415,201</td>
<td>$4,629,647</td>
<td>$201,743</td>
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<td>$3,636,964</td>
<td>$54,466</td>
<td>$3,550,720</td>
<td>$91,690</td>
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<tr>
<td>Palestinian Territories</td>
<td>$3,757,841</td>
<td>$279,274</td>
<td>$3,154,616</td>
<td>$75,259</td>
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<tr>
<td>France &amp; Monaco</td>
<td>$4,276,860</td>
<td>$76,346</td>
<td>$3,656,338</td>
<td>$194,218</td>
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<td>South Africa</td>
<td>$3,127,100</td>
<td>$7,639,178</td>
<td>$3,160,675</td>
<td>$9,874,759</td>
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<tr>
<td>Democratic Republic of the Congo</td>
<td>$1,067,052</td>
<td>$2,344,381</td>
<td>$1,546,945</td>
<td>$3,466,320</td>
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<tr>
<td>Bosnia and Herzegovina</td>
<td>$1,292,516</td>
<td>$180,987</td>
<td>$1,241,755</td>
<td>$34,152</td>
</tr>
<tr>
<td>Italy &amp; San Marino</td>
<td>$3,898,687</td>
<td>$112,693</td>
<td>$3,378,475</td>
<td>$207,389</td>
</tr>
<tr>
<td>Philippines</td>
<td>$1,990,210</td>
<td>$587,200</td>
<td>$1,643,163</td>
<td>$671,013</td>
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<td>Argentina</td>
<td>$3,211,653</td>
<td>$76,357</td>
<td>$2,921,495</td>
<td>$260,966</td>
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<tr>
<td>African Regional Support Office</td>
<td>$2,782,968</td>
<td>$807,606</td>
<td>$2,271,700</td>
<td>$661,677</td>
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<td>Vietnam</td>
<td>$2,668,323</td>
<td>$1,100,289</td>
<td>$2,778,327</td>
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<td>$3,070,361</td>
<td>$493,077</td>
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<td>$2,702,563</td>
<td>$203,746</td>
<td>$3,212,524</td>
<td>$265,134</td>
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<td>Jordan</td>
<td>$2,088,571</td>
<td>$1,437,830</td>
<td>$1,590,945</td>
<td>$916,149</td>
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<tr>
<td>Thailand</td>
<td>$1,866,209</td>
<td>$219,988</td>
<td>$2,440,884</td>
<td>$682,008</td>
</tr>
<tr>
<td>Australia</td>
<td>$2,541,407</td>
<td>$102,285</td>
<td>$2,603,303</td>
<td>$241,993</td>
</tr>
<tr>
<td>Kazakhstan</td>
<td>$1,956,091</td>
<td>$2,008,354</td>
<td>$2,889,127</td>
<td>$476,132</td>
</tr>
<tr>
<td>Spain &amp; Andorra</td>
<td>$2,985,583</td>
<td>$100,330</td>
<td>$2,615,534</td>
<td>$132,015</td>
</tr>
<tr>
<td>Colombia</td>
<td>$3,134,709</td>
<td>$542,737</td>
<td>$2,550,484</td>
<td>$331,414</td>
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<td>Poland</td>
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<td>$131,699</td>
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<tr>
<td>Kyrgyzstan</td>
<td>$1,367,644</td>
<td>$1,053,744</td>
<td>$1,381,852</td>
<td>$839,511</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>$2,570,240</td>
<td>$33,988</td>
<td>$2,372,670</td>
<td>$156,593</td>
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</tbody>
</table>

*Δ values represent change in funding from FY 2014 to FY 2016.
Post Name

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Peru
Lebanon
Saudi Arabia
Bangladesh
Canada
Bolivia
Serbia
Malaysia
Morocco
Burma
United Arab Emirates
Moldova
Nepal
Turkmenistan
Kenya
Tunisia
Austria
Ethiopia
Greece
European Union
Ecuador
Armenia
Tajikistan
Chile
Kosovo
Belgium
New Zealand
Hong Kong, (China)
Sri Lanka & Maldives
Azerbaĳan
Zimbabwe
Singapore
Costa Rica
Algeria
Macedonia
Netherlands
Czech Republic
Romania
Ghana
Qatar
Haiti
Uganda
Croatia
El Salvador
Slovakia
Cambodia
Uruguay
Cuba
Senegal & Guinea-Bissau
Cameroon
Uzbekistan
Laos
Albania
Cote d'Ivoire
Panama
Guatemala

FY 2014 Actual
D&CP
Supplemental*

$2,385,802
$1,492,412
$2,053,954
$1,635,207
$2,661,513
$1,843,782
$1,431,561
$1,805,280
$2,159,958
$1,487,365
$1,471,583
$486,606
$1,375,089
$958,089
$1,593,291
$898,345
$1,835,908
$921,465
$1,927,301
$1,534,482
$1,863,184
$566,182
$1,315,563
$2,232,149
$616,805
$2,001,497
$1,229,955
$1,361,110
$885,370
$922,108
$1,485,807
$1,105,400
$1,056,418
$689,956
$765,512
$1,335,360
$1,501,388
$1,452,758
$645,402
$948,776
$1,203,305
$829,656
$1,219,543
$1,088,886
$1,389,881
$711,196
$1,264,356
$456,666
$906,162
$824,919
$763,059
$443,705
$626,758
$1,183,040
$1,214,403
$1,121,305

$230,530
$8,828
$89,977
$376,077
$46,399
$165,172
$288,484
$221,886
$198,879
$1,639,348
$121,485
$33,313
$369,806
$1,403,654
$18,202,323
$53,683
$669,409
$9,008,148
$81,967
$15,713
$41,493
$115,055
$1,328,717
$365,721
$109,403
$16,980
$84,955
$25,393
$42,724
$138,437
$12,202,736
$32,821
$90,329
$99,268
$84,620
$31,172
$54,323
$145,949
$465,272
$77,037
$10,317
$2,472,867
$107,324
$89,105
$59,661
$96,749
$88,195
$15,851
$374,598
$2,184,795
$408,321
$75,415
$104,493
$392,471
$35,156
$47,426

D&CP

FY15 Actual
Supplemental*

$2,353,174
$1,984,058
$2,216,461
$1,878,464
$2,308,127
$2,188,529
$1,309,784
$2,649,392
$2,797,918
$1,482,587
$1,792,567
$552,854
$1,495,930
$953,170
$1,723,435
$1,585,872
$1,667,782
$1,226,865
$1,699,832
$1,091,535
$2,047,216
$669,775
$988,312
$2,393,680
$607,134
$1,640,718
$1,328,791
$1,483,755
$1,762,009
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$1,376,909
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$20,000
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$881,291
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$64,300
$52,800
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$70,662
$906,724
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$68,663
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$96,832
$25,638
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$62,122
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$29,731
$13,201

D&CP

FY16 Actual
Supplemental*

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$2,265,884
$1,364,907
$1,891,498
$552,870
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$1,258,627
$1,794,960
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$1,596,020
$1,279,500
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$1,895,880
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$564,858
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$1,607,696
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$306,299
$153,911
$605,900
$72,429
$17,456
$25,959

EXECUTIVE SUMMARY 21

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TOTAL

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<table>
<thead>
<tr>
<th>Post Name</th>
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<th>FY15 Actual</th>
<th>Δ</th>
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</tr>
<tr>
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<td>$641,392</td>
<td>$637,771</td>
<td>$54,614</td>
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<tr>
<td>98 Mozambique</td>
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<td>$904,164</td>
<td>$913,900</td>
<td>$22,035</td>
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<td>99 Rwanda</td>
<td>$579,587</td>
<td>$548,510</td>
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<td>100 Burkina Faso</td>
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<td>$683,200</td>
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<td>101 Bulgaria</td>
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<td>103 Madagascar &amp; Comoros</td>
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EXECUTIVE SUMMARY

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*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY16 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.
Cost by participant rankings alone are not enough to compare the costs of various programs. Programs are structured in a variety of ways requiring different levels of travel and logistics, for performance and speaker programs the higher individual costs do not reflect the impact the speaker or performer is having on foreign audience members they interact with. Also, many programs have varying lengths which can impact the costs significantly. Here we have used our best estimate of the average program length to provide some context.

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EDUCATIONAL AND CULTURAL AFFAIRS
PROGRAMS RANKED BY COST PER PARTICIPANT
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## BBG Language Services Ranked by FY 2016 Budgets

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<td>-</td>
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<td>10.5</td>
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<tr>
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<td>Armenian Service</td>
<td>$504,000</td>
<td>-</td>
<td>-</td>
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2017 RECOMMENDATIONS LIST

For nearly 70 years, the U.S. Advisory Commission on Public Diplomacy (ACPD) has played an active advisory role in making U.S. government public diplomacy (PD) more effective, strategic, and cost-effective. Pursuant to 22 U.S.C. § 1469, ACPD offers recommendations to improve the PD functions vested in the State Department, Broadcasting Board of Governors, and other government entities. Drawing from commission members’ expertise; consultations with stakeholders in the private sector; academia; State Department; Congress; and others throughout government; as well as data on PD activities and spending, the Commission offers the following recommendations:

TO THE U.S. CONGRESS:

1. **Provide new, forward-thinking legislative authority for the Department of State’s PD mission.** The existing authorities do not provide a sufficiently clear or modern legal mandate for the effective conduct and coordination of efforts to inform and influence foreign citizens. Four acts provide the current foundational authority of U.S. government PD programs: the State Department Basic Authorities Act of 1956; the United States Information and Educational Exchange (Smith-Mundt) Act of 1948; the Mutual Educational and Cultural Exchange (Fulbright-Hays) Act of 1961; and the United States International Broadcasting Act of 1994. The combined result of these statutes, each created in different decades of the 20th century, is a labyrinthine and antiquated set of legal authorities for U.S. PD programs. At a moment when extremist groups and foreign governments are investing heavily in information warfare, and targeting allies and institutions crucial to U.S. national security interests, bureaucracy inhibits the State Department’s capacity to respond in a coordinated, synchronous fashion. ACPD recommends a clean slate approach and will work closely with the appropriate congressional committees to establish a new, cohesive PD legislative authority that accounts for the dramatic changes in our information ecosystem over the last 70 years and provides for greater coordination and synchronization of U.S. government PD efforts.

2. **Improve the State Department’s capacity to conduct industry-standard research and evaluation efforts, including:**
   - **Provide limited exemptions to the Privacy Act of 1974 and the Paperwork Reduction Act for research, evaluation, and data analysis of public diplomacy efforts intended for foreign individuals.** The Privacy Act of 1974 contains restrictions that limit the State Department’s ability to use industry-standard research and assessment techniques in implementing and evaluating PD programs. Further, the Paperwork Reduction Act of 1980 limits the ability of researchers to conduct measurement and evaluation in a timely fashion. Currently, each time a researcher conducts a study involving the request for information from the public they must, with limited exceptions, obtain the approval of the Office of Management and Budget (OMB). These statutory restrictions hinder the Department’s ability to assess the impact of public diplomacy initiatives. (For an example of suggested language, see Section 602 of the Senate Foreign Relations’ Department of State Authorities Act, Fiscal Year 2018.)
   - **Provide clarity on the importance of prioritizing research and evaluation, including supporting an allocation of at least 3-5 percent of total program funds for the explicit purpose of research and evaluation.** Currently, less than 1 percent of total program funds are explicitly dedicated for research and evaluation purposes, whereas the industry standard is a minimum of 5 percent of programs funds be used to monitor and evaluate the effectiveness of programs. There is a broad consensus that increased research and evaluation funding is needed to ensure effective assessment tools and procedures. (For an example of the suggested language, see Section 602 of the Senate Foreign Relations’ Department of State Authorities Act, Fiscal Year 2018.)

3. **Raise the congressional cap on the number of Assistant Secretaries.** Due to congressionally mandated limits on the number of assistant secretaries, Coordinators lead both International Information Programs (IIP) and the Global Engagement Center (GEC). The lack of an Assistant Secretary rank limits each Coordinator’s effectiveness and the broader State Department’s perception and role of the bureaus. This is especially inopportune given the broader PD focus on digital strategies to reach foreign publics and counter violent extremism and disinformation. ACPD agrees with Office of Inspector General (OIG) and strongly supports raising the legislative cap to allow for an IIP assistant secretary (the OIG’s 2013 report didn’t assess the GEC). We also encourage the Under Secretary for Management, the Bureau of Legislative Affairs, and the Under Secretary for Public Diplomacy and Public Affairs, to actively push for raising the cap.
TO THE OFFICE OF THE UNDER SECRETARY (R) AND OFFICE OF POLICY, PLANNING, AND RESOURCES (R/PPR):

1. Provide continued leadership and training on prioritizing strategic planning, research and evaluation, calculated risk-taking, and continuous learning. Mission-focused leadership is crucial to the continued effectiveness of public diplomacy personnel and programming. Integrated strategic planning and research and evaluation need to be continuously emphasized—and related skills taught—to create an institutional culture that expects and rewards evidence-based decision-making at every level. At the same time, the State Department’s institutional culture continues to create a climate that inhibits risk-taking and honesty about setbacks when they arise. This culture stifles creativity and keeps Officers from successfully adjusting to rapidly changing environments. PD practitioners need to be pushed to innovate their programs and thinking, a process that requires taking calculated risks, as well as an appreciation for learning from mistake.

2. Focus on the needs of public diplomacy practitioners in the field and help them prioritize activities that are strategically significant. The effectiveness of US public diplomacy is ultimately determined in the field. However, most Public Affairs Sections (PASs) are hampered by copious administrative tasks and the logistics of managing multiple funding streams. R/PPR, IIP, PA, GEC, and the regional and the functional bureaus should each prioritize providing the support and resources that PASs need to focus their expertise and local knowledge to implement PD programs in support of U.S. foreign policy. This includes urging PASs to focus their resources on programs and activities related to U.S. foreign policy priorities rather than tangential programs and grants. Streamlining the administrative processes for the issuance of small grants at post should be a priority too, as it increasingly consumes a considerable amount of Foreign Service Officers’ (FSO) and Locally-Employed Staffs’ (LES) time.

3. Establish a Research Coordinator within the Research and Evaluation Unit. While the State Department and the U.S. government invest tremendous resources in in-depth research of foreign audiences, there is no centralized platform or office that coordinates these research efforts. This can result in duplication of efforts, lack of coordination and access to information, and failure to strategically use key results in the formation of policy. PD practitioners are often unable to quickly or efficiently learn about existing research on a target audience or country, thus slowing, and sometimes preventing, strategic planning and research and evaluation processes. ACPD supports the creation of a Research Coordinator, a primary point of contact for the field, responsible for tracking and relaying all existing research and data to post in the short term and establishing an accessible, secure, and comprehensive digital platform to streamline the process in the longer term.

4. Prioritize improved financial data accounting and transparency throughout the PD cone. PD spending is tracked in a variety of ways, depending on the type of program, the level of training at post, and the budget from which the resources are drawn. However, these systems do not report fiscal data equally, nor do they operate interchangeably. As a result, tracking PD spending across the various bureaus, offices, agencies, and missions requires requesting and triangulating fiscal data from dozens of offices. In the ongoing redesign process, simplifying and improving existing accounting and knowledge-sharing mechanisms should be a high priority for the Under Secretary for Public Diplomacy and Public Affairs.

5. Establish clear guidance on the importance of and parameters for exploring machine-learning and other computational engagement tools. As is explored in-depth in ACPD’s report Can Public Diplomacy Survive the Internet, artificially intelligent machines are a critical force shaping the contemporary global communications space. The Office of the Under Secretary and its Policy, Planning, and Resources unit should provide leadership on the strategic utility of these tools as well as policy guidance on the use of computational engagement tools for PD practices.

TO THE BROADCASTING BOARD OF GOVERNORS (BBG):

1. Initiate a blue-sky conversation on reforming the BBG. While there is a growing sense of urgency on the need for some BBG reform, there is no consensus on what and how changes should take place. The Commission urges BBG leadership to initiate a broad conversation about the ideal shape and function of U.S. government-funded international media moving forward. Key reform topics include: the mission of various BBG entities, how they interrelate, and the overall structure of the organization. Establishing consensus within the BBG is crucial to the success of any reform effort, as well as to the successful implementation of BBG’s mandate. ACPD is looking forward to working with BBG leadership on this issue on 2018.

2. Continue to coordinate between all of the BBG’s grantees and services to identify efficiency gains as well as provide further clarity on how the various entities synchronize in support of U.S. national interests. In particular, the Commission suggests that the BBG consider how to better share resources—including office space, technology, and equipment—in foreign locations where both Voice of America (VOA) and a surrogate broad-
caster (e.g., Radio Free Europe, Radio Free Asia, Middle East Broadcasting Networks) have a physical presence. In locations where there is a perception that services overlap, the BBG should do a better job of clarifying the need for two distinct broadcasters, whether it be based on different missions, target audiences, or other strategically significant considerations.

3. **Continue prioritizing scientifically-grounded, forward-thinking research.** BBG’s Office of Policy and Research (OPR) has provided leadership in conducting sustained evaluations of program effectiveness and impact, and should continue to do so. In particular, OPR should explore innovative research designs and methods for measuring impact beyond, but not instead of, the use of systematic omnibus survey tools. Given the importance of research in the strategic planning process and the quickly changing media environments in which the BBG operates, additional resources should be dedicated to OPR to ensure its continued effectiveness.

### TO THE BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA):

1. **Conduct a strategic review of ECA’s structure and programs.** There are currently over 75 active ECA programs, supporting anywhere from 2 to 18,150 participants per year, and operating on annual budgets ranging from $44,495 to $184.6 million. The proliferation of programs puts substantial administrative strain on ECA, as well as on the Public Affairs Sections at U.S. embassies who work to implement ECA-directed programs in the field. ACPD recommends a full, strategic review of the scope and organization of ECA’s programs, with an eye towards consolidating similar programs, revising the internal organization of and division between programs, and minimizing inefficiencies that result from managing such an extensive portfolio. These reforms would also facilitate greater clarity and public understanding of the value of U.S. government-funded exchange programs to U.S. economic prosperity and national security.

2. **Improve knowledge management systems.** Related to the proposed strategic review, ECA should prioritize consolidating the various program knowledge management practices and systems into a single, streamlined database. Implementing partners should be required to use the same, or an interchangeable system to ensure ease of knowledge management across programs and partners. Such an effort will not only improve ECA’s capacity to track and assess its programs in close to real-time but also reduce the administrative burden of supporting multiple non-interchangeable knowledge management systems across the bureau.

3. **Prioritize alumni outreach, coordination, and research and evaluation.** Alumni are a valuable constituency for understanding the long-term impact of exchange programs. ACPD recommends the alumni office build upon existing efforts and expand coordination efforts with IIP, other bureaus, and post to ensure there are multiple, ongoing mechanisms for alumni engagement. Moreover, ECA’s research and evaluation unit should prioritize assessment of alumni outreach efforts in synchronization with the Department’s enduring strategic priorities.

### TO THE BUREAU OF INTERNATIONAL INFORMATION PROGRAMS (IIP):

1. **Continue to prioritize increased capacity and resources of the Analytics Office, including its use of computational tools for research and certain types of public outreach:** IIP’s Analytics Office increasingly plays a central role in supporting audience research and strategic planning and evaluations for IIP products and campaigns. ACPD supports an increase in staff and funding to expand the range and frequency of analytics services that the Office provides to post.

2. **Expand investment in contact relationship management (CRM) systems and training and expand access throughout the PD cone.** Operating effectively and efficiently in the modern digital environment requires adopting state-of-the-art tools, like the CRM system currently being piloted by IIP. CRM systems aggregate and manage PD contact information for embassies worldwide, and are coupled with an industry-standard engagement system that provides advanced audience segmentation and metrics. CRM systems not only improve the State Department’s capacity to engage with foreign citizens and better target our messaging strategies, they also offer substantial efficiency gains by centralizing contact and relationship management tracking. This tracking function is important for creating an institutional memory, a valuable commodity for FSOs who regularly move to a new post with little to no overlap with their predecessor. Coupled with an expanded focus on Alumni networks (see ECA recommendations), CRM systems can play a central role in improving the impact of U.S. government PD investments, while also reducing the overall administrative burden at post. IIP should allocate additional support for this pilot and expand CRM access and training to embassies around the world.

3. **IIP should prioritize identifying digital metrics that are of particular relevance to the State Department’s PD**
programs and outreach. Many off-the-shelf analytics tools are designed for commercial use and not always suitable for assessing U.S. government programs. Given growing concern regarding the validity of certain metrics in an increasingly automated digital environment, IIP leadership should spearhead efforts to identify which metrics are particularly significant for to PD and invest in appropriately customized tools and expertise.

4. **Continue to support the overall PD mission through resource sharing and collaboration.** IIP plays a leadership role across the PD family by focusing on mission-driven results and supporting the programs of other offices, bureaus, and posts. This collaborative approach is fundamental to IIP’s organizational culture and should be modeled by others within the Department.

**BUREAU OF PUBLIC AFFAIRS (PA)**

1. **Given the new administration and a new set of policy priorities, more public briefings and timely policy guidance is needed.** Timely dissemination and clarification of policy changes and priorities by PA will enable Public Affairs Officers (PAOs) to be more effective when communicating with local journalists and publics. Accounting for national security considerations, the general rule should be: more information, shared early on, is always better. This recommendation takes on additional significance in the current environment where false information surrounding current events often circulates in real-time, framing news in ways that can be counter-productive to U.S. national interests.

**GLOBAL ENGAGEMENT CENTER (GEC)**

1. **Improve public and internal communications regarding the specific goals of GEC’s programs and metrics for success.** Recognizing the GEC has undergone significant mission, staffing, and budgetary change over past year, ACPD recommends it prioritize improved public communications to overcome negative perceptions based on previous programs and campaigns, as well as internal communication at State in order to improve overall synchronization within the PD family.
Ofﬁce of the Under Secretary for Public Diplomacy and Public Affairs

OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)

<table>
<thead>
<tr>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
<th>FY 2018 Request</th>
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The Under Secretary for Public Diplomacy and Public Affairs reports directly to the Secretary of State and leads America’s public diplomacy (PD) outreach, which supports the achievement of U.S. foreign policy goals and objectives, advances national interests and enhances national security by informing and influencing foreign publics.

By law, the Under Secretary has primary responsibility for assisting “the Secretary and the Deputy Secretaries in the formation and implementation of U.S. public diplomacy policies and activities, including international educational and cultural exchange programs, information, and international broadcasting.” The Under Secretary directly oversees the bureaus of Educational and Cultural Affairs (ECA), Public Affairs (PA), and International Information Programs (IIP), as well as the Global Engagement Center (GEC) and an Office of Policy, Planning, and Resources (R/PPR). Among other things, the Under Secretary:

- Serves as the principal advisor to the Secretary and deputy secretaries on all PD matters, including the allocation and oversight of PD resources to all regional and functional bureaus and other offices
- Directs the formulation of and coordinates Department policies and positions on public affairs and PD issues, supervises the execution of such policies within the Department of State and represents the Department on such matters with other agencies of the U.S. government
- Supports annual PD strategic planning, in consultation with posts and Department bureaus;
- Provides guidance to all Department personnel who conduct and implement PD policies, programs and activities to ensure strategic alignment with foreign policy objectives

The Under Secretary’s office staff currently comprises an Executive Assistant (who also acts as chief of staff), two Special Advisors, four Special Assistants, and two Administrative Support positions.

POLICY, PLANNING, AND RESOURCES OFFICE OF THE UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R/PPR)

<table>
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<tr>
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<th>FY 2017 Planned</th>
<th>FY 2018 Request</th>
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<td>Policy, Planning, and Resources Evaluations and Surveys</td>
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<td>Audience Research &amp; Analysis</td>
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<td>$6,758,000</td>
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*FY2015 breakdown is unavailable. Budget lines were reorganized in FY2016.

The Office of Policy, Planning, and Resources (R/PPR) “provides long-term strategic planning and performance measurement capability to enable the Under Secretary for Public Diplomacy and Public Affairs to better advise on the allocation of public diplomacy and public affairs resources, to focus those resources on the most urgent national security objectives, and to provide realistic measurement of public diplomacy and public affairs effectiveness.”

R/PPR staff leads multiple communities of practice that include PD professionals in the regional and functional bureaus, overseas posts, interagency, and from academia and think-tanks.

Each of these communities of practice in the fields of budgeting, strategic planning, information technology, training and professional development, social/digital media, program evaluation, audience analysis, and data collection/knowledge management enhances institutional effectiveness through information-sharing, networking, problem solving, and dispute resolution.
ORGANIZATIONAL CHART
R/PPR’s core functions are split between Resources and Policy and Planning functions:

1) Resources

- Provide financial oversight of the execution of all PD budgets funded through the Diplomatic and Consular Programs (D&CP) and Educational and Cultural Exchange (ECE) appropriations, and other funding sources, including Overseas Contingency Operations funding.
- Allocate all PD resources from the D&CP appropriation to the regional and functional bureaus and other offices.
- Inform strategic plans through data-driven budget and personnel decisions.
- Serve as a central resource and advocate for PD professionals throughout the Department, including on issues related to internal structures, hiring, training, promotions, and career development.
- Provide advisory and consultative services on best practices in technology program and project management, governance, and security.

2) Policy and Planning

- Draft, issue, and monitor compliance with policy guidance on PD programs and activities.
- Develop strategic plans and the tools needed to determine the optimal application of PD resources for advancing U.S. foreign policy goals.
- Enhance research and performance-evaluation capacities for PD functions worldwide.
- Lead coordination of PD strategies and activities among ECA, IIP, PA, GEC and the regional and functional bureaus as well as the interagency community.
- Engage external stakeholders on public diplomacy issues.

2016–2017 PROGRESS

The office made important progress on a number of key issues the past year, including:

- Launched two multi-year Randomized Control Trial impact evaluations, the first conducted on Department of State PD programs. Impact evaluations allow the Department to determine how effectively PD programs meet established goals, and to make changes to the programs when needed.
- Published the first version of the PD Evaluation Toolkit, which provides evaluation guidance and tools to domestic and overseas PD practitioners, complementing the PD Evaluation Policy, issued in 2015.
- Strengthened the digital diplomacy function to develop and manage Department-wide social media strategy.
- Continued progress toward re-writing locally employed staff job descriptions to focus on audiences and how to influence them, as opposed to tasks performed. Job descriptions are now in final review, with initial rollout in July of 2017.
- Consolidated the strategic planning processes for PD by updating and reissuing triennial PD Country Context (PDCC) reports and annual PD Implementation Plans (PDIP) linked to the broader Mission Integrated Country Strategies (ICS). Required functional bureaus to submit annual strategic plans.
- Created the PD Master Planner tool for use by PAOs that gathers in one place information on ECA and IIP programming opportunities, key international events, and policy launches
- R/PPR, working with the R Front Office, leadership from across the R family of bureaus, HR, and regional PD offices, convened the Public Diplomacy Professional Development Board (the PD2 Board) to examine and implement proposals to enhance the professional development opportunities for PD practitioners. The PD2 Board members have empowered members of their staffs to meet and develop proposals. This initiative, modeled after similar efforts in the E family of bureaus and CA, is meant to enhance collaboration and commit resources to provide more opportunities for PD practitioners.
- Launched the redesigned Mission Activity Tracker (MAT) now in use at 168 posts around the world. An important part of strategic planning, the new design links PD activities to the ICS and the PDIP, captures better data, and shares this information worldwide.
- Established the position of Senior Advisor to the Under Secretary for External Relations. The Advisor coordinates and conducts outreach to entities that have a role in the development and conduct of public diplomacy, including Congress, academia, think tanks, and other stakeholders. The Advisor builds institutional linkages within the Interagency.
- Issued a new Strategic Framework for Public Diplomacy to guide practitioners’ use of PD to support the achievement of foreign policy goals by conducting audience analysis, strategic planning, effective management, and evaluation.
STRATEGIC PLANNING AND RESOURCE MANAGEMENT

R/PPR developed the Public Diplomacy Strategic Framework based on the four pillars of public diplomacy: audience analysis, strategic planning, effective management, ongoing evaluation. The Framework represents a comprehensive vision for how public diplomacy endeavors to advance U.S. foreign policy objectives. Under the pillars, public diplomacy engages influential audiences, or those who can influence them, to trigger changes in perception and behavior by deploying public engagement tools and programs, continuously evaluating impact to ensure learning and effectiveness.

OBJECTIVE 1 - AUDIENCE ANALYSIS

Audience Analysis: Conduct research on key PD audiences to determine how best to tailor our efforts to engage, inform, and persuade

Research and Evaluation: The Office of Policy, Planning, and Resources (R/PPR) established the Research and Evaluation (R&E) function in 2015, in response to recommendations from the U.S. Advisory Commission on Public Diplomacy (ACPDD), Government Accountability Office (GAO), the Office of Management and Budget (OMB) and an R/PPR internal management review. R&E provides services to posts and coordinates research and evaluation policy across the R family, working with IIP Analytics, GEC Analytics, ECA Evaluation, and PA. R&E ensures we target persuadable and influential audiences with effective messages and programs and allows PD practitioners to deploy their limited resources to the greatest impact.

Our research capabilities empower PAOs with the same type of data used by political, information, product marketing and other communications campaigns. It provides actionable and concrete guidance on audience targeting (segmentation), messaging, media and platforms. The research is done at the request of, and in close consultation with, posts or Washington offices and includes both original and curated research conducted by other agencies and institutions. These techniques enable us to more efficiently deploy our resources, minimize waste, and maximize our effectiveness. In FY16, the R&E staff produced more than 60 audience research reports, including new multi-country reports on major policy priorities.

A continuing challenge is the legal issues surrounding the Paperwork Reduction Act (PRA) and Privacy Act of 1974, which continue to hamper audience research. Future audience research priorities are described in objective 4 (evaluation) below.

OBJECTIVE 2 - STRATEGIC PLANNING

Strategic Planning: Develop strategies and tactics to advance foreign policy goals. Strategic planning includes the following elements:

Strategic Planning Tools

The PD strategic planning cycle uses a suite of tools to link the work of embassy public diplomacy sections to foreign policy objectives. Collectively, these tools aim to provide a consistent and logical progression from research and annual planning to activity tracking and evaluation. The tools include:

- PD Country Context (PDCC), a snapshot of the local cultural, political and economic environment
- Public Diplomacy Implementation Plan (PDIP), an annual strategic plan of PD initiatives based on an embassy's Integrated Country Strategy (ICS)
- Public Diplomacy Resource Allocation Module (PD-RAM), a standardized financial planning tool provided by the Bureau of the Comptroller and Global Financial Services (CGFS) that helps the Department’s top managers assess the connection between PD budgets and strategic goals
- PD Resource Profile (PDPR), a comprehensive overview of budgeting, spending and activities
- Mission Activity Tracker (MAT), which aims to account for foreign public engagement activities at post

Digital Diplomacy

Digital Diplomacy is a field of practice that looks at how advances in technology impact and change diplomacy. From a practical perspective, R/PPR evaluates how digital technologies create both opportunities and risks for our foreign policy and public diplomacy.
R/PPR strengthens the Department’s ability to strategically deploy digital technologies through its integration of digital technologies into the policy planning process, development of digital policies to institutionalize the use of digital technologies, and through evaluations of various digital efforts. R/PPR coordinates collaboration of digital activities across the Department’s digital property manager communities. Through these communities, R/PPR identifies and promotes best practices, recommends the standardization of enterprise grade tools, and develops standard operating procedures. R/PPR also fosters digital expertise through a combination of partnerships with other agencies, governments, technology companies, academic institutions, and other non-government organizations.

**Functional Bureau PD Strategy**

For the past two years, R/PPR has required public diplomacy strategic plans from functional bureaus working with PD sections overseas. Through the planning process, functional bureaus consult with regional bureaus to develop plans identifying key bureau goals; audiences, messages and programs needed to achieve them; and ways to measure impact. This initiative strengthens the ability of public diplomacy to support foreign policy imperatives by improving coordination across bureaus. R/PPR also holds quarterly meetings with functional bureau PD and PA officers to increase communication and coordination.

**Strategic Planning Training in the Foreign Service Institute (FSI)**

As a result of close collaboration between R/PPR and FSI, the Strategic Planning for Public Diplomacy course is now based on the four pillars of the Public Diplomacy Strategic Framework: audience analysis, research and evaluation, strategic planning tools, and effective management. The current course curriculum provides the latest information on how to employ R/PPR’s planning tools and develop PD initiatives to directly support foreign policy objectives.

**External Relations**

The External Relations function seeks to build institutional linkages with important public diplomacy stakeholders, including Congress, academia, think tanks, and NGOs, to raise awareness on how public diplomacy advances America’s security, prosperity and values, as well as to build support for Department public diplomacy efforts.

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**OBJECTIVE 3 - EFFECTIVE MANAGEMENT**

The allocation and deployment of human and financial resources, in cooperation with partners, to implement and monitor programs. Approximately 400 Foreign Service, civil Service, and LE Staff have participated in the revised training.

Professional Development: The Professional Development function aims to improve and evaluate the professional development of PD officers (Foreign Service, Civil Service, LE staff, and contractors). To mentor new PAOs in the field, a regional PD officer for WHA was established, as was the PD Professional Development Board to help develop and coordinate opportunities for practitioners.

One of R/PPR’s on-going initiatives has been to re-write PD locally employed staff position descriptions—which dated from the Cold War—to focus on audiences and ways to reach and influence them. Once implemented, beginning in July of 2017, this initiative will enable PD practitioners in the field to reach their full potential in supporting foreign policy objectives.
OBJECTIVE 4 - ONGOING EVALUATION

Assess whether goals have been met, provide evidence of impact, and inform future efforts.

Research and Evaluation (R&E)

The R&E staff provides program evaluation, training on program monitoring, and policy guidance for public diplomacy research and evaluation. By assessing the effectiveness of these programs, evaluation allows PD practitioners to focus on the most effective programs, to continuously improve our public diplomacy overseas, and to make efficient use of taxpayer funds.

In FY16, the R&E expanded its capacity to conduct evaluations of major public diplomacy initiatives and to train public diplomacy staff on evaluation. It published the first version of the Public Diplomacy Evaluation Toolkit, which provides evaluation guidance and tools to domestic and overseas PD practitioners, complementing the 2015 Public Diplomacy Evaluation Policy, issued in 2015. It also began several multi-year impact evaluations, using randomized control trial methodology.

R&E have the greatest impact when used to prioritize effective activities and improve underperforming programs. In FY 2017, the R&E team will continue to focus on systematic integration with strategic planning, as well as increased training and support for posts and domestic PD leadership on assessment tools and methods. It will also focus on addressing anxieties surrounding evaluation results that reveal deficiencies in programs. Through training and collaboration, practitioners learn how evaluations can be used as valuable feedback to improve programs and allow PD operations to advance foreign policy goals more effectively.

The legal issues surrounding the Paperwork Reduction Act (PRA) and Privacy Act of 1974 continue to restrict the development of rigorous evaluations, in addition to challenges to effective audience research.

R/PPR infographic on the cyclical nature PD strategic framework objectives.
As part of the Thomas Jefferson Scholarship Program, the Tunisia Community College Scholarship Program (TCCSP) builds the workforce capacity of a diverse group of young technical institute students from across all regions of Tunisia. In their U.S.-based professional development program, Tunisian youth gain skills to contribute to economic development in Tunisia. Photo: Courtesy of Bureau of Educational and Cultural Affairs.
### Bureau of Educational and Cultural Affairs (ECA)

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Bureau of Educational and Cultural Affairs (ECA) exchange programs create and sustain the relationships and networks with people in other countries necessary to advance United States foreign policy and national security objectives, foster economic opportunities for the American people, and spread America’s influence abroad. ECA programs bring direct economic benefits to the American people while contributing to our national security. Ninety-seven percent of ECA’s appropriation is spent in the United States or invested directly in American citizens or American organizations.

Working closely with U.S. missions worldwide and partner institutions at home, and using merit-based selection processes, ECA sends Americans overseas and brings current and future leaders to the United States for short and long-term exchange experiences. ECA and U.S. embassies ensure the U.S. taxpayer’s return on investment by continually engaging with exchange program alumni as they assume increasing positions of influence and responsibility in their careers and communities. ECA constantly measures and evaluates its programs for impact and effectiveness through in-house data collection and external research, maintaining a continuous feedback and learning cycle.

In fiscal year 2017, there are six operational priorities for ECA programs. They include:

- Exchanges designed to build American influence by engaging a new generation of foreign leaders;
- Increased opportunities for Americans of all backgrounds to participate in international exchanges that further U.S. economic and national security interests;
- Rapid response capabilities to react flexibly to foreign policy developments and crises;
- Alumni networks that maximize the investment made in almost 1 million alumni of U.S. government exchange programs;
- Digital technology, social media and virtual exchanges to extend outreach and enhance effectiveness;
- About 55,000 people take part in ECA-funded exchange programs every year, including opportunities for 10,000 Americans to travel abroad. ECA’s Private Sector Exchange Programs in 2016 welcomed over 300,000 new exchange visitors in 13 categories to the United States from more than 200 countries and territories. ECA supports a network of approximately 400 EducationUSA advising centers worldwide to provide foreign students interested in studying in the United States with accurate, comprehensive and current information about how to apply to U.S. colleges and universities. More than 1 million international students studied at U.S. higher education institutions in the 2015-2016 academic year, a record high for the United States. The U.S. Department of Commerce estimates that international students in the United States contributed approximately $36 billion to the U.S. economy in 2015-2016, and supported more than 400,000 American jobs. Further, the International Visitor Leadership Program (IVLP) injects $57 million annually into the U.S. hospitality and airline industries through international visitors taking part in exchanges across the United States.

This ECA overview covers the bureau’s seven programmatic workstreams:

- Policy (includes Cultural Heritage and Alumni Outreach)
- Academic Exchange Programs
- Citizen Exchanges
- English Language Programs
- Global Education Programs
- International Visitors
- Private Sector Exchange

### Office of Policy

ECA’s Policy Directorate takes a cross-bureau approach to ensure that ECA programs are aligned with the State Department’s foreign policy priorities and global engagement objectives; are evaluated for program impact and effectiveness; pilot new modes and platforms of engagement and interaction, leverage the resources of the private sector; and sustain long-term engagement with program alumni. Also within the Policy Directorate, the Cultural Heritage Center implements U.S. policy on cultural heritage protection and preservation.
The Policy Unit supports ECA’s efforts to link programs closely to foreign policy goals and to provide flexible and rapid response to international events and developments. It serves as the bureau’s in-house think-tank, exploring strategies for using exchanges as a policy tool and providing analysis and responsiveness to requests and inquiries from interagency partners and Congress. The unit regularly convenes policy dialogues that give ECA program offices opportunities to engage with State Department and interagency policy-makers and explore how exchanges can be relevant and effective foreign policy tools. The Policy Unit coordinates responses to State Department and National Security Council questions, requiring input from multiple ECA program offices.

The ECA Collaboratory designs, pilots, and spreads innovative approaches to educational and cultural diplomacy. Its work includes developing new programmatic tools for the Department, cultivating best practices for the use of technology in exchanges and linking public diplomacy practitioners with experts from other sectors.

The Collaboratory promotes innovation in applied technology by building digital elements into in-person exchanges, tracking the use of technology in ECA programs, and piloting virtual and blended program models. The Coursera for Refugees public-private partnership has enabled over 4,000 refugee learners to access online courses from U.S. universities, extending American influence and providing economic opportunities to hard-to-reach populations. MOOC Camps are facilitated discussions using massive open online courses (MOOCs) hosted at U.S. embassies, consulates, American Spaces, and other public spaces around the world.

The Collaboratory is piloting multi-faceted programs that create models for reaching new audiences, involving Americans in exchanges and strengthening U.S. engagement with predominantly young, non-elite audiences around the globe. Projects include storytelling programs to open dialogue on key foreign policy issues, global virtual book clubs, the Global Digital Leaders Exchange (in coordination with the International Visitor Leadership Program) and the Young African Leaders Initiative (YALI) Connect Camps program.

In existence since 1999, ECA’s Evaluation Division provides guidance to program offices on developing and measuring programmatic goals, conducts performance measurement on priority ECA programs, works in collaboration with independent, externally contracted agencies to carry out long-term impact studies of selected programs, and consults on evaluations conducted by implementing partners. Performance measurement is conducted internally through short-term studies via the Evaluation Division’s data collection system, E-GOALS. In the past 10 years, over 67,000 responses have been collected from exchange program participants who have been surveyed before, immediately after, and approximately one year after their ECA-sponsored exchange experience though the E-GOALS database. The data captured in these surveys allows the Evaluation Division to inform program officers, implementing partners, ECA leadership, and key stakeholders on the immediate impacts of the programs and the findings serve as guidance for program improvement. The Evaluation Division also commissions one to two long-term evaluations per year on selected programs, in consultation with ECA leadership and program managers. In 2016, external evaluations were completed on the Benjamin A. Gilman International Scholarship Program and the English Access Microscholarship Program. In 2017, evaluations were completed on the African Women’s Entrepreneurship Program and the Fulbright Foreign Graduate Student Program: From Lab to Market Seminar. Commissioned, independent evaluations generally use mixed-methods approaches to study program impact on specific foreign policy goals.
Gilman Fellows Program

Since its creation by Congress in 2001, the Benjamin A. Gilman International Scholarship program has provided more than 24,000 diverse American undergraduates of limited financial means from nearly 1,100 U.S. colleges, the opportunity to participate in study and internships in over 140 countries. Nearly half of Gilman winners are the first in their families to go to college. In a recent ECA program evaluation, Gilman alumni found that the experience of studying abroad opened new perspectives on the possibilities for their careers.

Impact of ECA’s International Exchanges

ON THE U.S. ECONOMY

Over $35.8 BILLION contributed to U.S. economy by foreign students annually, up from $22.7 billion four years ago.

More than 100 COUNTRIES provide over $100 million in cash and in kind contributions to the Fulbright Program.

Foreign students in the United States support:

More than 400,000 domestic American jobs.

97 PERCENT of ECA’s budget goes to American organizations, businesses and individuals.

ALL 50 STATES host international exchange visitors, who support the local economy during their stay.

ON INDIVIDUAL AMERICANS

ONE THIRD of all ECA exchange participants are American.

Across the United States, foreign student exchange programs benefit:

1,400 secondary schools

3,000 volunteer host families

PROGRAM SPOTLIGHT

Gilman Fellows Program

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ECA's Exchanges: Constantly Improving

1. Launch
   - People-to-people exchange program begins.

2. Overseas Impact
   - Foreign Service Officers interview foreign participants: How does the exchange impact bilateral relations?

3. Monitor
   - ECA program offices and implementing partners monitor participants' experience.

4. U.S. Benefit
   - ECA surveys foreign participants: How does the exchange benefit U.S. policy?

5. Outreach
   - ECA promotes and tracks impact of exchanges through social media.

6. External Evaluations
   - Independent contractors assess program achievement over multiple years.

7. Results
   - ECA resource decisions based on exchange program results.

8. Modify
   - ECA program offices modify exchanges, reflecting this continual feedback loop.

9. Survey
   - Implementing partners survey participants: What does the exchange experience mean for you?
The Office of Alumni Affairs, established in 2004, seeks to maximize ECA’s investment in people-to-people connections by turning individual exchanges into enduring relationships. More than 1 million people have participated in ECA programs since they began 76 years ago. Forty-eight alumni are current members of the U.S. Congress and 573 are current or former heads of state and government. ECA alumni include U.S. Senator Mitch McConnell (American Council of Young Political Leaders, 1979); former U.S. Representative Gabrielle Giffords (Fulbright, 1993; American Council of Young Political Leaders, 2001); former South Korean President Kim Dae-jung (IVLP, 1965); former Prime Minister of Australia Julia Gillard (IVLP 2006); U.S. Olympic Gold Medalist in Beach Volleyball Misty May-Treanor (Sports Exchanges, 2010) and Bangladeshi Nobel Peace Prize recipient Muhammad Yunus (Fulbright, 1965).

The Office of Alumni Affairs facilitates alumni engagement by regional bureaus and U.S. embassies through project funding, regional workshops, and knowledge management. The office also engages directly with alumni to strengthen networks and support projects that build on the experience gained during their exchanges. Over the past decade, it has supported nearly 2,000 alumni-led initiatives that promote shared values with the United States, such as business development and economic opportunity programs; alumni-led girls’ education trainings; conflict resolution workshops; and outreach to underserved communities. The office is working to create a richer “by alumni, for alumni” network of civic engagement, further enhance its virtual programs, and develop more public-private partnerships that leverage private resources.

<table>
<thead>
<tr>
<th>Prominent Exchange Alumni</th>
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<tbody>
<tr>
<td>Shahid Khaqan Abbasi, Prime Minister of Pakistan 2017–present, IVLP 1992 and ACYPL 1996</td>
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<td>Chinua Achebe, Nigeria, Author of Things Fall Apart, Fulbright Visiting Scholar Program 1987</td>
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<tr>
<td>Janos Ader, President of Hungary 2012–present, Citizen Exchanges 1996</td>
</tr>
<tr>
<td>Yukiya Amano, Japan, Director-General of International Atomic Energy Agency (IAEA) 2009–present, IVLP 1971</td>
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<td>Jacinda Ardern, Member of the New Zealand Parliament and Opposition Leader, IVLP 2012</td>
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<td>Abdulla Aripov, Prime Minister of Uzbekistan 2016–present, IVLP 2002</td>
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<td>Assoumani Azali, President of Comoros 2016–present, IVLP On-demand 2014</td>
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<tr>
<td>Xavier Bettel, Prime Minister of Luxembourg 2013–present, IVLP 2004</td>
</tr>
<tr>
<td>Bidya Bhandari, President of Nepal 2015–present and First Female President of Nepal, IVLP 2001</td>
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<td>Tony Blair, Prime Minister of the United Kingdom 1997–2007, IVLP 1986</td>
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<td>Juan Boekhoudt, Governor of Aruba 2017–present, IVLP 2009</td>
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<td>Felipe de Borbon y de Grecia, King of Spain 2014–present, Fulbright Foreign Student Program 1993</td>
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<tr>
<td>Willy Brandt, Chancellor of (West) Germany 1969–1974 and Nobel Peace Prize Laureate 1971, IVLP 1953</td>
</tr>
<tr>
<td>Gaston Browne, Prime Minister of Antigua and Barbuda 2014–present, IVLP 2004</td>
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<tr>
<td>Miro Cerar, Prime Minister of Slovenia 2014–present, Fulbright American Studies Institute (SUSI) 1998</td>
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<tr>
<td>Alpha Conde, President of Guinea 2010–present and Chairperson of African Union 2017–present, IVLP 1962</td>
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<tr>
<td>Betsy DeVos, Secretary of Education 2017–present, ACYPL 1988</td>
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<tr>
<td>Barnabas Dlamini, Prime Minister of Swaziland 1996–2003 and 2008–present, Fulbright Foreign Student Program 1967</td>
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<tr>
<td>Bill English, Prime Minister of New Zealand 2016–present, IVLP 1992 and IVLP On-demand 2003</td>
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<tr>
<td>Robert Fico, Prime Minister of Slovakia 2012–present, IVLP 1990</td>
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<tr>
<td>Francois Fillon, Prime Minister of France 2007–2012, IVLP 1984</td>
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<tr>
<td>Renee Fleming, United States, National Medal of Arts Awardee 2012, Fulbright U.S. Student Program 1984</td>
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<tr>
<td>Ashraf Ghani, President of Afghanistan 2014–present, Fulbright/Hays Fellowship 1985</td>
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<tr>
<td>Faure Gnassingbé, President of Togo 2005–present, IVLP 2001</td>
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<tr>
<td>Amar Gopal Bose, United States, Founder of Bose Corporation, Fulbright U.S. Student Program 1956</td>
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<tr>
<td>Kolinda Grabar-Kitarovic, President of Croatia 2015–present, Hubert Humphrey Fellowship Program 2002</td>
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<tr>
<td>David Granger, President of Guyana 2015–present, Fulbright Foreign Student Program 2002</td>
</tr>
<tr>
<td>Dalia Grybauskaite, President of Lithuania 2009–present, IVLP 1994</td>
</tr>
<tr>
<td>Antonio Guterres, Portugal, U.N. Secretary-General 2016–present, IVLP 1978</td>
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<tr>
<td>Andrew Holness, Prime Minister of Jamaica 2016–present, IVLP 2000</td>
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<td>Ada Louise Huxtable, United States, Pulitzer 1954–1957</td>
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The Cultural Heritage Center provides expertise on cultural heritage policy and supports the protection and preservation of cultural heritage worldwide. It is the secretariat for the newly established interagency Cultural Heritage Coordinating Committee (CHCC), a forum where ideas and programs incubated in individual agencies and CHCC working groups, including the Cultural Antiquities Task Force (CATF), are shared with all relevant parties. The Center oversees and supports a federal advisory committee and the State Department’s decision-making functions concerning cultural property agreements. Ongoing programs to protect and preserve cultural heritage worldwide include the U.S. Ambassadors Fund for Cultural Preservation and the Center-led interagency CATF. The protection and preservation of cultural heritage help the State Department promote civil society and stability; complement economic development; encourage good governance; counter threats from radicalization; hinder financing of organized crime; and positively engage foreign governments.

### CULTURAL ANTIQUITIES TASK FORCE (CATF) (2004)

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<td>$0.995 million</td>
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A working group of the Cultural Heritage Coordinating Committee, the Cultural Antiquities Task Force (CATF) addresses the worldwide problem of damage and looting of cultural heritage sites through projects that bolster law enforcement efforts to combat looting and trafficking of cultural objects such as those illicitly removed from archaeological sites. The CATF was created by P.L.108-199.

### CULTURAL PROPERTY ADVISORY COMMITTEE (CPAC) (1983)

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<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
<td>$0</td>
<td>$0</td>
<td>$130,000</td>
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Cultural property agreements with other countries are collaboration tools to prevent illicit excavation and trade in cultural objects. For a concerned country, it is a crime to excavate, remove, or to export cultural objects without a permit. For the United States, once an agreement is in place, importation of designated material is prohibited except under certain exceptional circumstances. The Cultural Property Advisory Committee advises the President of the United States on appropriate U.S. action in response to requests from foreign governments for such agreements. The Cultural Heritage Center administers the committee and coordinates other U.S. government activities related to the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.

The United States has cultural property agreements in force with: Belize, Bolivia, Bulgaria, Cambodia, China, Colombia, Cyprus, Egypt, El Salvador, Greece, Guatemala, Honduras, Italy, Mali, Nicaragua, and Peru. It has imposed emergency import restrictions on archaeological and ethnological materials from Iraq and Syria.

### U.S. AMBASSADORS FUND FOR CULTURAL PRESERVATION (AFCP) (2001)

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<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tr>
<td>$3.887 million</td>
<td>$5.75 million</td>
<td>$5.75 million</td>
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The U.S. Ambassadors Fund for Cultural Preservation (AFCP) awards grants through U.S. embassies for the preservation of the cultural heritage of developing countries. Such support contributes to post-disaster and post-conflict recovery and stabilization. It satisfies U.S. treaty and other obligations and creates opportunities for economic development. Especially in strife-ridden states, heritage preservation efforts counter extremist interpretations of U.S. interests and demonstrates American values in action. Project countries in 2016 include: Armenia, Azerbaijan, Bolivia, Cambodia, Chad, Colombia, Egypt, El Salvador,
Ethiopia, Georgia, Guyana, India, Jordan, Laos, Lebanon, Libya, Macedonia, Malawi, Moldova, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Nigeria, Paraguay, Peru, Philippines, Romania, Serbia, South Africa, Sri Lanka, Tonga, Turkmenistan, Ukraine, and Zimbabwe.

**AT-RISK CULTURAL HERITAGE DOCUMENTATION AND PROTECTION PROJECTS (2009)**

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<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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| In collaboration with other State Department bureaus and external partners, the Cultural Heritage Center oversees several projects to document and protect objects and sites in the Middle East and North Africa threatened or severely damaged by ISIS and other actors in the region. These projects have included the Future of Babylon emergency stabilization and archaeological site management project; the Iraqi Institute for the Conservation of Antiquities and Heritage in Erbil, which provides Iraqi heritage practitioners with modern education in the conservation of objects and sites; the documentation of threats to heritage in Iraq, Libya, and Syria; and small-scale conservation projects in those countries.
FULBRIGHT PROGRAM (1946)

Created in 1946, the Fulbright Program is the flagship academic exchange program sponsored by the U.S. government. The program and its components provide opportunities for Americans and citizens of more than 155 countries, who are chosen for their academic achievement and leadership potential, to study, teach, or conduct research abroad and develop ties that build understanding between the people of U.S. and of these countries. The program does not exist in countries where the United States does not have diplomatic representation (e.g., Iran, North Korea, Syria), or is represented via an embassy in another country (e.g., Bhutan, Somalia). The program has four core components—Fulbright Foreign Student Program, Fulbright Visiting Scholar Program, Fulbright U.S. Student Program, and Fulbright U.S. Scholar Program (all outlined separately below). Each core component has named programs within it (e.g., the Fulbright English Language Teaching Assistant Program is a part of the core Fulbright U.S. Student Program; the Fulbright Foreign Language Teaching Assistant Program is part of the core Fulbright Foreign Student Program). In addition, there are two programs—Fulbright-Arctic and Fulbright-NEXUS—that include both U.S. and Visiting Scholars.

Program receives some foreign funding.

Program Length: Year-long
Female/Male Split: 52%/48%

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia & Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Congo (Brazzaville), Costa Rica, Cote d’Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Guyana, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyz Republic, Laos, Latvia, Lebanon, Lesotho, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, South Korea, Spain, Sri Lanka, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Sudan, Suriname, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Uzbekistan, Venezuela, Vietnam, Palestinian Territories, Zambia, Zimbabwe
FULBRIGHT VISITING SCHOLAR AND FOREIGN STUDENT PROGRAMS

FULBRIGHT FOREIGN STUDENT PROGRAM (1946)

The Fulbright Foreign Student Program, created in 1946, provides scholarships to foreign graduate students, young professionals, and artists to study or conduct research in the United States for one year or more. Participants in all academic fields are chosen through a competitive merit-based selection process.

Program receives some foreign funding.
Program Length: Year-long
Avg. Cost per Day: $45 (2016)
Female/Male Split: 51%/49%

Budget | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Estimate
--- | --- | --- | --- | --- | ---
$92.0 million | $75.6 million | $68.4 million | $69.2 million | $69.2 million | $69.2 million

# of Proj/Partic | 3,929 | 4,533 | 4,390 | 4,167 | 4,167

Cost per: | $23,416 | $16,678 | $15,581 | $16,607 | $16,607

Geographic Reach: Afghanistan, Albania, Algeria, Andorra, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Benin, Bolivia, Bosnia & Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Chad, Chile, China, Colombia, Congo (Brazzaville), Costa Rica, Cote d’Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Haiti, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kosovo, Kyrgyz Republic, Laos, Latvia, Lebanon, Lesotho, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nauru, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Sierra Leone, Singapore, Slovak Republic, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, St. Lucia, St. Vincent and the Grenadines, Sudan, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, Zimbabwe

FULBRIGHT FOREIGN LANGUAGE TEACHING ASSISTANT (FLTA) PROGRAM (1969)

Description: The Fulbright Foreign Language Teaching Assistant (FLTA) Program—a part of the Fulbright Foreign Student Program—provides 10-month fellowships to early career teachers of English from abroad to assist in the teaching of their native language (such as Arabic, Chinese and many others) to American post-secondary students while taking courses in American Studies and English teaching.

Program receives some foreign funding.
Program Length: 10 months
Avg. Cost per Day: $51 (2016)
Female/Male Split: 74%/26%

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7.82 million</td>
<td>$5.86 million</td>
<td>$5.54 million</td>
<td>$6.00 million</td>
<td>$6.00 million</td>
<td></td>
</tr>
</tbody>
</table>
# Fulbright Visiting Scholar Program (1946)

The Fulbright Visiting Scholar Program, created in 1946, supports foreign scholars to conduct post-doctoral research and university lecturing at U.S. institutions for an academic year or term.

**Program receives some foreign funding.**

**Program Length:** 10 months

**Avg. Cost per Day:** $95 (2015)

**Female/Male Split:** 41%/59%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$26.9 million</td>
<td>$26.0 million</td>
<td>$21.9 million</td>
<td>$22.0 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>930</td>
<td>879</td>
<td>777</td>
<td>909</td>
</tr>
<tr>
<td>Cost per</td>
<td>$29,000</td>
<td>$29,597</td>
<td>$28,185</td>
<td>$24,202</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, China, Colombia, Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Egypt, Estonia, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Guinea, Hong Kong, Hungary, India, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kazakhstan, Kenya, Kosovo, Kyrgyz Republic, Laos, Latvia, Lebanon, Lithuania, Macedonia, Madagascar, Malawi, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Niger, Nigeria, Norway, Oman, Pakistan, Pakistan, Palestinian Territories, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Sri Lanka, Swaziland, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

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# Fulbright Junior Faculty Development Programs (Near East Asia Region Only) (2012)

The Fulbright Junior Faculty Development Programs (JFDP) in the Middle East and North Africa were launched in 2012 after the success of the Fulbright Visiting Scholar Program for Iraq. The JFDP—part of the Fulbright Visiting Scholar Program—brings young scholars in priority fields to U.S. institutions for an intensive 10-week program focusing on faculty development, research, and cultural engagement activities. The aim is build professional capacity at home universities, while developing linkages with U.S. institutions, and expanding the scholars’ knowledge of U.S. higher education and culture. ECA determines which countries will participate each year based on availability of funds, priorities in the region, security issues on the ground, and capacity at post. The FY 2016-funded program took place in summer 2017.

**Program Length:** 10 weeks

**Avg. Cost per Day:** $425 (2016)
Female/Male Split: 60%/40%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$695,000</td>
<td>$660,000</td>
<td>$1,523,286</td>
<td>$1,190,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>20</td>
<td>24</td>
<td>54</td>
<td>40</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$34,750</td>
<td>$27,500</td>
<td>$28,209</td>
<td>$29,750</td>
</tr>
</tbody>
</table>

Geographic Reach: Egypt, Lebanon, Tunisia

FULBRIGHT VISITING SCHOLAR PROGRAM FOR IRAQ (2010)

Launched in 2010, the Fulbright Visiting Scholar Program for Iraq—a part of the Fulbright Visiting Scholar Program—brings scholars in selected fields to U.S. institutions for approximately 10 weeks of faculty development, research, and other guided study. These activities are designed to support junior faculty in building the capacity of universities in Iraq, while developing linkages with U.S. institutions, expanding the scholar’s knowledge of U.S. higher education and culture, and to advance their education. The program for Iraq is funded from U.S. Embassy Baghdad resources through a grant to the Institute of International Education (IIE) to administer the program for Iraqi scholars each year. The FY 2016-funded program was held in the summer of 2017.

Program Length: 10 weeks
Female/Male Split: 29%/71%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$989,800</td>
<td>$602,823</td>
<td>$850,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>32</td>
<td>16</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$30,931</td>
<td>$37,676</td>
<td>$38,636</td>
<td>$41,667</td>
</tr>
</tbody>
</table>

Geographic Reach: Iraq

FULBRIGHT U.S. SCHOLAR AND STUDENT PROGRAM

FULBRIGHT U.S. SCHOLAR PROGRAM (1946)

The Fulbright U.S. Scholar Program, created in 1946, awards scholarships to U.S. scholars at the faculty and senior researcher level and to professionals, to lecture and conduct research at institutions throughout the world in a wide variety of academic disciplines for one semester or academic year.

Program receives some foreign funding.
Program Length: 10 months
Avg. Cost per Day: $147 (2016)
Female/Male Split: 44%/56%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$36.0 million</td>
<td>$36.0 million</td>
<td>$30.1 million</td>
<td>$31.0 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>906</td>
<td>774</td>
<td>772</td>
<td>711</td>
</tr>
</tbody>
</table>
FULBRIGHT SPECIALIST PROGRAM (2001)

The Fulbright Specialist Program—a part of the Fulbright U.S. Scholar Program—awards two- to six-week grants to American scholars and professionals who carry out collaborative projects that are based on requests from host institutions. Projects are education-focused with a goal of sharing research, building capacity, and promoting linkages between a specialist’s home and overseas institutions.

Program receives some foreign funding.

Program Length: 2–6 weeks
Female/Male Split: 38%/62%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,756,754</td>
<td>$3,100,000</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$3,720,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>374</td>
<td>468</td>
<td>407</td>
<td>414</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$7,371</td>
<td>$6,624</td>
<td>$6,143</td>
<td>$6,039</td>
</tr>
</tbody>
</table>

Geographic Reach: Albania, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bah- rain, Belarus, Belgium, Bhutan, Bolivia, Bosnia-Herzegovina, Brazil, Brunei, Bulgaria, Burma, Cambodia, Cape Verde, Canada, Chad, Chile, China, Colombia, Costa Rica, Cote d’Ivoire, Croatia, Czech Republic, Denmark, Dominica, Dominican Republic, Ecuador, Estonia, Ethiopia, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Haiti, Hong Kong/Macau, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyz Republic, Latvia, Lithuania, Macau, Malawi, Malaysia, Marshall Islands, Mauritius, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Palestinian Territories, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Senegal, Serbia, Singapore, Slovak Republic, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Suriname, Swaziland, Sweden, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe

FULBRIGHT-FOGARTY FELLOWSHIPS IN PUBLIC HEALTH (2013 FOR SCHOLARS)

The Fulbright-Fogarty Fellowships in Public Health—a part of the Fulbright U.S. Scholar Program—provides fellowships to American scholars for research at National Institutes of Health-affiliated centers. The program is targeted at Sub-Saharan Africa, Asia, or Southern Cone Latin America. There also is a Fulbright-Fogarty Fellowship for Fulbright U.S. Students (listed separately).
Program Length: 9 months
Avg. Cost per Day: $225 (2016)
Female/Male Split: 100%/0%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$75,000</td>
<td>$360,000</td>
<td>$0</td>
<td>$120,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$23,000</td>
<td>$37,500</td>
<td>$0</td>
<td>$60,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Ghana, Malawi

FULBRIGHT U.S. STUDENT PROGRAM (1946)

Fulbright U.S. Student Program, created in 1946, provides fellowships to U.S. graduating college seniors, graduate students, artists, and early career professionals selected through open, merit-based competition for study and research abroad for one academic year. Listed below are several special Fulbright U.S. Student program components.

Program receives some foreign funding.
Program Length: 10 months
Avg. Cost per Day: $84 (2016)
Female/Male Split: 68%/32%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$43.4 million</td>
<td>$48.2 million</td>
<td>$49.0 million</td>
<td>$49.0 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>1,882</td>
<td>1,921</td>
<td>1,912</td>
<td>1,914</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$23,061</td>
<td>$25,091</td>
<td>$25,628</td>
<td>$25,601</td>
</tr>
</tbody>
</table>

Geographic Reach: Albania, Argentina, Armenia, Australia, Austria, Bahrain, Belgium, Benin, Bolivia, Bosnia & Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Dominica, Dominican Republic, Ecuador, El Salvador, Estonia, Ethiopia, European Union, Fiji, Finland, France, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kiribati, Kosovo, Kyrgyz Republic, Laos, Latvia, Lesotho, Lithuania, Macau, Madagascar, Malawi, Malaysia, Mauritius, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Nauru, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad and Tobago, Turkey, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia

FULBRIGHT ENGLISH TEACHING ASSISTANT (ETA) PROGRAM (1949)

Fulbright English Teaching Assistant Program (ETA)—a part of the Fulbright U.S. Student Program—places recent U.S. college graduates as English language teaching assistants in schools or universities overseas, improving foreign students’ English language abilities and knowledge of the United States while increasing their own language skills and knowledge of the host country.

Program receives some foreign funding.
Program Length: 9 months
Avg. Cost per Day: $76 (2016)
Female/Male Split: 73%/27%
### Fulbright-Fogarty Fellowships in Public Health (2011 for Students)

The Fulbright-Fogarty Fellowships in Public Health—a part of the Fulbright U.S. Student Program—provides fellowships to American students and scholars for research at National Institutes of Health affiliated centers. It is targeted at Sub-Saharan Africa, Asia, or Southern Cone Latin America. There also is a Fulbright-Fogarty Fellowship for Fulbright U.S. Scholars (listed separately).

**Program Length:** 9 months  
**Avg. Cost per Day:** $43 (2016)  
**Female/Male Split:** 72%/28%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$108,000</td>
<td>$100,000</td>
<td>$91,000</td>
<td>$125,000</td>
<td>$0</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$23,000</td>
<td>$37,500</td>
<td>$0</td>
<td>$11,364</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Brazil, China, Kenya, Malawi, Peru

### Fulbright-National Geographic Digital Storytelling Fellowship (2014)

The Fulbright-National Geographic Digital Storytelling Fellowship—a part of the Fulbright U.S. Student Program—provides opportunities for U.S. citizens to participate in nine months of overseas travel and digital storytelling in up to three countries. Using a variety of digital storytelling tools, fellows publish their work on a National Geographic blog, with the support of National Geographic’s editorial team. National Geographic provides funding for the pre-departure orientation and in-kind contributions of staff time and mentorship.

**Program Length:** 9 months  
**Avg. Cost per Day:** $112 (2016)  
**Female/Male Split:** 40%/60%

<table>
<thead>
<tr>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$157,000</td>
<td>$150,000</td>
<td>$125,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$30,000</td>
<td>$31,400</td>
<td>$30,000</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Croatia, Ecuador, India, Kenya, Malaysia, Nigeria, Serbia, South Africa, Tanzania, Uganda
FULBRIGHT PUBLIC POLICY FELLOWSHIP (2012)

The Fulbright Public Policy Fellowship—a part of the Fulbright U.S. Student Program—sends American early-career professionals and doctoral students to complete 10-month assignments as special assistants to leaders in public policy fields in host-government ministries and institutions in areas in which public policy initiatives of host countries are aligned with U.S. foreign policy goals. Fellows also complete an independent academic research project.

Program Length: 10 months
Avg. Cost per Day: $115 (2016)
Female/Male Split: 57%/43%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$1,080,000</td>
<td>$936,000</td>
<td>$825,000</td>
<td>$714,000</td>
<td>$612,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>24</td>
<td>24</td>
<td>18</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$45,000</td>
<td>$39,000</td>
<td>$45,833</td>
<td>$34,000</td>
<td>$34,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Burma, Cote d’Ivoire, Ethiopia (African Union), Guatemala, Kosovo, Malawi, Peru, Samoa, Timor-Leste, Ukraine. (FY 2016)

OTHER ACADEMIC EXCHANGES

AFGHANISTAN JUNIOR FACULTY DEVELOPMENT PROGRAM (AJFDP) (2010)

The Afghan Junior Faculty Development Program (AJFDP) brings together junior Afghan professors from public and private universities throughout Afghanistan to the United States for a 10-week, intensive, theoretical, practical training program at a host institution each year. The program was launched in 2010 and includes activities such as auditing courses, attending academic conferences, participating in English language training, presenting on their research, and developing curricula that can be implemented upon their return to Afghanistan. The aim is to build professional capacity at home institutions while developing linkages and expanding the scholars’ understanding of U.S. higher education and culture. It is funded via an Economic Support Funds (ESF) transfer.

Program Length: 10 weeks
Avg. Cost per Day: $466 (2016)
Female/Male Split: 40%/60%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$250,000</td>
<td>$625,000</td>
<td>$475,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>20</td>
<td>22</td>
<td>10</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$25,000</td>
<td>$22,727</td>
<td>$25,000</td>
<td>$31,250</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Afghanistan

AMERICAN OVERSEAS RESEARCH CENTERS (ORCS) (1981)

Through the Council of American Overseas Research Centers (CAORC), ECA provides funding for 20 of the Overseas Research Centers (ORCs), which are located in Afghanistan, Bangladesh, Cambodia, Cyprus, Egypt, India, Indonesia, Iranian Studies (located in the United States), Iraq (currently based in Jordan), Israel, Jordan, Mexico, Maghreb Countries (Algeria, Morocco, Tunisia), Mongolia, Pakistan, Palestinian Territories, Senegal, Sri Lanka, Turkey, and Yemen. The program allows U.S. scholars to gain experience and expertise in the study and cultures of countries where the ORCs are located. This program receives its annual appropriation from the U.S. Congress passed through ECA. It is not administered by ECA.
**Program Length:** 3–6 months  
**Avg. Cost per Day:** $130 (2015)  
**Female/Male Split:** 49%/51%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$3.9 million</td>
<td>$3.9 million</td>
<td>$4.0 million</td>
<td>$4 million</td>
<td>$4 million</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>232</td>
<td>225</td>
<td>230</td>
<td>N/A</td>
<td>19</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$17,241</td>
<td>$17,777</td>
<td>$17,391</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Geographic Reach:** United States

**CENTER FOR CULTURAL AND TECHNICAL INTERCHANGE (EAST-WEST CENTER) (1960)**

The East-West Center is an internationally recognized education and research organization established by the U.S. Congress in 1960 to strengthen understanding and relations between the United States and the countries of the Asia Pacific region. Located in Honolulu, Hawaii, the center carries out its mission through programs of cooperative study, training, and research. **This program receives its annual appropriation from the U.S. Congress and is passed through ECA as an institutional grant. It is not administered by ECA.**

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$15,900,251</td>
<td>$16,699,480</td>
<td>$16,700,000</td>
<td>$16,700,000</td>
<td>$10,800,000</td>
</tr>
</tbody>
</table>

**FULBRIGHT UNIVERSITY VIETNAM (FUV) (2016)**

Fulbright University Vietnam (FUV) is the first independent, not-for-profit academic institution in Vietnam. The Trust for University Innovation in Vietnam (TUIV) receives financial support from ECA, including funds via the U.S. Department of Treasury’s Vietnam Debt Repayment Fund. USAID also provides funding. FUV will embody American higher education values including academic freedom, autonomy, meritocracy, and transparency. Based in Ho Chi Minh City, it will admit its first class of students in academic year 2017–2018 (teaching applied economics and management to Vietnamese mid-career managers and policymakers through a two-year Masters in Public Policy degree program) and its first undergraduates for 2018–2019. Ground will be broken on campus construction in the Fall 2017, with the first phase of the construction to be completed by 2020. FUV builds on the investments made under the direction of the U.S. Congress over 20 years in the Fulbright Economic Teaching Program (FETP), a cornerstone of U.S.-Vietnamese bilateral cooperation in higher education for which ECA provided funding. Senior Vietnamese government officials regularly sought advice from FETP regarding challenges facing Vietnam. FETP has transitioned into FUV’s School of Public Policy and Management. The Vietnamese government has been supportive of FUV, including donating the land for the campus. **Program receives some foreign funding.**

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$6,690,877</td>
<td>$8,400,000</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Vietnam

**GLOBAL UNDERGRADUATE EXCHANGE PROGRAM (UGRAD) (2002)**

The Global Undergraduate Exchange Program (Global UGRAD) offers scholarships for a semester of non-degree study in the United States to undergraduate student leaders from underrepresented sectors of selected countries in all world regions. The program also includes community service and professional development activities.

**Program Length:** Academic Year (9 months)  
**Avg. Cost per Day:** $147 (2016)  
**Female/Male Split:** 60%/40%
<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td><strong>$8,072,006</strong></td>
<td><strong>$7,733,130</strong></td>
<td><strong>$5,600,000</strong></td>
<td><strong>$5,600,000</strong></td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>271</td>
<td>255</td>
<td>253</td>
<td>253</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td><strong>$29,786</strong></td>
<td><strong>$30,326</strong></td>
<td><strong>$22,134</strong></td>
<td><strong>$22,134</strong></td>
</tr>
</tbody>
</table>

**Geographic Reach:** Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Burma, Cambodia, China, Costa Rica, Dominican Republic, Egypt, El Salvador, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Israel, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyz Republic, Laos, Lebanon, Malaysia, Mauritania, Moldova, Mongolia, Morocco, Mozambique, Nepal, Nicaragua, Niger, Oman, Palestinian Territories, Panama, Paraguay, Philippines, Russia, Saudi Arabia, Serbia, South Korea, Tajikistan, Thailand, Turkmenistan, Ukraine, Uzbekistan, Venezuela, Vietnam, Zimbabwe

**GLOBAL UNDERGRADUATE EXCHANGE PROGRAM PAKISTAN (UGRAD-PAKISTAN) (2010)**

The Global Undergraduate Exchange Program with Pakistan (Global UGRAD-Pakistan) offers one-semester, non-degree scholarships to study in the United States to outstanding undergraduate emerging student leaders from underrepresented socioeconomic and geographic sectors throughout Pakistan. The program provides participants with leadership and professional development training and opportunities to include community service and other enrichment activities designed to help them understand the United States and U.S. citizens inside and outside the classroom.

**Program Length:** Academic semester (5 months)

**Avg. Cost per Day:** $167 (2016)

**Female/Male Split:** 61%/39%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td><strong>$7,924,043</strong></td>
<td><strong>$5,393,234</strong></td>
<td><strong>$6,360,922</strong></td>
<td><strong>$5,599,992</strong></td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>380</td>
<td>250</td>
<td>282</td>
<td>219</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td><strong>$20,853</strong></td>
<td><strong>$21,573</strong></td>
<td><strong>$22,556</strong></td>
<td><strong>$25,571</strong></td>
</tr>
</tbody>
</table>

*Funding for the FY 2015 Global UGRAD Pakistan program is provided from FY 2014/FY 2015 Economic Support Funds (ESF) that were transferred from USAID to ECA for obligation prior to its expiration on September 30, 2015. The 282 students include three different cohorts in the United States over three semesters (August 2016, January 2017, August 2017). The Fall 2017 cohort male/female numbers are estimates (selections not yet finalized for August 2017).*

**FY 2016 funding is for participants who will be in the U.S. between January 2018 and December 2018.**

**Geographic Reach:** Pakistan

**INTERNATIONAL CENTER FOR MIDDLE EASTERN-WESTERN DIALOGUE (HOLLINGS CENTER) (2005)**

The Hollings Center is a non-profit, non-governmental organization dedicated to fostering dialogue between the United States and countries with predominantly Muslim populations in the Middle East, North Africa, South Asia, Eurasia, and Europe. Its mandate is to provide a forum for dialogue involving citizens of the United States and those from Muslim-majority countries. The Center conducts its meetings and dialogues in Istanbul, as well as small events in Washington, D.C. It also manages a small grants competition for program participants. As directed by the U.S. Congress, ECA is the fiduciary agent for a trust fund and disburses the interest in the form of an annual award supporting the Center’s activities.
MANDELA WASHINGTON FELLOWSHIP FOR YOUNG AFRICAN LEADERS (2014)

Under this flagship program of the Young African Leadership Initiative (YALI), young leaders from Sub-Saharan Africa come to the United States for six-week institutes at U.S. campuses and convene at a leadership summit in Washington, D.C. at the end of the six-week period. Up to 100 fellows also participate in six-week Professional Development Experiences (PDEs or internships) in the United States. Once the fellows return to their homes, the fellowship continues on the continent with regional workshops, seed funding for projects, professional development opportunities, and support for mentoring and community service. The fellowship aims to build and sustain a network of young Sub-Saharan African leaders across critical sectors, cement stronger ties between the region and the United States, and prepare the participants for follow-on leadership opportunities in Africa, with the goal of strengthening democratic institutions and spurring economic growth and development on the continent. The cost per participant covered the six-week academic fellowship for 1,000 fellows, the summit at the end of the fellowship, a six-week follow-on internship for 100 participants, and ECA alumni follow-on activities. This does not include the U.S. Agency for International Development (USAID) support in Africa for the fellows once they have returned home.

Program Length: 6 weeks for fellows; 12 weeks for fellows with follow-on professional development experiences
Female/Male/Gender Non-Conforming Split: 50%/49%/1%

<table>
<thead>
<tr>
<th></th>
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</tr>
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<tbody>
<tr>
<td>$12,370,000</td>
<td>$12,370,000</td>
<td>$20,000,000</td>
<td>$10,730,000</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th># of Proj/Partic</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>500</td>
<td>1,000</td>
<td>700</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost per:</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$24,740</td>
<td>$24,740</td>
<td>$20,000</td>
<td>$15,329</td>
<td></td>
</tr>
</tbody>
</table>


NATIONAL CLEARINGHOUSE ON DISABILITY AND EXCHANGE (1995)

The National Clearinghouse on Disability and Exchange sponsors a multi-functional clearinghouse that provides information for people with disabilities regarding international exchange opportunities and gives technical assistance to international exchange organizations, colleges, and universities and other organizations about how to increase the number of people with disabilities participating in their exchange programs and to enhance exchange program experiences. This is an institutional grant and cannot be attributed to specific participants. The grant is for the clearinghouse's activities and operations.

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$450,000</td>
<td>$450,000</td>
<td>$450,000</td>
<td>$450,000</td>
<td>$450,000</td>
<td></td>
</tr>
</tbody>
</table>

STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS AND SCHOLARS (1985 [SCHOLAR], 2003 [STUDENT])

The Study of the U.S. Institutes for Student Leaders and Scholars allows undergraduate students, foreign university faculty, and educators from multiple world regions to participate in five- to six-week academic seminars at U.S. universities focusing on topics in U.S. Studies. The program includes community service and leadership development and aims to strengthen curricula and improve the quality of teaching about the United States in academic institutions overseas.

Program Length: 5–6 weeks
Avg. Cost per Day: $360 (2016)
Female/Male Split: 61%/39%
<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. AD VISORY COMMISSION ON PUBLIC DIPLOMACY</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Budget</strong></td>
<td>$7,985,250</td>
<td>$8,599,570</td>
<td>$8,600,000</td>
<td>$8,600,000</td>
<td>$7,736,424</td>
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<tr>
<td><strong># of Proj/Partic</strong></td>
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<td>602</td>
<td>550</td>
<td>621</td>
<td>542</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
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<td>$14,285</td>
<td>$15,636</td>
<td>$13,849</td>
<td>$14,274</td>
</tr>
<tr>
<td><strong>Geographic Reach:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Afghanistan, Algeria, Angola, Argentina, Armenia, Australia, Azerbaijan, Bangladesh, Belarus, Belgium, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Cambodia, Cameroon, Chad, Chile, China, Colombia, Costa Rica, Cote d’Ivoire, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Georgia, Ghana, Greece, Guatemala, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kyrgyz Republic, Latvia, Lebanon, Liberia, Lithuania, Macedonia, Madagascar, Malaysia, Mali, Malta, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Sierra Leone, Slovak Republic, Slovenia, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Sweden, Taiwan, Tajikistan, Thailand, Timor-Leste, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>TIBETAN SCHOLARSHIP PROGRAM (1988)</strong></td>
<td></td>
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</tr>
<tr>
<td>Students from the Tibetan refugee communities of India and Nepal receive funding to pursue graduate degrees at U.S. institutions, primarily in fields that will contribute to more effective administrative governance of communities.</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Program Length:</strong> 2 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Avg. Cost per Day:</strong> $233 (2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Female/Male Split:</strong> 91%/9%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>FY 2013 Actual</td>
<td>FY 2014 Actual</td>
<td>FY 2015 Actual</td>
<td>FY 2016 Actual</td>
<td>FY 2017 Estimate</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>$601,000</td>
<td>$535,710</td>
<td>$710,000</td>
<td>$800,000</td>
<td>$650,000</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>16</td>
<td>15</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$37,563</td>
<td>$35,714</td>
<td>$88,750 (2 year)</td>
<td>$100,000 (2 year)</td>
<td>$81,250 (2 year)</td>
</tr>
<tr>
<td><strong>Geographic Reach:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>India and Nepal</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TUNISIA UNDERGRADUATE EXCHANGE PROGRAM (TUNISIA UGRAD) (2013)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Tunisia Undergraduate Scholarship Program (Tunisia UGRAD) offers scholarships to outstanding students from underrepresented sectors and parts of Tunisia for one academic year of non-degree, undergraduate study at accredited four-year institutions in the United States. The program aims to provide participants with a deeper understanding of American culture, as well as globally applicable skills and expertise to help them contribute to the economic growth and development of their country. Tunisia UGRAD is currently funded by two multi-year grants.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Length:</strong> Academic year (9 months)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Avg. Cost per Day:</strong> $154 (2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Female/Male Split:</strong> 59%/41%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Geographic Reach: Tunisia

### U.S.-South Pacific Scholarship Program (1994)

The U.S.-South Pacific Scholarship Program supports merit-based scholarships to students from sovereign island nations of the South Pacific for U.S. degree study in fields related to development of the region.

**Program Length:** 2–5 years  
**Avg. Cost per Day:** $109 (2016)  
**Female/Male Split:** 58%/42%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$4,624,944</td>
<td>$4,620,448</td>
<td>N/A</td>
<td>$2,672,500</td>
<td>$2,672,500</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>132</td>
<td>124</td>
<td>N/A</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$35,037</td>
<td>$27,262</td>
<td>N/A</td>
<td>$41,115</td>
<td>$41,115</td>
</tr>
</tbody>
</table>

### Geographic Reach: Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu

### U.S.-Timor-Leste Scholarship Program (1999)

The U.S. Timor-Leste Scholarship Program supports merit-based scholarships for students from Timor-Leste to study in the United States. Students participate in intensive English-language training and degree study in fields relevant to Timor-Leste’s development.

**Program Length:** 4–5 years  
**Avg. Cost per Day:** $109 (2016)  
**Female/Male Split:** 54%/46%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$435,000</td>
<td>$435,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$108,750</td>
<td>$108,750</td>
<td>$116,667</td>
<td>$116,667</td>
<td>$116,667</td>
</tr>
</tbody>
</table>

### Geographic Reach: Timor-Leste
CITIZEN EXCHANGES

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$9.5 million</td>
<td>$9.7 million</td>
<td>$10.3 million</td>
<td>$11.1 million</td>
<td>$12.0 million</td>
</tr>
</tbody>
</table>

CULTURAL PROGRAMS DIVISION

Cultural programs are designed to reach foreign audiences that are hard to connect with via other programs, and who may only have narrow experiences with American culture and society. The programs include an array of models and artistic genres that respond to changing environments and aim to overcome barriers (linguistic, cultural, socioeconomic) to engaging with target audiences. All cultural diplomacy programs correspond to U.S. foreign policy objectives, especially countering violent extremists’ recruiting among youth. There are 12 programs, and most of them are public-private partnerships.

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$9.5 million</td>
<td>$10.2 million</td>
<td>$10.2 million</td>
<td>$10.9 million</td>
<td>$10.8 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>428</td>
<td>876</td>
<td>19,393</td>
<td>18,804</td>
<td>TBD</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$22,177*</td>
<td>$11,644*</td>
<td>$526*</td>
<td>$584*</td>
<td>TBD</td>
</tr>
</tbody>
</table>

*To be consistent with other ECA program data measurements, the estimated cost per traveler on the exchange is provided. However, in outward-bound cultural exchanges, the primary public diplomacy beneficiaries are the audiences, workshop participants, and other foreign publics who come in contact with the American artist/catalyst during the program. Per participant cost captures only the person directly funded by the exchange. It does not account for audiences and participants overseas, which can include tens of thousands of people per beneficiary.

AMERICAN ARTS INCUBATOR (2013)

American Arts Incubator helps build resilient communities by addressing local community issues such as social inclusion, youth engagement, human rights, and women’s empowerment, using collaborative new media and digital art projects. Designed after the entrepreneurial “incubator” models popular with Silicon Valley start-ups, American artists travel abroad to conduct workshops, develop projects and lead micro-grant programs.

Program Length: 1 month
Avg. Cost per Day: $1,370 (2016)
Female/Male Split: 75%/25%

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$300,000</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$62,500</td>
<td>$62,500</td>
<td>$60,000</td>
<td>$41,667</td>
<td>$41,667</td>
</tr>
</tbody>
</table>

Geographic Reach: Ecuador, Egypt, India, Morocco, Poland, Ukraine

AMERICAN FILM SHOWCASE (2011)

American Film Showcase (AFS) sends filmmakers and film industry professionals abroad to present award-winning American documentaries, independent films and animated short films in support of mission policy goals. The films offer contemporary insights into American life and culture and explore issues affecting democratic societies.

Program Length: 7–10 days
**AMERICAN MUSIC ABROAD (AMA) (2011*)**

American Music Abroad (AMA) invests in youth leadership and a strong civil society by sending approximately eight to 11 American music groups to more than 40 countries annually to conduct public concerts, interactive performances with local musicians, lecture demonstrations, workshops, and jam sessions.

*American Music Abroad began in 2011; however, touring of musical ensembles has occurred for decades under various names, starting with the “Jazz Ambassadors” program in the 1950s.

**Program Length:** 2–6 weeks  
**Avg. Cost per Day:** $1,040 (2016)  
**Female/Male Split:** 15%/85%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>$1,292,000</td>
<td>$1,340,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>48</td>
<td>51</td>
<td>38</td>
<td>46</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$31,250</td>
<td>$29,412</td>
<td>$34,000</td>
<td>$29,130</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Angola, Azerbaijan, Bahrain, Belarus, Bolivia, Bulgaria, Chile, China, Colombia, Cote d’Ivoire, Dominican Republic, Egypt, Georgia, Haiti, Hong Kong, Indonesia, Japan, Jordan, Kuwait, Latvia, Malawi, Malaysia, Mexico, Moldova, Mongolia, Morocco, Mozambique, Namibia, Oman, Panama, Peru, Palestinian Territories, Philippines, South Korea, Taiwan, Tanzania, Tunisia, Zambia (FY 2015 countries)

**ARTS ENVOY PROGRAM (2012)**

The Arts Envoy Program gives U.S. missions worldwide an opportunity to develop customized cultural programming to support U.S. foreign policy mission objectives and connect the U.S. arts community with international publics. This “on demand” program supports strategic projects by arts professionals who can spend five days to six weeks in a country or region working with priority groups, arts professionals, and general audiences.

**Program Length:** 5 days–6 weeks  
**Avg. Cost per Day:** $375 (2016)  
**Female/Male Split:** 35%/75%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$1,600,000</td>
<td>$1,500,000</td>
<td>$1,550,000</td>
<td>$1,300,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>240</td>
<td>390</td>
<td>258</td>
<td>198</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$6,667</td>
<td>$3,846</td>
<td>$6,008</td>
<td>$6,566</td>
</tr>
</tbody>
</table>
FY 2016 budget figures reflect the first year competed to participate with an institutional grant. This grant will provide program funds for exchanges taking place from September 1, 2016–October 1, 2017.

**FY 2017 budget figures reflect funds absorbed from a dance program that was not renewed during the most recent grant cycle.

**Geographic Reach:** Albania, Algeria, Azerbaijan, Bahamas, Barbados, Belarus, Belize, Bolivia, Bosnia-Herzegovina, Burkina Faso, Burma, Canada, Central African Republic, China, Costa Rica, Croatia, Czech Republic, Democratic Republic of the Congo, Estonia, Georgia, Greece, Guinea, India, Indonesia, Israel, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Latvia, Lithuania, Madagascar, Mauritania, Mexico, Moldova, Mongolia, Morocco, Nepal, New Zealand, Oman, Palestinian Territories, Romania, Russia, Rwanda, Samoa, Saudi Arabia, Slovenia, Swaziland, Tajikistan, Thailand, Tunisia, Ukraine, Uzbekistan, Vietnam, Zimbabwe

**BIENNALES (1988)**

The Biennales initiative selects and provides support for U.S. representation at two biennial international exhibitions: the Venice Art Biennale and the Venice Architecture Biennale. These exhibitions, run in alternate years, represent the highest profile art and architecture platforms in the world. Through the exhibitions, innovation, ingenuity, and entrepreneurship are promoted as core American values to an influential international audience, while outreach events target key local communities. ECA partners with the National Endowment for the Arts to host a selection panel for the featured artist, the logistics of which are then handled through a public-private partnership. In fiscal years 2013 and 2014, the program received $577,000 and $2.5 million respectively from the private sector.

**Program Length:** 7–8 months  
**Avg. Cost per Day:** $137 (2016)  
**Female/Male Split:** 67%/33%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$250,000</td>
<td>$292,000</td>
<td>$250,000</td>
<td>$100,000</td>
</tr>
<tr>
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<td>6</td>
<td>6</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td><strong>Cost per</strong></td>
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<td>$48,667</td>
<td>$31,250</td>
<td>$16,667</td>
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</table>

**Geographic Reach:** United States

**CENTER STAGE (2010)**

Center Stage brings top quality performing artists from high-priority countries to the United States to perform and conduct engagement activities such as performances, workshops, artist-to-artist exchanges, and community gatherings. Performers also learn about the creative industries in the United States and share their experiences with their fan base in their home countries. Funded every other fiscal year.

**Program Length:** 1 month  
**Avg. Cost per Day:** $938 (2016)  
**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$1,000,000</td>
<td>$0</td>
<td>$1,350,000</td>
<td>$0</td>
</tr>
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<td><strong># of Proj/Partic</strong></td>
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</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$0</td>
<td>$18,868</td>
<td>$0</td>
<td>$28,125</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Ukraine, Egypt
COMMUNITIES CONNECTING HERITAGE (2016)

Communities Connecting Heritage engages at-risk communities, empowers youth, and builds partnerships between communities in the U.S. and in key strategic world regions through exchange projects that explore cultural heritage topics. Projects advance tangible and intangible cultural heritage appreciation and preservation through community outreach and public education. The inaugural slate of projects includes partners in Belgium, Bosnia and Herzegovina, Egypt, India, Serbia, and across the U.S.

Program Length: 1 year  
Female/Male Split: 50%/50% (Est.)

<table>
<thead>
<tr>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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</tr>
<tr>
<td># of Proj/Partic</td>
<td>6</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$133,333</td>
</tr>
</tbody>
</table>

Geographic Reach: Belgium, Bosnia and Herzegovina, Egypt, India, Serbia

DANCEMOTION USA (2010)

DanceMotion USA provides performances and educational dance workshops for underserved students and target audiences in priority countries. Programming showcases American society and connects with populations where language and political barriers may otherwise inhibit direct interaction.

Program receives some foreign funding.

Program Length: 18 days (3 tours; each tour is 18 days)  
Avg. Cost per Day: $1,521 (2016)  
Female/Male Split: 57%/43%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,150,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>42</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$30,000</td>
<td>$30,952</td>
<td>$30,952</td>
<td>$27,381</td>
</tr>
</tbody>
</table>

Geographic Reach: Cote d’Ivoire, Dominican Republic, Ethiopia, Haiti, Panama, Singapore, Thailand, Tunisia, Vietnam

GLOBAL MEDIA MAKERS (2015)

Global Media Makers connects visual storytellers from around the world with leading U.S. entertainment professionals. Program fellows receive comprehensive filmmaking education, business training, and professional networking opportunities to support the development of independent, authentic, and compelling content for distribution in their home countries and foster creative connections between the film industries from the region and the United States.

Program Length: 2 years  
Female/Male Split: 43%/57% (FY 2017)

<table>
<thead>
<tr>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$1,000,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>30</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$33,333</td>
</tr>
</tbody>
</table>

Geographic Reach: Egypt, Jordon, Lebanon, Morocco, Turkey, Tunisia, United Arab Emirates
INTERNATIONAL WRITING PROGRAM (IWP) (2006)

Through the International Writing Program (IWP), U.S. and foreign writers participate in a residency program at the University of Iowa, which includes public lectures, round-table discussions, and readings on selected strategic countries and topics. MOOCs (massive open online courses) and distance learning courses for high-school-aged writers and women writers on particular themes are also offered. Figures by fiscal year breakdown include two MOOCs at 8,000 participants each.

The Fall Residency in 2016, in addition to the ECA-, embassy-, and Fulbright-sponsored writers, hosted writers’ participation was made possible by funding from the following foreign sources: Arts Council Korea, Creative New Zealand, the Taiwan Ministry of Culture, the Japan Foundation, the Robert H.N. Ho Family Foundation (Hong Kong), and the Singapore Arts Council, the last of which sponsored two writers.

Program receives some foreign funding.

Program Length: 5–90 days
Avg. Cost per Day: $1 (2016)
Female/Male Split: 59%/41%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$500,000</td>
<td>$680,000</td>
<td>$520,143</td>
<td>$720,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>100</td>
<td>18,724</td>
<td>18,150</td>
<td>18,150</td>
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<td>Cost per:</td>
<td>$4,448</td>
<td>$5,000</td>
<td>$36</td>
<td>$29</td>
<td>$40</td>
</tr>
</tbody>
</table>

Geographic Reach: Argentina, Bangladesh, Bulgaria, Finland, Guyana, India, Indonesia, Iraq, Mauritius, Nigeria, Philippines, South Africa, Venezuela, Zambia

The breakdown per funder/country is as follows:

Arts Council Korea (South Korea)
$13,988

Creative New Zealand
$17,498

Taiwan Ministry of Culture
$17,831

Japan Foundation
$16,000

Singapore National Arts Council
$17,109

Singapore National Arts Council
$17,109

Robert H.N. Ho Family Foundation (Hong Kong)
$17,465


IWP Between the Lines—The Writing Experience (BTL): Typically 12 young Arabic speaking writers, 10 young Russian writers, and four teachers/chaperones participate with 10 American young writers who provide their own funding, in a two-week summer residency program focusing on peace and the creative writing process. IWP also works with the young writers to establish an ongoing network and web-based resource center for students. It is a public-private partnership in conjunction with the International Writing Program (IWP) at the University of Iowa. In FY 2014, a Turkish and Armenian program was added, increasing the total number of participants and the funding that year.
Program receives some foreign funding.

Program Length: 2 weeks
Avg. Cost per Day: $105 (2014)
Female/Male Split: 46%/54%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$199,584</td>
<td>$300,000</td>
<td>$198,833</td>
<td>$199,857</td>
<td>$192,353</td>
</tr>
</tbody>
</table>

Program receives some foreign funding.

Program Length: 2 weeks
Avg. Cost per Day: $105 (2014)
Female/Male Split: 46%/54%

Geographic Reach: Bahrain, Egypt, Iraq, Israel, Lebanon, Morocco, Oman, Palestinian Territories, Russia, Saudi Arabia, Tunisia, United States

MUSEUMS CONNECT (2007)

The Museums Connect: Building Global Communities program brings together U.S. and international communities, especially youth, women, and other underserved groups, through collaborative museum-led exchange projects that support foreign policy objectives, such as women’s empowerment, social inclusion, civic engagement, and environmental protection.

Program is being phased out.
Program Length: 1 year
Female/Male Split: 61%/39%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,050,000</td>
<td>$920,000</td>
<td>$828,000</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Program receives some foreign funding.

Program Length: 2–3 weeks
Avg. Cost per Day: $1,829 (2016)
Female/Male Split: 36%/64%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$960,000</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
<td>$800,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Argentina, Bhutan, Brazil, Colombia, Mexico, Israel, Palestinian Territories

NEXT LEVEL (2013)

Next Level encourages civil society development and provides economic and professional development opportunities to youth and underserved audiences. American hip hop artists are recruited each year to implement interrelated workshops on beat/music making, break dancing, and rapping in countries overseas. Workshop topics include music production, artists’ entrepreneurship, and conflict resolution strategies.

Program receives some foreign funding.
Program Length: 2–3 weeks
Avg. Cost per Day: $1,829 (2016)
Female/Male Split: 36%/64%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,968</td>
<td>$30,769</td>
<td>$39,769</td>
<td>$32,000</td>
<td>$32,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Azerbaijan, Burma, Egypt, Morocco, Vietnam
ONEBEAT (2011)

OneBeat, featured as a global best practice in the TED2017: The Future You conference, brings accomplished foreign musicians to the United States to work with their American counterparts to compose new music, create recordings and videos, and develop practices of music as civic engagement. Following a month-long residency, the groups tour cities within the United States to perform, work with local musicians, learn about the U.S. music industry, and conduct educational outreach workshops with local youth. Beginning with the FY 2015 award, the scope of the program expanded to include two overseas components. OneBeat U.S. consists of two month-long programs for 20 international and five American fellows. OneBeat Abroad consists of two, two-week overseas projects for eight international and two American musicians. The program is funded every other year; the next round of funding is FY 2017.

**Program Length:** 1 month  
**Avg. Cost per Day:** $867 (2015)  
**Female/Male Split:** 50%/50%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$0</td>
<td>$1,300,000</td>
<td>$0</td>
<td>$1,440,000</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
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<td>70</td>
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<td>80</td>
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<tr>
<td><strong>Cost per:</strong></td>
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<td>$0</td>
<td>$18,000</td>
<td>$0</td>
<td>$18,000</td>
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</tbody>
</table>

**Geographic Reach:** Algeria, Belarus, Brazil, Colombia, Cuba, Ghana, India, Indonesia, Kyrgyzstan, Russia, South Africa, Taiwan, Tunisia, Turkey, United States, Zimbabwe

PROFESSIONAL FELLOWS DIVISION

The Professional Fellows Division’s core grants are the Professional Fellows Programs, which are two-way, global exchange programs designed to enhance leadership and professional skills, and build lasting, sustainable partnerships between mid-level emerging leaders from foreign countries and the United States. The exchanges are five-to-six weeks long. In FY 2016, the Professional Fellows Division managed 33 programs that supported the professional development and capacity building of emerging young global leaders working to foster good governance practices and stronger civil society institutions, empower women and minority communities, and increase economic opportunities. Over 400 Americans travel on exchanges for these programs each year. Other programs administered by the Professional Fellows Division include: the Community Solutions Program (four months long), on-demand programs for emerging priorities, the Young Leaders of the Americas Initiative (YLAI is accounted for in a separate section of this report), the Young Southeast Asia Leaders Initiative (YSEALI is accounted for in a separate section of this report), the Fortune-U.S. Department of State Global Women’s Mentoring Partnership, and TechWomen. The Ngwang Choephel Fellows Program, five traditional public-private partnerships (TPPPs), and four sole-source grants are also managed by this division, several of which are administrative grants to organizations. The Professional Fellows (PF) Division receives ESF monies for Pakistan that are not included in the overall PF budget numbers above. With all division programs included, PF brought more than 1,800 fellows to the United States and sent more than 400 Americans abroad on exchanges in FY 2016.

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$16,999,281</td>
<td>$18,886,730</td>
<td>$19,365,471*</td>
<td>$19,365,471*</td>
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<tr>
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<td>1,037</td>
<td>1,641</td>
<td>1,320</td>
<td>1,320</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$15,324</td>
<td>$16,393</td>
<td>$11,509</td>
<td>$14,671</td>
<td>$14,671</td>
</tr>
</tbody>
</table>

*Funding supplemented by ESF transfers.*
AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY (ACILS) (1997)

The American Center for International Labor Solidarity implements a series of exchanges to support democratic institutions and social processes to improve social justice and to strengthen human and trade union rights worldwide. Focus areas include: improving living conditions; promoting equitable, sustainable development; empowering women workers to confront and challenge global systems; implementing projects to prevent human trafficking; and providing services to victims of trafficking and promoting safe migration.

**Program Length:** 2 weeks  
**Avg. Cost per Day:** $911 (2016)  
**Female/Male Split:** 42%/58%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
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<td>$306,000</td>
<td>$306,000</td>
<td>$306,000</td>
<td>$306,000</td>
</tr>
<tr>
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</tr>
<tr>
<td>Cost per:</td>
<td>$10,200</td>
<td>$10,929</td>
<td>$11,333</td>
<td>$12,750</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Georgia, Kenya, Tunisia, Zimbabwe

AMERICAN COUNCIL OF YOUNG POLITICAL LEADERS (ACYPL) (1966)

American Council of Young Political Leaders (ACYPL) sponsors reciprocal study tours of nine days to two weeks for delegations of seven to 12 American and foreign young political leaders to learn about each other’s political systems and institutions. Participants are mid-level professionals with leadership potential in government, the private sector, or civil society with experience and current employment related to the legislative process and governance.

**Program Length:** 2 weeks  
**Avg. Cost per Day:** $473 (2016)  
**Female/Male Split:** 44%/56%

<table>
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<tr>
<th>FY 2013 Actual</th>
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<th>FY 2015 Actual</th>
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<th>FY 2017 Estimate</th>
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<tbody>
<tr>
<td>$893,133</td>
<td>$893,133</td>
<td>$893,133</td>
<td>$893,133</td>
<td>$893,133</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>151</td>
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<td>135</td>
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<tr>
<td>Cost per:</td>
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<td>$5,915</td>
<td>$7,145</td>
<td>$6,616</td>
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</tbody>
</table>

**Geographic Reach:** Argentina, Australia, Botswana, Brazil, China, Croatia, Hungary, India, Indonesia, Israel, Japan, Jordan, Malaysia, Morocco, Namibia, New Zealand, Northern Ireland, Palestinian Territories, Russia, South Africa, Tunisia, Turkey, United Kingdom, Vietnam

COMMUNITY SOLUTIONS (2010)

Community Solutions brings community leaders from around the world to the United States for four-month fellowships with American public- and private-sector organizations. The program is designed to enhance participants’ professional abilities to address issues of concern in their home communities and build ties with U.S. institutions and communities.

**Program Length:** 4 months  
**Avg. Cost per Day:** $189 (2016)  
**Female/Male Split:** 53%/47%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.5 million</td>
<td>$1.5 million</td>
<td>$2.3 million</td>
<td>$2.3 million</td>
<td>$2.3 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>55</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$27,778</td>
<td>$27,273</td>
<td>$23,000</td>
<td>$23,000</td>
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</table>
**Geographic Reach:** Albania, Algeria, Bangladesh, Bhutan, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burundi, Cambodia, Cameroon, Colombia, Costa Rica, Czech Republic, Democratic Republic of the Congo, Dominica, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, Hungary, Indonesia, Iraq, Israel, Jamaica, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Macedonia, Malaysia, Malawi, Maldives, Marshall Islands, Micronesia, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Papua New Guinea, Paraguay, Pakistan, Palestinian Territories, Peru, Philippines, Romania, Rwanda, Serbia, Sierra Leone, Singapore, Slovakia, Sri Lanka, South Sudan, Sudan, Syria, Tajikistan, Tanzania, Timor-Leste, Thailand, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Vietnam, Zambia, Zimbabwe

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**FORTUNE-U.S. DEPARTMENT OF STATE GLOBAL WOMEN’S MENTORING PARTNERSHIP (2006)**

Fortune-U.S. Department of State Global Women’s Mentoring Partnership is a public-private partnership between ECA and Fortune Most Powerful Women to support women’s economic, social, and political empowerment through leadership workshops and mentoring assignments for up to 25 emerging women leaders from around the world. The emerging leaders are mentored by U.S. executive women from the Fortune Most Powerful Women network.

- **Program Length:** 4 weeks
- **Avg. Cost per Day:** $801 (2016)
- **Female/Male Split:** 100%/0%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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</thead>
<tbody>
<tr>
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<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
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<tr>
<td>Cost per:</td>
<td>$9,259</td>
<td>$10,870</td>
<td>$13,158</td>
<td>$19,231</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Argentina, Bangladesh, Egypt, El Salvador, Ghana, India, Indonesia, Kenya, Kosovo, Mongolia, Pakistan, Poland, South Africa, Ukraine, Zimbabwe

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**INSTITUTE FOR REPRESENTATIVE GOVERNMENT (1988)**

The Institute for Representative Government (IRG) was established in 1988 by a group of former members of Congress as an independent, bipartisan, non-profit organization to provide high-level, professional exchange programs for parliamentarians from developing or newly established democracies. Members of IRG include the International Republican Institute (IRI) and the National Democratic Institute (NDI). The IRG sponsors legislators from around the world to travel to the United States on 10-day study tours to examine U.S. legislative practices at the federal and state levels.

- **Program Length:** 10 days
- **Avg. Cost per Day:** $1,626 (2015)
- **Female/Male Split:** 58%/42%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
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<td>$340,511</td>
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<tr>
<td># of Proj/Partic</td>
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<tr>
<td>Cost per:</td>
<td>$14,188</td>
<td>$16,215</td>
<td>$16,262</td>
<td>$16,262</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Global (varies each year). For FY 2016: Albania, Georgia, Kosovo, Macedonia, Mexico, Nigeria, Serbia, Ukraine

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**J. CHRISTOPHER STEVENS VIRTUAL EXCHANGE (STEVENS INITIATIVE) (2014)**

The J. Christopher Stevens Virtual Exchange Initiative (Stevens Initiative), is a multilateral, public-private partnership that is working to strengthen engagement between young people in the Middle East and North Africa and in the United States.

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**Geographic Reach:** Global
States as a lasting tribute to the legacy of Ambassador Chris Stevens. The Stevens Initiative is using technology and online tools to achieve people-to-people virtual and physical educational exchanges between the United States and the Middle East and North Africa. Through intensive, structured online engagements between youth at various education levels, the initiative is working to equip more than one million youth with the skills and aptitudes they need to succeed in the 21st century. The Bezos Foundation is matching dollar-for-dollar all federal funding to the Stevens Initiative.

**Program receives some foreign funding.**

**Program Length:** Administrative grant (ongoing)

**Avg. Cost per Day:** N/A

**Female/Male Split:** 50%/50%

<table>
<thead>
<tr>
<th>Budget</th>
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<th>FY 2016 Actual $8,455,938</th>
<th>FY 2017 Estimate $5,000,000</th>
</tr>
</thead>
</table>

**Geographic Reach:** Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Morocco, Palestinian Territories, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, United States

**JAPAN-U.S. FRIENDSHIP COMMISSION (CULCON) (1968)**

The U.S.-Japan Conference on Cultural and Educational Interchange (CULCON) is a binational advisory panel that serves to elevate and strengthen the vital cultural and educational foundations of the U.S.-Japan relationship and to strengthen connections between American and Japanese leadership in those fields.

**Program receives some foreign funding.**

**Program Length:** Administrative grant (ongoing)

|--------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

**Geographic Reach:** Japan

**MIKE MANSFIELD FELLOWSHIP PROGRAM (1994)**

Established by Congress in 1994 (22 U.S.C. Chapter 70, section 6101), this program offers an opportunity for U.S. federal government employees to gain substantial personal knowledge about the government of Japan by working alongside their counterparts in Japanese agencies. Congress mandated that the Maureen and Mike Mansfield Foundation administer the program.

**Program Length:** 1 year

**Avg. Cost per Day:** $426 (2016)

**Female/Male Split:** 30%/70%

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual $1,520,000</th>
<th>FY 2014 Actual $1,518,000</th>
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<table>
<thead>
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<th>FY 2014 Actual 10</th>
<th>FY 2015 Actual 10</th>
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<table>
<thead>
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<th>FY 2014 Actual $151,800</th>
<th>FY 2015 Actual $110,000</th>
<th>FY 2016 Actual $151,800</th>
<th>FY 2017 Estimate $151,800</th>
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</thead>
</table>

**Geographic Reach:** Japan

**NATIONAL YOUTH SCIENCE FOUNDATION/ NATIONAL YOUTH SCIENCE CAMP (1983)**

National Youth Science Foundation/National Youth Science Camp is an annual science camp for American high school students and selected students from the Western Hemisphere, which promotes understanding and cooperative work through science and cultural exchange.
Program Length: 1 month  
Female/Male Split: 39%/61%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$130,000</td>
<td>$130,000</td>
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<td>$8,125</td>
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<td>$8,125</td>
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</table>

Geographic Reach: Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, Mexico, Trinidad & Tobago

PARTNERS OF THE AMERICAS (1964)

Partners of the Americas implements exchanges with Western Hemisphere countries to enhance mutual understanding through personal involvement and linkages of key volunteer specialists in fields such as citizen participation, judicial reform, public administration, promotion of minority and indigenous rights, journalism, environmental and historic conservation, education, economic development and trade, and visual and performing arts.

Program Length: 1–2 weeks  
Female/Male Split: 53%/47%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
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<td>$367,110</td>
<td>$367,110</td>
<td>$367,110</td>
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<td>$6,119</td>
<td>$6,119</td>
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</table>

Geographic Reach: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

PROFESSIONAL FELLOWS “ON-DEMAND” PROGRAM (2012)

The Professional Fellows “On-demand” Program allows for a quick response to address urgent foreign policy priorities worldwide. Once approved, an on-demand exchange program can be immediately announced and the exchange can take place within three to six months.

Program Length: 2 weeks–1 month  
Female/Male Split: 47%/53%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>N/A</td>
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<tr>
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<td>N/A</td>
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<td>$11,628</td>
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</table>

Geographic Reach: Armenia, Australia, Azerbaijan, Belarus, Brunei, Bulgaria, Burma, Cambodia, Czech Republic, Estonia, Georgia, Hungary, Indonesia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Malaysia, Moldova, Philippines, Poland, Romania, Singapore, Slovakia, Slovenia, South Korea, Tajikistan, Thailand, Ukraine, Vanuatu, Vietnam
PROFESSIONAL FELLOWS PROGRAM (2009)

The Professional Fellows Program brings worldwide emerging leaders to the United States for intensive one-month fellowships designed to broaden their professional expertise in the fields of legislative process and governance, civic engagement, NGO management, economic empowerment and entrepreneurship, and journalism. The two-way exchange fellowship provides both U.S. and non-U.S. participants the opportunity to examine the relationship between civil society and government in the United States and to observe how respective agencies and organizations work to strengthen citizen participation, transparency, and accountability. The program takes place twice per year, in the spring (May/June) and in the fall (October/November). The figures here do not include YSEALI-funded parts of the program as those are counted separately in this report.

**Program Length:** 5 weeks  
**Avg. Cost per Day:** $397 (2016)  
**Female/Male Split:** 52%/48%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
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<td>$7,554,990</td>
<td>$7,050,951</td>
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<tr>
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<td>524</td>
<td>501</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td><strong>Cost per:</strong></td>
<td>$13,710</td>
<td>$13,710</td>
<td>$15,080</td>
<td>$14,689</td>
<td>$14,689</td>
</tr>
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</table>

**Geographic Reach:** Armenia, Azerbaijan, Bangladesh, Belarus, Bosnia & Herzegovina, Brazil, Brunei, Burma, Bulgaria, Burma, Cambodia, China, Colombia, Croatia, Egypt, Georgia, Guatemala, Honduras, Hungary, India, Indonesia, Laos, Malaysia, Mexico, Moldova, Mongolia, Morocco, Nicaragua, Pakistan, Peru, Philippines, Romania, Russia, Rwanda, Singapore, Slovakia, Slovenia, Thailand, Tunisia, Turkey, Uganda, Ukraine, Uruguay, United States, Vietnam

SISTER CITIES INTERNATIONAL (1956)

This grant provides administrative support to Sister Cities International (SCI), which promotes closer connections between citizens of the United States and other countries through the activities of the 1,300 U.S. cities affiliated with more than 2,400 sister cities in 137 countries around the world.

**Program Length:** Administrative grant (ongoing)

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$400,285</td>
<td>$400,285</td>
<td>$400,285</td>
<td>$400,285</td>
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</table>

TECHWOMEN (2011)

TechWomen selects participants from countries across Africa, South and Central Asia, and the Middle East to take part in a peer mentoring experience with American women at leading science and technology companies in Silicon Valley and the San Francisco Bay Area. The program develops talent in the fields of science and technology, increases the trade capacity of the participating countries, and enables women to reach their full potential in the science and tech industry.

**Program Length:** 5 weeks  
**Avg. Cost per Day:** $311 (2016)  
**Female/Male Split:** 100%/0%

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<th>FY 2013 Actual</th>
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<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$31,313</td>
<td>$27,778</td>
<td>$28,000</td>
<td>$28,000</td>
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**Geographic Reach:** Algeria, Cameroon, Egypt, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Morocco, Nigeria,
Pakistan, Palestinian Territories, Rwanda, Sierra Leone, South Africa, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, Zimbabwe


The Ngwang Choephel Fellows Program provides general support to non-governmental organizations outside of China to promote activities that preserve Tibetan cultural traditions and enhance sustainable development and environmental conservation in Tibetan communities in China. Program themes are developed in cooperation with the Office of the Special Coordinator for Tibetan Issues, the U.S. embassy in Beijing and the U.S. consulate in Chengdu.

Program Length: 1 month
Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
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<td>$575,000</td>
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<tr>
<td>Cost per:</td>
<td>$12,326</td>
<td>$13,372</td>
<td>$14,024</td>
<td>$13,690</td>
</tr>
</tbody>
</table>

Geographic Reach: China (Tibet)


The U.S. Congress-Republic of Korea (ROK) National Assembly Exchange introduces 20 university students and recent graduates from the United States and South Korea to the political process, society, and culture of the other country. Foreign funding by the ROK National Assembly is approximately $25,000.

Program receives some foreign funding.
Program Length: 3 weeks
Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
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<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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</thead>
<tbody>
<tr>
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<td>$155,975</td>
<td>$156,000</td>
<td>$156,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<tr>
<td>Cost per:</td>
<td>$7,798</td>
<td>$7,799</td>
<td>$7,800</td>
<td>$7,800</td>
</tr>
</tbody>
</table>

Geographic Reach: South Korea

YOUNG LEADERS IN THE AMERICAS INITIATIVE (YLAI) (2015)

The Young Leaders of the Americas Initiative (YLAI) is the United States’ premier exchange program in the hemisphere. YLAI provides 250 fellowships each year to enable participants from Latin America and the Caribbean and the United States to develop their business and civil society initiatives and to promote partnerships or joint ventures with American counterparts. Following the fellowship, fellows receive ongoing support through a continuum of networking, mentorship, and investment opportunities, including exchanges for up to 45 U.S. host-organization representatives to enhance the foreign fellows’ initiatives.

Program Length: 6 weeks
Avg. Cost per Day: $430 (2016)
Female/Male Split: 47%/53%
### Geographical Reach
Antigua and Barbuda, Argentina, Aruba, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, St. Maarten, Suriname, Trinidad and Tobago, Uruguay, Venezuela, United States

### Young Southeast Asian Leaders Initiative (YSEALI) Fellowship (2014)

The Young Southeast Asian Leaders Initiative (YSEALI) includes academic and professional exchanges for Southeast Asian youth, ages 18 to 35 (for Academic Fellows) and 25 to 35 (for Professional Fellows). YSEALI is managed by the Office of Academic Exchanges and the Professional Fellows Division. YSEALI seeks to build the leadership capabilities of youth in the region, strengthen ties between the United States and Southeast Asia, and nurture an ASEAN community. YSEALI focuses on critical topics identified by youth in the region. The academic exchanges are hosted by U.S. universities or colleges during the academic year and focus on three themes: social entrepreneurship and economic development, environmental issues, and civic engagement. The professional exchanges focus on civic engagement, NGO management, economic empowerment, governance, legislative process, and environmental sustainability.

**Program Length:** 5 weeks

**Avg. Cost per Day:** $256 (2016)

**Female/Male Split:** 52%/48%

### Geographic Reach
Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Vietnam

### Sports Diplomacy Division

Sports Diplomacy programs tap into the shared passion for sports around the world to address U.S. foreign policy priorities and empower young people and underserved populations to develop leadership skills, achieve academic success, promote respect for diversity, and contribute to stronger, more inclusive, and stable communities. Sports diplomacy program models include two-way exchanges implemented in collaboration with U.S. universities and non-governmental organizations; an outbound program that sends American athletes and coaches overseas for youth and community outreach; an inbound professional development and mentoring program with leading American executives; and an inbound sport and cultural exchange program for youth and coaches. The use of sports as a platform allows the State Department to engage with individuals and communities to introduce foreign participants to American culture and expertise while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans build new personal and professional relationships in the sports sector overseas, share best practices, and learn about foreign cultures.

### Global Sports Mentoring Program (GSMP): ESPNW GSMP and Sport for Community GSMP (2015*)

In its sixth year, the annual espnW GSMP is a public-private partnership program that empowers women through sports by pairing international female emerging leaders with American senior female executives in the sports sector.
for a mentorship focused on action plans that create opportunities for underserved populations worldwide. The counterpart annual Sport for Community GSMP focuses on promoting disability rights at home and abroad with a cadre of alumni who continue to open doors to people with disabilities through adaptive sports. For both GSMPs, participants collaborate with American mentors to develop business strategies that provide sports and professional opportunities for others—particularly for women, people with disabilities, and marginalized populations in their respective communities. The GSMP places an emphasis on long-term and sustainable change through follow-on alumni activities and monitoring, as well as outbound programs with American participants. The lessons of Title IX and Americans with Disabilities Act (ADA) serve as themes throughout both exchanges.

*The Empowering Women and Girls through Sports Initiative program (2012) was merged into the new GSMP program in FY 2015.

**Program Length:** 1 month  
**Avg. Cost per Day:** $446 (2016)  
**Female/Male Split:** 72%/28%

<table>
<thead>
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<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<td>$1,030,000</td>
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<td>65</td>
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<td>$15,606</td>
<td>$15,606</td>
</tr>
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</table>

**Geographic Reach:** Argentina, Belarus, Benin, Brazil, Ecuador, Ethiopia, Guatemala, Jordan, Kazakhstan, Kosovo, Macedonia, Mexico, Moldova, Nepal, New Zealand, Pakistan, Paraguay, Philippines, Russia, South Korea, Sri Lanka, Uganda, Ukraine

**INTERNATIONAL SPORTS PROGRAMMING INITIATIVE (2002)**

The International Sports Programming Initiative (ISPI) is an annual open sports grant competition for U.S. based non-profit organizations to administer two-way exchange programs that engage underserved youth, coaches, and sports administrators. Through sports, ISPI supports youth around the world to develop important leadership skills, achieve academic success, and promote tolerance. The programs highlight the theme of “Sport for Social Change” and advance foreign policy goals while reaching key audiences, including at-risk youth, women, minorities, people with disabilities, and non-English speakers.

**Program Length:** 2–3 weeks  
**Avg. Cost per Day:** $276 (2016)  
**Female/Male Split:** 50%/50%

<table>
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<tr>
<th></th>
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<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
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<td>450</td>
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<tr>
<td><strong>Cost per:</strong></td>
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<td>$4,000</td>
</tr>
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</table>

**Geographic Reach:** Algeria, Bahrain, Burma, Cambodia, Egypt, India, Israel, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Laos, Lebanon, Morocco, Nepal, Oman, Palestinian Territories, Qatar, Saudi Arabia, South Korea, Sri Lanka, Tajikistan, Thailand, Turkmenistan, United Arab Emirates, Uzbekistan, Vietnam

**SPORTS ENVOY PROGRAM (2005)**

Sports Envoys are current and former American professional athletes and coaches who are selected by the ECA Sports Diplomacy Division to go overseas to visit schools, lead youth clinics and team-building activities, and speak to youth and underserved populations to share lessons learned on and off the playing field about the importance of education, peaceful conflict resolution, community engagement, and respect for diversity. ECA partners with professional sports leagues, the U.S. Olympic Committee, and national governing bodies of sport to identify envoys for programming in
a variety of sports. Sports Envoy programs give U.S. missions worldwide an opportunity to develop customized sports programming to support U.S. foreign policy objectives and connect the U.S. sports community with international audiences. In FY 2015, ECA reported the Sports Envoy Program reached 15,750 participants.

**Program Length:** 3–10 days  
**Avg. Cost per Day:** $2,071 (2016)  
**Female/Male Split:** 56%/44%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
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</tr>
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<tbody>
<tr>
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<tr>
<td>Cost per:</td>
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<td>$13,375</td>
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<td>$13,461</td>
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</table>

**Geographic Reach:** Algeria, Angola, Argentina, Benin, Botswana, Cameroon, Cambodia, China, Cuba, Ethiopia, Georgia, Israel, Jordan, Kazakhstan, Kyrgyzstan, Moldova, Morocco, Nepal, Netherlands, New Zealand, Palestinian Territories, Russia, Senegal, Slovakia, Uzbekistan, Venezuela

**SPORTS VISITOR PROGRAM (2003)**

The Sports Visitor Program brings youth and coaches to the United States for a short-term sports cultural exchange. During the program, they engage with American peers and sports practitioners, participate in clinics, and sessions on leadership, team-building and conflict resolution, as well as on inclusion and equity in sport. Sports Visitor programs show young people how success in athletics can translate into achievements in the classroom and life. They also provide Americans with an opportunity to interact firsthand with people from every region of the world.

**Program Length:** 10–14 days  
**Avg. Cost per Day:** $1,138 (2016)  
**Female/Male Split:** 65%/35%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual*</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$1,613,379*</td>
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<td>175</td>
<td>109</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$10,696</td>
<td>$11,721</td>
<td>$9,219</td>
<td>$13,857</td>
</tr>
</tbody>
</table>

*Previously reported data changed due to double-counting of participants in the now merged GSMP.

**Geographic Reach:** China, Colombia, Guinea, Israel, Kazakhstan, Peru, Tunisia, Zimbabwe

**YOUTH PROGRAMS DIVISION**

The Youth Programs Division focuses almost exclusively on high-school youth aged 15–18 years old, with the exception of a two-way exchange of young professionals and a one-way exchange of vocational school graduates (aged 18–24) under the Congress-Bundestag Youth Exchange Program in Germany. High school programs include academic year exchanges and short-term, 3–4 week exchanges for American and foreign youth. The academic year programs cover 54 countries. Where there are no youth academic year programs, such as in Latin America, short-term programs are more common. There are 14 youth programs, which range from $14,000 to $28,000 per participant.

Cooperative agreements with outside institutions provide cost-sharing in the recruitment and placement of students. The host families for academic year and short-term exchange students are volunteers. Host schools also provide enrollment for the students.
CONGRESS-BUNDESTAG YOUTH EXCHANGE (CBYX)—GERMANY (1983)

The Congress-Bundestag Youth Exchange (CBYX) is jointly funded by the U.S. Congress and the German Bundestag and has been administered by the State Department and the Bundestag since 1983. The program focuses on the German-American common value of democracy and seeks to facilitate lasting personal and institutional relationships through an academic year school and home-stay experience. German and American secondary school students live with host families, attend school, and participate in community life. Two other components are dedicated to young professionals and vocational students to study and receive practical training.

Program receives some foreign funding.

Program Length: Academic year
Avg. Cost per Day: $21 (2016)
Female/Male Split: 63%/37%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>$4,000,000*</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>710</td>
<td>710</td>
<td>709</td>
<td>705</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$5,634</td>
<td>$5,634</td>
<td>$5,642</td>
<td>$5,674</td>
</tr>
</tbody>
</table>

* An additional $2,000,000 provided enhancement programming for all German participants 2016–2019 and helped to launch an alumni association for U.S. alumni of the program.

Geographic Reach: Germany, United States

EMERGING YOUNG LEADERS AWARD

The Emerging Young Leaders Award recognizes 10 youths (ages 18–25) each year from around the world for their courage in resolving conflict, promoting security, and creating opportunities in challenging environments. Honorees travel to the United States for a high-level awards ceremony at the State Department and then take part in a two-week professional development program specifically tailored to their area of specialization and designed to strengthen their knowledge, skills, and networks. The program continues in their home communities with mentoring and support through a virtual exchange. The 2017 award was funded by FY 2016 funds.

Program Length: 3 weeks
Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$400,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>10</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$40,000</td>
</tr>
</tbody>
</table>

FY 2017 Estimate: The 2018 program will be funded with FY 2016 two-year funds.

Geographic Reach: Afghanistan, Burma, France, Georgia, Honduras, Indonesia, Kenya, Malta, Palestinian Territories, Tunisia

FUTURE LEADERS EXCHANGE (FLEX) (1993)

The Future Leaders Exchange (FLEX) program provides competitively awarded scholarships to secondary school students from 17 countries in Europe and Eurasia to spend one academic year in the United States, in support of the foreign policy goals of promoting civil society, leadership development, and mutual understanding between Americans and the people of participating countries. Students live with host families, attend high school, engage in activities to learn about American society and values, acquire leadership skills, engage in leadership development and civic education activities, and inform Americans about their countries and cultures. As of fiscal year 2016, the American-Serbia and Montenegro
Youth Leadership Exchange (A-SMYLE) budget and participant numbers have been merged into the FLEX program.

**Program Length:** Academic year  
**Avg. Cost per Day:** $83 (2016)  
**Female/Male Split:** 77%/23%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$18,470,000</td>
<td>$18,117,437</td>
<td>$19,620,000</td>
<td>$19,850,000</td>
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<tr>
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<td>768</td>
<td>779</td>
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<tr>
<td><strong>Cost per:</strong></td>
<td>$23,030</td>
<td>$24,049</td>
<td>$23,257</td>
<td>$22,220</td>
<td>$22,764</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Mongolia, Montenegro, Romania, Poland, Serbia, Tajikistan, Turkmenistan, Ukraine

### GERMAN-AMERICAN PARTNERSHIP PROGRAM (GAPP)—GERMANY (1972)

The German-American Partnership Program (GAPP) is a reciprocal exchange program organized directly by high schools in Germany and the United States with coordination and financial subsidies from the German and U.S. governments. Each year approximately 9,000 students and 1,200 teachers participate in three-week exchanges across the United States and Germany. In 2016, 3,978 American students and 4,685 German students, along with 1,200 teachers, traveled for a GAPP exchange. Participants engage in thematic projects of mutual interest in schools and classrooms. GAPP fosters the study of German and English and promotes intercultural understanding. This program is funded jointly by the U.S. and German governments, with significant cost share from the students and high schools involved in the exchange. The FY 2016 funding from the U.S. government covered the cost of subsidizing the airfares of 2,028 German students who participated in GAPP exchanges to visit schools in the United States. The German government subsidizes airfare for American students traveling to Germany as part of GAPP.

**Program receives some foreign funding.**  
**Program Length:** 3 weeks  
**Avg. Cost per Day:** $2 (2016)  
**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong># of Proj/Partic</strong></td>
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<td>2,000</td>
<td>1,800</td>
<td>2,028</td>
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<tr>
<td><strong>Cost per:</strong></td>
<td>$50</td>
<td>$50</td>
<td>$56</td>
<td>$49</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Germany, United States

### KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES)—FOREIGN PARTICIPANTS (2002)

The Kennedy-Lugar Youth Exchange and Study (YES) program provides scholarships for students from countries of strategic interest to the United States to study for an academic year in the United States in support of the foreign policy goals of promoting civil society, leadership development, and mutual understanding between Americans and the people of participating countries. Students live with host families, attend high school, and engage in leadership development and civic education activities (Note: Recruitment of YES students tends to be more costly than recruitment of FLEX, A-SMYLE or CBYX students because ECA must work with a variety of recruiting organizations; no single award recipient has a presence in each YES country.)

**Program Length:** Academic year  
**Avg. Cost per Day:** $106 (2016)  
**Female/Male Split:** 58%/42%
Kennedy-Lugar Youth Exchange and Study (YES) Abroad—U.S. Student (2009)

The Kennedy-Lugar Youth Exchange and Study (YES) Abroad program provides scholarships to U.S. high school students to study in select countries of strategic interest to the United States that participate in the YES program. Students live with host families, attend high school, engage in activities to learn about their host countries’ societies and values, acquire leadership skills, and educate their host community about America and its culture.

Program Length: 10 months
Avg. Cost per Day: $49 (2016)
Female/Male Split: 74%/26%


The National Security Language Initiative for Youth (NSLI-Y) program awards full, merit-based scholarships to American high school students to study strategically important languages—Arabic, Chinese (Mandarin), Hindi, Indonesian, Korean, Persian (Tajiki), Russian, and Turkish—in overseas intensive summer and academic-year programs. Programs provide formal and informal language learning environments and immerse participants in the cultural and political life of their host country. Students live with host families for varying lengths of time depending on host location.

Program Length: 6–8 weeks to 10 months
Avg. Cost per Day: $56 (2016)
Female/Male Split: 59%/41%
TECHGIRLS (2012)

TechGirls offers secondary school girls (ages 15–17) from the Middle East and North Africa the opportunity to engage in an intensive, three-week exchange program in the United States. Exchange activities include a technology camp with American peers, site visits with technology companies, job shadowing, community service activities and home hospitality arrangements. Eligible countries include Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories, and Tunisia. Due to the current security situation, Libya and Yemen have not been able to participate in the program over the past two years.

Program Length: 3 weeks
Avg. Cost per Day: $582 (2016)
Female/Male Split: 100%/0%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$330,000</td>
<td>$330,000</td>
<td>$330,000</td>
<td>$330,000</td>
<td>$330,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>27</td>
<td>27</td>
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<tr>
<td>Cost per:</td>
<td>$12,222</td>
<td>$12,222</td>
<td>$12,222</td>
<td>$12,222</td>
<td>$12,222</td>
</tr>
</tbody>
</table>

Geographic Reach: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Territories, Tunisia

YOUTH AMBASSADORS (2002)

The Youth Ambassadors programs bring together youth and adult mentors from 26 countries in the Western Hemisphere on one-way and reciprocal exchanges. In Mexico, the program is called “Jóvenes en Acción” and receives some foreign funding from Mexico. The programs focus on civic education, community service, and youth leadership development, along with sub-themes such as entrepreneurship and environmental protection. The three-week exchanges include workshops, home stays, and cultural activities. Students return to their home communities and engage in community service projects.

Program receives some foreign funding.
Program Length: 3 weeks
Female/Male Split: 49%/51%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$3,025,000</td>
<td>$3,025,000</td>
<td>$3,025,000</td>
<td>$3,500,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>391</td>
<td>426</td>
<td>404</td>
<td>481</td>
<td>500</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$7,110</td>
<td>$7,101</td>
<td>$7,488</td>
<td>$6,289</td>
<td>$7,000</td>
</tr>
</tbody>
</table>

Geographic Reach: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Columbia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, United States, Uruguay, Venezuela

YOUTH LEADERSHIP ON-DEMAND (2011)

Youth Leadership On-demand provides high school students and adult educators from countries identified as State Department priorities the opportunity to explore civic education, youth leadership development, and community service in the United States. Countries are selected according to areas deemed to be in the most urgent, critical national security interests. No FY 2014 funds were needed as there were some available program slots from FY 2013 still available.

Program Length: 3 weeks
Avg. Cost per Day: $381 (2016)
Female/Male Split: 60%/40%
<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$400,000</td>
<td>$400,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>N/A</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$8,029</td>
<td>N/A</td>
<td>$8,000</td>
<td>$8,000</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Varies depending on need.

**CONGRESS-BUNDESTAG/BUNDESRAT STAFF EXCHANGE (1983)**

Congress-Bundestag/Bundesrat Staff Exchange, consisting of two phases, to help Americans and Germans learn about each other’s political institutions and discuss issues of mutual concern. Phase one, which provides international travel expenses through the Office of Citizen Exchanges, sends approximately 10 U.S. staff members from the House of Representatives, the Senate, and the Library of Congress to Germany for a short-term program hosted and organized by the German Bundestag that includes meetings in Berlin with members of the Bundestag, Bundesrat, party staffs and representatives of political, business, academic and media institutions. Phase two, which is carried out by the Office of International Visitors, brings a delegation of 10 German Bundestag and Bundesrat staff members to visit the United States for eight days.

**Program Length:** 8-14 days
**Avg. Cost per Day:** $494 (2016)
**Female/Male Split:** 50%/50%

<table>
<thead>
<tr>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$26,578</td>
<td>$44,495</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>10</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$1,961</td>
<td>$2,951</td>
<td>$4,449</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Germany, United States

**YOUTH LEADERSHIP PROGRAMS (1999)**

The collection of programs under the Youth Leadership Program (YLP) umbrella offers one-way and reciprocal exchanges for groups of high school students and educators in single-country and regional projects from more than 100 countries in Europe, Asia, the Middle East, and Africa. Through three to four weeks of workshops, site visits, school visits, home-stays, and cultural activities with their peers, participants gain knowledge and skills related to leadership, civic responsibility and activism, community service, and global issues. Recent programs under this umbrella include Algeria YLP, Belarus YLP (suspended in FY 2016), Benjamin Franklin Transatlantic Fellows (BFTF) Summer Institute, Bosnia and Herzegovina YLP (suspended in FY 2017), Burma YLP, Iraqi Young Leaders Exchange Program (IYLEP), Pan-Africa YLP (PAYLP), Philippines YLP, Russia YLP, and Southeast Asia YLP (SEALP).

**Program Length:** 3–4 weeks
**Avg. Cost per Day:** $372 (2016)
**Female/Male Split:** 40%/60%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$5,700,000</td>
<td>$4,825,000</td>
<td>$4,790,000</td>
<td>$4,030,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>570</td>
<td>515</td>
<td>487</td>
<td>442</td>
</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$10,000</td>
<td>$9,369</td>
<td>$9,836</td>
<td>$9,118</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Afghanistan, Albania, Algeria, Angola, Armenia, Austria, Azerbaijan, Belarus, Belarus, Belgium,
Benin, Bosnia and Herzegovina, Botswana, Brunei, Bulgaria, Burma, Burundi, Cambodia, Cameroon, Chad, Congo (Brazzaville), Cote d'Ivoire, Croatia, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Egypt, Estonia, Finland, France, Georgia, Germany, Ghana, Greece, Honduras, Hungary, Iceland, Indonesia, Iraq, Italy, Jordan, Kenya, Laos, Latvia, Lebanon, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Montenegro, Morocco, Netherlands, Niger, Nigeria, Norway, Palestinian Territories, Philippines, Poland, Portugal, Romania, Russia, Rwanda, Serbia, Sierra Leone, Singapore, Slovak Republic, Slovenia, South Africa, Spain, Swaziland, Sweden, Switzerland, Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, United States, Vietnam, Yemen, Zambia, Zimbabwe (2015)
ENGLISH LANGUAGE PROGRAMS

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$42,314,000</td>
<td>$42,776,000</td>
<td>$42,110,000</td>
<td>$42,110,000</td>
<td>$43,725,000</td>
</tr>
</tbody>
</table>


The American English (AE) E-Teacher Program provides graduate-level online education courses conducted by U.S. university sub-grantees through a cooperative agreement with an implementing partner organization (currently Family Health International 360), with sub-grantees World Learning/School for International Training, Iowa State University, Arizona State University, and George Mason University) for foreign English language teachers nominated by U.S. embassies. The program is designed to improve the quality of overseas English language teaching through the use of innovative distance learning technology. In the last 10 years, there have been participants from 125 countries. In FY 2015, the AE E-Teacher Program was redesigned. In addition to expanding to partner with multiple U.S. university partners to offer online courses, the AE E-Teacher Program developed an unrestricted knowledge management portal, including content management and learning management systems, and developed Open Educational Resources (OER) available without cost to an unlimited number of teachers. The program also offers massive open online courses (MOOCs), which allow for an unlimited number of foreign English language teachers to participate in the program.

Program Length: 1 academic term
Female/Male Split: 50%/50%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,599,600</td>
<td>$1,775,004</td>
<td>$1,800,000</td>
<td>$3,000,000</td>
<td>$2,500,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>1,200</td>
<td>1,356</td>
<td>1,383</td>
<td>1,800*</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$1,333</td>
<td>$1,309</td>
<td>$1,301</td>
<td>$1,667</td>
</tr>
</tbody>
</table>

*Plus an unlimited number of participants who access MOOCs and OER materials.

Geographic Reach: Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia-Herzegovina, Botswana, Brazil, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Costa Rica, Cote d’Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Hungary, India, Indonesia, Iran, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, Luxembourg, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palau, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Samoa, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, South Korea, South Sudan, Spain, Sri Lanka, Sudan, Suriname, Swaziland, Sweden, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zambia, Zimbabwe

ENGLISH ACCESS MICROScholarSHIP PROGRAM (2004)

The English Access Microscholarship Program exists in over 80 countries to build English language skills for students, primarily ages 13–20, from disadvantaged sectors of society through after-school classes and intensive learning activities. The program began in Morocco in 2004; country participation is determined each year by the Office of English Language Programs in coordination with the regional bureaus, U.S. embassies, and in consultation with the Regional English Language Officers to address strategic priorities.
Program Length: 2 years*
Avg. Cost per Day: $2 (2016)
Avg. Cost per Hour of Instruction: $4.44 (2015)
Female/Male Split: 50%/50% (Est.)

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$24,018,308</td>
<td>$24,850,259</td>
</tr>
<tr>
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<td>15,000</td>
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<tr>
<td>Cost per:</td>
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<td>$1,430</td>
<td>$1,601</td>
<td>$1,657</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Afghanistan, Algeria, Argentina, Armenia, Bahrain, Bangladesh, Belgium, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Costa Rica, Cote d’Ivoire, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, France, Georgia, Guatemala, Haiti, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Lebanon, Macedonia, Madagascar, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Russia, Rwanda, Senegal, Serbia, South Africa, Spain, Sri Lanka, Sudan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tunisia, Turkey, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam

**ENGLISH LANGUAGE FELLOWS AND SPECIALISTS (1969 AND 1980)**

English Language Fellows support the professional development of American English language teaching professionals who participate as fellows in 10-month programs at host country universities, ministries of education, and other institutions. English Language Fellows share their expertise and strengthen English teaching capabilities in their host community. English Language Specialists are U.S. academics who support U.S. embassy priorities through targeted, two-week to five-month projects abroad. Topics may include curriculum design and evaluation, teacher training, textbook development, or programs to support English for Specific Purposes. The budget for both the fellows and specialist programs (which is currently administered by the Center for Intercultural Education and Development at Georgetown University) also includes the cost of ECA’s participation in the annual TESOL International conference and the American English Webinar Series, online professional development sessions for English teachers worldwide delivered via webinar.

Program receives some foreign funding.

**Program Length:** 10 months and 2 weeks to 5 months
Female/Male Split: 69%/31%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<tr>
<td>Cost per:</td>
<td>$45,555</td>
<td>$40,000</td>
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</table>

**Geographic Reach:** Afghanistan, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Benin, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Costa Rica, Cote d’Ivoire, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Georgia, Germany, Guatemala, Guinea, Guinea-Bissau, Honduras, India, Indonesia, Iraq, Israel, Jordan, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Laos, Lebanon, Macedonia, Madagascar, Malaysia, Mali, Mauritania, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Namibia, Nepal, Nicaragua, Niger, Pakistan, Palestinian Territories, Panama, Paraguay, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, South Africa, Sri Lanka, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zimbabwe
ENGLISH LANGUAGE TEACHING MATERIALS (1962)

English language materials for teachers and learners are available in multiple formats: print, video, audio, mobile app and online, as well as through the American English website and social media. Publication of the English Teaching Forum quarterly academic journal began in 1962.

Program Length: N/A
Avg. Cost per Day: N/A
Female/Male Split: N/A

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
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<th>FY 2017 Estimate</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$376,766</td>
<td>$89,140</td>
<td>$5,000</td>
<td>$15,000</td>
<td>$15,000</td>
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</table>

Geographic Reach: N/A
GLOBAL EDUCATION PROGRAMS

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$62,231,000</td>
<td>$63,105,000</td>
<td>$64,605,000</td>
<td>$64,796,000</td>
</tr>
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</table>

**BENJAMIN A. GILMAN INTERNATIONAL SCHOLARSHIP PROGRAM (2001)**

The Benjamin A. Gilman International Scholarship Program provides scholarships to economically disadvantaged U.S. undergraduates (Pell grant recipients) for study abroad, including students from diverse ethnic backgrounds and students going to non-traditional study abroad destinations. Since 2001, it has awarded over 17,000 scholarships to U.S. undergraduate students representing more than 1,180 colleges and universities from all 50 states, the District of Columbia, and Puerto Rico, for study in 140 countries around the world.

**Program Length:** 2 weeks, 4 weeks and 1 academic year

**Avg. Cost per Day:** $33 (2015)

**Female/Male Split:** 31%/69%

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$12,100,000</td>
<td>$12,415,530</td>
<td>$12,500,000</td>
<td>$12,200,000</td>
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<td>2,785</td>
<td>2,799</td>
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<td>2,855</td>
</tr>
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<td>Cost per:</td>
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<td>$4,458</td>
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**Geographic Reach:** Albania, Argentina, Armenia, Australia, Austria, Bahrain, Bangladesh, Barbados, Belgium, Belize, Bhutan, Bolivia, Bosnia & Herzegovina, Botswana, Brazil, Bulgaria, Cambodia, Canada, Chile, China, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, Equatorial Guinea, Ethiopia, Fiji, Finland, France, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guyana, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Madagascar, Malta, Mexico, Mongolia, Morocco, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Norway, Oman, Palau, Panama, Paraguay, Peru, Poland, Portugal, Romania, Russia, Rwanda, Samoa, Senegal, Serbia, Singapore, Slovenia, South Africa, South Korea, Spain, Sri Lanka, St. Lucia, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Trinidad and Tobago, Turkey, Uganda, United Arab Emirates, United Kingdom, Uruguay, Vietnam, Zambia

**COMMUNITY COLLEGE ADMINISTRATOR PROGRAM (2013)**

The Community College Administrator Program provides professional development opportunities to foreign administrators from technical, vocational, or community colleges and foreign ministry officials through a short-term exchange program to the United States. It began as a pilot initiative for Indonesian officials, teachers, and administrators so they could develop a similar system of community colleges in Indonesia. In FY 2014, awards began including participants from select countries from around the world, but for FY 2016 and FY 2017, participants are only from Egypt and Pakistan.

**Program Length:** 6 weeks

**Avg. Cost per Day:** $517 (2016)

**Female/Male Split:** 49%/51% (FY 2016 estimate)

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$5,000,000</td>
<td>$2,720,000</td>
<td>$460,000</td>
<td>$1,280,000</td>
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<td></td>
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<tr>
<td>Cost per:</td>
<td>120</td>
<td>$22,667</td>
<td>$19,167</td>
<td>$21,695</td>
<td>$20,450</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Egypt, Pakistan
COMMUNITY COLLEGE INITIATIVE PROGRAM (2007)

The Community College Initiative Program provides foreign participants from underserved regions and underrepresented groups with a one-year, non-degree academic program at a U.S. community college. The program is intended to build participants’ technical skills in applied fields, enhance their leadership capabilities, and strengthen their English language proficiency. The program also provides opportunities for professional internships, service learning, and community engagement activities.

Program Length: Year-long
Avg. Cost per Day: $72 (2016)
Female/Male Split: 51%/49%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
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<th>FY 2017 Estimate</th>
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</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$7,449,930</td>
<td>$5,900,000</td>
<td>$9,487,000</td>
<td>$5,200,000</td>
</tr>
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<td># of Proj/Partic</td>
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<td>226</td>
<td>242</td>
<td>202</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$40,710</td>
<td>$26,106</td>
<td>$39,202</td>
<td>$25,743</td>
</tr>
</tbody>
</table>

Geographic Reach: Bangladesh, Brazil, Colombia, Côte d’Ivoire, Egypt, Ghana, India, Indonesia, Kenya, Pakistan, South Africa, Turkey

CRITICAL LANGUAGE SCHOLARSHIP (CLS) PROGRAM (2006)

The Critical Language Scholarship (CLS) Program provides scholarships to U.S. undergraduate and graduate students to increase language fluency and cultural competency in languages identified as critical. The eight-to-10-week intensive summer institutes are part of a U.S. government interagency effort to expand the number of Americans who speak these critical languages, with the goal of enhancing national security and advancing U.S. global competitiveness. Awards are offered for the study of Arabic, Azerbaijani, Bangla, Chinese, Hindi, Indonesian, Japanese, Korean, Persian, Punjabi, Russian, Swahili, Turkish, and Urdu in countries where these languages are widely spoken.

Program Length: 8–10 weeks
Female/Male Split: 63%/37%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$9 million</td>
<td>$9 million</td>
<td>$9 million</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>550</td>
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<td>Cost per:</td>
<td>$15,075</td>
<td>$16,364</td>
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<td>$16,100</td>
</tr>
</tbody>
</table>

Geographic Reach: Azerbaijan, China, India, Indonesia, Japan, Jordan, Morocco, Oman, Russia, South Korea, Taiwan, Tajikistan, Tanzania

EDUCATIONUSA (1998)

EducationUSA is a global network of more than 400 advising centers in more than 170 countries around the world that acts as the official source of information about U.S. higher education abroad, promoting the value of a U.S. higher education, and advocating on behalf of all accredited U.S. colleges and universities. Faced with strong and increasing international competition to attract millions of globally mobile students, EducationUSA helps position U.S. higher education so the United States remains the top host nation. EducationUSA advising centers operate within a wide variety of host institutions abroad, including U.S. embassies and consulates; Fulbright Commissions; American Spaces, including binational centers; U.S. non-profit organizations; and local institutions, such as universities, libraries, and non-profit organizations. EducationUSA advisers are trained with support from ECA Program Officers and Regional Educational Advising Coordinators (REACs). They promote U.S. higher education and provide international students and scholars with accurate, comprehensive, and current information about academic study options in the United States, application procedures, testing requirements, student visas, and financial aid, while also promoting the full range of accredited higher
education institutions in the United States. EducationUSA staff members work with U.S. higher education professionals to promote international student recruitment and study abroad. ECA’s EducationUSA program branch also administers the grant for Open Doors, an annual census of international students and scholars in the United States and of U.S. students studying abroad. In select countries, ECA administers the Opportunity Funds program through the EducationUSA advising network to assist highly qualified, economically disadvantaged students with the up-front costs of applying to and enrolling in U.S. colleges and universities.

**Program Length:** Ongoing  
**Avg. Cost per Day:** N/A  
**Female/Male Split:** N/A

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$12,241,000</td>
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<td>4,200,000</td>
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</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$4</td>
<td>$3</td>
<td>$3</td>
<td>$3</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Global

**EDUCATIONUSA LEADERSHIP INSTITUTES (2015)**

The EducationUSA Leadership Institutes provide a unique opportunity for representatives from participating countries to increase their understanding of U.S. higher education, enhance their expertise on specific topics in the field, and help them develop the tools to build capacity within their own education systems while engaging with the U.S. higher education sector in effective, sustained ways to promote international student mobility to the United States. The institutes also contribute to capacity building among U.S. educational institutions and associations to collaborate with foreign counterparts. Since its inception in 2015, EducationUSA Leadership Institutes have welcomed dozens of government officials and higher education administrators from around the world to the United States for leadership institutes focused on U.S. graduate education, quality assurance and accreditation, higher education and industry/private-sector linkages, and campus internationalization at the undergraduate and graduate levels. The program will not be funded in FY 2017 but will remain a viable program model for future years.

**Program Length:** 2 weeks  
**Avg. Cost per Day:** $870 (2016)  
**Female/Male Split:** 49%/51%

<table>
<thead>
<tr>
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<th>FY 2014 Actual</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>$300,000</td>
<td>N/A</td>
</tr>
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<td>43</td>
<td>23</td>
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</tr>
<tr>
<td><strong>Cost per</strong></td>
<td>$11,111</td>
<td>$11,627</td>
<td>$13,043</td>
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</tr>
</tbody>
</table>

**Geographic Reach:** Argentina, Armenia, Bangladesh, Cambodia, Costa Rica, Côte d’Ivoire, Croatia, France, India, Palestinian Territories, Jordan, Mexico, Morocco, Peru, Romania, South Korea, Sri Lanka, Uganda

**FULBRIGHT DISTINGUISHED AWARDS IN TEACHING PROGRAM (2009)**

The Fulbright Distinguished Awards in Teaching Program sends U.S. teachers abroad and brings international teachers to the United States for a semester of independent study and professional development focused on sharing international best practices and developing students’ global competence. Based at university-level schools of education in the host country, participants on the semester version of the program complete an inquiry project, take courses, share their expertise with teachers and students at their host university and local schools, and engage in action planning to implement what they learn on the program when they return home. A short-term component of this program (established in FY 2016) sends expert U.S. teachers abroad for 2-6 weeks to support projects identified by posts and commissions in schools, teacher training colleges, government ministries, and educational NGOs.
Program receives some foreign funding.

Program Length: Academic semester or 2–6 weeks
Female/Male Split: 69%/31% (2016 Actual)

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
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<tbody>
<tr>
<td>Budget</td>
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<td>54</td>
<td>54</td>
<td>73</td>
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<tr>
<td>Cost per:</td>
<td>$53,773</td>
<td>$42,267</td>
<td>$40,163</td>
<td>$31,685</td>
</tr>
</tbody>
</table>

Geographic Reach: Botswana, Finland, India, Israel, Mexico, Morocco, New Zealand, Palestinian Territories, Singapore, Taiwan, United States, Vietnam

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM (1978)

Launched in 1978, the Humphrey Program, a Fulbright activity, brings professionals from developing and transitioning countries to the United States for one-year, non-degree programs on U.S. university campuses. These programs combine graduate-level academic work with leadership training and substantive professional collaboration with U.S. counterparts. The Distinguished Humphrey Leadership Program component was included in FY 2016 to support a small cohort of senior professionals from select countries for a short-term Humphrey program that included executive leadership and practical mentoring in participants’ professional fields of study.

Program Length: Year-long
Female/Male Split: 55%/45%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$10,999,932</td>
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<td>$11,200,000</td>
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<td># of Proj/Partic</td>
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<td>146</td>
<td>146</td>
<td>155</td>
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<td>Cost per:</td>
<td>$67,543</td>
<td>$75,342</td>
<td>$75,342</td>
<td>$72,285</td>
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Geographic Reach: Afghanistan, Albania, Algeria, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Burkina Faso, Burma, Burundi, Cabo Verde, Cambodia, Cameroon, Central African Republic, Chile, China, Colombia, Congo (Brazzaville), Cuba, Democratic Republic of the Congo, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Gabon, Georgia, Ghana, Greece, Guatemala, Haiti, Honduras, Hungary, India, Indonesia, Iran, Israel, Ivory Coast, Jamaica, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Macedonia, Madagascar, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Mon- tenegro, Morocco, Mozambique, Nepal, Nigeria, Pakistan, Palestinian Territories, Panama, Papua New Guinea, Peru, Philippines, Romania, Russia, Rwanda, Senegal, Serbia, Sierra Leone, Slovakia, South Africa, South Sudan, Sri Lanka, Sudan, Suriname, Swaziland, Tajikistan, Tanzania, Thailand, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, Uruguay, Uzbekistan, Vietnam, Venezuela, Yemen, Zambia, Zimbabwe

INTERNATIONAL LEADERS IN EDUCATION PROGRAM (ILEP) (2006)

The International Leaders in Education Program (ILEP) brings international teachers from selected countries in multiple world regions to the United States for one semester of university-based, graduate-level coursework including new teaching methods and technology training, combined with classroom-based internships and observation.

Program Length: Academic semester
Female/Male Split: 48%/52%
<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$2,153,472</td>
<td>$2,092,992</td>
<td>$2,138,509</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>64</td>
<td>67</td>
<td>64</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$33,162</td>
<td>$33,648</td>
<td>$31,239</td>
<td>$33,414</td>
</tr>
</tbody>
</table>

**STUDY ABROAD CAPACITY BUILDING (2008)**

The Study Abroad Capacity Building Initiative provides support to U.S. colleges and universities to create, expand and/or diversify their study abroad programs and to U.S. embassies and Fulbright Commissions overseas to improve hosting capacity for American students and/or to engage Americans while on their study abroad programs.

Past projects under this initiative have included Capacity Building Grants for U.S. Undergraduate Study Abroad, Study Abroad Engagement Grants, and a massive open online course (MOOC) on study abroad. Capacity Building Grants for U.S. Undergraduate Study Abroad are designed to create or expand the capacity of American colleges and universities to administer study abroad programs under foreign policy goals. These goals include broadening the student population of who studies abroad and/or the destinations where they study in order to expand American linguistic ability and cultural awareness of a greater number of countries. The initiative also includes Study Abroad Engagement Grants, which provide funding to U.S. embassies and/or Fulbright Commissions to expand the capacity of universities overseas to provide academic programs for U.S. undergraduate students, including services critical to safety and security, as well as to engage Americans on study abroad programs. The initiative has supported the development of a MOOC focused on building study abroad capacity at American colleges and universities, including international partnerships. A previous iteration was funded for three years under the budget line, “One Time Congressional Grants Competition,” which no longer exists.

**Program Length:** N/A  
**Avg. Cost per Day:** N/A  
**Female/Male Split:** N/A

* Beginning with FY 2017, this was moved from “Special Academic Exchanges” to “Global Academic Exchanges” in the budget and its actual title is “Study Abroad Initiative,” which funds more than the domestic-only model.

**TEACHER EXCHANGE PROGRAMS (1996)**

The Teacher Exchange Program prepares teachers for leadership in the 21st century so they may help their students develop a global perspective and build the knowledge, skills, and insight needed for future study and careers. Primary and secondary (K–12) teachers participate in professional development exchanges to enhance their teaching abilities, improve education systems, and advance the educational outcomes and broaden the worldview of their students.

The program prioritizes engaging teachers, both in the United States and abroad, who reach underserved students in urban and rural communities, minority students, students in career and technical education programs, and students with disabilities, to ensure that the next generation is provided with opportunities to acquire the global knowledge and skills needed to succeed.

The Teacher Exchange Program offers a significant multiplier effect, as each teacher shares knowledge and skills with thousands of students over the course of his or her career. Collectively, these Teacher Exchange participants reach hundreds of thousands of students.

Teacher Exchange Programs range in length from two-week to one academic year exchanges, and feature professional development opportunities and an online network for returned alumni.
Program receives some foreign funding.

**Program Length:** 2-weeks to Academic Year  
**Avg. Cost per Day:** $188 (2016)  
**Female/Male Split:** 61%/39%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$10,600,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
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<td>370</td>
<td>386</td>
<td>391</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$29,730</td>
<td>$28,649</td>
<td>$27,488</td>
<td>$27,110</td>
</tr>
</tbody>
</table>

**Geographic Reach:** N/A

**TEACHERS FOR GLOBAL CLASSROOMS PROGRAM (2010)**

The Teachers for Global Classrooms Program provides an international professional development opportunity for U.S. secondary school teachers who aim to globalize teaching and learning in their U.S. classrooms and schools. Selected teachers complete a semester-long online course and workshop prior to their departure. They then spend two to three weeks in groups in one of the six host countries where they are hosted by international teacher alumni of ECA teacher exchange programs. Participants develop action plans to implement what they learned on their experience abroad in their home schools and communities.

**Program Length:** 12 weeks online, 2-3 weeks abroad  
**Avg. Cost per Day:** $460 (2016)  
**Female/Male Split:** 76%/24%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$1,691,881</td>
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<td>$1,590,941</td>
</tr>
<tr>
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<td>80</td>
<td>82</td>
<td>76</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$22,099</td>
<td>$21,149</td>
<td>$21,500</td>
<td>$20,933</td>
</tr>
</tbody>
</table>

**Geographic Reach:** Colombia, Georgia, India, Morocco, Philippines, Senegal, United States

**TEACHERS OF CRITICAL LANGUAGES PROGRAM (2006)**

The Teachers of Critical Languages Program brings teachers from China, Egypt, and Morocco to teach Mandarin and Arabic as a foreign language at U.S. elementary and secondary schools for an academic year, providing foreign language training and cultural knowledge to thousands of U.S. school children.

**Program Length:** 10 months (Academic year)  
**Avg. Cost per Day:** $192 (2016)  
**Female/Male Split:** 63%/37%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
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<td>$1,245,000</td>
<td>$1,250,000</td>
<td>$1,250,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>17</td>
<td>22</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$62,494</td>
<td>$56,591</td>
<td>$54,348</td>
<td>$56,818</td>
</tr>
</tbody>
</table>

**Geographic Reach:** China, Egypt, Morocco
TEACHING EXCELLENCE AND ACHIEVEMENT PROGRAM (TEA) (1996)

The Teaching Excellence and Achievement Program (TEA) brings international educators from selected countries in all world regions to the United States for six weeks of university-based, specialized seminars in teaching methods and technology, in combination with classroom-based internships and observation.

Program Length: 6 weeks  
Avg. Cost per Day: $509 (2016)  
Female/Male Split: 57%/43%

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,206,160</td>
<td>$3,227,250</td>
<td>$3,335,460</td>
<td>$3,293,839</td>
<td>$3,090,747</td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th># of Proj/Partic</th>
<th>146</th>
<th>150</th>
<th>160</th>
<th>154</th>
<th>154</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,960</td>
<td>$21,515</td>
<td>$20,847</td>
<td>$21,389</td>
<td>$20,070</td>
<td></td>
</tr>
</tbody>
</table>

Geographic Reach: Algeria, Argentina, Armenia, Azerbaijan, Bangladesh, Belarus, Bolivia, Burkina Faso, Cambodia, Cameroon, Chile, Colombia, Costa Rica, Cote d'Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Iraq, Jordan, Kazakhstan, Kyrgyzstan, Laos, Latvia, Lithuania, Malawi, Mali, Moldova, Mongolia, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Palestinian Territories, Panama, Peru, Russia, Rwanda, Senegal, South Africa, Sri Lanka, Sudan, Tajikistan, Thailand, Tunisia, Turkey, Turkmenistan, Ukraine, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe

TUNISIA COMMUNITY COLLEGE SCHOLARSHIP PROGRAM (2013)

The Tunisia Community College Scholarship Program offers one-year scholarships for technical school students from Tunisia. It is part of the Department of State's Thomas Jefferson Scholarships. Program participants pursue non-degree study at U.S. community colleges in fields directly related to future growth sectors of Tunisia's economy: applied engineering, business management and administration, information technology, and tourism and hospitality. The award will fund more than 60 participants over two academic years. This program is fully supported by an ESF transfer.

Program Length: Academic year  
Avg. Cost per Day: $165 (2014)  
Female/Male Split: 41%/59%

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,625,000*</td>
<td>$4,625,000*</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,672,500*</td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th># of Proj/Partic</th>
<th>107</th>
<th>105</th>
<th>N/A</th>
<th>N/A</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td>$43,224</td>
<td>$44,048</td>
<td>N/A</td>
<td>N/A</td>
<td>$44,542</td>
<td></td>
</tr>
</tbody>
</table>

*FY 2013 and FY 2014 multi-year awards support programming through June 2019. In FY 2016, the award was supported by an ESF transfer to support funding through June 2020.

Geographic Reach: Tunisia
INTERNATIONAL VISITOR LEADERSHIP PROGRAM (1940)

The International Visitor Leadership Program (IVLP) facilitates short-term visits to the United States for current and emerging leaders from around the world to exchange best practices with American counterparts in a broad range of professional fields directly tied to U.S. foreign policy priorities. Interagency staff at U.S. embassies worldwide nominate and select participants who have the potential to help advance U.S. national interests. The program is routinely cited as one of our diplomats' most effective tools to identify, influence, and educate key decision-makers abroad.

IVLP projects provide opportunities for participants to explore issues in the U.S. context, meet with their American professional counterparts, experience U.S. society, and understand American values. Participants meet with representatives of the private sector and civil society, as well as with government officials at all levels. The program cost shares through public-private partnerships with its unique network of 47,000 volunteer citizens across the country. These “grassroots diplomats” host exchange participants and share the American experience by bringing them into their schools, communities, and homes. The IVLP brings international understanding and exposure to both rural and urban communities throughout the United States, while supporting local economies. Virtually the entire IVLP budget is spent within the United States in support of program partners and local businesses.

The IVLP is one of the few U.S. government exchange programs that allows U.S. embassies to select current and emerging leaders relevant to priority foreign policy themes without the need for pre-existing English language skills, thus providing unique opportunities to reach and influence important leaders and policy decision-makers at all levels in countries around the world. To ensure that U.S. embassies are able to reach beyond the English-speaking elite, interpretation services are provided for a large majority of the projects and the professional interpreters accompany participants throughout the program. Through its partnership with the non-government, non-profit organization Global Ties U.S., the IVLP supports a network of 88 community-based organizations across the United States that host program participants and introduce them to their local government and school officials, NGO and business representatives, and other resources. IVLP’s support also includes specialized training for the Global Ties U.S. members and other private-and public-sector program partners-training that benefits the growing number of other U.S. government offices that also engage with these partners.

Program Length: 1–21 days
Avg. Cost per Day: $956 (2016)
Female/Male Split: 45%/55%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$90,514,527</td>
<td>$91,007,000</td>
<td>$89,665,000</td>
<td>$89,665,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>4,854</td>
<td>4,667</td>
<td>4,869</td>
<td>4,466</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$18,647</td>
<td>$19,500</td>
<td>$18,415</td>
<td>$20,077</td>
</tr>
</tbody>
</table>

Geographic Reach: Global

IVLP DIVISION (FORMERLY THE REGIONAL PROGRAMS DIVISION) (1940)

The IVLP Division conducts more than 500 exchange projects annually, hosting visitors from around the world on individual, single-country, regional, and multi-regional projects. Participants travel to the United States for a first-hand look at American approaches to challenges that the U.S. government has identified as important to its bilateral, regional, or
global foreign policy. Projects are generally three weeks in length and include visits with government officials, legislators, civil society organizations, and everyday citizens in Washington, D.C., and two to four additional cities or small towns around the United States.

Program Length: 3 weeks  
Avg. Cost per Day: $1,124 (2016)  
Female/Male Split: 45%/55%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget $80,150,000</td>
<td>$80,150,000</td>
<td>$80,000,000</td>
<td>$80,000,000</td>
<td>$83,000,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>3,816</td>
<td>3,728</td>
<td>3,784</td>
<td>3,390</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$21,004</td>
<td>$21,499</td>
<td>$21,142</td>
<td>$23,599</td>
</tr>
</tbody>
</table>

Geographic Reach: Global

IVLP ON-DEMAND DIVISION (FORMERLY THE VOLUNTARY VISITORS DIVISION) (1949)

The IVLP On-demand Division (formerly the Voluntary Visitors Division) offers rapid-response IVLP projects that can be set up quickly to address emerging situations, geopolitical opportunities, and pressing foreign policy needs. Historically a “target of opportunity” program for contacts already traveling to the United States, IVLP On-demand allows embassies to quickly create projects that adapt swiftly to rapidly changing situations. Participants are selected by U.S. embassies to meet with professional counterparts in Washington, D.C., and other U.S. cities to examine U.S. approaches to specific issues important to U.S. bilateral or foreign policy and to obtain direct experience with U.S. cultural, social, and political life. IVLP On-demand projects may be formed at any time of year, as they are not tied to the annual IVLP selection process. These projects are generally limited to a 10-day maximum trip for up to 10 participants. For IVLP On-demand projects, no IVLP funds are provided for international travel; travel is cost-shared by the participants themselves, their employers, their home governments, or other available funds.

Program Length: 1-10 days  
Female/Male Split: 45%/55%

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget $5,600,000</td>
<td>$7,510,000</td>
<td>$7,500,000</td>
<td>$7,500,000</td>
<td>$12,500,000</td>
</tr>
<tr>
<td># of Proj/Partic</td>
<td>1,038</td>
<td>939</td>
<td>1,085</td>
<td>1,076</td>
</tr>
<tr>
<td>Cost per:</td>
<td>$5,394</td>
<td>$7,998</td>
<td>$6,912</td>
<td>$6,970</td>
</tr>
</tbody>
</table>

Geographic Reach: Global
PRIVATE SECTOR EXCHANGE

<table>
<thead>
<tr>
<th></th>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

ECA leverages private-sector resources through the Exchange Visitor (J-Visa) Program (EVP), by partnering with private sector entities that conduct educational and cultural exchange programs in accordance with department-promulgated regulations and under department oversight. The fundamental purpose of the EVP is to increase mutual understanding between people of the United States and people of other countries through educational and cultural exchanges. The EVP provides foreign nationals with opportunities to participate in structured programs in the United States and return home to share their experiences, thereby furthering the public diplomacy efforts of the U.S. government. ECA/EC’s oversight of the EVP is funded primarily from fees the Department collects from the entities it designates as EVP “sponsors” and from fees program participants pay to support the Student and Exchange Visitor Information System (SEVIS), a database the Department shares with the Department of Homeland Security (DHS) to track the whereabouts of exchange visitors while they are in the United States.

The Deputy Assistant Secretary of State for Private Sector Exchange designates more than 1,400 private-sector, academic, and federal, state, and local government entities to be “sponsors” of EVP programs. ECA/EC monitors program participants and oversees sponsor compliance with EVP regulations and relevant local, state, and federal laws. It imposes remedial sanctions upon those sponsors that fail to sufficiently comply with program regulations and it separates from the program those sponsors it deems cannot be sufficiently rehabilitated. From a policy perspective, ECA/EC assesses and evaluates visa, immigration, labor, economic, and education developments as they relate to international exchange initiatives and modifies program regulations accordingly.

Each year, the EVP provides opportunities for more than 300,000 foreign visitors from nearly 200 countries to experience U.S. culture and engage with Americans. EVP sponsors offer exchange opportunities in 13 different categories (e.g., au pairs, students, teachers, summer work travel, government visitor). Most individuals choosing to come to the United States on J-1 (non-immigrant) visas are funded privately. Exchange visitors on private-sector programs may study, teach, do research, share their specialized skills, or receive on-the-job-training for periods ranging from a few weeks to several years. EVP participants are young leaders, entrepreneurs, students, and fledgling and more seasoned professionals eager to hone their skills, strengthen their English language abilities, connect with Americans, and learn about the United States. Exchange visitors return home eager to stay connected, to expand their networks, and to explore future exchange opportunities as “citizen ambassadors.” EVP is governed by 22 CFR Part 62 through general provisions and through provisions covering each of the 15 individual program categories. Those interested in private-sector exchange programs may access more information through the website https://j1visa.state.gov/basics.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Exchange Visitor Program Participants</strong></td>
<td>298,389</td>
<td>317,664</td>
<td>318,987</td>
<td>324,957</td>
</tr>
<tr>
<td><strong>Total Government Funded Exchange Visitor Program Participants</strong></td>
<td>22,210</td>
<td>16,912</td>
<td>20,753</td>
<td>22,699</td>
</tr>
<tr>
<td><strong>Total Private Sector Exchange Visitor Program Participants</strong></td>
<td>276,179</td>
<td>300,752</td>
<td>298,234</td>
<td>302,258</td>
</tr>
</tbody>
</table>
### Top 10 Sending Countries for the Exchange Visitor Program*

<table>
<thead>
<tr>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 China – 31,514</td>
<td>China – 34,483</td>
<td>China – 34,925</td>
<td>China – 36,182</td>
</tr>
<tr>
<td>2 Germany – 20,785</td>
<td>Brazil – 20,441</td>
<td>Germany – 19,831</td>
<td>Germany – 19,602</td>
</tr>
<tr>
<td>4 Brazil – 12,243</td>
<td>U.K. – 18,241</td>
<td>Brazil – 12,580</td>
<td>France – 12,534</td>
</tr>
<tr>
<td>5 France – 12,045</td>
<td>France – 12,656</td>
<td>France – 12,356</td>
<td>Philippines – 9,492</td>
</tr>
<tr>
<td>6 Ireland – 10,876</td>
<td>Thailand – 9,890</td>
<td>Ireland – 10,202</td>
<td>Mexico – 8,790</td>
</tr>
<tr>
<td>7 South Korea – 9,127</td>
<td>Ireland – 9,739</td>
<td>South Korea – 8,536</td>
<td>Spain – 8,732</td>
</tr>
<tr>
<td>8 Thailand – 7,811</td>
<td>South Korea – 8,678</td>
<td>Mexico – 7,788</td>
<td>South Korea – 8,540</td>
</tr>
<tr>
<td>9 Turkey – 7,004</td>
<td>Mexico – 7,459</td>
<td>Spain – 7,431</td>
<td>8,540 Brazil – 8,422</td>
</tr>
<tr>
<td>10 Japan – 6,235</td>
<td>Spain – 7,050</td>
<td>Thailand – 6,505</td>
<td>Ireland – 8,270</td>
</tr>
</tbody>
</table>

*All J-1 exchanges, including government funded

### TOTAL NUMBER OF PRIVATE SECTOR SPONSORED J-1 PARTICIPANTS BY J-1 VISA PROGRAM

**Alien Physician:** FY 2013 – 2,331; FY 2014 – 2,393; FY 2015 – 2,567; FY 2016 – 2,624

Foreign physicians may participate in U.S. graduate medical education programs or training at accredited U.S. schools of medicine.

**Au Pair:** FY 2013 – 14,625; FY 2014 – 16,035; FY 2015 – 17,588; FY 2016 – 19,233

Participants and host families take part in a mutually rewarding, intercultural opportunity. Au pairs can continue their education while experiencing everyday life with an American family and hosts receive reliable and responsible childcare from individuals who become part of the family.

**Camp Counselor:** FY 2013 – 18,889; FY 2014 – 19,776; FY 2015 – 21,206; FY 2016 – 22,994

Post-secondary students, youth workers, and teachers share their cultures and ideas with the people of the United States in camp settings throughout the country.

**Intern:** FY 2013 – 21,937; FY 2014 – 23,025; FY 2015 – 24,353; FY 2016 – 25,312

Foreign college and university students or recent graduates participate in structured and guided work-based internship programs, gaining exposure to U.S. culture and receiving hands-on experience in U.S. business practices in their chosen occupational fields for up to one year.

**Professor:** FY 2013 – 1,310; FY 2014 – 1,284; FY 2015 – 1,185; FY 2016 – 1,109

Professors exchange ideas, conduct research, experience mutual enrichment, and establish linkages between research and academic institutions in the United States and foreign countries for programs lasting up to five years.


Foreign nationals come to the United States to conduct research, observe, or consult in connection with research projects at research institutions, corporate research facilities, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for programs lasting up to five years. Research scholars also may teach or lecture where authorized by their sponsors.

**Short-term Scholar:** FY 2013 – 21,267; FY 2014 – 21,238; FY 2015 – 19,485; FY 2016 – 18,567

Professors, research scholars, and other individuals with similar education or accomplishments may travel to the United States to lecture, observe, consult, conduct training, or demonstrate special skills at research institutions, museums, libraries, post-secondary accredited academic institutions, or similar types of institutions for a period of up to six months.

**Specialist:** FY 2013 – 1,259; FY 2014 – 1,088; FY 2015 – 692; FY 2016 – 864
Experts in a field of specialized knowledge or skills provide opportunities to increase the exchange of ideas with American counterparts for programs lasting up to one year.

**Student Associate:** FY 2013 – 195; FY 2014 – N/A; FY 2015 – 16; FY 2016 – 5

Foreign students may pursue associate degrees in the United States at accredited American colleges and universities.

**Student Bachelors:** FY 2013 – 2,965; FY 2014 – 2,808; FY 2015 – 2,621; FY 2016 – 2,397

Foreign students may pursue bachelors’ degrees in the United States at accredited American colleges and universities.

**Student Doctorate:** FY 2013 – 1,568; FY 2014 – N/A; FY 2015 – 1,039; FY 2016 – 835

Foreign students may pursue doctoral degrees in the United States at American colleges and universities.

**Student Interns:** FY 2013 – 2,921; FY 2014 – 3,454; FY 2015 – 3,733; FY 2016 – 3,985

Foreign students may fulfill full-time temporary internships conducted by post-secondary accredited academic institutions in the United States.

**Student Masters:** FY 2013 – 3,827; FY 2014 – 2,854; FY 2015 – 2,163; FY 2016 – 1,985

Foreign students may pursue masters’ degrees in the United States at accredited American colleges and universities.

**Student Non-degree:** FY 2013 – 38,693; FY 2014 – 44,084; FY 2015 – 37,072; FY 2016 – 32,236

Foreign nationals may pursue non-degree programs in the United States at accredited American colleges or universities or institutes approved by or acceptable to the post-secondary academic institutions where the students are to be enrolled upon completion of the non-degree program.

**Student Secondary:** FY 2013 – 25,729; FY 2014 – 25,426; FY 2015 – 22,983; FY 2016 – 21,850

Foreign students may enter the United States to complete up to one year of academic study at an accredited public or private secondary school and live with an American host family or at an accredited boarding school.

**Summer Work/Travel:** FY 2013 – 86,518; FY 2014 – 90,287; FY 2015 – 94,985; FY 2016 – 101,061

Foreign post-secondary students who are enrolled in and actively pursuing degrees or full-time courses of study at foreign ministry-recognized, post-secondary academic institutions may apply to participate in the Summer Work/Travel program for up to four months during the break between academic years.

**Trainee:** FY 2013 – 9,157; FY 2014 – 9,792; FY 2015 – 10,367; FY 2016 – 10,738

Foreign professionals come to the United States for up to 18 months to gain exposure to and receive structured training in U.S. business practices in their chosen occupational fields. Unlike the intern category, participants must have either a degree or professional certificate from a foreign, post-secondary academic institution and at least one year of prior related work experience in their occupational field outside the United States or five years of related work experience.

**Teacher:** FY 2013 – 1,745; FY 2014 – 2,148; FY 2015 – 1,735; FY 2016 – 1,888

Foreign nationals are afforded opportunities to teach in primary and secondary educational institutions in the United States for up to three years.
AMERICAN YOUTH LEADERSHIP PROGRAM (2011)

FULBRIGHT ECONOMICS TEACHING PROGRAM (FETP) (1994)

FULBRIGHT MTV UNIVERSITY (mtvU) FELLOWSHIP (2007)

FULBRIGHT REGIONAL NETWORK FOR APPLIED RESEARCH (NEXUS) PROGRAM (2011)

SUMMER INSTITUTES FOR EUROPEAN STUDENT LEADERS (2006)
The Bureau of International Information Programs (IIP) is the State Department’s foreign-facing public diplomacy (PD) communications bureau. IIP partners with policy experts and missions abroad to develop services and design programs that engage international audiences to advance U.S. foreign policy by connecting people with policy.

IIP and PD operate in a rapidly changing landscape characterized by shifts in organizing power and trust away from official state and institutional actors toward unofficial, grassroots networks. That shift is accelerated by the adoption of mobile devices that accelerates the volume of users who regularly access the internet. These developments have profound implications for the development of PD tools and methods, as well as for how field practitioners engage with their in-country audiences.

With this in mind, IIP leverages a digital-first approach to its work. This strategic shift toward creating digital content that can be reproduced via other media (e.g. print), if necessary, creates opportunities where digital tools can enhance offline programming. IIP also requires its products be as accessible via mobile device as they are on a bookshelf. IIP also emphasizes a culture of measurement, leveraging powerful analytics tools to make data-driven decisions. This digital-first approach also encompasses opportunities to blend online and offline engagements with foreign publics, using digital platforms and other tools to amplify the effectiveness and reach of real-life programming through American Spaces and the U.S. Speaker Program.

In order to operate effectively in this digital environment, public diplomacy requires that our own staff are proficient with and use modern digital tools. IIP is building on existing technology efforts by implementing a contact relationship management (CRM) system that will aggregate and manage public diplomacy contact information for embassies worldwide, coupled with an industry-standard mass mailing system that provides audience segmentation and metrics. Furthermore, IIP has concluded a successful pilot of Google’s G-Suite applications and administers a cloud-based portfolio of associated communications tools. In response to growing demand to further integrate the work of IIP with the field, the bureau seeks to implement these tools worldwide for public diplomacy. This will require shared commitment across the public diplomacy family and dedicated resources aimed at the continued development and rollout of these tools.

IIP has a range of public diplomacy programs and products, including: the Share America platform (http://share.america.gov) in eight languages, producing social-media-ready content available for rapid distribution in support of campaigns; 694 American Spaces worldwide; and a wide range of digital publications and materials. IIP also conducts targeted issue advocacy campaigns on transnational foreign policy priorities and builds and maintains online networks among strategically important audiences, such as the Young African Leaders Initiative (YALI) Network, to have a ready group of influencers we can mobilize around U.S. policy goals.

Its programs are guided by a Bureau Strategic Plan that is based on global engagement directives from the President and the National Security Council; the Department of State Quadrennial Diplomacy and Development Review (QDDR); and the Strategic Plan of the Undersecretary of State for Public Diplomacy.

**BREAKDOWN OF IIP PERSONNEL**

<table>
<thead>
<tr>
<th>Platforms</th>
<th>Programs</th>
<th>Products</th>
<th>Front Office &amp; Policy</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>78</td>
<td>62</td>
<td>103</td>
<td>27</td>
<td>270</td>
</tr>
</tbody>
</table>

**FISCAL YEAR 2016**

In fiscal year 2016, IIP requested $69.59 million for operations. Of that amount, $12.08 million was allocated for executive direction, with the remaining $57.51 million dispersed among programs, products and platforms.
Platforms provides public engagement spaces that prioritize individuals and facilitate long-term relationship building between the United States and foreign citizens.

- **Office of Digital**: provides secure, stable and scalable digital technology platforms for the State Department and its missions worldwide, including 24-hour worldwide customer service in support of embassy and consulate website operations.

- **Office of Design**: establishes the design and usability standards for the bureau; supports the infrastructure for campaigns, ShareAmerica and other non-embassy web properties; maintains and operates the bureau’s suite of live production studios; and creates engaging interactive programming for global audiences using industry-leading technologies.

- **Office of American Spaces**: aims to advance U.S. foreign policy through a worldwide network of physical spaces to engage foreign publics in interactive dialogue.

### CONTACT RELATIONSHIP MANAGEMENT

Relationships are the currency of diplomacy and the State Department needs a system that allows it to understand the breadth and depth of these relationships. In early 2016, following months of collaboration with stakeholders across the department, IIP started deploying a contact relationship management system (CRM) to public affairs sections at select pilot missions across the world.

CRM is a secure, cloud-based, mobile tool that empowers missions to manage public diplomacy contacts; grow their audiences; and send strategic, measurable email messaging from one seamless system. This new platform gives public diplomacy and public affairs staff in the field the modern, industry-leading digital tools they need to build lasting connections with foreign audiences and to use data to conduct more effective outreach. Visitors to the new mission websites will be able to sign up voluntarily for professional, branded, and personalized updates, event invitations and press releases. Officers will be able to scan business cards on the go and quickly access contact information via their mobile devices. Finally, the platform will continue to evolve and adapt based on the needs and real-time feedback of users in the field.

As of March 1, 2017, IIP is piloting CRM with users at 20 U.S. missions in the following countries: Austria, Australia, Costa Rica, Ethiopia, Honduras, Indonesia, Kazakhstan, Malaysia, Nepal, New Zealand, Panama, Peru, Senegal, Singapore, Slovenia, Tajikistan, Uganda, the United Kingdom, Uruguay, and the U.S. Mission to the Association of Southeast Asian Nations (ASEAN). IIP has trained over 500 staff at these pilot posts, which are currently using the tool to expand existing networks and communities. To date, over 475,000 contacts are in the system, 1,300 email campaigns have been sent, and 5.7 million individual messages have been sent.

### GLOBAL EMBASSY WEBSITE MODERNIZATION

IIP provides the technology and support for the global network of 260 U.S. embassy and consulate websites in more than 50 languages. These public-facing websites receive over 150 million visits and 600 million page views each year.

In fiscal year 2016, IIP worked on the enterprise roll out of a modernized website platform to benefit U.S. citizen and foreign visitors, U.S. missions abroad and the department at large. As part of the modernization effort, IIP migrated all websites to a new open-source content management system that unifies each country mission’s embassy and consulate websites into a single, holistic representation of the U.S. government’s relationship with that country. This global modernization effort represents a major opportunity to increase public engagement with the department’s foreign policy content and aligns closely with the priorities of senior department leadership.

The updates have enhanced system flexibility and security, improved user experience, made content more accessible on mobile devices and increased efficiency for webmasters in the field. Field reports suggest a 66 percent reduction in time required to create and upload new pages, down from 60-minutes-per-page to only 20 minutes. Recent launches also demonstrate major increases in mobile, tablet and social media traffic. For instance, the mission in Germany saw a 63 percent bump in visits from smartphones and 92 percent from tablets. Meanwhile, the mission in the Czech Republic saw a 102 percent increase in social media traffic. On average, general traffic to the new websites has increased by 93 percent, with larger increases (an average of 209 percent) for foreign-language sites. People are finding the sites more easily via internet search and social media and search traffic has increased about 125 percent.

IIP has also reduced the platform’s infrastructure footprint by 60 percent by consolidating 450 separate embassy, consulate and foreign-language sites into 195 mission sites. In addition, the modern platform has significantly increased...
So what can CRM do for you?

**EFFECTIVENESS:**
Unification of contact management, email engagement, and event planning empowers creation of integrated campaigns and presents more professional content to target audiences.

**EFFICIENCY:**
CRM reduces duplication of effort across systems. Data centralization with faceted views ensures continuity during staff rotations and proper access for different user profiles.

**STAYS RELEVANT:**
CRM is supported by an industry-leading platform, Salesforce, which issues frequent, automatic system updates. IIP’s CRM development also deploys enhancements, in response to feedback from users.

**NEXT STEPS:**
IIP plans to release an evaluation report later in 2017 summarizing the results of the pilot and laying out potential options for expansion. The report will describe the pilot’s goals and structure, and discuss its implementation and results, and include a summary of planned and proposed activities related to CRM deployment and sustainment.

**INTEGRATES WITH MISSION WEBSITES:**
CRM integrates with Mission websites, allowing website visitors to subscribe voluntarily to mission mailing lists.

**IMPROVES DATA QUALITY:**
CRM allows posts to capture a wide variety of contact interactions, including emails, phone calls, meetings, and more.

**ENABLES DATA-DRIVEN DECISION MAKING:**
CRM provides comprehensive, accurate reporting across all audience and activity types, helping improve outreach and program evaluation.

**PROTECTS DEPARTMENT INFO:**
CRM is hosted in Salesforce’s Government Cloud, and is in use by 29 federal agencies. It is FedRAMP certified at moderate level, and offers the Department the opportunity to eliminate siloed databases and reduce vulnerabilities.

**URUGUAY**
After joining the pilot in June 2017, Embassy Montevideo used an email campaign to boost participation in an American Citizen Town Hall by 30% compared to prior events. The open rate for the event invitation, 41%, surpasses the average open rate for government sent emails by 15%.

**KAZAKHSTAN**
Using CRM, the Public Affairs team in Kazakhstan collected over 1800 contacts at a major event and sent them targeted follow emails, based on their home region via 11 separate emails.

**AUSTRALIA**
Mission Australia is using CRM to send multiple newsletters to targeted audiences. Combined, their newsletters reached over 5,000 unique subscribers, with an average open rate of 34% and an unsubscribe rate of less than 1%.

**YSEALI**
The US Mission to ASEAN has used CRM to engage Young Southeast Asian Leaders Initiative (YSEALI) members, including Network-wide emails to over 100,000 recipients. The emails received open rates over 40%, which means over 40,000 people are reading their messages.
NEW LOOK

One of the major goals for the website redesign was to improve sites aesthetically. The progress in this regard is self-evident:
the Department’s ability to quickly update our websites during crises overseas. In January 2017, IIP completed the migration to the new platform, and the bureau expects all sites to launch by summer 2017. With all new sites migrated to a modern, nimble platform, IIP is turning its focus to better support field strategy and messaging, with a goal of equipping the field with information and training to make data-driven decisions regarding their website content and design.

AMERICAN SPACES

The Office of American Spaces develops and supports modern, effective physical platforms for public diplomacy engagement with foreign targeted audiences in support of United States foreign policy objectives. It provides centralized oversight, strategic direction, funding and training for 687 American Spaces around the world-ranging in size from large, multi-story to single-room facilities-through which U.S. embassies and consulates engage foreign audiences in support of U.S. national interests.

American Spaces welcomed over 44 million visitors in fiscal year 2016 and hosted over 1.4 million organized programs. Visits were up 22 percent over fiscal year 2015. The resources and activities of American Spaces focus on five core programs designated by IIP in 2012: providing accurate information about the United States, English language learning, promotion of study in the U.S., continuing engagement with U.S. government exchange program alumni, and present U.S. culture.

American Space total visitors by fiscal year:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Visitors</td>
<td>26.02</td>
<td>36.41</td>
<td>36.41</td>
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Operational models for American Spaces vary, consisting of a small number of U.S. government-operated American Centers, partnerships with autonomous Binational Centers throughout Latin America, and American Corners located in host-country partner institutions, which make up the vast majority of American Spaces. The partnership models provide tremendous value to the U.S. government by generally granting rent-free space and often no-cost host-institution staff support.

In communities where a restrictive environment limits public diplomacy programming, American Spaces are often the only places where U.S. diplomats can openly engage with host-country citizens, and where those citizens can get access to uncensored information. In such environments, U.S. government-operated American Centers are often the only viable model. The forced absorption of more accessible off-compound American Spaces into fortified embassy/consulate compounds under the 1999 Secure Embassy Construction and Counterterrorism Act (SECCA) presents significant challenges for public diplomacy engagement that the Department of State is trying to address (See: ACPD May 2015 Paper, “Public Diplomacy at Risk: Protecting Open Access for American Spaces). A key initiative is increased emphasis on ensuring the maximum possible public access and functionality for on-compound American Spaces. A standing working group that includes the Office of the Under Secretary for Public Diplomacy and Public Affairs, IIP, Diplomatic Security and the Office of Overseas Building Operations has defined a set of American Spaces Open Access Principles to guide use of current facilities and planning for future construction.

Open Access Principles:

1) **Open public access:** During regularly established hours for the American Space, post should allow visitors to enter the public area of the facility upon arrival. No prior appointment should be necessary, and no prior security access request should be required. Posts should consider whether visitors should be issued a badge based on compound physical security measures in place.

2) **Unescorted access:** After passing security screening, visitors should be allowed to proceed to the American Space unescorted if under continuous observation by authorized, post personnel. Local Guard Force personnel may not be utilized for visitor escort purposes.

3) **Separate security screening:** At posts with high volumes of visitors, separate security screening (such as those used for visitors to consular operations) should be provided for American Spaces visitors, if feasible.

4) **Personal electronic devices allowed:** Visitors to the American Space should be allowed to bring their own personal electronic devices and be able to use them in the public area, as long as they are consistent with technical security standards and post access policies.

5) **Wireless internet access:** American Spaces visitors need to be able to connect their own personal electronic devices (laptops, smart phones, tablets, etc.) to a network in the space using WiFi, and the network needs to provide the best-available bandwidth. All WiFi installation and usage must comply with Department WiFi policies.

In fiscal year 2016, the Office of American Spaces conducted the first review of the Priority American Spaces (formerly called Tier 1) that have been designated to receive a higher level of investment via American Spaces Support Funds (ASSF) than standard American Spaces. In fiscal year 2016, 56 percent of the ASSF distributed to American Spaces went to the then 60 Priority American Spaces. By and large, the review confirmed that the prioritized investment was meeting State Department objectives for the development and operation of a set of highly-capable platforms in strategic locations.
In 2012, IIP joined with the Smithsonian Institution to create the Model American Spaces program, a partnership to enhance the design, functionality and programming of American Spaces. IIP and the Smithsonian have facilitated the modernization of over 50 American Spaces since 2012, including most of the Priority American Spaces. Makeovers have provided a distinctly American look and feel, improving user experience, furnishings, technology and maximizing use of space through applying flexible design concepts. To increase the spread of such transformations, IIP and the Smithsonian published several design resources that have allowed many more American Spaces to transform themselves at fairly low cost.

The Office of American Spaces continued a multi-year program to train those managing and operating American Spaces in concepts and skills aligned with the transformation of American Spaces from library-style facilities offering static information resources to active programmatic platforms engaging targeted foreign audiences in ways supportive of U.S. interests and objectives. This carefully developed curriculum focused on the following topics: strategic planning; program evaluation; effective management of American Spaces modernization projects and operations; creating bold and imaginative programming that makes a difference in advancing foreign policy priorities; audience targeting; and use of modern digital tools and techniques to identify and engage with targeted audiences and use analytics to tailor approaches and evaluate impact. Through the end of 2016, IIP had trained 562, or 33%, of U.S. government and non-U.S. government partner staff in modern American Spaces concepts.

IIP has Foreign Service specialists based in strategic locations around the world who provide consulting and expert assistance to embassies and consulates in developing high-quality American Spaces and effectively using them to support U.S. foreign policy goals. These specialists were formerly known as Information Resource Officers (IRO). In 2016, IIP reached a milestone in a multi-year effort with the State Department Bureau of Human Resources to redefine the function, knowledge, skills and abilities of these specialists to align with the needs of 21st century public engagement. The specialty was updated to place greater focus on skills such as strategic planning, audience targeting, digital information campaigns, program and social media analytics, and effective use of fast-changing technologies. The name of the position was changed to Regional Public Engagement Specialist to better reflect the updated functions.

In fiscal years 2016 and 2017, the Office of American Spaces is focusing on strengthening data collection and program evaluation. This will support the refinement of policies and investments to ensure that priority American Spaces have the tools, training and infrastructure to be the most effective platforms possible for policy-focused public diplomacy programming. IIP will also work to increase capacity of all American Spaces deemed necessary and viable to add measurable value to U.S. embassy/consulate missions using a data-driven, networked approach.

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**FY 2016 FY 2018 PRIORITY AMERICAN SPACES BY REGION**

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<th>Country</th>
<th>Region</th>
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<td>Africa</td>
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**FY 2016/FY 2017 TOP AMERICAN SPACES BY FUNDING**

20 American Spaces with Highest Funding (Range $127,700 – $540,000)
(Sorted alphabetically. * denotes top spaces for both FY 2016 & FY 2017)

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<tr>
<th>Country</th>
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<th>American Space Name</th>
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<td>America House Jerusalem (in development)</td>
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PRODUCTS

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*IIP was reorganized in FY 2015 so prior budgets did not follow the same breakdown.

Products creates digital-first multimedia content—in English, Arabic, Spanish, French, Portuguese, Chinese, Russian and Urdu—to advance U.S. foreign policy objectives and influence foreign publics. The bureau's ShareAmerica platform is the Department's first step in distributing targeted digital content for international audiences.

- **Office of Editorial Content**: crafts materials for foreign publics and help shape opinions about the United States. The office's original and curated English language content support U.S. foreign policy priorities and the work of U.S. embassies and consulates, task forces, campaigns, Department social media properties and feeds, speaker and specialist programs, and American Spaces.

- **Office of Language Resources**: maximizes the accessibility and reach of IIP content worldwide by translating and adapting IIP's English-language content into seven foreign languages, in addition to creating and curating original content.

- **Office of Video Production**: creates video and other multimedia content that provides context to foreign policy issues and aims to fuel conversations around U.S. policy priorities worldwide.

- **Office of the U.S. Speaker Program**: recruits American experts on issues tied to U.S. foreign policy priorities and works with U.S. embassies and consulates to connect the speakers with international audiences, both in person and through virtual platforms.

**OFFICE OF EDITORIAL CONTENT**

The office creates social media friendly content for the bureau’s ShareAmerica platform. Optimized for sharing by end users and U.S. foreign missions, these materials help targeted foreign audiences learn about America and engage respective social circles on U.S. foreign policy initiatives, English language learning, and how a free, diverse and entrepreneurial people live, work, and contribute to global peace and economic prosperity.

A team of writers, graphic designers, illustrators, photo-, web- and copy- editors works collaboratively with IIP’s video office, to create stylish, timely content that reaches a rising generation of global citizens on social media. We are re-envisioning the role of print in a digital-first world. Long-form books printed at a single facility and shipped to embassies are also being replaced by lighter, more frequently updated digital publications designed for electronic distribution and local printing. Working with IIP’s Office of Design, IIP launched a web-based, fully browsable library site from which colleagues in the field can easily find and, when desired, print needed materials.

IIP also maintain INFOCENTRAL, the Department’s internal repository for resources for the public diplomacy practitioner.

**Sample 2016/2017 Editorial Content**


- **Labor Day in pictures**: American Women at Work ([https://share.america.gov/labor-day-in-pictures-american-women-at-work/](https://share.america.gov/labor-day-in-pictures-american-women-at-work/))

- **Trump and Japan’s Abe affirm ‘very crucial alliance’** ([https://share.america.gov/trump-japans-abe-affirm-very-crucial-alliance/](https://share.america.gov/trump-japans-abe-affirm-very-crucial-alliance/))

- **You may never see an Amur leopard again** ([https://share.america.gov/may-never-see-amur-leopard/](https://share.america.gov/may-never-see-amur-leopard/)) (ex. of infographic design)

- **USA Elections in brief** ([https://static.america.gov/uploads/sites/8/2016/05/Elections-USA_In-Brief-Series_English_Lo-Res-1.pdf](https://static.america.gov/uploads/sites/8/2016/05/Elections-USA_In-Brief-Series_English_Lo-Res-1.pdf)) (ex. of printable publication; available in 8 languages)

**OFFICE OF LANGUAGE RESOURCES**

The Office of Language Resources maximizes the accessibility and reach of IIP content worldwide by translating and adapting IIP's English-language content into seven foreign languages, in addition to creating, translating, and curating original content.

IIP has translators and foreign-language social media and web specialists working in seven foreign languages (Arabic, Chinese, French, Portuguese, Russian, Spanish and Urdu) to provide posts and international audiences with IIP-produced content for their social media feeds and other public diplomacy outreach efforts.

Translated materials, including social media pieces using key quotes, are more useful to mission personnel seeking to reach broader audiences in the media and general public. Other materials for translation include subtitles for videos, captions for infographics and frameworks for language websites. Subjects are often based on thematic content that responds to post and department priorities like promoting entrepreneurship and girls’ education. On occasion, the office translates seminal remarks by the Secretary or the
ShareAmerica advances U.S. policy by engaging foreign publics

ACCESSIBLE: Content is optimized for mobile, web, and social platforms

ENGAGING: Easily shared story panels promote public diplomacy messages

VISUAL: Images depict American life and values

STYLISH: Sometimes graphics tell the story

DATA-DRIVEN: Editors track performance to plan the next story
President in full when posts have a clear strategic use of the translation.

IIP Language Resources’ work is not simple translation. Elements of English-language social media articles are often adapted for specific language audiences through idioms that will resonate better with respective audiences. When a specific need arises, translators produce original articles in-local-language that do not appear in English or other language.

Some of the language staff—Chinese, Arabic and French—have social media writers and managers who produce original blog content or adapt the bureau’s English-language content to the more structured requirements of foreign social media. The Chinese team produces a “Wild Geese of Foggy Bottom” blog (http://blogs.america.gov/mgck/).

Since IIP began recording non-State visits to the Wild Geese Blog at the end of February 2017, the blog has recorded around 104,000 non-State Department, unique users, half of which are from mainland China or Taiwan. The average time-on-page for each of these unique users is 39 seconds, indicating that users are, on average, spending significant time engaging with the content. Although IIP has recently implemented an enterprise content management platform for Mission China, the Bureau has been unable to systematically track the performance of Wild Geese content on Sina Weibo and WeChat historically. That said, Weibo accounts for approximately 5 percent of all of the traffic to the Wild Geese blog behind Baidu (6 percent), direct URL searches (41 percent), and Google (45 percent).

Distribution for IIP’s translated products is as varied. Some missions release translations directly on websites through RSS feeds while others extract them from IIP regional newsletters or emails and put them online. Much depends on the local media environment. Vital to the success of any effort is having posts and regional bureaus partner closely with IIP in advance of an important speech or event to determine the translation, content strategy, and to identify key messages so the material reaches the field in a timely fashion.

**OFFICE OF VIDEO PRODUCTION**

As digital connectivity, bandwidth, and proliferation of mobile devices grow exponentially, visual based communication is becoming the dominant medium for digital communication with global audiences.

IIP’s Office of Video Production conceptualizes and produces high-quality video, motion-graphic and audio content to educate and influence crucial international audiences in support of U.S. foreign policy. The office collaborates with IIP’s Regional and Policy Offices and Public Diplomacy (PD) Officers in functional and regional bureaus, embassies, as well as other U.S. government (USG) agencies. Collaboration is designed to develop video engagement strategies that support global public diplomacy information campaigns and initiatives. The office produces on average 150 videos per-year which are offered in multiple-languages in addition to custom versioning optimizing each product for specific platforms such as traditional media outlets, social networks and other web-based platforms including mobile devices. The office averages 700-800 separate deliverables per year.

In addition, the team provides trainings, consultations, and guidance to PD officers and local staff overseas and in Washington, along with digital tools to augment production capacity. Capacity building activities focus on planning and producing videos and crafting effective visual communication strategies to better engage local audiences. The office conducts between two and four in-country strategic regional video production trainings per year at the request of embassies. The office manages and funds two agreements with private companies which provide tens-of-thousands of pre-licensed media assets for embassies to use in their multi-media products, and the office responds to 75-125 queries for simple services and consultations per year.

The office strives for relevance in a global digital landscape with rapidly changing technologies that affect and transform how the Department interacts with international audiences.

**Sample 2016/2017 Video Content**

- **Major Summit Curtain Raiser:** Global Entrepreneurship Summit: [https://youtu.be/n7Tyt.mydWmE](https://youtu.be/n7Tyt.mvdWmE)
- **ShareAmerica:** Entrepreneurship: [https://youtu.be/yD6mgF10x4](https://youtu.be/yD6mgF10x4)
- **ShareAmerica WhiteBoard video:** US Voting Process: [https://youtu.be/4HPWFLJZAc](https://youtu.be/4HPWFLJZAc)
- **Current Events:** Ukraine Humanitarian Aid: [https://youtu.be/bHUP2AO3hgl](https://youtu.be/bHUP2AO3hgl)
- **Current Events:** 2016 Olympics: [https://you-tu.be/jLe9czhCD8o](https://youtu.be/jLe9czhCD8o)
- **Motion Graphics:** It Takes A World To Strengthen the NPT: [https://youtu.be/GbXBGJjIwC](https://youtu.be/GbXBGJjIwC)
- **Rapid Response:** France Terrorist Attack: [https://youtu.be/5vWp5s0SVkg](https://youtu.be/5vWp5s0SVkg)
- **Event:** US-India Trade: [https://youtu.be/oprffGid9t0](https://youtu.be/oprffGid9t0)
The Office of the U.S. Speaker Program recruits dynamic American experts to engage international audiences on topics of strategic importance to the United States. Programs are conducted in-person and through virtual engagement platforms. Key themes include countering violent extremism, promoting entrepreneurship and innovation, advancing global security, environmental diplomacy, combating gender-based violence, strengthening civil society, education, 21st century media and youth empowerment. The office conducts approximately 600 programs annually worldwide. It collaborates with U.S. embassies and consulates around the world to develop and implement customized programs; identifies and recruits prominent U.S.-citizen experts; tailors programs to meet specific needs of international audiences through workshops, lectures, seminars and consultations; utilizes innovative technologies to amplify messaging; and fosters long-term relationships between U.S. speakers and overseas audiences in order to sustain dialogue on key themes and issues.

In fiscal year 2016, the largest number of U.S. Speaker Programs focused on economic prosperity: entrepreneurship; strengthening civil society: the U.S. electoral process, countering violent extremism, and foreign policy/security. In fiscal year 2017, IIP expects to program more U.S. Speakers on economic prosperity, entrepreneurship, regional security; and countering violent extremism.

**Highlights:**

Tony Padilla from the U.S. Department of Transportation consulted with members of the maritime sector in South Africa on port development. As a direct result of his trip, Padilla is advising staff from Transnet, the organization that manages all of South Africa’s ports, railways, and pipelines, on ways to improve the country’s maritime sector. Additionally, he facilitated a linkage between Transnet and the U.S. Merchant Marine Academy opening the door for South African students to attend the academy. Lastly in the spirit of promoting cooperation, Padilla connected Transnet staff with port authority officials in Baltimore and Miami so they can learn more the operations of these major U.S. ports.

James Cannady, professor of Information Assurance at the Graduate School of Computer and Information Sciences at Nova Southeastern University, participated in a conference on cyber security sponsored by the Azerbaijan Diplomatic Academy University (ADA). As a result of Cannady’s visit, ADA and Nova Southeastern University (NSU) are working to establish a joint graduate degree program in information security. ADA students would participate in a Masters program split between the universities, and would then transition to the Ph.D. program at NSU. This benefits both schools by allowing ADA to develop the next generation of faculty and researchers while allowing NovaSoutheastern University to access high-caliber students for their programs.

Scher and Dan Bish from Unchartered Play, a social enterprise that encourages young people to invent solutions for local problems, trained ministry of education officials and local teachers in Swaziland. A direct result of their trip was the introduction of a new STEM education curriculum into 11 schools in Swaziland in 2016. Participating in our program enabled Unchartered Play to establish a long-term relationship with the government and school districts in Swaziland. This provided the company with invaluable, on-the-ground research that has led to insightful modifications to their curriculum model. Since returning from Swaziland, they published a new iteration of the Think Out Of Bounds curriculum including a prototyping program, which they have deployed to over 100 students in the Harlem neighborhood of New York City. The ministry of education views the curriculum as a way to promote innovation, invention, and entrepreneurship.

Maria Calderon Porter, assistant vice president for global initiatives and director of the Binational Center/International Language Institute at Texas A&M International University, discussed cross-border commerce with groups in the Dominican Republic and Haiti. As a direct result of this trip, an official delegation from Haiti traveled to Laredo to sign a memorandum of understanding for increased technical support for border development. A second trip to Laredo is planned for the end of the year that will include parliamentarians from both the Dominican Republic and Haiti.
Year over Year by Delivery Type

Regional Distribution of Programs

FY15-FY16 Thematic Breakdown

- Combating Gender-Based Violence
- Countering Violent Extremism
- Educational Diplomacy
- Entrepreneurship, Economics and Trade
- Environmental Diplomacy
- Foreign Policy
- Other Themes (including health issues and U.S. society)
- Promoting Gender Equality
- STEM Education (Science, Technology, Engineering and Math)
- Strengthening Civil Society, Democracy and Human Rights
- Youth Leadership
Programs works with policy experts across the State Department to design and execute data-driven public diplomacy engagement campaigns that engage foreign audiences abroad to advance U.S. foreign policy goals. This includes global and regional campaigns, in addition to country-specific initiatives and is informed by audience research and performance analysis. The group has three key offices:

- **Office of Public Engagement** works with policy experts in the department’s regional and functional bureaus and the field to identify key foreign policy objectives that might be advanced by building public support for U.S. positions among foreign populations. Working with IIP’s analytics team, the office identifies receptive and influential audiences that can help build support for U.S. positions within their communities and ultimately among government decision makers. The office identifies appropriate engagement tactics and draws upon the full array of IIP products and services to build and activate these networks of supporters.

- **Office of Regional Strategy and Training** works with regional and functional bureaus in Washington and with posts abroad to coordinate and develop public diplomacy programming using IIP tools to advance key global and regional U.S. foreign policy priorities. It also provides training on IIP products and programs to help posts implement PD strategies using the most up-to-date technology and digital tools. In addition, the office runs the department’s social media support and strategy helpdesk and is the lead on implementing the department-wide rollout of a social media management tool to all posts and bureaus. Lastly, the office runs and operates the department’s TechCamp program, designing and delivering two-day, interactive workshops that connect civil society groups with technology experts to create real-world solutions to policy issues.

- **Office of Analytics** supports IIP’s efforts to engage, inform, and influence foreign publics with an analytics center of excellence. The office provides marketing and strategic planning resources, sharpening IIP’s understanding of foreign audiences and international narratives to deliver content Often through marketing channels designed to reach those audiences with the right messages on the right channels at the right time to have the most impact. When IIP makes a sustained commitment to a particular project, campaign or line of effort, the Office of Analytics provides IIP with the in-depth research necessary to ensure that IIP’s resources are deployed in the most effective way possible. The office conducts focus groups, surveys and key person interviews to help IIP understand the attitudes and information consumption habits of target audiences and tests messages to ensure they shift the desired attitudes and opinions or inspire the desired action. Analytics also leads IIP’s internal program evaluations and in-cycle optimizations, guiding programs to be more measurable and more impactful. Finally, Analytics shares tools, capacity, and best practices with regional and functional bureau and post colleagues to help them make data-driven decisions related to public diplomacy all around the world.

A particular area of strength is the office’s ability to provide IIP and the Department with considerable expertise in understanding how foreign audiences engage with topics of interest, both in response to messages delivered through our own social and web properties and by understanding the media coverage and digital conversation among third party actors. Through its data science expertise and media monitoring toolkit, the office can provide public diplomacy officers with insight into how foreign audiences engage with matters important to U.S. foreign policy. The office also uses these resources to help digital media managers and public affairs officers understand how their target audiences respond to their messages and discuss issues related to their policy priorities, helping the department’s various public diplomacy assets to better understand how and when to engage their audiences to help the department achieve its desired outcomes.

### OFFICE OF PUBLIC ENGAGEMENT

The office builds and maintains digital networks among strategically important groups to serve as potential champions on issues of importance to the U.S. government. As an example, the office has built the 450,000-person Young African Leaders Initiative (YALI) Network. In 2013, President Obama established the Mandela Washington Fellowship Program under YALI to offer U.S. travel and study fellowships to 500 (now 1,000) young Africans each year. Interest in the program was overwhelming, attracting 50,000 applications in the first year alone. IIP recognized in this applicant pool the opportunity to establish sustained digital engagement with thousands of young Africans who had expressed an interest in connecting with the United

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States but would not be able to participate in the flagship fellowship program. IIP created the YALI Network to continue nurturing relations with these motivated and positively disposed young people in this strategically important region of the world. IIP provides network members online training resources and opportunities to engage with American political, business and civil society leaders through web-based programs. IIP also works with U.S. embassy staff to offer network members offline networking and skills-building activities in IIP’s American Spaces located throughout Africa. IIP coordinates with the regional bureau and African posts to identify key policy priorities and use the network to build popular support for U.S. positions in these areas. More recently, the office has replicated this effort in support of the Young Leaders of the Americas Initiative (YLAI) and built a network that now numbers more than 20,000 individuals across the Western Hemisphere.

The Office of Public Engagement’s second line of effort is conceiving and executing public engagement campaigns designed to build partnerships with foreign publics in support of specific U.S. policy goals. IIP campaigns are focused, time-limited efforts created in collaboration with one or more of the State Department’s policy bureaus and one or more posts, designed to achieve a specific, measurable outcome in support of the department’s policy goals.

OFFICE OF REGIONAL STRATEGY AND TRAINING

REGIONAL AND FUNCTIONAL STRATEGY

IIP’s policy officers work with the State Department’s Regional and Functional bureaus, as well as the Public Affairs Bureau (PA), Educational and Cultural Affairs Bureau (ECA), and special offices and envoys, to develop strategies to advance U.S. foreign policy objectives. The office’s strategic engagement plans focus Bureau resources on foreign policy objectives in response to embassy, regional bureau, and functional bureau requests. The plans include research into target audiences, content and messaging strategies, distribution channels and measurement and evaluation tactics and objectives. These plans serve as a framework for strategic engagement packages developed by IIP to advance our policy objectives through tools such as speakers (both live and virtual), digital content and video in various languages, comprehensive social media analytics, and TechCamps. The office also coordinates the bureau’s efforts to create PD products for large-scale Department events including the Global Entrepreneurship Summit, the Our Oceans Conference and the United Nations Summit for Refugees and Migrants.

DIGITAL SUPPORT AND TRAINING

IIP’s Digital Support and Training Division assists posts with building their in-house capacity by designing and delivering in-person, virtual and embedded training programs focused on the full range of IIP products, programs and platforms. Digital Support and Training works closely with all IIP offices and teams under a holistic approach to its external training efforts and contributes expertise and trainers to multiple projects and efforts, including support for regional bureau social media coordinators. Since 2015, the division has led all Digital-First curriculum and sessions with American Spaces basic and advanced courses, training more than 500 Foreign Service Officers (FSOs), locally employed staff (LES) and American Spaces partner coordinators in all regions by the end of 2016. Other examples include in-person trainings with the Office of Public Engagement for YALI Network managers at multiple African posts; in-person trainings on social media strategy, content distribution, video production and design skills with multiple posts in Near Eastern (NEA), South and Central Asia (SCA), Western Hemisphere (WHA) and Africa (AF) regions; training series with all Department social media managers on such tools as Crowdtangle and Canva; in-person and virtual trainings on Salesforce and Campaign Monitor; in-person and virtual trainings on Wordpress and modernized Embassy websites; and regularized, months-long social media training series with all posts and bureaus in EAP, SCA, AF and WHA. The team operates the State Department’s social media support and strategy helpdesk and leads the department-wide rollout of Hootsuite Enterprise, a social media management tool that allows increased messaging flexibility, crisis communications support, accountability across multiple digital platforms, and integrated analytics and data for better social media reporting and assessment of effectiveness. The Digital Support and Training Division also manages the Social Media Hub, the department’s one-stop shop for social media resources and strategy materials. The Hub provides instructions and tips on most major platforms, including Facebook, Twitter, Hootsuite, and YouTube. The site also aims to help social media managers stay current with State Department policies and industry best practices.

TechCamps: Another important element of the Digital Support and Training division is the TechCamp program, which originated in 2010 elsewhere in the Department and moved to IIP in 2015 in order to tie it more closely with public diplomacy’s strategic priorities. TechCamps are two-day interactive workshops that connect civil society representatives with private sector technology experts to explore solutions to real-world challenges. TechCamps engage and empower NGOs, rights activists, journalists, advocacy groups and others, training them in the use of low-cost, easy-to-implement technological tools and concepts to make them more effective in the work they do. Since 2010, more than 60 TechCamps have been completed around the world, reaching an estimated 3,600 civil society organizations and technology groups from 110 countries.

Under IIP, TechCamps now are directly tied to public diplomacy’s highest priorities: supporting and defending civil society, improving digital literacy and communication
capacity, and countering violent extremism. IIP leads 12 regional TechCamps each calendar year, and has built in dedicated funding and resources for post-workshop programs, projects and efforts to maintain a workshop’s policy impact and continued engagement with participants. Since 2015, IIP-led TechCamps were held in Poland, Niger, Burma, Slovenia, Ghana, Kazakhstan, Georgia, Colombia, Cambodia, Turkey, Kuwait, Tunisia, Ukraine, South Africa, Sweden, Latvia, Thailand, Zambia, Bolivia and India (New Delhi in 2015, Hyderabad in 2016 and Chennai in 2017). TechCamps in Romania and Israel are planned for September 2017. IIP provides consultative support and, in limited amounts, funding for post-led TechCamps. For instance, in March 2017, the U.S. Embassy in Paraguay completed a post-led TechCamp under this type of IIP assistance, reaching YLAI members, while the U.S. Embassy in Nepal completed a post-led TechCamp for groups seeking to apply digital outreach skills to strengthen women's entrepreneurship efforts. Similarly, the U.S. Embassy in Togo ran its own post-led TechCamp in April 2017 with IIP’s assistance, reaching agricultural entrepreneurs. All program participants, whether in IIP-funded or post-funded programs, become part of a TechCamp network that offers substantive follow-on projects and activities, such as: region-specific virtual trainings and webinars with TechCamp trainers and subject matter experts; participant-led workshops to connect new audiences to the tools and strategies learned during a TechCamp; and access to the TechCamp Slack community where participants, trainers and organizers continue to collaborate and share ideas.

OFFICE OF ANALYTICS

In FY 2016, the Analytics Office grew in size and capacity as it pursued two operational pilots—audience research and marketing, and exploratory market research-testing potential demand for products and services from within IIP, and across various agencies and missions. Further, the office greatly matured prototype software and platforms developed to assist with evaluation of ShareAmerica and Department social properties. Analytics developed an organizational plan and codified an operational scope (outlined below) for the office, serving as base commitment of work. In FY 2016 the Analytics Office acquired critical software and established vendor relationships required to scale the Office’s work and further inter-bureau best-practice-sharing efforts.

FY17-18 Core Responsibilities:

- Maintaining the overall audience research and analysis strategy for IIP to improve the effectiveness of its programs and services in support of U.S. foreign policy goals
- Evaluation of impact on international public opinion of the United States: ShareAmerica, Campaign, mission websites, Department social properties, American Spaces, U.S. Speaker Program, #TechCamps, PD CRM, Slack.
- Media analysis: real-time and retroactive scans of digital and social media guide research strategy and identify opportunities to further U.S. foreign policy interests
- Target audience analysis: products, themes, data/media usage trends, platforms, and presentation styles that generate the most positive reactions from target audiences, often in advance of bureau program planning
- Content marketing/targeted promotion: paid marketing campaigns to boost IIP’s ability to reach target audiences
- Message testing and content assessments of IIP communications in light of target audience interests and the Department’s digital-first communication strategy

The Office of Analytics began FY 2017 by completing over 175 Media Landscape Reports, surveying the media environment (mediums, platforms, channels, demographics) for all Public Affairs Officer-placed missions, delivered to Public Affairs section staff all over the world. Working in concert with R/PPR and IIP/DST, the Office of Analytics has deployed over 100 media dashboards to regional and functional bureaus and posts designed to enhance the Department’s real-time understanding of trending media in each geography-, language-, and topic-based environment. The team also ran and reported on a series of focus group and survey research efforts undertaken in support of IIP campaigns initiatives in South Africa and Brazil.

The Office of Analytics undertook the evaluation-to-date (through CY 2016) of three key IIP programs: ShareAmerica, Youth Networks/YALI, and the embassy websites revitalization. Comprehensive reports on each of these evaluations were published in FY 2017. The office’s innovation team then delivered a series of new features into its comprehensive Department social media property database and performance dashboard, preparing for a transition to a new, more sustainable, more scalable infrastructure. In addition, the Office of Analytics performed and released its first content impact test: field research on a video produced in support of IIP’s Ciburn program, assessing whether the video caused meaningful impact on opinions of young Russian speakers in Europe and Asia.

The Office of Analytics contributed to the success of an IIP team working before and after the November U.S. elections to counter foreign disinformation narratives: the office helped identify disinformation narratives in foreign state-sponsored press and once positive content countering the disinformation narratives without addressing them directly were ready. Analytics delivered that in-language content through targeted online marketing in social and search to audiences most susceptible to the foreign agents’ narratives. The Office supported real-time analysis of a series of similar media engagement efforts run by the
Department and U.S. allies.

The office has delivered dozens of analytics consultations to PA sections at posts, colleagues around the Department, and to allies. Analytics has also begun piloting a regional-support structure, dedicating a civil service analyst to the EAP region, with strong positive results in the short term. The Analytics Office’s Innovation team is piloting a machine-learning-based disinformation-content-spotting-and-tracking system to support colleagues posted in the EU and at NATO tasked with tracking state-sponsored and non-state-sponsored disinformation media content as they traverse social networks.

**SPOTLIGHT: Strategic Program Packages (SPPs)**

With Strategic Program Packages, the Bureau of International Information Programs (IIP) aims to provide PD practitioners in the field with well-stocked toolkits to deploy as part of a broader, integrated strategy to advance Posts’ policy priorities.

**HOW DOES IT ALL WORK?**

1. **Policy Goal:** Post identifies a specific policy priority in alignment with their integrated country strategy (ICS) goals.

2. **Strategic Consulting Session:** A team of IIP policy and analytics experts consult with Post to establish measurable, specific, and concrete policy and PD goals.

3. **Data-Driven Outreach:** IIP analytics experts combine traditional audience research with digital and social media big data analysis to survey the information landscape and identify the best channels and courses of messaging.

4. **Action Plan:** IIP works with Post to develop and implement a strategic engagement plan to include SPP content and leverage IIP platforms and networks.

5. **Curation of Evergreen Resources:** IIP’s SPP provides Post with off-the-shelf resources on a priority theme to include in their plan.

6. **Customized Content:** IIP may develop new content to support Post’s goals.

7. **Digital Marketing Campaign:** IIP assists Post in promoting content to target audiences using digital advertising strategies.

8. **Measure Results:** IIP & Post assess outputs, outcomes, and impact of programs against goals.
WASHINGTON-DIRECTED ACTIVITIES

BUREAU OF PUBLIC AFFAIRS

Spokesperson Heather Nauert speaks with students after the Department press briefing (summer 2017)
The mission of the Bureau of Public Affairs (PA) is to communicate timely and accurate information to international and domestic media with the goal of advancing U.S. foreign policy goals and national security interests, as well as broadening understanding of American values. To achieve these objectives, PA uses a wide range of media platforms, conducts public outreach and provides historical perspective through the Office of the Historian. Through proactive interaction with foreign and domestic press, digital engagement and domestic outreach, PA helps the State Department and the U.S. government participate in policy conversations in a coordinated and strategic way.

To carry out this mission, PA conducts press briefings and facilitates interviews with U.S. government officials for domestic and foreign press; arranges reporting tours and cooperative broadcast media projects (media co-ops) with foreign media to promote depth, accuracy and balance of their reporting on the United States and U.S. foreign policy priorities; manages the domestic main State Department website (state.gov) and core department social media platforms; provides strategic and tactical communications planning to advance America’s foreign policy interests; organizes domestic outreach to explain why U.S. foreign policy is important to Americans; and answers questions for the media and public.

The fiscal year 2015 public diplomacy (D&CP) budget for the Bureau of Public Affairs was $6.975 million (an increase from $6.502 million in fiscal year 2014). The fiscal year 2016 budget was $10.423 million and the fiscal year 2017 estimate is $9.241 million. PA is made up of 241 staff members (205 civil servants, 36 Foreign Service Officers, and 13 locally employed staff) and 25 contractors.

In 2016, the roles of spokesperson and Assistant Secretary for Public Affairs were merged and the Office of the Spokesperson was dissolved. The deputy spokesperson became a deputy assistant secretary-level position overseeing direct press engagement, including the Offices of International Media Engagement and Press Relations, as well as the USAID Press Office, the Foreign Press Centers, the Rapid Response Unit and the new Events and Travel Unit.

We reviewed seven offices within the Bureau of Public Affairs: Digital Engagement; International Media Engagement; Press Operations; Strategic Planning; Video Services; the Foreign Press Centers; and the Rapid Response; the Unit. Four of PAs offices (Office of the Historian, U.S. Diplomacy Center, Office of Public Engagement, and the Office of Intragovernmental Affairs) are not reviewed in this report because their activities do not intentionally target foreign audiences.

The Office of Digital Engagement (ODE) communicates U.S. foreign policy through direct engagement with audiences on digital platforms and is responsible for maintaining the State Department’s core social media properties. Its 20-person team creates and amplifies content across the State Department’s flagship social media and digital sharing accounts, including Twitter (@StateDept), Facebook, Flickr, Instagram, Tumblr, Google+ and SnapChat. In addition, the ODE team maintains the department’s official blogs on DipNote and Medium, and produces audio podcast series published to iTunes and SoundCloud. ODE also facilitates livestreaming of on-camera, on-the-record events with the Secretary and other senior-level department officials on www.state.gov, video.state.gov/live, and Facebook Live. In addition ODE publishes videos of high-level engagements on video.state.gov, YouTube, and the Defense Video & Imagery Distribution System (DVIDS) for on-demand viewing by the public.

The State Department’s digital media presence (video, images, audio, blogging, and social networking) is the largest in the federal government after the White House, with an aggregate of nearly 7.5 million followers. As of March 2016, online audiences on the department’s core flagship platforms measured:

- **Twitter**: @StateDept – 3.1 million followers (95 percent increase from FY 2015 to FY 2016); Foreign language accounts (Arabic, Farsi, French, Portuguese, Russian, Spanish, Urdu, and Turkish) – 909,170 collective followers (26 percent increase from FY 2015 to FY 2016)
- **Facebook**: 1.6 million fans (35 percent increase from FY 2015 to FY 2016)
• **YouTube:** StateVideo – 909,170 subscribers and 12.3 million views (34 percent increase between FY 2015 and FY 2016)

• **Flickr:** 53.5 million views (29 percent increase between FY 2015 and FY 2016)

• **Tumblr:** 124,347 followers (8 percent increase between FY 2015 and FY 2016)

• **Google+:** 413,200 followers (3 percent increase between FY 2015 and FY 2016)

• **Instagram:** 115,661 followers (299 percent increase between FY 2015 and FY 2016)

• **Medium:** 35,597 followers (launched in 2015; no previous numbers to compare)

In addition, the State Department’s DipNote blog has also received more than 21 million reads since 2013.

Analytics and insights on engagement across key department social media platforms are captured and analyzed on a regular basis in order to gauge attitudes regarding U.S. foreign policy among online communities and help shape digital content development and messaging around priority policy messages. This data is fed into regular reporting to PA and State Department leadership. These insights also inform PA’s decision-making around implementing targeted public engagements—such as Facebook Q&As, Twitter chats, and other digital events—in order to help shape the narrative around priority issues. Over the last year, ODE has also increased its effort to support live broadcasting of key public events, as well as leverage high-profile external voices to amplify our messaging in the form of Instagram take-overs and features within State Department Snapchat stories.

As ODE content represents the official social media voice of the U.S. Department of State and the Secretary, ODE often leads efforts to coordinate coverage of major department initiatives with other bureaus and posts, as well as the interagency community and the White House. Content developed for ODE properties is regularly repurposed, translated and systematically distributed to posts to assist them in furthering public diplomacy objectives. Examples of these coordinated digital amplification campaigns include the whole-of-government engagement around the historic Iran nuclear deal and the collaborative effort undertaken to spotlight the Obama Administration’s leadership in promoting global entrepreneurship with the hosting of the June 2016 Global Entrepreneurship Summit (GES) in Palo Alto, California.

### OFFICE OF INTERNATIONAL MEDIA ENGAGEMENT (IME)

<table>
<thead>
<tr>
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<th>FY15 Actual</th>
<th>FY16 Actual</th>
<th>FY17 Planned</th>
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<tr>
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<td>$3,001,317</td>
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(Budget includes IME and 5 regional media hubs, FY 2016: additional $1.15 million to stand up Translation Unit)


The regional media hubs are strategically positioned to reach the most influential global and regional outlets and respond quickly to the rapidly evolving international media environment. PA/IME and the hubs work closely with Department bureaus and missions overseas to amplify major Administration announcements, travels, and events to convey policy messages that go beyond the bilateral relations handled by individual posts. The regional media hubs are home to PA’s foreign language spokespeople who actively engage in broadcast interviews in Arabic, Russian, French, Spanish, Portuguese, and Urdu to promote top global and regional policy priorities. PA/IME and the hubs partner with the Foreign Service Institute to train Department personnel in advanced on-camera foreign language media...
engagement skills, helping to build and strengthen the corps of official spokespeople able to communicate with outlets in local languages. The hubs also harnesses digital media technology via forward deployed hub-based teams to amplify policy and engage in discussion with audiences in local languages via social media, telephonic press briefings, and virtual press conferences targeted toward foreign journalists. In 2016, IME and the hubs arranged more than 1,100 media engagements, with upwards of 200 U.S. government officials advocating for U.S. foreign policy on over 825 unique media outlets, targeting key audiences around the globe.

In 2017, PA/IME reestablished a regional media hub in the Asia Pacific region after the closing of the Tokyo-based Hub in 2015. The Manila-based Asia Pacific Hub has renewed focus on engaging critical target audiences is South Asia and the Pacific. PA/IME also added the PA Translation Hub (PATH) to rapidly provide foreign language policy messaging resources on breaking priority issues for Department communicators—an increasingly in-demand function desperately requested by the field.

**OFFICE OF PRESS RELATIONS (PRS)**

The Office of Press Relations (PRS) directly engages domestic and international media to communicate timely and accurate information that furthers U.S. foreign policy and national security interests. The office is led by a foreign service officer director and two deputy directors (civil servants), who manage a 26-person staff that includes press officers, media events and outreach officers, media monitors and administrative support staff. PRS also manages a four-person contract transcription unit.

As one of the department’s principal conduits for communicating foreign policy, PRS supports the spokesperson in preparing for the daily press briefing and produces the nightly department press guidance package that is used by public affairs officers (PAOs) worldwide. PRS disseminates information to the Washington press corps, including all official transcripts, policy statements by the Secretary of State and other press releases. The office also responds directly to queries from the Washington press corps and other domestically and internationally based journalists on all matters involving department policy and programs. PRS maintains a 24-hour operation to accomplish its mission and its press officers serve as 24/7 duty officers for the entire PA bureau.

The PRS media outreach team schedules interviews for U.S. officials with domestic media outlets and proactively proposes press engagements to promote U.S. foreign policy and programs. Also, PRS is responsible for arranging and overseeing all aspects of media access to international and domestic activities involving the Secretary of State, including arranging and providing support for the Secretary of State’s media interviews and events. The PRS Events and Travel unit travels with the Secretary on all international trips as communications staff, assists the Secretary’s staff on press components of the Secretary’s domestic events, works with the Press Office to communicate with reporters and respond to incoming press inquiries, and supports the assistant secretary and/or deputy spokesperson while traveling with the Secretary. PRS also provides operational support for special events involving other senior Department officials. The PRS media monitoring team researches and disseminates daily media clips to keep department officials worldwide updated on coverage of foreign policy. In addition, PRS oversees the Bulletin News contract, with provides packaged news summaries and media articles to Department officials, seven days a week.

In 2016, the Press Office launched a searchable, web-based Press Guidance Database. This resource tool is updated daily and serves as a comprehensive compendium of all Department transcripts, press guidance, statements, and other press releases, dating back to 2010. It allows State Department officials in Washington and at every embassy to retrieve information on all topics of interest with targeted searches. The database helps to ensure consistent messaging across the Department and expedite response times with the media.
OFFICE OF STRATEGIC PLANNING (OSP)

OSP receives no Diplomatic and Consular Program PD funds.

Origin: 2012

The Office of Strategic Planning (OSP) works to advance U.S. foreign policy priorities by leading communications campaigns on cross-cutting foreign policy priorities that require a sustained and coordinated use of PA resources over time. Through the creation and implementation of targeted strategic communications plans and meetings convened with public affairs experts from across the State Department and the interagency community, the OSP seven-officer team coordinates PA bureau efforts to ensure a continual and connected rhythm of messaging, public engagement, and events that advance the Administration’s foreign policy priorities in the media, with key stakeholders, with the general public. With a focus on tracking a defined set of foreign policy priorities, OSP helps the PA Bureau streamline its daily workload, balance staffing during busy periods, and avoid duplication of communications and outreach efforts within the Bureau, the Department and the interagency. OSP ensures that communication planning reflects the strategic priorities of the White House, the Secretary and the long-range goals of the Department, and that major events and initiatives tie into wider, longer-term efforts to explain U.S. foreign policy to domestic and global audiences.

In FY 2017, OSP is focusing on coordinating Department communications efforts around three broad areas: national security, economic diplomacy, and American values. The national security portfolio includes subsets related to countering violent extremism, border security, and migration, and the team is working across the Department to provide communications support for the Defeating ISIS (D-ISIS) Ministerial in March 2017. On economic diplomacy, the policy focus is being finalized at the time of this writing, but we expect to highlight how foreign direct investment in the U.S. and the revitalization of long-standing trade deals benefits the U.S. economy and American job creation. In addition, entrepreneurship is also a priority, with the next Global Entrepreneurship Summit scheduled for November 2017 in Hyderabad, India. On promoting American values to audiences abroad, we focus on support for civil society, human rights, and democracy.

In FY 2016, OSP portfolios included countering terrorism and countering violent extremism; climate change and oceans; trade and entrepreneurship; migration and refugees; civil society and human rights; and the value of democracy. FY 2016 highlights include the coordination of PA assets to support 64 major events, conferences and summits; establishing formal media partnerships with Bloomberg and Al Jazeera in support of the Global Entrepreneurship Summit, which garnered press coverage in key foreign media markets; developing and executing the strategic plan for the Our Ocean Conference, which resulted in over 150 press stories, the Secretary’s most popular video of his tenure with more than 18 million views, and #OurOcean trending nationally on Twitter; and, leveraging U.S. Ambassadors during the annual Chiefs of Mission Conference to conduct media and public outreach.

OFFICE OF VIDEO SERVICES (OVS)

Origin: 1999

<table>
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<tr>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
<th>FY 2018 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>$223,490</td>
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(FY 2016 budget included $1.5 million for video assessment)

The Office of Video Services (OVS), formerly the Office of Broadcast Services (OBS), works to advance U.S. foreign policy priorities by providing live video coverage of the activities and policy messages of the Secretary of State, Department spokespersons, and other senior Department and U.S. government principals.

OVS provides raw video of these events to a range of digital distribution platforms, including the Defense Video and Imagery Distribution System (DVIDS) and the Audio Visual Operations Center (AVOC), ensuring that even small market foreign and domestic broadcasters have live and direct, downloadable access to foreign policy messaging. OVS also delivers raw and encoded live video feeds to Department partners, including B-NET and ODE, enabling the creation of derivative broadcast, web, social media, and live streaming products.

OVS maintains and operates broadcast infrastructure that provides connectivity between the State Department, broadcast television networks, the White House, the Department of Defense, DVIDS, the U.S. Congress, as well as the Washington and New York Foreign Press Centers. OVS routinely deploys staff and contract services to capture and deliver live video of open press events with senior Department officials, with a particular focus on covering the Secretary nationally and internationally (as budget resources and technical capacity allow).

OVS also maintains a unique studio space, that hosts media tours and training, interactive multimedia productions, and provides Department principals a broadcast facility
to record messages and participate in a variety of media engagements. As part of the OVS infrastructure improvements the OVS studio facility was upgraded, with new LED lighting units and other aesthetic improvements. These enhancements will result in a better studio experience for principals and allow the Department to maximize OVS studio usage as a means of advancing policy messaging.

**FOREIGN PRESS CENTERS (FPC)**

*Origin: 1946 (New York) and 1968 (Washington)*

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
<th>FY 2018 Request</th>
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<tr>
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*FY 2016 included $500,000 for U.S. Election*

The Foreign Press Centers (FPCs) advance U.S. foreign policy objectives by amplifying key policy messages and promoting greater depth, accuracy and balance in foreign media reporting about the United States. FPC media engagements and programs build a constituency in the U.S.-based foreign press corps by offering opportunities to engage senior U.S. government officials through interviews, briefings, and special events and by providing authoritative information about U.S. policies, domestic issues and American culture. The FPCs are located in Washington, D.C. and New York City, with a combined staff of 17 people. In addition, the FPCs assist foreign correspondents based in Los Angeles and San Francisco through a “virtual” West Coast FPC.

Specifically, FPC Media Relations Officers manage the credentialing of the approximately 3,000 foreign journalists accredited to the FPCs. FCP-accredited journalists then have access to press briefings with U.S. Government officials, including the Department of State, National Security Council, and the interagency. They also have opportunities to join “domestic” reporting tours, which range from one-day local programs to multi-day trips outside of Washington, D.C. and New York. The FPCs facilitate routine media inquiries into topics of interest to journalists, regularly send U.S. government statements and policy updates via e-mail, and provide a weekly media digest of press events in the metropolitan areas.

FPCs also support U.S. missions overseas, with media reporting programs that allow them to nominate key journalists and opinion-makers in their countries of assignment to visit the United States. FPC reporting tours allow foreign journalists to report firsthand and create content on a pre-selected topic of strategic importance to the United States. “Media co-ops” partner foreign broadcast and online media with a U.S.-based producer/facilitator to allow the visiting journalists the chance to produce original video content on a specific topic of mutual interest regarding U.S. policy, economy, society, or culture. The resultant reporting carries the extra credibility of coming to foreign audiences through the familiar voices and lenses of well-known journalists. In calendar year 2015, the FPCs arranged 101 media engagements (including briefings, conference calls, and one-on-one interviews), yielding 303 confirmed unique stories, and organized 56 reporting tours, including 10 foreign tours, that yielded at least 471 unique placements in foreign media outlets.

In 2016, the FPCs conducted 157 media engagements (including briefings, conference calls, and one-on-one interviews), yielding 92 confirmed unique stories, and organized 52 reporting tours, including eight foreign tours, that yielded at least 606 unique placements in foreign media outlets.
The Rapid Response Unit (RRU) continuously monitors foreign media and provides daily analysis of news and commentary to give policymakers, spokespersons and other U.S. government officials insight into international coverage of policy issues and breaking news. Its work informs State Department strategic communications campaigns through its core products:

- “Rapid Response” morning report for officials on foreign reporting, with messaging guidance on timely issues,
- “Special Reports” on critical issues for target audiences,
- “Paper Briefs” for PA, R, and the Secretary of State on developments in international media;
- “WHA Early Alerts” on major news stories and reactions to U.S. official statements in the Western Hemisphere.

RRU’s periodic “What You Need to Know” report adds in-depth analysis and messaging on issues beyond the headlines, allowing messengers to proactively address key foreign policy issues that may not be front-page news around the world.

In developing these reports, RRU draws on the expertise of, and coordinates closely with, the regional media hubs and overseas missions. These reports enable department officials, domestically and abroad, to gauge foreign audience perspectives and tailor messaging to ensure their points are conveyed effectively. RRU is composed of eight personnel-three full-time staff members and five contractors. Its audience includes over 1,300 official U.S. government personnel from across the interagency community.
WASHINGTON-DIRECTED ACTIVITIES

GLOBAL ENGAGEMENT CENTER

U.S. Secretary of State Rex Tillerson, flanked by Secretary of Defense James Mattis and Special Presidential Envoy for the Global Coalition to Counter ISIS Brett McGurk, attends the afternoon Ministerial Plenary of the Global Coalition Working to Defeat ISIS at the U.S. Department of State in Washington, D.C. on March 22, 2017. [State Department Photo/Public Domain]
The Secretary of State established the Global Engagement Center (GEC) on April 12, 2016, pursuant to Executive Order 13721, to counter the messaging and diminish the influence of terrorist organizations. The Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA) expanded the GEC’s mission by assigning it additional responsibilities and granting it new legal authorities.

The GEC is now mandated to lead, synchronize, and coordinate government-wide efforts to recognize, understand, expose, and counter foreign state and non-state propaganda and disinformation efforts aimed at undermining United States national security interests. The GEC has countered propaganda and disinformation emanating from terrorist organizations since its inception. Following the enactment of the NDAA, the GEC initiated interagency consultations and other preparations to implement its expanded mission of countering foreign state propaganda and disinformation. The NDAA did not explicitly authorize funds for the new mission; however, the NDAA did authorize the Secretary of Defense to transfer funds to support the GEC’s functions.

America’s adversaries are expected to continue to employ propaganda and disinformation to undermine our national interests, and their methods are likely to grow in scope and sophistication. By using advanced data analytics tools, the GEC has improved its effectiveness at counteracting terrorist recruitment by disseminating specific content to the right people at the right time. Those efforts include working with private sector companies such as Facebook to micro-target individuals based on their country, age, online behaviors, and interests. With additional resources and support from key stakeholders, the GEC can capitalize on this progress and expand its work into the arena of countering foreign state-sponsored propaganda and disinformation as well.

The GEC administratively replaced the Center for Strategic Counterterrorism Communications.

### BUDGET

<table>
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<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
</tr>
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<td>$4.99 million</td>
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The Global Engagement Center draws on interagency detailers from the Department of Defense, Department of Homeland Security, USAID, Broadcasting Board of Governors, and the Intelligence Community to implement new approaches to disrupt the propaganda efforts of foreign state and non-state actors. The GEC also works closely with the State Department’s regional and functional bureaus, including the Bureau of Counterterrorism and Countering Violent Extremism, Bureau of International Information Programs, and the Office of the Special Envoy to Counter ISIS. By coordinating with these bureaus and agencies, the GEC is continuously identifying efficiencies and opportunities in the messaging and partnership space.

The GEC's strategy focuses on five areas:

1. **Data-driven Activities:** The GEC exploits data science to develop, test, and evaluate themes, messages, and messengers. This involves identifying, combining, and managing multiple sources of data from across the U.S. government and its partners; and using advanced data-science models to optimize operational outcomes and yield better decision making. The GEC plans to expand its use of data science to compete and deploy the right technology architecture and capabilities.

2. **Outside Expertise:** The GEC leverages expertise and resources from across the interagency, the technology and marketing sectors, think tanks, and academia to more effectively counter the propaganda of foreign state and non-state actors. It benefits from...
grant making authority, cooperative agreements, and unique government hiring authorities to access this expertise.

3. **Thematic Campaigns:** The GEC develops and disseminates messages and campaigns in coordination with a global network of partners. The GEC builds narratives around thematic campaigns exposing the realities of ISIS, including poor governance, abuse of women, and the narratives of defectors.

4. **A Global Network of Partners:** To counter non-state and foreign state-sponsored propaganda and disinformation, the GEC cultivates and empowers a network of credible voices worldwide. This includes building, maintaining, and sustaining partnerships from grassroots to national levels, with private-sector entities, non-governmental organizations, and others positioned to support the GEC’s mission.

5. **Innovative, Agile and Flexible Approaches:** The GEC has adopted a startup mentality that is: 1) innovative, drawing from industry and partner ideas and technologies; 2) agile, capable of anticipating and moving in the information space at or faster than the pace of violent extremist organizations and foreign governments; and 3) flexible, having the organizational ability to adapt in size, responsiveness, and technology.

**TEAMS AND RESPONSIBILITIES**

The GEC has five core teams. These are composed of civil servants, foreign service officers, interagency detailees, personal service contractors, and third-party contractors.

**Network Engagement:**

Staff Size: 9

This office coordinates and synchronizes messaging efforts across all U.S. government partners to counter terrorist recruitment and state-sponsored propaganda and disinformation. The team consists of personnel from seven different agencies, which is a critical aspect of effectively coordinating messaging. They bring with them connectivity as well as resources and capabilities from their home agencies to support USG messaging activities.

**Science & Technology:**

Staff Size: 9

This office uses data analytics to assess foreign state and non-state actor activities online and through social media, as well as to assess the impact of counter-messaging efforts on foreign audiences. This effort employs the latest government technologies, like DARPA’s Quantitative Crisis Response system, and Silicon Valley technologies, like Crimson Hexagon. These tools help quantify and measure the effect of efforts to diminish the influence of foreign state and non-state actors.

**Partnerships:**

Staff Size: 14

This office engages partners in priority areas around the globe to expand the network of credible voices against terrorist recruitment. The GEC is accomplishing this goal by cultivating an interconnected, empowered network that includes coalition partners, messaging centers, civil society organizations, NGOs, grassroots activists and sub-national governmental entities, in which elements work individually and in concert to disrupt the influence of adversarial nation states and violent extremist groups.

**Content/Production:**

Staff Size: 32

This office generates digital content and messaging themes to counter the narratives and influence of foreign non-state adversaries. The team uses a variety of dissemination vehicles, including social media platforms, NGOs, U.S. embassies, DoD assets and other U.S. government and coalition communicators and officials.

**Resources:**

Staff Size: 7

The team executes all internal management functions, and liaises with all management-related external parties. It works to ensure that resources are aligned and integrated to enable the activities of other GEC offices and to advance the mission of the center.

**Front Office:**

Staff Size: 7

This team includes the GEC’s Coordinator, Principal Deputy Assistant Secretary, and Chief of Staff, as well as their immediate support staff.
WASHINGTON-DIRECTED ACTIVITIES

Adm. Harry Harris, Commander of U.S. Pacific Command (PACOM), escorts U.S. Secretary of State Rex Tillerson into PACOM Headquarters. Secretary Tillerson is traveling to Manila, Bangkok, and Kuala Lumpur to meet with his counterparts and discuss a range of issues including the denuclearization of the Korean Peninsula, maritime security, and counterterrorism. Secretary Tillerson’s travel reaffirms the Administration’s commitment to further broaden and enhance U.S. economic and security interests in the Indo-Asia-Pacific region. (U.S. Navy photo by Mass Communication 2nd Class James Mullen/Released)
OTHER FUNCTIONAL BUREAU PUBLIC DIPLOMACY ACTIVITIES

In the State Department’s organizational structure there exist both regional bureaus and functional bureaus. While the six regional bureaus and the Bureau of International Organizations report to the Undersecretary for Political Affairs and have primary responsibility for bilateral and multilateral relations with countries and organizations in their regions, there are more than 30 functional bureaus that serve as the thematic lead on global issues such as human rights, counterterrorism, and the environment. While the three bureaus responsible for public diplomacy activities in Washington (PA, IIP, and ECA) have been detailed in other chapters, there are many others that play a role in engaging the public on cross-cutting issues. To ensure proper outreach and messaging on these important issues, the functional bureaus’ press and public diplomacy teams work to ensure that the State Department’s advocacy on behalf of these cross-cutting issues is consistent across countries and regions.

In this section ACPD examines functional bureaus that have significant public outreach operations. These activities are largely funded and managed by their bureaus but some offices receive “.7 Diplomatic and Consular Programs funds” from the Under Secretary for Public Diplomacy and Public Affairs as noted under their title. Where available, budget data is provided.

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

CSO receives no public diplomacy (.7) program funds

The Bureau of Conflict and Stabilization Operations (CSO) advances the Department of State’s understanding of violent conflict through analysis and planning; monitoring, evaluation and learning; and targeted, in-country efforts that help the U.S. government anticipate, prevent and respond to conflict and promote long-term stability. The Office of Partnerships and Strategic Communications (PSC) is staffed by three Foreign Service Officers, five Civil Service Officers, a Department of Defense detailee, and a Franklin Fellow. Outreach is focused on academic institutions, think tanks, non-government organizations, Congress, like-minded foreign governments, and the inter-agency.

Social Media: CSO maintains an active Twitter account (@StateCSO) and Facebook page (www.facebook.com/stateCSO) managed by the Public Affairs Specialist. As of July 2017, CSO had more than 6,500 followers on Twitter and 35,000 followers on Facebook.

Media Engagement: In 2016 CSO conducted 155 public speaking engagements reaching a total audience of 3,600. Bureau representatives were interviewed by the New York Times, Huffington Post, the Voice of America, and several African media outlets. CSO hosted three large events during the year including: the launch of the Peace Process Support Network, a roundtable on the sidelines of the United Nations General Assembly to support the Researching Solutions to Violent Extremism (RESOLVE) Network, and a forum on Atrocity Prevention with the U.S. Holocaust Memorial Museum.

Sample Programs:

CSO launched a Peace Process Support Network of 37 leading NGOs and academic institutions. Members advise on negotiation capacity, security guarantees, power sharing, decentralization arrangements, and peace agreement implementation. The network conducts research and implements programs to advance peace processes, allowing the U.S. government to leverage the resources of outside organizations in support of peaceful resolutions to international conflicts.

CSO co-hosted a Global Forum on Genocide, with the U.S. Holocaust Memorial Museum, drawing over 200 people aimed at strengthening genocide prevention efforts and deepening international partnerships to stop mass atrocities. The event also served as a venue to formalize the Atrocities Prevention Board, an interagency group that identifies and addresses atrocity threats, and oversees the development of new tools and policies.

The Stabilization Leaders Forum, a group of eight like-minded nations with stabilization units similar to CSO, launched an Early Warning Action Group. Member nations focus on areas that have initial signs of conflict, with the aim of reducing or ending tensions or disputes before they worsen. At the event, CSO introduced an election violence framework, identifying countries at risk for violence during elections and addressing policy risks and responses.

CSO held a public event at Notre Dame University for graduate students interested in conflict prevention. The Bureau has an established relationship with the university’s Kroc Institute, which through a CSO grant is monitoring implementation of the Colombia peace process. The event engaged students on this issue and other international conflicts, highlighting the State Department’s stabilization efforts and encouraging student interest in conflict prevention.

Participating in military exercises is one way CSO uses
civil-military partnerships to strengthen U.S. capabilities to respond to conflicts. In Talisman Saber, a military exercise conducted with Australia, CSO provided advice to commanders to ensure military and diplomatic objectives were aligned, and the bureau participated in a control group where we shared our conflict-mapping capabilities. The exercise ensures stabilization considerations are included throughout all phases of military operations.

**BUREAU OF COUNTERTERRORISM AND COUNTERING VIOLENT EXTREMISM (CT)**

CT receives no public diplomacy (.7) program funds

The Bureau of Counterterrorism (CT) leads the State Department in developing and implementing counterterrorism strategies, policies, operations and programs through bilateral and multilateral efforts. The bureau supports U.S. counterterrorism diplomacy; seeks to strengthen homeland security; and develops efforts to counter violent extremism (CVE); and builds the capacity of partner nations to effectively deal with terrorism. The CT Bureau’s Office of Public Affairs has two civil service employees based in Washington, D.C. to engage with domestic and international audiences, including media, academic organizations, non-governmental organizations, interest-based organizations, and the general public. The bureau’s engagement helps build support and deepen understanding for CT’s objectives, policies, and initiatives. CT’s CVE office serves as the lead for the Department of State’s work to prevent and restrict radicalization and recruitment to violent extremism and terrorism, including coordinating and integrating relevant assistance and engagement programs. The CVE staff works with colleagues across the department and the interagency community to serve as a hub for the department’s CVE policy planning, assistance coordination and innovation, and external engagement. The office also facilitates strategic coordination with USAID’s CVE secretariat and the domestic Interagency CVE Task Force, currently based at the Department of Homeland Security.

**Social Media:** CT has a Twitter handle (@StateDeptCT) that is maintained by a social media manager, who publicizes CT efforts and engages with relevant CT audiences. As of late August 2017, it had more than 14,800 followers in 140 countries. CT uses the Bureau of Public Affairs’ Facebook page to publicize high-profile items. For its annual congressionally mandated high-profile Country Reports on Terrorism (CRT), CT works with the Bureau of International Information Programs and the regional bureaus to get posts to amplify the rollout. For the 2016 report, U.S. embassies and consulates from every geographical region posted about the CRT and CRT-related tweets were viewed 46,621 times, retweeted 250 times, and links were clicked 1,865 times.

**BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR (DRL)**

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The Bureau of Democracy, Human Rights, and Labor (DRL) leads the Department of State’s efforts to advance human rights, democratic institutions, and fundamental freedoms. The bureau works in concert with a broad range of stakeholders, including Congress, foreign governments, multilateral organizations, civil society, religious leaders, and businesses to accomplish this mission. To do this, DRL: 1) utilizes public diplomacy tools to promote respect for human rights and strengthen democratic institutions and civil society; 2) fulfills its congressionally mandated reporting requirements by producing the annual Country Reports on Human Rights Practices (HRR) and International Religious Freedom Report (IRRF), among others; 3) participates in multilateral fora such as the U.N., OAS, and OSCE to defend internationally accepted definitions of human rights; and 4) protects the space for civil society and human rights activists, including by providing approximately $167 million in foreign program assistance (not public diplomacy .7) funding.

The Office of Policy Planning and Public Diplomacy (DRL/PPD) is staffed by two Foreign Service Officers, six Civil Service Officers, and two contractors who are based in Washington. The office focuses on four lines of effort: Media Engagement; Public Diplomacy; Congressional Affairs; and Strategic Planning and Budget.

**Media Engagement:** In 2016, DRL furthered the narrative on key human rights issues by pitching, coordinating, and preparing bureau principals for an estimated 150 targeted high profile interviews, including with the Washington Post, the New York Times, Politico, NHK, and Voice of America (VOA), among others. These interviews ranged from an interview with the Associated Press that advanced U.S. human rights narrative on Vietnam with the DRL Assistant Secretary, an on-camera interview with the BBC and the Senior Advisor for International Disability Rights on the often hidden plight of the world’s estimated one billion disabled persons, to an exclusive interview with Public Radio International/
BBC and a DRL Deputy Assistant Secretary to promote understanding of the role of Syrian women in the peace process. DRL also shaped narratives with the “Free the Press Campaign” and the public rollouts of the HRR, the IRFR, persons sanctioned under the North Korea Sanctions and Policy Enhancement Act of 2016, the Child Soldiers Prevention Act, and others. DRL also drafted and cleared hundreds of media notes, press statements from the Secretary and spokesperson on breaking events and commemorative days, and drafted and cleared hundreds of press guidance for the spokesperson and other bureau and department principals.

Public Diplomacy: DRL/PPD promoted democracy and human rights through small grants, including an award to support ending violence against persons with disabilities in Kenya and a grant supporting at-risk youth in El Salvador. DRL/PPD supported principals travelling overseas; worked with ECA to develop priority themes for visiting exchange groups; and supported the translations of the HRR, IRFR, and key human rights speeches. DRL/PPD serves as the DRL policy lead on digital engagement for the bureau, managing one Facebook page, three Twitter accounts, and one YouTube account reaching approximately 2.4 million individuals worldwide. DRL/PPD develops public diplomacy toolkits, infographics, and presentation materials for use by Department officials. In collaboration with IIP, DRL hosts interactive digital dialogues and panel discussions that connect public affairs sections and foreign audiences with government officials and U.S. and international human rights and labor experts. DRL/PPD collaborates with the Broadcasting Board of Governors to produce U.S. Policy 360, a series of videos featuring DRL principals that explains U.S. policy related to human rights issues. These videos are translated into multiple languages and released through Voice of America platforms. In 2016, DRL/PPD administered HumanRights.gov, a website that offered comprehensive government-wide information about U.S. human rights and democracy policies and priorities. The site contained information on U.S. obligations to international human rights treaties, periodic reports, policy statements, and grants information. In 2016, Humanrights.gov received more than 320,000 page views.

Congressional: DRL/PPD oversees DRL contact with Congress on issues related to pending legislation, congressional correspondence, and legislative oversight.

Strategic Planning and Budget: DRL/PPD manages the compilation, drafting, and submission of all strategic planning documents, including budget proposals and performance assessments for DRL’s diplomatic engagement. This includes the Department of State-US-AID Joint Strategic Plan (JSP), the Functional Bureau Strategy (FBS), the Quadrennial Diplomacy and Development Review (QDDR), the Congressional Budget Justification (CBJ), the Budget Resource Request (BRR), the Annual Performance Plan (APP), and DRL’s annual Public Diplomacy Strategy.

Sample Programs:

- **Digital Storytelling:** In 2016, DRL/PPD created the Human Rights Heroes series highlighting individuals and organizations that are collaborating with U.S. missions to advocate for human rights around the world.

- **2015 HRR and IRFR:** DRL/PPD facilitated the rollout of the 2015 HRR and IRFR. DRL/PPD drafted the introduction and preface for the 2015 HRR, drafted and cleared the press guidance that prepared the Secretary of State and DRL Assistant Secretary for the public rollout and subsequent media interviews, drafted and cleared the media note, and coordinated the digital outreach. DRL/PPD drafted the media note, and cleared the press guidance that prepared the Deputy Secretary of State and Ambassador at Large for International Religious Freedom (AAL) for the public rollout of the IRFR. DRL/PPD also pitched and facilitated interviews for the HRR and IRFR rollouts for the Assistant Secretary and AAL, respectively, and coordinated the digital outreach. DRL/PPD published translations of the HRR and IRFR on HumanRights.gov in a searchable and 508-accessible format.

- **DPRK Sanctions:** DRL/PPD inserted key messages into the public narrative surrounding the rollout of the DPRK sanctions. DRL/PPD coordinated the social media messaging with the Treasury Department, and other stakeholders, and facilitated interviews for the DRL Assistant Secretary with Radio Free Asia, VOA, NHK, and Yonhap.
The public diplomacy (PD) team within the Office of Economic Policy Analysis and Public Diplomacy (EB/EPPD/PD) aims to support the Economic and Business Affairs Bureau’s strategic plan, which aligns with the State Department/U.S. Agency for International Development Joint Strategic Plan (JSP). The bureau’s strategic goals are:

1. Leverage adroit economic diplomacy and commercial advocacy to expand U.S. access to overseas markets and attract job-creating foreign investment to our shores, using public outreach to amplify those efforts; 2. Negotiate and implement international agreements that foster a more open, inclusive, transparent, and stable economic policy environment; 3. Increase the number of democratic states that have market-driven economies and broad-based economic growth; 4. Deploy economic diplomacy in support of general foreign policy objectives, including national security; and 5. Enhance the department’s ability to conduct economic diplomacy by improving staff development and policy integration. The PD team is based in Washington, D.C. and includes three Foreign Service Officers. (Plus one First in Cone position as of September 2017) two civil servants and one contractor.

Social Media: EB/EPPD/PD leverages traditional media (mainly print and news programs) including television appearances by bureau principals on specialized programming with Bloomberg, MSNBC, the BBC, National Geographic, among others. PAPD successfully pitched and managed interviews by bureau principals in major news outlets across the globe in multiple languages.

Sample Programs: EPPD/PD’s major projects during fiscal year 2016 and fiscal year 2017 included an expanded communication strategy for the Secretary’s Award for Corporate Excellence ceremony, adding winning companies and other entities as communication partners. EPPD/PD also helped make the public case for the importance of counter-ISIS financing efforts, highlighted efforts to encourage anti-corruption and transparent government operations around the world, promoted the importance of entrepreneurship and protection for intellectual property, and highlighted State Department work on new Open Skies Agreements. Both domestic and foreign outreach are an integral part of the effort to promote the bureau’s strategic goals. Specific examples of this engagement include:

- Together with PA and posts, promoting the Global Entrepreneurship Summit and, Global Entrepreneurship Week and amplifying messages on the importance of entrepreneurship.
- Working on a range of activities to promote the importance of IPR protection, from celebration of World Intellectual Property Day to support for specific post projects (from local public service campaigns to educating journalists on the importance of IPR protection to improve their coverage of the issue) to IPR-related events featuring EB principals.

ENR’s public diplomacy team, located within the Office of Policy Analysis and Public Diplomacy (ENR/PAPD), supports the bureau’s efforts to develop and implement U.S. foreign policy on international energy issues and to promote U.S. interests globally on critical issues such as ensuring economic and energy security for the U.S. and our allies and partners; removing barriers to energy development and trade; promoting U.S. best practices regarding transparency, good governance, and energy exports; and reviewing Presidential permits for cross-border pipelines. The bureau serves as the principal advisor to the Secretary of State on energy security, policy, operations, and programs. The public diplomacy team is based in Washington, D.C. and includes two Foreign Service Officers and one Presidential Management Fellow.

Social Media: ENR/PAPD maintains a Twitter handle (@EnergyAtState), which has more than 4,400 followers as of August 2017. The bureau captures presentations by bureau principals on video and shares them through the bureau’s webpage and YouTube page. In 2017, PAPD initiated a series of webinars designed to inform and educate Post colleagues in key issues such as LNG and energy transformation.

Media Engagement: PAPD leveraged traditional media (mainly print and news programs) including television appearances by bureau principals on specialized programming with Bloomberg, MSNBC, the BBC, National Geographic, among others. PAPD successfully pitched and managed interviews by bureau principals in major news outlets across the globe in multiple languages.
such as the New York Times, the Wall Street Journal, the Washington Post, Foreign Affairs, Thompson Reuters, and Bloomberg. Broader messaging priorities included the emergence of the United States as a net energy exporting country, European energy security, the role of Liquefied Natural Gas in the geopolitics of the Eastern Mediterranean, and the strategic importance of the Southern Gas Corridor, to name a few.

**Sample Programs:** The public diplomacy team supports thematic outreach opportunities including events and other public speaking opportunities for the head of the bureau, deputy assistant secretaries and directors, and action officers as appropriate. Key public diplomacy themes and events in fiscal years 2016 and 2017 included:

- A series of short targeted exchange visits with up-and-coming European think tank experts and energy officials to learn how the United States government approaches energy security and to dialogue with U.S. organizations about ways to strengthen Europe’s energy security.

- For domestic outreach, the bureau held engagements with university communities and citizens groups around the United States on the State Department’s role in promoting energy security and advocating for U.S. energy interests overseas. The bureau worked actively with the city of Houston’s visitors’ bureau and U.S. energy companies on a successful diplomatic advocacy campaign of foreign governments and energy industry representatives to help win Houston the delegation votes to host the 2020 World Petroleum Congress. In addition to being an ideal venue to demonstrate U.S. energy leadership, Houston expects the event will have an estimated economic impact of around $60-80 million, and draw as many as 10,000 top-level international oil executives.

## BUREAU OF INTELLIGENCE AND RESEARCH (INR)

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The Bureau of Intelligence and Research Office of Opinion Research (INR/OPN) supports U.S. public diplomacy by providing the Secretary of State, the White House and policymakers across the government with analyses of foreign public opinion. Research is carried out at the direction of INR’s Assistant Secretary and in consultation with the Under Secretary for Public Diplomacy and Public Affairs, regional bureaus and posts. Each year, the office develops a global research plan that targets priority countries and issues and designs customized studies in response to urgent or newly emerging policy priorities. INR/OPN’s reports are distributed through electronic mailings, as well as through INR’s unclassified and classified websites. In 2016 INR/OPN provided more than 200 polls and qualitative research projects to support these objectives and expects to provide as many or more in 2017.

INR/OPN’s team consists of regional and methodological experts who assess the impact of public opinion on the policies and actions of foreign leaders and identify opportunities and challenges for U.S. public diplomacy and strategic communication. It is based in Washington, D.C. and is comprised of 36 staff members in four polling divisions: Europe and Eurasia; the Near East and South Asia; East Asia; and Africa and the Americas. There is also one survey methodology division. INR/OPN polling analysts manage all phases of quantitative and qualitative research projects, including: methodology and sample design, questionnaire design, field firm oversight, translation, pretesting and quality control. Polling analysts also periodically travel to the region to meet with embassy personnel, evaluate public opinion research facilities, meet and train foreign survey researchers, and observe focus groups.

**Social Media:** INR/OPN does not maintain any social media presence.

**Sample Programs:** INR/OPN’s products help public diplomacy practitioners better understand foreign public opinion. The goal is to provide information that can be incorporated into public diplomacy efforts.

**Surveys:** The office conducted and analyzed 256 surveys, representing public opinion in 117 countries in fiscal year 2016. In fiscal year 2017, INR/OPN is on track to conduct and analyze approximately 250 surveys, representing public opinion in more than 100 countries. An example for 2016 includes INR/OPN’s surveys that provided first-hand information about how publics viewed crucial policy issues (e.g., the influence of Russian propaganda or the rise of ISIS and strategies for countering it). This information continues to inform U.S. public diplomacy outreach strategies in 2017.

**Specialized Products:** INR/OPN conducts strategic communications profiles for individual countries on particular issues to provide information on the public environment to inform public diplomacy (PD) strategy; conducts deep dives and briefings on strategic topics; and completes analysis that can be shared with key non-U.S. government stakeholders in the form of white papers.
INL receives no public diplomacy (.7) program funds

The Public Affairs/Public Diplomacy (INL/PAPD) function of the Bureau of International Narcotics and Law Enforcement Affairs (INL) resides in the Office of Policy, Planning and Coordination (INL/PC). PAPD’s efforts are divided into reactive press work, such as responding to media queries and crafting messaging guidance for the Public Affairs Bureau (PA). It also includes proactive press and public diplomacy outreach via traditional and social media engagement, in addition to public speeches and events within the United States and overseas. When fully staffed, the Washington, D.C.-based team consists of four civil servants and one Foreign Service officer.

Social Media: INL/PAPD maintains a Facebook page and a Twitter handle (@StateINL) for the bureau, and uses these channels to put forward a steady stream of content. PAPD coordinates with posts to amplify much of this content to overseas audiences, when applicable.

As of the middle of July 2017, the Twitter handle had more than 9,000 followers. PAPD also works with the Public Affairs (PA) and International Information Programs (IIP) Bureaus to create content to be shared on their social media platforms, including the DipNote and Medium blogs and the ShareAmerica website.

Media Engagement: INL/PAPD works directly with U.S. embassies worldwide to amplify engagement on INL topics to local audiences, particularly when the INL Assistant Secretary travels overseas. For example, in July 2017 INL’s assistant secretary was in Kabul for meetings on counternarcotics in Afghanistan. While he was there, INL worked with Public Affairs Section (PAS) Kabul to arrange for engagements by the assistant secretary with local Afghan media (print and TV) and with international press resident in Kabul.

The Bureau of International Security and Nonproliferation manages a broad range of U.S. nonproliferation policies, programs, agreements and initiatives. The Strategic Communications and Outreach Office (SCO) is the public affairs and press office for ISN. SCO supports ISN issue areas through the press and social media, as well as in outreach efforts with recognized experts in academia, the private sector and the NGO community. It also manages ISN’s legislative affairs. The SCO public affairs and outreach team of two Foreign Service Officers and six civil service employees is based in Washington, DC.

Social Media: SCO maintains a Facebook page (@StateDepartment.ISNBureau) and a Twitter handle (@StateISN). As of August 2017, the Facebook audience was more than 42,000 and Twitter followers numbered more than 2,300. In 2017, outreach efforts via social media took a more strategic approach. Staff began tracking hashtags, coordinating tweets with like-minded government agencies and NGOs, and working toward more engaging photographs for all platforms. In addition, staff devoted more time to promoting the bilateral and multilateral work of ISN’s nonproliferation programs. Monthly analyses show gradually increasing levels of engagement and a higher quality of following. The social media team completes these analyses using metrics compiled from Facebook and Twitter.

Sample Programs:

- **Biological Weapons Convention Review Conference**: ISN led efforts to prepare for U.S. participation in the 2016 Biological Weapons Convention Review Conference, which takes place every five years in Geneva. The SCO team designed an outreach plan that included media notes, blog postings, outreach materials for foreign policy makers, and social media outreach.

- **UNGA**: In September 2016, amidst a planned U.N. Security Council Resolution on the Comprehensive Test Ban Treaty, and a vote on whether to negotiate a nuclear weapons ban treaty, SCO supported a briefing to foreign media on the margins of the United Nations General Assembly.

- **Export Control Conferences**: SCO facilitated media engagement by bureau principals both with Voice of America and social media, explaining the value of strategic trade controls and reporting on the conference.

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### BUREAU OF INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)

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The OES Bureau leads U.S. diplomacy on environmental, science, technology and health (ESTH) issues, promoting a healthier planet through science and partnership. International public engagement and communication is a core strategy for building the broad action needed to advance ESTH policy goals that directly impact U.S. citizens. OES public diplomacy efforts support policies that protect our oceans, build global health security capacities to stop the spread of pandemic diseases and work to ensure the peaceful use of space. Other top priority issues include polar affairs, climate change, space policy, water security, and science and technology coordination. The Office of Policy and Public Outreach (OES/PPO) leads the bureau’s public diplomacy planning and coordination, working with other relevant State Department offices and the interagency community. Within the OES/PPO office, the Washington, D.C.-based public diplomacy team is made up of two Foreign Service Officers, one civil service employee, and one contractor. OES/PPO also leads public diplomacy programs through its 12 regional ESTH hubs located around the world. The hubs, headed by regional ESTH officers, coordinate and support the public diplomacy efforts of U.S. Missions on the OES suite of issues.

Social Media: The OES Facebook account is one of the most popular in the State Department with more than 2.3 million followers. OES/PPO maintains a Twitter handle (@StateDeptOES), which had more than 8,100 followers as of late March 2017. Another Twitter handle (@USArctic) had more than 5,000 followers as of late March 2017 and represented the United States during the 2015-2017 U.S. chairmanship of the Arctic Council.

Sample Programs: Examples of OES’s foreign public engagement include support for the 22nd Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 22) held in Marrakech, Morocco in 2016, the U.S. Chairmanship of the Arctic Council, the Science Envoy program, and the Our Ocean conferences:

- OES/PPO provides public engagement on the U.S. Chairmanship of the Arctic Council. This includes outreach support for the ministerial itself as well as building a public diplomacy campaign to message on U.S. priorities in the Arctic.
- OES manages the Science Envoy program to increase cooperation and public engagement on scientific issues including the development of new vaccines for underserved diseases.
- OES/PPO leads public outreach on high profile initiatives—like the Our Ocean conferences, wildlife trafficking, the Ebola epidemic, and water security—to create action on these and other global threats. For example, the three Our Ocean conferences resulted in $10 billion in new commitments to better protect the world’s ocean.

BUREAU OF POLITICAL-MILITARY AFFAIRS (PM)

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This funding is used for outreach by the Office of Weapons Removal and Abatement (PM/WRA)

The Office of Congressional and Public Affairs (PM/CPA) is responsible for facilitating effective communication and interaction between the Bureau of Political-Military Affairs and Congress, foreign and domestic journalists, industry leaders, the NGO community and the general public. Given the bureau’s equities in arms sales, security assistance and other areas of civil-military cooperation, PM is among the most actively engaged bureaus with Congress. In public affairs and public diplomacy, PM/CPA engages directly and with regional bureaus and embassies to highlight the State Department’s role in building robust partnerships through security assistance programs and supporting U.S. industry and American jobs though defense trade. It also works to emphasize PM’s role in coordinating State and Defense Department operations to further foreign policy and national security interests and to showcase PM programs that aim to positively contribute to human security in post-conflict environments, including efforts to promote international peacekeeping, security sector reform, clearance of unexploded ordinance, and securing potentially at-risk small arms and munitions. PM/CPA has a staff of three civil service employees, one Foreign Service officer and a media monitoring position filled by a contractor.

Social Media: PM has a Twitter handle (@StateDeptPM), which is updated daily and maintained by
all PM/CPA members. As of August 2017, it had more than 5,400 followers, all achieved through organic outreach and growth.

**Media Engagement:** The office regularly distributes daily and weekly products compiling new articles and editorials on a wide range of topics that affect professionals handling political-military equities. These topics include counter-piracy, demining, weapons sales and transfers, and regional conflicts. In calendar year 2016, PM/CPA fielded 678 media inquiries covering the full media spectrum, from major U.S. and international news outlets, to defense industry press, to bloggers, academics and other major opinion-shapers on military and international security issues.

**Sample Programs:** PM works with many partners to promote the bureau’s policy objectives. These efforts include campaigns and domestic outreach activities. Examples include:

- **Campaigns:** PM/CPA was responsible for the Public Affairs roll-outs of the President’s Export Control Reform Initiative; several major arms sales to major U.S. partners, including Israel, Kuwait, Qatar, and Saudi Arabia; encouraging sustained international attention and donor support for humanitarian landmine clearance and securing advanced conventional arms in post-conflict countries; and a campaign to emphasize the State Department’s role in providing security assistance and capacity building to U.S. allies and partners through training programs and transfers of defense equipment. Additionally, PM/CPA provided support to the Bureau of International Organizations (IO) in publicizing the U.N. Day of International Peacekeepers and the U.N. International Day of Mine Awareness and Assistance in Mine Action.

- **Domestic Outreach:** In the past year, PM/CPA organized sessions featuring State Department officials on a range of topics such as maritime security, DOD and State authorities, and how human rights monitoring affects weapons sales. The sessions were with key representatives from think tanks (e.g., American Enterprise Institute, Atlantic Council, Brookings, Council on Foreign Relations, Center for a New American Security, Center for Strategic and International Studies, Heritage Foundation, and the International Institute for Strategic Studies) and NGOs (e.g., Alliance for Peacebuilding, Oxfam America, Saferworld, Search for Common Ground). In order to inform and shape the views of influential fellows and researchers working on PM-related topics, PM/CPA regularly engages with domestic think tanks, industry groups, and NGOs. In the past year, PM/CPA has organized roundtables and meetings on a range of topics such as the evolving role of the United States in the South China Sea, Export Control Reform, U.S. policy for export control of unmanned aerial systems, security sector assistance reform, civilian casualties in conflict, and the State Department’s work to streamline export control regulations. PM officers engaged with key influencers from the American Enterprise Institute, Center for New American Security, Center for American Progress, Heritage Foundation, Stimson, Center for Strategic and International Studies, Atlantic Council, Civilians in Conflict, Business Council for International Understanding, and the Carnegie Endowment for International Peace. PM/CPA also regularly engages with academics and students on relevant topics to the bureau.

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**BUREAU OF POPULATION, REFUGEES, AND MIGRATION (PRM)**

PRM receives no public diplomacy (.7) program funds

PRM’s public diplomacy (PD) efforts at home and abroad have two objectives: 1) to generate goodwill for the United States by increasing recognition of its role as the world’s largest provider of humanitarian assistance and as a resettlement destination for refugees; and 2) to advocate for displaced and vulnerable populations affected by conflict. PRM’s public diplomacy and press team is staffed with two Foreign Service Officers and one civil service employee. They conduct public outreach via speeches, public events, traditional media relations, social and digital media, fact sheets and pamphlets for public dissemination. They also encourage U.S. embassies and consulates representing the U.S. abroad to include refugee and migration issues in their public diplomacy outreach efforts. In addition to U.S. embassies and consulates, the unit works closely with the Bureaus of Public Affairs (PA), International Information Programs (IIP) and Educational and Cultural Affairs (ECA).

**Social Media:** PRM maintains a Facebook page with more than 53,000 followers and a Twitter handle (@StateDeptPRM) with approximately 9,400 followers as of March 2017. In this time period, individual Facebook posts reached an average of 4,500 Facebook users per day, and individual Tweets an average of 3,000 Twitter users per day.
Media Engagement: PRM interacts daily with the media including providing interviews at times of high-profile interest. Examples include changes to the U.S. Refugee Admissions Program through the political transition of 2017. These efforts highlighted the United States focus on keeping Americans safe while maintaining the United States role as a leader in helping the world’s most vulnerable people by providing humanitarian assistance, engaging in humanitarian diplomacy to ensure other donors answer the call to help, and in resettling some of the world’s most vulnerable refugees.

Sample Programs:

- **2016 World Refugee Day (WRD):** PRM coordinated—in conjunction with Public Affairs and across the interagency—an unprecedented 42 different events and appearances across seven states. At least four cabinet-level officials (the Secretaries of State, DHS, Education, and the U.S. Ambassador to the U.N.) participated in the day’s commemorations. State Department messaging was consistent, targeted and well-received, stressing the resilience and courage of refugees, their valuable impact on their new communities in the United States, and the rejection of xenophobia. PRM leadership maintained policy coherence despite numerous offices, agencies, and principals engaged in different venues and events.
VOA invited American voters from a variety of diaspora communities to watch the second and third presidential debates and then share their viewpoints. The foreign-born Americans were from around the world, including Cambodia, China, Greece, Ukraine, Somalia, Cameroon, Egypt, Lebanon and more. Jamal Aden, originally from Somalia, shares his thoughts during the panel discussion, October 19, 2016.
The Broadcasting Board of Governors (BBG) is a networked global media agency. The five media organizations that comprise the BBG—the Voice of America (VOA), Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty (RFE/RL), Middle East Broadcasting Networks (MBN) and Radio Free Asia (RFA)—aim to complement and reinforce one another in a shared mission that is vital to U.S. national interests: to inform, engage, and connect people around the world in support of freedom and democracy. Together, the BBG media organizations communicate each week with more than 278 million people across the globe, distributing programming in 61 languages to more than 100 countries via radio—shortwave, medium wave (AM), FM, and satellite—as well as terrestrial and satellite TV, the web, live streaming, mobile devices, and social media.

Consistent with America’s commitment to free speech and free expression, the USIM networks advance U.S. national interests by providing audiences in closed societies, or where free media is not yet fully established, with accurate and compelling journalism and other content that opens minds and stimulates debate. USIM demonstrates to the world the values that reflect our society: freedom, openness, and democracy. Societies that embrace these values support U.S. interests because they enjoy greater stability and prosperity, live in peace with their neighbors, reject terrorism and extremism, and make better political allies and trade partners for the United States. The BBG networks pursue this mission through their own media and also by working closely with media partners on the ground that bring their content into local markets, establishing valuable connections to critical institutions that aim to influence civil society and democratic principles.

BBG broadcasters are professional journalists committed to providing accurate, credible, and comprehensive news and information to audiences who lack access to the truth and are therefore susceptible to misinformation. BBG journalism is thus an antidote to censorship and extremist rhetoric, as well as a model of free media. BBG networks also offer life-saving information during humanitarian emergencies. When events dictate, they react quickly to crises with surges in broadcasting. In addition, the BBG provides internet anti-censorship tools to help audiences break through government imposed information firewalls and protect their online privacy. The networked structure of the agency ensures that the BBG media organization can deliver quality content consistent with their distinct roles in ways that are the most cost efficient for the American taxpayer, through the sharing of delivery channels, support resources, and other assets.

Telling America’s story and explaining U.S. foreign policy is a significant part of the BBG’s mandate, as directed by Congress. In their roles under the BBG’s mission, VOA and MBN—while providing comprehensive regional and world news to their audiences—cover the United States in all its complexity so that audiences in countries that are struggling to nurture or sustain their own democratic systems might see their stories reflected in the United States RFE/RL, RFA and OCB meanwhile act as surrogate broadcasters, providing access to reliable and accurate regional and local news in countries where media is repressed.

**Progress/Changes in 2016-2017:** The Fiscal Year 2017 National Defense Authorization Act made several significant reforms to the management structure of the BBG. Primarily, the act authorized the position of Chief Executive Officer (CEO) to head the agency and assume the leadership, management, and operational authorities previously held by the board, including the key duty of acting as the firewall against political interference in the networks’ journalism, ensuring the independence and integrity of BBG broadcasters. The legislation expressly retains the Agency’s now-serving CEO, John Lansing, as the inaugural CEO. The legislation also authorizes a Presidential appointed, five-member, bipartisan Advisory Board, which includes the Secretary of State. Future CEOs are nominated and, upon Senate confirmation, appointed by the President. Currently, the BBG’s governing Board remains in place and continues until the President appoints a successor.

The BBG established the U.S. International Media (USIM) Coordinating Committee to enhance strategic cooperation among the BBG networks and as a vehicle for future collaboration. BBG focused on several key growth priorities:

- Accelerate a shift to digital and social media.
- Concentrate on key foreign policy priority audiences and geographic areas (ISIS and Violent Extremism, Russia and the Russian Periphery, China, Iran, and Cuba).
- Enhance strategic cooperation across the BBG’s five independent networks.
- Curate, commission and acquire external content.
- Improve impact measurement and accountability.
INTERNATIONAL BROADCASTING BUREAU (IBB)

FY 2016 Actual: $59.3 million

The International Broadcasting Bureau (IBB) is comprised of the Offices of the General Counsel; Chief Financial Officer; Communications and External Affairs; Policy and Research; Contracts; Human Resources; Civil Rights; Policy (Editorials); Security; and Technology, Services, and Innovation. These offices support BBG operations, providing the following functions, among others: researching the reach and impact of broadcast content; strategic planning; providing financial services, such as payroll and invoice payment; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

TECHNOLOGY, SERVICES AND INNOVATION (TSI)

FY 2016 Actual: $171.5 million

The IBB’s Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including 1) delivering program content for all BBG networks through a global system of transmitting sites and an extensive system of leased satellite and digital circuits and 2) providing information technology support to offices throughout the agency. TSI strives to distribute BBG content in the most cost-effective and efficient manner possible. It manages more than 90 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. Following a recent reorganization, TSI is also responsible for business development, managing USIM’s relationships with a network of more than 3,000 affiliate partner stations and training thousands of journalists and independent media personnel in BBG target markets.

BROADCASTING CAPITAL IMPROVEMENTS

FY 2016 Actual: $6.8 million

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG’s global transmission network and digital multimedia infrastructure. TSI manages many of the BCI projects in the IBB. The BCI account also supports capital projects managed by the IBB Office of Security, VOA, and the Office of Cuba Broadcasting.

VOICE OF AMERICA

FY 2016 Actual: $218,034 million

Languages: 47; Countries: 100+ Affiliates: 2,265 stations; Broadcast Hours: Approximately 2,000 per week Measured Weekly Audience (2016): 236.6 million

VOA is the largest of the BBG’s networks. Broadcasting in 47 languages, it reaches a measured audience of 236.6 million people each week by radio, TV, and digital media. VOA’s guiding charter, enshrined by law, mandates that news be accurate, objective, and comprehensive. It engages audiences in discussions about the United States and world events as they relate to target regions. VOA reaches a significant part of its audience through its network of more than 2,500 affiliate stations abroad, serving as a U.S. bureau. In countries around the world, VOA is recognized as a leading network. And for people living under strict censorship and blanketed by state-driven misinformation, VOA is a critical provider of balanced and objective reporting.

40 Language Services - $126.354 million ($142.948 million with program delivery)

<table>
<thead>
<tr>
<th>VOA Division</th>
<th># of Services</th>
<th>Programming Budget</th>
<th>Budget w/ Program Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>10</td>
<td>$18.595 million</td>
<td>$21.322 million</td>
</tr>
<tr>
<td>East Asia &amp; Pacific</td>
<td>10</td>
<td>$34.412 million</td>
<td>$37.721 million</td>
</tr>
<tr>
<td>Eurasia</td>
<td>8</td>
<td>$15.650 million</td>
<td>$15.880 million</td>
</tr>
<tr>
<td>Latin America</td>
<td>2</td>
<td>$5.065 million</td>
<td>$5.065 million</td>
</tr>
<tr>
<td>South &amp; Central Asia</td>
<td>8</td>
<td>$24.269 million</td>
<td>$29.233 million</td>
</tr>
<tr>
<td>Persian</td>
<td>1</td>
<td>$14.416 million</td>
<td>$17.772 million</td>
</tr>
<tr>
<td>English</td>
<td>1</td>
<td>$13.947 million</td>
<td>$15.955 million</td>
</tr>
</tbody>
</table>

VOICE OF AMERICA’S WORLDWIDE ENGLISH

FY 2016 ACTUAL: $13.947 million ($15.955 million with program delivery)*
ORIGIN: 1942
DELIVERY METHOD: Television, radio, websites and mobile sites, social media
DESCRIPTION: VOA’s Worldwide English Service reports on issues and engages audiences in discussions about current events via radio, TV, social media, mobile and VOAnews.com. The service provides professional news programs in the morning and evening. On the weekends, current affairs and music programming are available along with VOA’s 24/7 hourly, five minute newscasts.
* NOTE: This total includes the budget for English to Africa, which is also listed under USIM in Africa. The totals for other Worldwide English programming are $9.335 million ($9.742 million with program delivery)

LEARNING ENGLISH

DESCRIPTION: Using a limited vocabulary and slower-paced delivery, VOA Learning English presents news and information about America and the world to audiences around the world. The service explains America, current events, health, science, entertainment and important issues through a form of English that emerging generations can easily understand via an expanding variety of radio, television, and digital products.

MIDDLE EAST BROADCASTING NETWORKS (MBN)

FY 2016 Actual: $109.7 million

Language: 1; Countries: 22
Measured Weekly Audience (2016): 27.5 million

MBN is a non-profit news organization that operates Alhurra Television, Alhurra Iraq Television, Radio Sawa, Afia Darfur, and the digital initiatives Raise Your Voice-Iraq and Maghreb Voices. The media outlets aim to provide objective and relevant news and information about the United States, the region, and the world to 22 Arabic-speaking countries. MBN works to support democratic values by providing ideas and opinions and an open exchange of ideas.

<table>
<thead>
<tr>
<th>MBN Division</th>
<th># of Services</th>
<th>Programming Budget</th>
<th>Budget w/ Program Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alhurra, Alhurra Iraq, Radio Sawa, MBN Digital, Afia Darfur</td>
<td>6</td>
<td>$69.744 million</td>
<td>$81.548 million</td>
</tr>
</tbody>
</table>

For more information see: U.S. International Media in Near East Asia

RADIO FREE ASIA (RFA)

FY 2016 Actual: $42.676 million, plus $8.349 million* for the Open Technology Fund for a total of $51.025 million.
*Includes $7.439M in Internet Freedom funding.

Languages: 9; Countries: 6
Measured Weekly Audience (2016): 6.4 million

Radio Free Asia delivers uncensored, fact-based local news and information to audiences in China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar). The governments of these countries restrict free speech and access to media. RFA reports on local developments and issues often ignored by state-controlled media, such as official corruption, forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks, and human rights abuses. RFA uses social and new media to deliver content to its audiences and takes advantage of growing digital

For more information see: U.S. International Media in South and Central Asia

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

FY 2016 Actual: $108.9 million

Languages: 26; Countries: 23
Measured Weekly Audience (2016): 26.9 million

RFE/RL reports to audiences in countries where the media is not free or only partially free. Its programming focuses on local and regional developments in places where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism, and other threats remain; and where independent journalists often face great risk. This includes Iran, Afghanistan, Pakistan, Ukraine, and Russia. RFE/RL journalists aim to provide uncensored news and open debate.

Division | # of Services | Programming Budget | Budget w/ Program Delivery |
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<tbody>
<tr>
<td>RFE/RL</td>
<td>19</td>
<td>$69.226 million</td>
<td>$76.923 million</td>
</tr>
</tbody>
</table>

For more information see: U.S. International Media Europe and Eurasia; U.S. International Media in Near East Asia; U.S. International Media in South and Central Asia
formats and trends such as e-books, producing multimedia publications available for download and geared toward mobile devices and tablets. Its investigative reporting on human trafficking, food safety, and the environment has recently won awards from the Hong Kong Journalists Association, Amnesty International, and the Society of Environmental Journalists.

Service costs may include related foreign operations and/or transmission costs where appropriate. Transmission costs are especially expensive for RFA as its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in third countries where host countries are unwilling to risk antagonizing China. Using leased facilities drives higher transmission costs per hour.

<table>
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<tr>
<th>Division</th>
<th># of Services</th>
<th>Programming Budget</th>
<th>Budget w/ Program Delivery</th>
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<tbody>
<tr>
<td>RFA</td>
<td>9</td>
<td>$25.456 million</td>
<td>$29.979 million</td>
</tr>
</tbody>
</table>

For more information see: U.S. International Media in East Asia Pacific

**OFFICE OF CUBA BROADCASTING (OCB)**

FY 2016 Actual: $27.573 million

**Language:** 1; **Country:** 1  
**Measured Weekly Audience (2016):** N/A (Because of the historical limitations of reliable survey data in Cuba, it has not been possible to reliably measure weekly audience for OCB. BBG conducted a survey in 2017 and will be able to report audience figures in future years.)

OCB, through Radio and TV Martí, aims to deliver a multimedia service of professional news and information to Cuba. The Martís aim to inform and engage the people of Cuba by providing credible news and information, and encouraging freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship, and self-sustainability. OCB uses shortwave, medium wave, direct-to-home satellite, satellite radio, internet, social media, flash drives, and DVDs to help reach audiences in Cuba. Martí has changed its digital strategy to embrace a social media-first approach since both Marti’s Facebook and YouTube accounts are accessible from Cuba. This approach allowed Marti during the coverage of Obama’s visit to Cuba, to obtain three times more engagement than any other market players such as El Nuevo Herald, Granma, or Cubadebate.

<table>
<thead>
<tr>
<th>Division</th>
<th># of Services</th>
<th>Programming Budget</th>
<th>Budget w/ Program Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio Marti, TV Marti, New Media</td>
<td>3</td>
<td>$13.139 million</td>
<td>$17.113 million</td>
</tr>
</tbody>
</table>

For more information see: U.S. International Media in the Western Hemisphere

**RESEARCH AND EVALUATION**

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$7.32 million</td>
<td>$5.85 million</td>
<td>$4.94 million</td>
<td>$6.202 million</td>
</tr>
</tbody>
</table>

The BBG has been an interagency leader in measurement and evaluation. While the Agency’s mission to “inform, engage, and connect people around the world in support of freedom and democracy” is distinct from State Department public diplomacy activities in the sense that it does not aim to persuade attitudes regarding the United States or its policies, it is strategically aligned with foreign policy goals such as serving as a model of a free press and supporting the media’s role in free, open, and democratic societies, fostering greater understanding and engaging audiences. Within the International Broadcasting Bureau, the Office of Policy and Research (OPR) seeks to understand audiences and impact by measuring the efficacy of BBG programs in achieving their objectives in the target countries within which they operate.

Specifically, BBG research measures effectiveness in terms of audience size, program quality, and reliability; whether programming increases the audience’s understanding of current events and American society and policies; whether audiences share the information with others; whether the information provided helps people to form opinions on important topics; and many other factors. The BBG contracts with third-party research providers to conduct independent quantitative audience and market research and impact assessment. BBG research studies consist mainly of quantitative audience research, (nationally representative surveys), qualitative research (focus groups, in-depth interviews and audience panels), and digital analytics.

In 2017, the BBG further fine-tuned its Impact Model that was overhauled in early 2016. In light of the fast-evolving world of digital and social media, these indicators require frequent adjustments to ensure that the most meaningful metrics are captured and used for assessment. In order to track social media engagement more effectively on all of the BBG networks and languages, as well as across multiple social media platforms, BBG Research acquired a third-party tracking tool.
BBG’S IMPACT MODEL

OUR CHALLENGES

BBG networks operate in a competitive, diverse, fragmented global media environment undergoing revolutionary change. There is more information, more channels of distribution &

Limited Freedom of the Press

![Pie chart showing 32% of countries with a Free Press and 68% Not Free or Partly Free.]

6,233,903,487 people live in countries that have a press that is partly free or not free

Source: Freedom of the Press 2015, Freedom House

HOW DO WE MEASURE IMPACT?

We measure impact across networks, across media, in 61 languages & more than 100 countries. Our shared mission provides the framework for a common standard to define & measure impact.

5 Networks.

1 Mission.

To inform, engage and connect people around the world in support of freedom and democracy.

IMPACT

is the guiding principle we use to drive our strategy, implementation and review cycle.
Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference, and impart information and ideas through any media regardless of frontiers.

The Universal Declaration of Human Rights

BBG networks operate in a competitive, diverse, fragmented global media environment undergoing revolutionary change. There is more information, more channels of distribution &

Limited Freedom of the Press

6,233,903,487 people live in countries that have a press that is partly free or not free

% of Countries with a Free Press

68%

32%

Not Free or Partly Free

OUR CHALLENGES

We measure impact across networks, across media, in 61 languages & more than 100 countries.

Our shared mission provides the framework for a common standard to define & measure impact.

HOW DO WE MEASURE IMPACT?

Source: Freedom of the Press 2015, Freedom House

To inform, engage and connect people around the world in support of freedom and democracy.

BBG’S IMPACT MODEL CONTINUED

IMPACT PILLARS & INDICATORS

Below are illustrative samples of core & optional indicators. The full impact model offers BBG networks 12 core and 28 optional indicators that they can use to fit with market conditions for each region. The indicators do not attempt to assess causality; they examine correlations.

**Reach Audiences**
- Weekly Reach
- Weekly Digital Visits
- Weekly Reach of Target Segment*

**Provide Value**
- Provide Exceptional or Unique Information
- Audience Finds Information or Service Trustworthy/Credible

**Engage Audiences**
- Digital Engagement
- Shared something or talked with someone as a result of reporting*

**Engage Media**
- Content Co-creation with affiliates*
- Content downloaded by affiliates*

**Create Loyalty**
- Audience is likely to continue to use
- Appointment listening or viewing*

**Engage/Connect**

**People**
- Increased audience understanding of current events

**Media**
- Drive the news agenda/high profile news pickups*

**Government**
- Attention from government officials*

**Be Influential**

in support of freedom and democracy

*Optional Indicator.
COUNTER-CENSORSHIP EFFORTS AND THE BBG OFFICE OF INTERNET FREEDOM (OIF)

<table>
<thead>
<tr>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25.5 million</td>
<td>$17.5 million</td>
<td>$15 million</td>
<td>$15 million</td>
</tr>
</tbody>
</table>

Seeking to exemplify a free press and help foster and sustain free and democratic societies means having to counter governments who are actively seeking to disrupt them. Censorship denies international media the right to broadcast on radio and television, through interference with or jamming of shortwave radio or satellite broadcasts in violation of multiple international agreements, blocking citizens from accessing websites, and other actions.

The BBG works to counter censorship through a variety of technical and political channels, and promotes the rights of people worldwide to seek and receive information on all media platforms. Since 2002, BBG has been involved in activities to circumvent internet censorship by foreign governments in order to distribute news content and better provide a forum for free expression in closed countries.

These initiatives include monitoring internet censorship in over 70 locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying mobile applications to secure online communications for users in Iran. In 2016, BBG established the Office of Internet Freedom to conduct governance and oversight of BBG internet freedom activities, including the selection and evaluation of BBG-funded internet freedom projects carried out by BBG grantees, offices, or others. OIF oversees and coordinates the efforts of BBG-funded internet freedom projects, including grants to Radio Free Asia’s Open Technology Fund. In addition, the BBG partners with other international broadcasters and organizations to combat the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.

DISTRIBUTION

The Broadcasting Board of Governors (BBG) employs a broad array of technologies and services in ensuring delivery of program content for all its networks—VOA, OCB, RFE/RL, RFA, and MBN. The BBG’s Office of Technology, Services, and Innovation (TSI) oversees and manages a diverse content distribution network ensuring that BBG programming is available to audiences on their preferred platforms in the most cost-effective manner. In addition to operating the BBG’s distribution network and managing contractual relationships with third-party distribution service providers, TSI also handles partnership agreements with other media organizations (affiliates), which today provide the BBG about two-thirds of its 278 million weekly global audience.

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

In recent years the BBG has been moving away from traditional broadcasting technologies, such as cross-border radio transmissions (shortwave [SW] and medium wave [MW], commonly known in the United States as AM) in regions where these platforms are no longer popular. In their place, BBG is utilizing other delivery systems that are rapidly growing in effectiveness and often are much less expensive to operate. These include FM radio, direct-to-home satellite, internet streaming, mobile, and social media. Some of these platforms also deliver BBG programming to affiliate and partner stations.

For decades, the BBG distributed TV and radio programs via satellite from BBG headquarters in Washington, D.C. and other production centers through satellite gateways at BBG’s major transmitting stations from locations including Kuwait, Prague, Lampertheim (Germany), and Tinang (Philippines). These and other BBG transmitting stations also operate very large, complex SW and MW transmitting facilities that target various regions of the globe with cross-border programs in dozens of languages.

While reliable, this global network has been expensive to maintain and operate. In recent years, to ameliorate these high costs, the BBG has successfully migrated much content delivery from satellites to more flexible and economical internet-based distribution. With saved resources, the Agency has contracted additional key regional satellites to place BBG content as free-to-air, direct-to-home channels.

Radio remains a very popular platform in many BBG markets, particularly Africa. BBG global weekly radio audiences increased by 28 million in 2016 alone and by 35 million since 2012. While the use of SW has decreased globally, SW remains important in many regions. To serve these regions, the Agency is upgrading its Kuwait Transmitting Station (KTS), which enjoys a superior strategic location and extremely low operating costs. Following the upgrade, the BBG will be able to serve many legacy SW audiences in the most cost-effective manner possible from this one site at a fraction of the cost of any other transmitting station. Since 2011, BBG's costs associated with cross-border radio have declined by 37 percent, or $27
While SW continues to be a relevant media platform in several African markets, in most countries rapid growth and competition in the media market have shifted radio habits almost entirely towards FM. The BBG provides 24/7 FM radio programming in over 30 markets across the African continent. The BBG FMs with the highest reach are in markets that are relatively underserved.

In the digital sphere, 45 million people access BBG content online every week. Increasingly the BBG is seeing much more audience on its social media pages, particularly Facebook. One reason for this is Facebook’s subsidizing usage of its platform on mobile devices in many underdeveloped countries. In these markets, people find they can stay in touch with their friends, access multimedia content, and follow the news without ever leaving Facebook, and at a fraction of the cost they would incur by having to visit several different sites. Facebook recognizes and encourages this, as in recent years it continues to add functions to make it ever easier for users to never leave the platform. For example, media organizations that post links to their content on other sites or platforms are less likely to be seen. Facebook instead favors posts that allow users to remain on Facebook.

The rise of social media platforms is also connected to the audience’s desire and expectation to engage interactively with the media they consume, or with other consumers of those media. Like all media organizations, the BBG wrestles with how to involve audiences with its programming beyond simply including audience comments or taking phone calls.

BBG’s greatest gains in audience reach have been achieved in recent years through affiliates-partnerships with popular radio and TV stations in key markets. In some markets, virtually all BBG audience is due to affiliations. At the same time, BBG has continued to operate its own transmissions because of the risk that affiliates can discontinue carrying BBG content if ever they feel threatened. Local governments may shut down local media organizations in a crisis, but may be unwilling to shut down a BBG (i.e., U.S. Government) transmitter. For example, in Burkina Faso in October 2014, when a military commander launched a coup, FM radio stations in capital Ouagadougou were destroyed or turned off. VOA’s FM transmitter was untouched and for several days became virtually the only source of news in the capital. A similar event occurred in Bujumbura, Burundi, during a coup attempt in May 2015.
South African students and U.S. Mission to South Africa families cheer on the U.S. National Soccer team by waving American flags and playing vuvuzelas at the U.S. National Soccer Team’s open practice session at the FNB Stadium in Pretoria, South Africa, on June 6, 2010. The U.S. National Soccer Team was preparing for the 2010 World Cup in South Africa. [State Department Photo/Public Domain]
Africa is home to the the world’s youngest population. It is estimated that 60 percent of Sub-Saharan Africa's population is under the age of 24 and that half of global population growth in the next 30 years will occur in Africa. The region's progress is trending toward positive democratic and economic growth, but that progress is uneven by country. Many African countries are becoming more free and open, but a number of democracies are dominated by long-serving presidents who resist efforts to limit their terms in office. Further, violent extremism is a growing problem across much of West and East Africa.

National internet penetration rates in Sub-Saharan Africa range from 1 to 69 percent with usage concentrated in urban areas. Africa's mobile subscription rate now exceeds 70 percent. Younger people are now connecting to the internet via mobile phones, in addition to using internet cafés and personal computers at home. Increasingly, U.S. missions are reaching wider audiences through these platforms. Radio, however, remains the dominant source for information on the continent and mobile phone users frequently listen to the radio through their mobile devices.

U.S. public diplomacy efforts in the Africa region advance U.S. policy, which aims to promote strong democratic institutions, encourage continued African economic growth, advance peace and security, and create opportunity for the youth majority. The PEW Global Indicators Database indicates a highly favorable view of the United States in Africa with a range from 74 percent (South Africa) to 89 percent (Ghana). But sustaining or living up to the expectations implicit in such high ratings is challenging. In spite of general public approval, there are pockets of anti-Americanism in Africa due to lingering Cold War animosity in certain countries and among extremist groups in the Sahel and the Horn of Africa.

Other challenges to U.S. public diplomacy in Africa include a rapidly evolving communications environment (which also presents opportunities), weak partner institutions, difficult travel between the countries in Africa, tough work and living environments, and a number of one-officer public diplomacy sections staffed by officers with limited field experience. The Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs provides careful guidance and support to public diplomacy officers in the field, including a robust mentoring program recognized in a recent OIG inspection as a Bureau best practice and review of grants at the $10,000 and above level.

- **U.S. FOREIGN POLICY GOALS**
  A recent National Security Strategy notes that “Africa is rising” and says the partnerships we are forging today are built on the “aspirations of Africans.” The strategy notes the importance of boosting energy and power production in Africa, increasing trade and commerce with Africa, investing in Africa's youth, and forging security partnerships. The four pillars of U.S. strategy toward Sub-Saharan Africa include:
  - Countering Terrorism
  - Advancing Peace and Security
  - Promoting Good Governance
  - Spurring Mutually Beneficial Trade and Investment

To do so, U.S. foreign policy focuses on deepening U.S. engagement with Africa’s young leaders; empowering marginalized populations and women; addressing the unique needs of fragile and post-conflict states; amplifying credible voices of tolerance and moderation; and working closely with the United Nations and other multilateral actors to achieve U.S. objectives on the continent.

- **U.S. PUBLIC DIPLOMACY GOALS**
  The public diplomacy goals for the region support U.S. foreign policy objectives and help foster a mutually beneficial U.S.-African partnership. In particular, all strategy papers emphasize the public diplomacy goal of investing in youth. The Public Diplomacy and Public Affairs Office in the Bureau of African Affairs provides policy guidance and program support for public diplomacy programs to counter violent extremism and terrorism, advance peace and security, promote good governance and strengthen African democratic institutions, spur mutually beneficial trade and investment, and advocate for U.S. priorities.

The 50 U.S. embassies and consulates in Sub-Saharan Africa include public affairs sections (PAS) with American Foreign Service Officers and locally employed staff. They engage youth, women, members of marginalized groups, entrepreneurs, journalists, civil society leaders, credible voices of moderation, and academics in Africa, as well as diaspora and Africanist audiences in the United States. Via English-language teaching, educational advising and cultural programs, the embassies inform, engage and influence audiences face-to-face. Much of this is done in the 142 American Spaces (libraries, cultural centers and

<table>
<thead>
<tr>
<th></th>
<th>D&amp;CP</th>
<th>American Salaries</th>
<th>Supplemental</th>
<th>BBG</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>FY 2016</td>
<td>$39,532,675</td>
<td>$14,133,000</td>
<td>$11,933,586</td>
<td>$24,980,175</td>
<td>$90,579,437</td>
</tr>
</tbody>
</table>
information resource centers) in the region. These spaces increased from 138 in the last year. Person-to-person contact and exchanges, such as the Young African Leaders Initiative, Fulbright and Humphrey programs, the International Visitor Leadership Program and American Speaker and Cultural Programs, remain effective forms of public diplomacy in Africa.

Promotion of higher education is a public diplomacy priority. From 1948 to 2014, 11,558 Africans were Fulbright students and scholars in the United States, while 5,145 Americans studied in the region. In 2014, 258 African Fulbright scholars went to the United States and 190 Americans went to Africa. The number of students from Sub-Saharan Africa in the United States increased by 8 percent in the 2014–15 academic year to 33,593 students. The Institute of International Education’s Open Doors data shows the majority of African students who come to the United States are from Nigeria (9,494), followed by Ghana (3,099), Kenya (3,072) and South Africa (1,838).

U.S. PUBLIC DIPLOMACY SPENDING

The public diplomacy total expenditures for Africa in fiscal year 2016 was $120.37 million; of that, $39.53 million were Diplomatic and Consular Programs (D&CP) designated public diplomacy funds. Of this total, Nigeria spent $7.48 million; South Africa $3.83 million; Democratic Republic of the Congo $3.80 million; Kenya $2.22 million; Ethiopia $2.10 million; and Zimbabwe $1.53 million.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Young African Leaders Initiative (YALI): In its sixth year, YALI continues to support leadership development, promote entrepreneurship, increase transparency and good governance, and connect young leaders with one another and the United States. The program was launched in 2010 when 120 young Africans were invited to the White House for a dialogue about the future of Africa. In summ 2014, YALI expanded significantly under the Mandela Washington Fellowship, which currently brings 1,000 young leaders to the United States for an executive leadership exchange at U.S. universities, followed by internships and alumni activities after the participants return home. In fiscal year 2014, the program cost $12.37 million—$1 million from the Educational and Cultural Exchange (ECE) budget and the remainder from Economic Support Funds (ESF) and the Diplomatic and Consular Programs (D&CP) budget. The cost per participant was $24,740. *Note: More information about the Mandela Washington Fellowship and YALI is available in the ECA Bureau section of the report.

Public Diplomacy Efforts on Countering Violent Extremism (CVE): As groups like Boko Haram in West Africa and al Shabaab in East Africa seek to recruit local populations toward violent extremist acts, PAS sections in 14 countries of greatest concern are leading efforts to amplify moderate voices, provide counter narratives, and engage with the most susceptible populations. Working with partners at the DoD, USAID, the Global Engagement Center (GEC) and elsewhere throughout the interagency, AF/PDPA has coordinated robust efforts to broaden and regionalize successful programs that originated at the local level. In West Africa, for example, the success of Arewa24 Satellite television programming directed at communities countering recruitment and struggling with reintegration in northern Nigeria inspired broader radio programming under the White Dove platform. In East Africa a credible voices International Visitor Leadership Program (IVLP)-style exchange between community leaders in five countries has enabled stakeholders to take best practices from their neighbors and apply them at home. The regionalization of CVE efforts will expand in the coming fiscal year as our PAS sections implement programming under a $2.5 million D-ISIL allotment targeting Somali language populations in East Africa and, as planned, Kanuri-language populations in the Lake Chad Basin.

Public Diplomacy Support for Democracy and Elections: With an unprecedented 15 national elections taking place in Sub-Saharan Africa in fiscal year 2015, the Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs supported public diplomacy campaigns in support of free, fair and peaceful elections. Utilizing $500,000 in special funding from the Office of the Under Secretary for Public Affairs and Public Diplomacy, the Office of Public Diplomacy and Public Affairs in the Bureau of African Affairs funded U.S. speaker programs in Africa, as well as regional exchange programs in the United States for African journalists and members of civil society to examine democracy and good governance. A Washington and New York City Foreign Press Center reporting tour, with 10 journalists from countries in which international election monitors feared serious violence would erupt, focused on transparency and accountability issues as well as the physical security of reporters in dangerous situations.
AF POST-DIRECTED PUBLIC DIPLOMACY SPENDING

Total spending including D&C&P .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>POS.</th>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NIGERIA</td>
<td>$7,475,814</td>
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<tr>
<td>2</td>
<td>SOUTH AFRICA</td>
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<tr>
<td>3</td>
<td>DRC</td>
<td>$3,802,468</td>
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</tr>
<tr>
<td>4</td>
<td>AFRICA REGIONAL SERVICES</td>
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<tr>
<td>5</td>
<td>KENYA</td>
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</tr>
<tr>
<td>6</td>
<td>ETHIOPIA</td>
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</tr>
<tr>
<td>7</td>
<td>ZIMBABWE</td>
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</tr>
<tr>
<td>8</td>
<td>GHANA</td>
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</tr>
<tr>
<td>9</td>
<td>USAHIA</td>
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</tr>
<tr>
<td>10</td>
<td>SENEGAL</td>
<td>$1,240,753</td>
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<tr>
<td>11</td>
<td>CAMEROON</td>
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</tr>
<tr>
<td>12</td>
<td>COTE D’IVOIRE</td>
<td>$1,134,935</td>
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<tr>
<td>13</td>
<td>MOZAMBIQUE</td>
<td>$1,129,704</td>
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<tr>
<td>14</td>
<td>RWANDA</td>
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</tr>
<tr>
<td>15</td>
<td>SIERRA LEONE</td>
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<tr>
<td>16</td>
<td>MADAGASCAR</td>
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<tr>
<td>17</td>
<td>MALI</td>
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</tr>
<tr>
<td>18</td>
<td>ZAMBIA</td>
<td>$819,458</td>
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<tr>
<td>19</td>
<td>ANGOLA</td>
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</tr>
<tr>
<td>20</td>
<td>MAURITANIA</td>
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<tr>
<td>21</td>
<td>TANZANIA</td>
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<tr>
<td>22</td>
<td>SUDAN</td>
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</tr>
<tr>
<td>23</td>
<td>BOTSWANA</td>
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<tr>
<td>24</td>
<td>LIBERIA</td>
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<tr>
<td>25</td>
<td>GUINEA</td>
<td>$619,802</td>
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<tr>
<td>26</td>
<td>NAMIBIA</td>
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</tr>
<tr>
<td>27</td>
<td>MALAWI</td>
<td>$617,148</td>
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<tr>
<td>28</td>
<td>NIGER</td>
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<tr>
<td>29</td>
<td>BENIN</td>
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</tr>
<tr>
<td>30</td>
<td>TOGO</td>
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</tr>
<tr>
<td>31</td>
<td>CHAD</td>
<td>$564,075</td>
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</tr>
<tr>
<td>32</td>
<td>CENTRAL AFRICAN REP</td>
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</tr>
<tr>
<td>33</td>
<td>MAURITIUS &amp; SEYCHELLES</td>
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<tr>
<td>34</td>
<td>ERITREA</td>
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</tr>
<tr>
<td>35</td>
<td>GABON, SAO TOME &amp; PRINCIPE</td>
<td>$291,520</td>
<td>0.8%</td>
</tr>
<tr>
<td>36</td>
<td>SWAZILAND</td>
<td>$266,887</td>
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</tr>
<tr>
<td>37</td>
<td>SOMALIA</td>
<td>$266,000</td>
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</tr>
<tr>
<td>38</td>
<td>BURUNDI</td>
<td>$229,826</td>
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</tr>
<tr>
<td>39</td>
<td>REPUBLIC OF CONGO</td>
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</tr>
<tr>
<td>40</td>
<td>LESOTHO</td>
<td>$202,580</td>
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</tr>
<tr>
<td>41</td>
<td>GAMBIA</td>
<td>$208,600</td>
<td>0.6%</td>
</tr>
<tr>
<td>42</td>
<td>DJIBOUTI</td>
<td>$248,063</td>
<td>0.6%</td>
</tr>
<tr>
<td>43</td>
<td>EQUATORIAL GUINEA</td>
<td>$235,500</td>
<td>0.5%</td>
</tr>
<tr>
<td>44</td>
<td>CABO VERDE</td>
<td>$233,676</td>
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</tr>
<tr>
<td>45</td>
<td>SOUTH SUDAN</td>
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</tr>
<tr>
<td>46</td>
<td>GUINEA-BISSAU</td>
<td>$86,860</td>
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</tr>
</tbody>
</table>
Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

### AFRICA REGION PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Post Funding</td>
<td>$33,767,487</td>
<td>$34,567,823</td>
<td>$35,053,380</td>
<td>$39,532,675</td>
<td>$11,933,586</td>
<td>$40,625,000</td>
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<tr>
<td>Average Post Funding</td>
<td>$718,457</td>
<td>$735,486</td>
<td>$745,817</td>
<td>$841,121</td>
<td>$253,906</td>
<td>$710,400</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>Δ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>$4,238,219</td>
<td>$2,470,167</td>
<td>$3,524,150</td>
<td>$2,685,885</td>
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<td>$3,127,100</td>
<td>$7,639,178</td>
<td>$3,160,675</td>
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<tr>
<td>Democratic Republic of the Congo</td>
<td>$1,067,052</td>
<td>$2,344,381</td>
<td>$1,548,945</td>
<td>$3,466,320</td>
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<tr>
<td>African Regional Services</td>
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<td>$2,271,700</td>
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<td>$1,593,291</td>
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<td>Ethiopia</td>
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<td>$9,008,148</td>
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<td>Zimbabwe</td>
<td>$1,485,807</td>
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<td>$645,402</td>
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<td>Uganda</td>
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<td>$433,049</td>
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<tr>
<td>Sierra Leone</td>
<td>$243,319</td>
<td>$119,587</td>
<td>$373,878</td>
<td>$109,950</td>
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<tr>
<td>Madagascar &amp; Comoros</td>
<td>$628,369</td>
<td>$98,477</td>
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<td>$763,800</td>
<td>$3,370,762</td>
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<td>$243,319</td>
<td>$119,587</td>
<td>$373,878</td>
<td>$109,950</td>
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<td>Mauritania</td>
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<td>$299,937</td>
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</table>

*POST SPENDING RANKED BY FY 2016 TOTAL SPENDING*
<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>D&amp;CP</td>
<td>Supplemental*</td>
<td>D&amp;CP</td>
</tr>
<tr>
<td>24 Botswana</td>
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<td>$558,609</td>
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<td>$575,754</td>
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<td>$534,665</td>
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<td>26 Guinea</td>
<td>$611,803</td>
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<td>$556,496</td>
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<td>27 Namibia</td>
<td>$453,446</td>
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<td>$400,004</td>
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<td>28 Malawi</td>
<td>$510,596</td>
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<td>29 Niger</td>
<td>$716,308</td>
<td>$1,031,223</td>
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<td>31 Togo</td>
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</tr>
<tr>
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<tr>
<td>33 Central African Republic</td>
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<td>$140</td>
<td>$179,600</td>
</tr>
<tr>
<td>34 Mauritius &amp; Seychelles</td>
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<tr>
<td>35 Eritrea</td>
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<td>36 Gabon, Sao Tome &amp; Principe</td>
<td>$158,500</td>
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<td>37 Swaziland</td>
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<td>40 Republic of Congo</td>
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<td>42 Gambia</td>
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</tr>
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</tr>
<tr>
<td>44 Equatorial Guinea</td>
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<td>45 Cabo Verde</td>
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<td>47 Guinea-Bissau</td>
<td>$59,095</td>
<td>$17,690</td>
<td>$58,400</td>
</tr>
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</table>
MBN AFIA DARFUR (LANGUAGE: ARABIC)
FY 2016: $557,000 ($557,000 with program delivery)

Origin: 2008
Delivery Method: Radio (shortwave) and website
Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 10.5 hours/week

Afia Darfur focuses on the latest news from Darfur and the plight of its internally displaced people and Darfuri refugees in eastern Chad and the diaspora. The broadcasts can be heard throughout Darfur, eastern Chad and other areas of Sudan. The daily broadcast includes interviews with human rights experts, analysts, Sudanese experts, rebel representatives, refugees, IDPs and NGO representatives. Afia Darfur also incorporates interviews with internally displaced people living in Darfur, providing them with an opportunity to speak out about the humanitarian crisis. Additionally, the program examines the rich history and cultural background of Darfur.

VOICE OF AMERICA (VOA)

Languages: Amharic, Afaan Oromo, Bambara, English, French, Hausa, Kinyarwanda, Kirundi, Ndebele, Portuguese, Sango, Shona, Somali, Songhai, Swahili, Tamachek, Tigrigna, Wolof

VOA ENGLISH TO AFRICA SERVICE (LANGUAGE: ENGLISH)
FY 2016: $4.612 million ($6.213 million with program delivery)

Origin: 1942
Delivery Method: Radio (SW, MW, BBG and affiliate FMs), television (affiliate, satellite), website and mobile site, social media, SMS
Radio Original Programming: 74.5 hours/week
Radio Total Broadcasting: 83.5 hours/week
Television Original Programming: 4.67 hours/week
Television Total Broadcast: 9.17 hours/week

English programming to Africa reaches audiences in strategic areas of the continent with multimedia programs that target: 1) the educated (those who can speak English and have at least some formal schooling); 2) the urban or peri-urban (students, government officials, white-collar workers or aspirational entrepreneurs); and 3) youth. The English to Africa Service broadly seeks to report on critical developments and to engage audiences in discussions about current events in order to improve their understanding of, and participation in, development. The service aims to provide timely and accurate news on world, African and U.S. events in the morning, evening and weekends, and also provides in-depth discussion on issues ranging from politics and society, to health, lifestyle, youth issues and sports. In addition, English to Africa produces pan-African music shows not found on any competing local or international station, featuring a range of music from traditional to contemporary dance hits from all 54 countries in Africa. Sample programs include: “Africa 54,” a television program that informs viewers about Africa, the United States and the world; “Straight Talk Africa,” a call-in television program that examines topics of special interest to Africans; “Health Chat,” a live call-in program that addresses health issues of interest to Africa; “South Sudan in Focus,” a 30-minute weekday English-language program covering rapidly changing developments in South Sudan and the region; and “Up Front,” a program with co-hosts in the United States and Africa that targets teens and young adults to discuss politics, trends, lifestyles, health, entertainment and other issues touching listeners’ lives.

VOA FRENCH TO AFRICA (LANGUAGES: FRENCH, SONGHAI, SANGO, TAMACHEK, WOLOF)
FY 2016: $3.289 million ($4.553 million with program delivery)

Origin: 1960
Delivery Method: Radio (SW, MW, IBB FMs, affiliate FMs), television (affiliate), website and mobile site, social media
Radio Original Programming: 50.83 hours/week
Radio Total Broadcasting: 170.5 hours/week
Television Original Programming: 1.17 hours/week
Total Television Broadcast: 1.17 hours/week

The service targets audiences in the 24 Francophone African countries, particularly those in West and Central Africa. Despite the exponential increase in the number of local media outlets in Africa, VOA French aims to deliver independent interviews, debates and in-depth reporting that is otherwise missing from the local news landscape.
VOA French also provides information on the United States and the American experience. More than 20 TV and over 120 radio affiliates partner actively with VOA French to Africa to share stories. The service seeks to reach 18–27 year olds through well-targeted music, talk and magazine programs that address issues of importance to their generation. Each of the service’s magazine programs—on topics including gender, health, social issues, business and economics, and religion—focuses on those topics as they relate to youth. The service also produces short news updates in Sango for the Central African Republic and special programming, such as radio dramas and short features in Wolof for Senegal. Key programs include: “Le Monde Aujourd’hui,” a 30-minute news magazine that airs at key radio listening times every weekday morning and evening; “Washington Forum,” a weekly interactive TV-radio discussion show on the latest news and most important issues with experts and journalists; “L’Amérique et Vous,” an interactive radio program with experts and reporters who discuss American issues and U.S. foreign policy; and “Le Dialogue des Religions,” an interactive radio program with theologians and religious leaders to discuss religious issues. The popular “RM Show” and host Roger Muntu link callers with some of Africa’s biggest celebrities simulcast across the continent and on Facebook Live. The weekly lifestyle show “Vous et Nous” is a fast-paced, 30-minute TV program featuring young Africans and young Americans working to make a difference in education and pop culture, health, technology, music and fashion. “VOA Correspondent” delivers fully-produced TV packages with on-camera VOA correspondent sign-offs from Washington, from the U.S. campaign trail, and from the United Nations to more than 20 African affiliates.

VOA HAUSA SERVICE (COUNTRIES: GHANA, NIGER, NIGERIA)

FY 2016: $2.851 million ($3.176 million with program delivery)

Origin: 1979
Delivery Method: Radio (SW, MW, affiliate FMs), television, website and mobile site, social media
Radio Original Programming: 16 hours/week
Radio Total Broadcast: 16 hours/week
TV Original Programming: 0.25 hour/week
TV Total Broadcast: 0.25 hour/week

Targeting Nigeria, Niger and Ghana—with smaller audiences in Chad, Cameroon, Libya, Côte d’Ivoire and Benin—VOA Hausa’s measured weekly reach is approximately 12 million people, with a focus on youth. Radio is the primary platform, with content delivered via shortwave, medium wave, and 16 FM affiliate stations. A mobile site complements regular programming with mobile-only content and features and receives almost 1.3 million visits per week. The service also maintains a special mobile stream targeting youth. The service organizes roundtable discussions and events throughout Nigeria, where mobile users can join the discussion. The Hausa service also reaches its audience by sponsoring town hall meetings that facilitate public discussions between experts, opinion leaders and listeners on issues such as education and health. Feature topics include health, education, agriculture, business entrepreneurship, women’s issues, Americana, tourism, politics, youth issues, music, sports, religion and peace resolutions. Sample programs include: “Shirin Safe,” a 30-minute weekly program covering politics, democracy, corruption, business, family, health, music and entertainment; “Shirin Hantsi,” a 30-minute daily morning news program looking at the role of women in Africa, educational development on the continent and health-related segments; “Shirin Rana,” a 30-minute show carrying regional and international developments along with feature programs; and “Shirin Dare,” a 30-minute interactive program on violent extremism and terrorism in West Africa. The Hausa language 15-minute weekly television show, “Taskar VOA,” presents news and lifestyle features for 16 affiliates in Nigeria and Niger, including profiles of some of the girls who escaped the Boko Haram abduction at the Chibok Secondary School. The youth-centric, Monday through Friday, 30-minute radio program “Yau Da Gobe” opens bold dialogue among youths on topics hitherto considered taboo for discussion on air, such as forced early marriages, child labor and trafficking, STDs, courtship and managing homes.

VOA HORN OF AFRICA (LANGUAGES: AMHARIC, AFAAN OROMO, TIGRIGNA)

FY 2016: $2.453 million ($2.718 million with program delivery)

Delivery Method: Radio (SW, MW, Satellite), website and mobile site, social media
Radio Original Programming: 14.5 hours/week*
Radio Total Broadcast: 31.5 hours/week

*Monday-Friday two-hour block of news and current affairs; 30 minutes of Afan Oromo, an hour of Amharic, 30 minutes of Tigrigna and a separate, 30-minute (Monday–Friday) Amharic youth program.

Amharic programming is aimed at the more than 90 million people who live in Ethiopia and Eritrea, while Afaan Oromo targets an estimated 37 percent of Ethiopians who live in the Oromia region. Tigrigna targets speakers throughout the Tigray region in northern Ethiopia and in Eritrea. In addition to the Horn of Africa, the service can be heard in surrounding east African countries and in the Middle East. It also reaches diaspora communities worldwide through its digital media platforms. The service broadcasts local, regional U.S. and international news, as well as an array of programming about Ethiopian and American culture, politics, current affairs, economics, health, education, entertainment and more. Longer
features on Saturday and Sunday highlight youth issues, modern music and extended interviews on crucial social and political issues for a wider audience. Young people make up 70 percent of the population in Ethiopia and Eritrea. So the service launched a Monday-through-Friday Amharic youth show “Gabina” addressing Eritrean and Ethiopian migrants, entrepreneurs, technology and innovation, local governance, health, music entertainment and life in America. VOA and Deutsche Welle are the only outside broadcasters in Amharic, and VOA alone broadcasts in Afaan Oromo and Tigrigna, Ethiopia’s two other most important languages. Sample programs include: “Call-in Show,” a bi-weekly, 20-minute program featuring news-makers and experts answering audience questions on a variety of topics of interest to Ethiopians; “Democracy in Action,” on issues of democracy and governance, social and economic development, the rule of law and human rights, and judicial and security issues; “Crossfire,” a two-sided debate on Ethiopia’s controversial and crucial matters; and “Cultural Mosaic,” a program that features writers, artists, musicians and actors working in Ethiopia and in the diaspora.

**VOA SOMALI SERVICE (COUNTRY: SOMALIA)**

**FY 2016: $1.652 million ($1.922 million with program delivery)**

**Origin:** 2007  
**Delivery Method:** Radio (SW, MW, BBG and affiliate FMs), television, website and mobile site, social media, SMS  
**Radio Original Programming:** 21 hours/week  
**Radio Total Broadcast:** 28 hours/week  
**Television Original Programming:** 0.25 hour/week  
**Television Total Broadcast:** 0.25 hour/week

VOA’s Somali service aims to provide news on a wide range of Somali affairs, including political and social issues, health topics, development, music, and culture. Program formats include panel discussions, debates, interviews with news-makers, and call-ins shows that encourage Somalis to express their opinions on topics of interest. Cultural, Islamic affairs and American affairs programs are some of the most popular programs in the Somali lineup. Major breaking news stories are placed on the service’s mobile site for Somalis to access throughout the day on their wireless devices. A 2016 Gallup survey measured the weekly reach of Somaliland adults to be 32.2 percent and 22.4 percent in Mogadishu. VOA Somali broadcasts four radio programs daily: a 30-minute breakfast show; a 30-minute mid-day youth show; a one-hour afternoon program; and a one-hour evening program that is repeated daily for affiliates. The weekly television show “Qubanaha” presents news and development features from Somalia and the United States shown on Somali National Television. VOA Somali produced the first-ever interactive video town hall linking the Somali president and voters in Mogadishu with Somali-Americans in Minnesota broadcast live on Somali National Television.

**VOA SWAHILI SERVICE**

**FY 2016: $1.550 million ($1.645 million with program delivery)**

**Origin:** 1962  
**Delivery Method:** Radio (IBB FM and FM affiliates), television, website and mobile sites, social media  
**Radio Original Programming:** 13.2 hours/week  
**Radio Total Broadcast:** 15.2 hours/week  
**Television Original Programming:** 0.25/week  
**Television Total Broadcast:** 0.25/week

Voice of America Swahili has a measured weekly reach of approximately 7 million people in Tanzania, Kenya, Uganda, Burundi, Rwanda, and the Democratic Republic of Congo. The service broadcasts news and features, complemented by stringer reports from the target area on important international, regional, and U.S. stories. Sample programs include: “America Today,” which examines major social, cultural, and political issues in the United States; “Women’s World,” which provides reports and interviews on various issues that affect women’s development; “Ask the Doctor,” which delivers in-depth analysis of health and science issues and discussions of major health afflictions troubling Africa; and “Live Talk,” a call-in program that allows listeners to participate in discussions with experts and news-makers on different subjects. VOA Express is a youth-oriented program that examines major social, security, youth, and political issues in Kenya and targeted areas. The show also highlights American lifestyle, trends and issues that are of interest to youths in the target region. In early 2016, the Swahili service launched “Kwa Undani” (In-Depth), a 30-minute show that takes an in-depth look at major stories from the region as well as the United States. “Washington Bureau” delivers fully-produced TV packages with on-camera VOA correspondent sign-offs from Washington, from the U.S. campaign trail, and from the United Nations to Swahili affiliates in Kenya and Tanzania. The “Red Carpet” entertainment show includes original television interviews with Swahili performers in the United States and is regularly linked in the popular Tanzania blog Bongo5.com.
FOA CENTRAL AFRICA SERVICE (LANGUAGES: KINYARWANDA, KIRUNDI)

FY 2016: $1.251 million ($1.478 million with program delivery)

Origin: 1996
Delivery Method: Radio (IBB SW, FM affiliates), website and mobile site, social media
Radio Original Programming: 21.55 hours/week
Radio Total Broadcasting: 40.55 hours/week

VOA's Central Africa Service broadcasts radio programs in Kirundi and Kinyarwanda to Africa's Great Lakes region. It consists of Washington-based broadcasters and journalists in Burundi and Rwanda. Over the years, the Central Africa Service has covered Rwanda's post-genocide recovery, conflict in the Democratic Republic of Congo (DRC), and Burundi's civil war and transition to a multi-ethnic democracy. Kirundi and Kinyarwanda language broadcasters also host health, entertainment and youth segments. Sample programs include: "From the Provinces", a Monday-through-Friday, 30-minute radio show connecting audiences from refugee camps and rural areas of Burundi and a widely popular daily, one-hour call-in show that gives listeners an opportunity to voice their opinions about current events. Kirundi is the only language spoken by one-third of Burundians. Following the closure of all of Burundi's private radio stations in 2015, VOA is one of the only international broadcasters with Kirundi-language news on an FM stream in Bujumbura. Responding to the political crisis, VOA increased hourly newscasts, expanded call-in programs, and boosted coverage of refugee movements across the borders with Rwanda, Tanzania, and the DRC. An example of impact is that when a VOA reporter was stopped at a police road block and spoke to the Burundian police officer, the latter was holding his weapon in one hand and a radio in the other, tuned to the 4 p.m. Central Africa Service live call-in show. A 2015 BBG survey found that VOA reached 56.8 percent of the population of Burundi on a weekly basis.

VOA ZIMBABWE SERVICE (LANGUAGES: NDEBELE, SHONA)

FY 2016: $1.043 million ($1.130 million with program delivery)

Origin: 2003
Delivery Method: Radio (SW, MW, satellite, internet), website and mobile site, social media
Radio Original Programming: 12 hours/week
Radio Total Broadcasting: 12 hours/week

The VOA Zimbabwe Service is a reliable source of news and information for its targeted audience in Zimbabwe and neighboring countries, including South Africa and Botswana. While the media environment has eased slightly with issuance of broadcast and print licenses to some private media players, the media environment is still generally repressive and dominated by a state broadcaster controlled by the ruling ZANU-PF party of President Robert Mugabe. "We don't like your news broadcasts, but we have to respond when we are interviewed because if we allow it to go ahead as it's doing, it will mislead people," ruling-party Member of Parliament Kindness Paradza told VOA. "We are listening to you, people are listening to you, and we also talk to you, but what you are doing is illegal." The Zimbabwe Service's main outlet is Studio 7. A 2015 World Poll survey shows VOA has a reach of 5.8 percent in Zimbabwe. The Zimbabwe service has a multi-language format, with 30-minute shows in Shona and Ndebele, which are broadcast Monday through Friday. On weekends there are 30-minute shows broadcast in each language. On weekdays, following its daily radio broadcast, Studio 7 also presents a one-hour, live radio-on-TV call-in and web-viewing program called "Livetalk," where listeners and guests discuss the regional topic of the day in a mixed, three-language format. "Livetalk" has special focus areas on Tuesdays and Thursdays, when it addresses issues of importance to youth and women, respectively. The program is also streamed on Facebook Live. Studio 7 programs provide in-depth information on significant national and regional issues like human rights, impediments to a full-fledged democracy, and the role of regional powers in helping Zimbabwe achieve political reconciliation. These are subjects rarely discussed on or by Zimbabwe's state-controlled media.
VOA BAMBARA SERVICE (COUNTRY: MALI)

FY 2016: $177,175 ($231,175 with program delivery)

**Origin:** 2013  
**Delivery Method:** Radio (FM)  
**Radio Original Programming:** 4.5 hours/week  
**Radio Total Broadcast:** 8 hours/week

In response to violent extremism in northern Mali, the BBG began to offer a five-day-a-week, 30-minute broadcast in Bambara (spoken by 80 percent of Malians) with news and information intended to counter the fundamentalist narrative. VOA now offers three programs in Bambara, which provide comprehensive news and information, with an emphasis on “taboo” topics not reported in other media, cultural programming, discussion, and audience interactivity. Of particular interest in Bambara has been the Young African Leaders Initiative (YALI). “We have always had the impression that we increased our influence among our target groups after each broadcast or interview with VOA about our programs,” said U.S. Embassy Mali local YALI coordinator Adama Kouyate. “These broadcasts have also enabled us to increase the number of people who follow us on Facebook and therefore increase the number of young people with whom we interact on issues related to good governance, leadership, education, etc. Furthermore, on a personal level, broadcasts provide opportunities to expose members of the association and promote contact with people who share mutual interests with us.”
COUNTRY PROFILES

AFRICA REGION
Africa Regional Services

PUBLIC DIPLOMACY SPENDING
D&CP: FY13: $2,785,115  FY14: $2,782,986  FY15: $2,271,700  FY16: $2,920,500

PD Spending by Theme

Top Spending by Activity
Books & Publications  $1,164,131
Speaker Programs (Post Generated)  $769,662
Support for Mission Initiatives  $538,271
Cultural Programs (Post Generated)  $153,794
Digital Outreach  $143,876

Top Spending by Type

Angola

DEMOGRAPHICS
Geographic area: 1,246,700 sq. km.
Below 24 yrs. old: 67% (2016)
Refugee population: 15,555 (2015)
Urban population: 44% (2015)
Unemployment: 37% (2008)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 12% (2015)
Mobile Phones per 100: 61 (2015)
Lit. females: 8 (2011)
Males: 13 (2011)

PUBLIC DIPLOMACY SPENDING
D&CP: FY13: $608,480  FY14: $815,011  FY15: $718,135  FY16: $806,125

PD Spending by Theme

Top Spending by Activity
Other  $183,456
Media/Press Activities  $123,530
Supplementing Bureau of Public Affairs Programs  $87,164
Post-Generated Exchanges  $44,709
Digital Outreach  $43,099

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

Map Key
- Embassy
- Consulate
- American Space
Benin

**DEMOGRAPHICS**
- Geographic area: 112,760 sq. km.
- Population: 10,872,298 (2016)
- Below 24 yrs. old: 62% (2016)
- Refugee population: 530 (2015)
- Urban population: 44% (2015)
- Unemployment: 1% (2010)
- Below poverty line: 36% (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $539,620 FY14: $607,578 FY15: $570,367 FY16: $485,000

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $129,543
- American Centers: $53,529
- Alumni Outreach: $38,791
- Support for Mission Initiatives: $34,345
- Digital Outreach: $32,156

Botswana

**DEMOGRAPHICS**
- Geographic area: 566,730 sq. km.
- Population: 2,250,260 (2016)
- Below 24 yrs. old: 51% (2016)
- Refugee population: 2,130 (2015)
- Urban population: 57% (2015)
- Unemployment: 18% (2010)
- Below poverty line: 19% (2009)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $368,977 FY14: $566,644 FY15: $558,609 FY16: $593,000

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $152,079
- Support for Mission Initiatives: $132,939
- Cultural Programs (Post Generated): $50,555
- Support for English Language Teaching/Learning: $46,156
- Media/Press Activities: $43,889

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Burkina Faso

**DEMOGRAPHICS**
- Geographic area: 273,800 sq. km.
- Population: 18,646,433 (2016)
- Below 24 yrs. old: 65% (2016)
- Refugee population: 34,017 (2015)
- Urban population: 30% (2015)
- Unemployment: 3% (2007)
- Below poverty line: 40% (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $777,039
  FY14: $661,880
  FY15: $694,766
  FY16: $693,200
- Supplemental: FY13: $463,130
  FY14: $136,375
  FY15: $433,049
  FY16: $426,993

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 11% (2015)
- Mobile Phones per 100: 81 (2015)
- Literacy: 38% (2015)
- Avg. years of education: Females: 7 (2013)
  Males: 8 (2013)

**Top Spending by Activity**
- Support for Mission Initiatives: $249,873
- Alumni Outreach: $127,397
- Support for English Language Teaching/Learning: $61,101
- Media/Press Activities: $37,660
- Supplementing ECA Programs: $37,015

**Top Spending by Type**
- Support for Mission Initiatives: $249,873
- American Spaces: $54,168
- Support for Information Resource Centers: $25,772
- Other: $21,236
- Media/Press Activities: $16,338

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Burundi

**DEMOGRAPHICS**
- Geographic area: 25,680 sq. km.
- Population: 10,524,117 (2016)
- Below 24 yrs. old: 64% (2016)
- Urban population: 12% (2015)
- Unemployment: 65% (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $339,100
  FY14: $242,259
  FY15: $310,619
  FY16: $277,146
- Supplemental: FY13: $344,442
  FY14: $351,315
  FY15: $626,254
  FY16: $52,680

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 5% (2015)
- Mobile Phones per 100: 46 (2015)
- Literacy: 85% (2015)
- Avg. years of education: Females: 10 (2013)
  Males: 11 (2013)

**Top Spending by Activity**
- Support for Mission Initiatives: $81,942
- American Spaces: $54,168
- Support for Information Resource Centers: $25,772
- Other: $21,236
- Media/Press Activities: $16,338

**Top Spending by Type**
- Support for Mission Initiatives: $81,942
- American Spaces: $54,168
- Support for Information Resource Centers: $25,772
- Other: $21,236
- Media/Press Activities: $16,338

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**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Cabo Verde

DEMOGRAPHICS
Geographic area: 4,030 sq. km.
Population: 539,560 (2016)
Below 24 yrs. old: 50% (2016)
Refugee population: - (2014)
Urban population: 66% (2015)
GDP/capita: $2,954 (2015)
Unemployment: 11% (2010)
Below poverty line: 27% (2007)

COMUNICATIONS AND LITERACY
FH Media Freedom: Free (2017)
Internet Penetration: 43% (2015)
Mobile Phones per 100: 119 (2015)
Literacy: 88% (2015)
Avg. years of education:
Females: 14 (2014)
Males: 13 (2014)

PUBLIC DIPLOMACY SPENDING
Supplemental: FY13: $1,000 FY14: $36,480 FY15: $70,494 FY16: $41,720

Cameroon

DEMOGRAPHICS
Geographic area: 472,710 sq. km.
Below 24 yrs. old: 63% (2016)
Refugee population: 342,973 (2015)
Urban population: 54% (2015)
GDP/capita: $1,244 (2015)
Unemployment: 4% (2010)
Below poverty line: 38% (2014)

COMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 21% (2015)
Mobile Phones per 100: 72 (2015)
Literacy: 75% (2015)
Avg. years of education:
Females: 10 (2011)
Males: 11 (2011)

PUBLIC DIPLOMACY SPENDING
Supplemental: FY13: $2,400,938 FY14: $2,184,795 FY15: $821,932 FY16: $406,053
### Central African Republic

#### Demographics
- Geographic area: 622,980 sq. km.
- Population: 4,594,621 (2016)
- Below 24 yrs. old: 59% (2016)
- Urban population: 40% (2015)
- Unemployment: 62% (2008)

#### Communications and Literacy
- Internet Penetration: 5% (2015)
- Mobile Phones per 100: 26 (2015)
- Literacy: 37% (2010)
- Avg. years of education: Females: 6 (2012)
- Males: 8 (2012)

#### Public Diplomacy Spending
- Supplemental: FY13: $9,719, FY14: $140, FY15: $2,050, FY16: $32,692

### Chad

#### Demographics
- Geographic area: 1,259,200 sq. km.
- Population: 14,452,543 (2016)
- Below 24 yrs. old: 68% (2016)
- Refugee population: 369,540 (2015)
- Urban population: 22% (2015)
- Unemployment: 47% (2011)

#### Communications and Literacy
- Internet Penetration: 3% (2015)
- Mobile Phones per 100: 40 (2015)
- Literacy: 40% (2015)
- Avg. years of education: Females: 6 (2011)
- Males: 9 (2011)

#### Public Diplomacy Spending

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Cote d'Ivoire

DEMOGRAPHICS
Geographic area: 318,000 sq. km.
Below 24 yrs. old: 63% (2016)
Refugee population: 1,980 (2015)
Urban population: 54% (2015)
GDP/capita: $1,421 (2015)
Unemployment: 9% (2012)
Below poverty line: 46% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free (2017)
Internet Penetration: 21% (2015)
Mobile Phones per 100: 119 (2015)
Literacy: 49% (2015)
Avg. years of education:
  Females: 8 (2014)
  Males: 10 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
  FY13: $1,008,744
  FY14: $1,183,040
  FY15: $1,015,807
  FY16: $1,120,280
Supplemental:
  FY13: $382,305
  FY14: $392,471
  FY15: $641,459
  FY16: $72,429

PD Spending by Theme
Top Spending by Activity
  Other: $217,298
  Support for Mission Initiatives: $196,216
  Cultural Programs (Post Generated): $108,832
  Support for Information Resource Centers: $78,609
  American Spaces: $73,653

Top Spending by Type
Democratic Republic of the Congo

DEMOGRAPHICS
Geographic area: 2,267,050 sq. km.
Below 24 yrs. old: 65% (2016)
Urban population: 42% (2015)
GDP/capita: $475 (2015)
Unemployment: 4% (2005)
Below poverty line: 64% (2012)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 4% (2015)
Mobile Phones per 100: 53 (2015)
Literacy: 77% (2015)
Avg. years of education:
  Females: 8 (2013)
  Males: 10 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP:
  FY13: $1,031,283
  FY14: $1,067,052
  FY15: $1,548,945
  FY16: $2,022,590
Supplemental:
  FY13: $2,234,558
  FY14: $2,344,381
  FY15: $3,466,320
  FY16: $1,779,878

PD Spending by Theme
Top Spending by Activity
  American Spaces: $621,683
  Support for Mission Initiatives: $476,419
  Cultural Programs (Post Generated): $247,119
  Other: $120,906
  Educational Advising & Promoting Study in the U.S.: $90,304

Top Spending by Type
Djibouti

DEMOGRAPHICS
Geographic area: 23,180 sq. km.
Below 24 yrs. old: 52% (2016)
Refugee population: 19,365 (2015)
Urban population: 77% (2015)
GDP/capita: $1,862 (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 12% (2015)
Mobile Phones per 100: 35 (2015)
Literacy:
Avg. years of education:
Females: 6 (2011)
Males: 7 (2011)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $200,458
FY14: $194,358
FY15: $187,814
FY16: $210,465

Supplemental:
FY13: $76,640
FY14: $184,005
FY15: $100,300
FY16: $37,600

PD Spending by Theme
Top Spending by Activity
Support for English Language
$47,918
Teaching/Learning
$40,848
Media/Press Activities
$37,007
Digital Outreach
$17,753
Support for Mission Initiatives
$13,236
American Spaces

Top Spending by Type

Equatorial Guinea

DEMOGRAPHICS
Geographic area: 28,050 sq. km.
Population: 1,221,490 (2016)
Below 24 yrs. old: 58% (2016)
Refugee population: - (2015)
Urban population: 40% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 21% (2015)
Mobile Phones per 100: 67 (2015)
Literacy:
Avg. years of education:
Females: 7 (2000)
Males: 9 (2000)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $204,200
FY14: $150,246
FY15: $186,500
FY16: $194,500

Supplemental:
FY13: $71,326
FY14: $111,763
FY15: $57,470
FY16: $41,000

PD Spending by Theme
Top Spending by Activity
Support for English Language
$149,910
Teaching/Learning
$8,916
American Spaces
$8,916
Cultural Programs (Post Generated)
$8,916
Supplementing ECA Programs
$4,460

Top Spending by Type

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Eritrea

**DEMOGRAPHICS**
- Geographic area: 101,000 sq. km.
- Population: 4,474,690 (2011)
- Below 24 yrs. old: 64% (2011)
- Refugee population: 2,549 (2015)
- Urban population: 21% (2011)
- GDP/capita: $583 (2011)

**COMUNICATIONS AND LITERACY**
- Internet Penetration: 1% (2015)
- Mobile Phones per 100: 7 (2015)
- Literacy: 74% (2015)
- Avg. years of education:
  - Females: 4 (2010)
  - Males: 6 (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $277,462
  - FY14: $323,430
  - FY15: $305,546
  - FY16: $400,080
- Supplemental:
  - FY13: $19,707
  - FY14: $43,070
  - FY15: $2,970
  - FY16: $2,440

**PD Spending by Theme**

**Top Spending by Activity**
- Books & Publications
- Cultural Programs (Post Generated)
- American Centers
- American Spaces

**Top Spending by Activity**
- Other
- Cultural Programs (Post Generated)
- American Centers
- American Spaces

**Top Spending by Type**
- Cultural Programs (Post Generated): $311,078
- Support for Mission Initiatives: $302,781
- Average Spending by Activity:
  - Cultural Programs (Post Generated): $311,078
  - Support for Mission Initiatives: $302,781
  - American Centers: $25,183
  - American Spaces: $14,353

Ethiopia

**DEMOGRAPHICS**
- Geographic area: 1,000,000 sq. km.
- Population: 102,403,196 (2016)
- Below 24 yrs. old: 63% (2016)
- Urban population: 19% (2015)
- Unemployment: 18% (2014)
- Below poverty line: 30% (2010)

**COMUNICATIONS AND LITERACY**
- Internet Penetration: 12% (2015)
- Mobile Phones per 100: 43 (2015)
- Literacy: 49% (2015)
- Avg. years of education:
  - Females: 8 (2012)
  - Males: 9 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $926,939
  - FY14: $921,465
  - FY15: $1,226,865
  - FY16: $1,279,500
- Supplemental:
  - FY13: $17,541,867
  - FY14: $9,008,148
  - FY15: $7,296,157
  - FY16: $817,976

**PD Spending by Theme**

**Top Spending by Activity**
- Educational Initiatives (Not Including English Language Programs)
- Cultural Programs (Post Generated)
- Support for Mission Initiatives

**Top Spending by Activity**
- Cultural Programs (Post Generated): $311,078
- Support for Mission Initiatives: $302,781
- American Spaces: $173,974
- Other: $132,759

**Top Spending by Type**
- Cultural Programs (Post Generated): $311,078
- Support for Mission Initiatives: $302,781
- American Spaces: $173,974
- Other: $84,545
Gabon, Sao Tome & Principe

**DEMOGRAPHICS**
- Geographic area: 257,670 sq. km.
- Population: 1,979,786 (2016)
- Below 24 yrs. old: 56% (2016)
- Refugee population: 943 (2015)
- Urban population: 87% (2015)
- Unemployment: 20% (2010)
- Below poverty line: 33% (2005)

**PUBLIC DIPLOMACY SPENDING**

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 24% (2015)
- Mobile Phones per 100: 161 (2015)
- Literacy: 83% (2015)

**PD Spending by Theme**
- Cultural Programs (Post Generated): $73,044
- American Spaces: $33,344
- Support for Mission Initiatives: $32,370
- Media/Press Activities: $30,159
- Support for English Language Teaching/Learning: $28,007

**Top Spending by Activity**
- Cultural Programs (Post Generated): $73,044
- American Spaces: $33,344
- Support for Mission Initiatives: $32,370
- Media/Press Activities: $30,159
- Support for English Language Teaching/Learning: $28,007

**Map Key**
- Embassy
- Consulate
- American Space

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Gambia

**DEMOGRAPHICS**
- Geographic area: 10,120 sq. km.
- Population: 2,038,501 (2016)
- Below 24 yrs. old: 66% (2016)
- Urban population: 60% (2015)
- Unemployment: 30% (2012)
- Below poverty line: 48% (2010)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $12,000  FY14: $88,320  FY15: $57,750  FY16: $60,700

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 17% (2015)
- Mobile Phones per 100: 138 (2015)
- Literacy: 56% (2015)

**PD Spending by Theme**
- Cultural Programs (Post Generated): $210,275
- Educational Initiatives (not including English Language programs): $2,401
- Digital Outreach: $2,324
- American Spaces (not centers): $2,004
- Cultural Programs (Post Generated): $1,843

**Top Spending by Activity**
- Other: $210,275
- Educational Initiatives (not including English Language programs): $2,401
- Digital Outreach: $2,324
- American Spaces (not centers): $2,004
- Cultural Programs (Post Generated): $1,843

**Map Key**
- Embassy
- Consulate
- American Space

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Piechart Key: PD Spending by Theme
- ■ Culture
- ■ Education
- ■ Economics
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- ■ Military
- ■ CVE
- ■ Democracy
- ■ Civil Society
- ■ Women
- ■ Youth
- ■ Religious
- ■ Other

Piechart Key: PD Spending by Type
- ■ Grants & Contracts
- ■ Personnel
- ■ Travel & Transportation
- ■ Property & Utilities
- ■ Research
- ■ Other
Ghana

**DEMOGRAPHICS**
- Geographic area: 227,540 sq. km.
- Population: 28,206,728 (2016)
- Below 24 yrs. old: 58% (2016)
- Refugee population: 17,408 (2015)
- Urban population: 54% (2015)
- GDP/capita: $1,361 (2015)
- Unemployment: 5% (2013)
- Below poverty line: 24% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $736,702  FY14: $645,402  FY15: $1,017,808  FY16: $1,275,943

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 23% (2015)
- Mobile Phones per 100: 130 (2015)
- Literacy: 77% (2015)
- Avg. years of education:
  - Females: 11 (2014)
  - Males: 12 (2014)

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $268,147
- Media/Press Activities: $148,895
- Cultural Programs (Post Generated): $148,508
- Supplemeting IIP Programs: $133,215
- Public-Private Partnerships: $129,652

Guinea

**DEMOGRAPHICS**
- Geographic area: 245,720 sq. km.
- Population: 12,395,924 (2016)
- Below 24 yrs. old: 62% (2016)
- Refugee population: 8,839 (2015)
- Urban population: 37% (2015)
- Unemployment: 55% (2012)
- Below poverty line: 55% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $383,700  FY14: $611,803  FY15: $556,496  FY16: $548,000

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 5% (2015)
- Mobile Phones per 100: 87 (2015)
- Literacy: 30% (2015)
- Avg. years of education:
  - Females: 8 (2014)
  - Males: 10 (2014)

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $262,392
- Support for Mission Initiatives: $55,730
- Books & Publications: $33,393
- Media/Press Activities: $28,903
- Cultural Programs (Post Generated): $27,333
Guinea-Bissau

**DEMOGRAPHICS**
- Geographic area: 28,120 sq. km.
- Population: 1,815,698 (2016)
- Below 24 yrs. old: 60% (2016)
- Refugee population: 8,684 (2014)
- Urban population: 49% (2015)
- Unemployment: Below poverty line: 69% (2010)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 4% (2015)
- Mobile Phones per 100: 69 (2015)
- Literacy: 80% (2015)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $9,850 FY14: $17,690 FY15: $24,225 FY16: $30,160

**PD Spending by Theme**
- Media/Press Activities: 43%
- American Spaces: 14%
- Support for Mission Initiatives: 0%
- Supplementing ECA Programs: 0%
- Support for Information Resource Centers: 0%
- Other: 0%

**Top Spending by Activity**
- Support for Mission Initiatives: $28,634
- American Spaces: $8,110
- Support for Mission Initiatives: $5,984
- Supplementing ECA Programs: $4,323
- Support for Information Resource Centers: $4,056

**Top Spending by Type**

Kenya

**DEMOGRAPHICS**
- Geographic area: 569,140 sq. km.
- Below 24 yrs. old: 61% (2016)
- Refugee population: 553,912 (2015)
- Urban population: 26% (2015)
- Unemployment: Below poverty line: 12% (2009)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 46% (2015)
- Mobile Phones per 100: 81 (2015)
- Literacy: 78% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,818,113 FY14: $1,593,291 FY15: $1,723,435 FY16: $1,794,960
- Supplemental: FY13: $18,007,588 FY14: $18,202,323 FY15: $17,189,759 FY16: $429,698

**PD Spending by Theme**
- Support for Mission Initiatives: 20%
- Other: 30%
- Media/Press Activities: 16%
- American Centers: 14%
- Supplementing ECA Programs: 9%
- Other: 8%

**Top Spending by Activity**
- Support for Mission Initiatives: $835,971
- Other: $216,515
- Media/Press Activities: $119,822
- American Centers: $101,160
- Supplementing ECA Programs: $96,831

**Top Spending by Type**
Lesotho

**DEMOGRAPHICS**
- Geographic area: 30,360 sq. km.
- Population: 2,203,821 (2016)
- Below 24 yrs. old: 58% (2016)
- Refugee population: 31 (2015)
- Urban population: 27% (2015)
- GDP/capita: $1,074 (2015)
- Unemployment: 25% (2013)
- Below poverty line: 57% (2010)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 16% (2015)
- Mobile Phones per 100: 101 (2015)
- Literacy: 79% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Top Spending by Activity
  - Other $99,225
  - Support for Mission Initiatives $43,158
  - Supplementing ECA Programs $19,058
  - Supplementing Bureau of Public Affairs Programs $13,101
  - Educational Initiatives (Not Including English Language Programs) $10,977

Liberia

**DEMOGRAPHICS**
- Geographic area: 96,320 sq. km.
- Population: 4,613,823 (2016)
- Below 24 yrs. old: 61% (2016)
- Refugee population: 36,505 (2015)
- Urban population: 50% (2015)
- Unemployment: 4% (2015)
- Below poverty line: 64% (2007)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 6% (2015)
- Mobile Phones per 100: 81 (2015)
- Literacy: 48% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Support for Mission Initiatives $225,547
- Other $45,580
- Public-Private Partnerships $35,380
- Support for Information Resource Centers $30,216
- Supplementing Bureau of Public Affairs Programs $27,539

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Madagascar & Comoros

**DEMOGRAPHICS**
- Geographic area: 581,800 sq. km.
- Population: 24,894,551 (2016)
- Below 24 yrs. old: 62% (2016)
- Refugee population: 10 (2015)
- Urban population: 35% (2015)
- Unemployment: 2% (2015)
- Below poverty line: 75% (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $553,142
  - FY14: $628,369
  - FY15: $758,219
  - FY16: $487,509
- Supplemental: FY13: $19,300
  - FY14: $98,477
  - FY15: $128,325
  - FY16: $596,153

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 4% (2015)
- Mobile Phones per 100: 44 (2015)
- Literacy: 65% (2015)
- Avg. years of education: Females: 10 (2012)
  - Males: 11 (2012)

**Top Spending by Activity**
- Support for Mission Initiatives: $120,055
- Media/Press Activities: $64,258
- American Spaces: $61,754
- Cultural Programs (Post Generated): $49,603
- Alumni Outreach: $32,115

**Top Spending by Type**
- Other: $267,816
- Educational Initiatives (Not Including English Language Programs): $59,436
- American Centers: $35,124
- Cultural Programs (Post Generated): $30,041
- Support for Mission Initiatives: $24,943

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Malawi

**DEMOGRAPHICS**
- Geographic area: 94,280 sq. km.
- Population: 18,091,575 (2016)
- Below 24 yrs. old: 65% (2016)
- Refugee population: 9,019 (2015)
- Urban population: 16% (2015)
- Unemployment: 6% (2013)
- Below poverty line: 51% (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $490,272
  - FY14: $510,596
  - FY15: $413,799
  - FY16: $488,788
- Supplemental: FY13: $727,834
  - FY14: $1,372,180
  - FY15: $3,747,339
  - FY16: $128,360

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 9% (2015)
- Mobile Phones per 100: 38 (2015)
- Literacy: 66% (2015)
- Avg. years of education: Females: 11 (2011)
  - Males: 11 (2011)

**Top Spending by Activity**
- Other: $267,816
- Educational Initiatives (Not Including English Language Programs): $59,436
- American Centers: $35,124
- Cultural Programs (Post Generated): $30,041
- Support for Mission Initiatives: $24,943

**Top Spending by Type**
- Other: $267,816
- Educational Initiatives (Not Including English Language Programs): $59,436
- American Centers: $35,124
- Cultural Programs (Post Generated): $30,041
- Support for Mission Initiatives: $24,943

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Mali

**DEMOGRAPHICS**
- Geographic area: 1,220,190 sq. km.
- Below 24 yrs. old: 67% (2016)
- Refugee population: 15,917 (2015)
- Urban population: 40% (2015)
- GDP/capita: $730 (2016)
- Unemployment: 8% (2010)
- Below poverty line: 44% (2009)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 10% (2015)
- Mobile Phones per 100: 140 (2015)
- Literacy: 39% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Cultural Programs (Post Generated): $103,625
- Media/Press Activities: $67,897
- Support for Information Resource Centers: $67,163
- Books & Publications: $51,294
- Other: $44,523

**Top Spending by Activity**
- Other: $91,902
- Cultural Programs (Post Generated): $64,237
- Support for English Language Teaching/Learning: $39,447
- Media/Press Activities: $37,335
- American Spaces: $33,708

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Mauritania

**DEMOGRAPHICS**
- Geographic area: 1,030,700 sq. km.
- Population: 4,301,018 (2016)
- Below 24 yrs. old: 59% (2016)
- Refugee population: 77,394 (2015)
- Urban population: 60% (2015)
- GDP/capita: $1,158 (2015)
- Unemployment: 10% (2012)
- Below poverty line: 42% (2008)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 15% (2015)
- Mobile Phones per 100: 89 (2015)
- Literacy: 52% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $91,902
- Cultural Programs (Post Generated): $64,237
- Support for English Language Teaching/Learning: $39,447
- Media/Press Activities: $37,335
- American Spaces: $33,708
Mauritius & Seychelles

DEMOGRAPHICS
Geographic area: 2,030 sq. km.
Population: 1,263,473 (2016)
Below 24 yrs. old: 35% (2016)
Refugee population: - (2014)
Urban population: 40% (2015)
GDP/capita: $9,252 (2015)
Unemployment: 8% (2015)

PUBLIC DIPLOMACY SPENDING

PD Spending by Theme
Top Spending by Activity
Support for Mission Initiatives $61,881
Cultural Programs (Post Generated) $38,413
Educational Advising & Promoting Study in the U.S. $36,265
Public-Private Partnerships $33,001
Media/Press Activities $24,407

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free (2017)
Internet Penetration: 50% (2015)
Mobile Phones per 100: 141 (2015)
Literacy: 91% (2015)
Avg. years of education:
Females: 16 (2014)
Males: 15 (2014)

Mozambique

DEMOGRAPHICS
Geographic area: 786,380 sq. km.
Below 24 yrs. old: 65% (2016)
Refugee population: 5,622 (2015)
Urban population: 32% (2015)
GDP/capita: $528 (2015)
Unemployment: 25% (2014)
Below poverty line: 55% (2008)

PUBLIC DIPLOMACY SPENDING
Supplemental: FY13: $10,829,454 FY14: $14,310,679 FY15: $7,019,595 FY16: $221,035

PD Spending by Theme
Top Spending by Activity
Other $337,569
Support for Mission Initiatives $104,262
Media/Press Activities $85,453
Educational Advising & Promoting Study in the U.S. $61,953
Support for Information Resource Centers $61,789

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free (2017)
Internet Penetration: 9% (2015)
Mobile Phones per 100: 74 (2015)
Literacy: 59% (2015)
Avg. years of education:
Females: 9 (2014)
Males: 10 (2014)
Namibia

**DEMOGRAPHICS**
- Geographic area: 823,290 sq. km.
- Population: 2,479,713 (2016)
- Below 24 yrs. old: 57% (2016)
- Refugee population: 1,737 (2015)
- Urban population: 47% (2015)
- Unemployment: 30% (2013)
- Below poverty line: 29% (2009)

**Communications and Literacy**
- Internet Penetration: 22% (2015)
- Mobile Phones per 100: 107 (2015)
- Literacy: 22% (2015)
- Avg. years of education:

**Public Diplomacy Spending**
- D&CP:
  - FY13: $541,628
  - FY14: $453,446
  - FY15: $400,044
  - FY16: $533,561
- Supplemental:
  - FY13: $2,262,364
  - FY14: $1,525,997
  - FY15: $806,792
  - FY16: $85,496

**PD Spending by Theme**

**Top Spending by Activity**
- American Centers
- Other
- Cultural Programs (Post Generated)
- Educational Initiatives (Not Including English Language Programs)
- Digital Outreach

Niger

**DEMOGRAPHICS**
- Geographic area: 1,266,700 sq. km.
- Population: 20,672,987 (2016)
- Below 24 yrs. old: 69% (2016)
- Urban population: 19% (2015)
- Unemployment: 1% (2001)
- Below poverty line: 49% (2011)

**Communications and Literacy**
- Internet Penetration: 2% (2015)
- Mobile Phones per 100: 46 (2015)
- Literacy: 19% (2015)
- Avg. years of education:
  - Females: 5 (2012)
  - Males: 6 (2012)

**Public Diplomacy Spending**
- D&CP:
  - FY13: $717,253
  - FY14: $716,308
  - FY15: $691,733
  - FY16: $546,618
- Supplemental:
  - FY13: $390,897
  - FY14: $1,031,223
  - FY15: $440,189
  - FY16: $61,101

**PD Spending by Theme**

**Top Spending by Activity**
- Other
- Support for Mission Initiatives
- American Centers
- Media/Press Activities
- Support for Information Resource Centers
Nigeria

**DEMOGRAPHICS**
- Geographic area: 910,770 sq. km.
- Population: 185,989,840 (2016)
- Below 24 yrs. old: 63% (2016)
- Refugee population: 1,395 (2015)
- Urban population: 48% (2015)
- GDP/capita: $2,655 (2015)
- Unemployment: 4% (2015)
- Below poverty line: 46% (2009)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 47% (2015)
- Mobile Phones per 100: 82 (2015)
- Literacy: 60% (2015)
- Avg. years of education: Females: 8 (2005)
- Urban population: 65% (2015)
- Unemployment: 10% (2012)
- Below poverty line: 47% (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $3,500,247
  - FY14: $4,238,219
  - FY15: $3,524,150
  - FY16: $6,275,330
- Supplemental:
  - FY13: $1,609,371
  - FY14: $2,470,167
  - FY15: $2,685,885
  - FY16: $1,200,484

**Top Spending by Type**
- Support for English Language Teaching/Learning: $1,979,083
- Support for Mission Initiatives: $1,026,366
- Media/Press Activities: $685,559
- Cultural Programs (Post Generated): $536,665
- Other: $442,533

**Republic of Congo**

**DEMOGRAPHICS**
- Geographic area: 341,500 sq. km.
- Population: 5,125,821 (2016)
- Below 24 yrs. old: 61% (2016)
- Urban population: 65% (2015)
- Unemployment: 10% (2012)
- Below poverty line: 47% (2011)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 8% (2015)
- Mobile Phones per 100: 112 (2015)
- Literacy: 79% (2011)
- Urban population: 65% (2015)
- Unemployment: 10% (2012)
- Below poverty line: 47% (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $178,457
  - FY14: $239,646
  - FY15: $239,191
  - FY16: $264,791
- Supplemental:
  - FY13: $194,850
  - FY14: $49,735
  - FY15: $115,985
  - FY16: $45,420

**Top Spending by Type**
- Cultural Programs (Post Generated): $40,049
- Media/Press Activities: $28,837
- Support for Mission Initiatives: $27,404
- Other: $25,926
- Support for Foreign Assistance Programs: $22,238
Rwanda

DEMOGRAPHICS
Geographic area: 24,670 sq. km.
Population: 11,917,508 (2016)
Below 24 yrs. old: 60% (2016)
Refugee population: 144,737 (2015)
Urban population: 29% (2015)
GDP/capita: $710 (2015)
Unemployment: 3% (2012)
Below poverty line: 45% (2010)

PUBLIC DIPLOMACY SPENDING

PD Spending by Theme
- American Spaces
- Supplemenitng ECA Programs
- Digital Outreach
- Support for Mission Initiatives
- Support for English Language Teaching/Learning

Top Spending by Activity
- American Spaces: $251,591
- Supplemenitng ECA Programs: $60,720
- Digital Outreach: $57,484
- Support for Mission Initiatives: $52,348
- Support for English Language Teaching/Learning: $42,975

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free (2017)
Internet Penetration: 18% (2015)
Mobile Phones per 100: 70 (2015)
Literacy: 71% (2015)
Avg. years of education:
- Females: 11 (2013)
- Males: 11 (2013)

Senegal

DEMOGRAPHICS
Geographic area: 192,530 sq. km.
Population: 15,411,614 (2016)
Below 24 yrs. old: 63% (2016)
Refugee population: 14,392 (2015)
Urban population: 44% (2015)
Unemployment: 26% (2013)
Below poverty line: 45% (2010)

PUBLIC DIPLOMACY SPENDING
D&CP: FY13: $895,370 FY14: $906,162 FY15: $1,032,565 FY16: $908,070
Supplemental: FY13: $272,800 FY14: $374,598 FY15: $221,005 FY16: $325,683

PD Spending by Theme
- Support for Mission Initiatives
- Media/Press Activities
- Cultural Programs (Post Generated)
- Educational Initiatives (Not Including English Language Programs)
- Supplemenitng ECA Programs

Top Spending by Activity
- Support for Mission Initiatives: $150,291
- Media/Press Activities: $136,045
- Cultural Programs (Post Generated): $121,882
- Educational Initiatives (Not Including English Language Programs): $97,814
- Supplemenitng ECA Programs: $76,524

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free (2017)
Internet Penetration: 22% (2015)
Mobile Phones per 100: 100 (2015)
Literacy: 56% (2015)
Avg. years of education:
- Females: 8 (2010)
- Males: 8 (2010)
Sierra Leone

**DEMOGRAPHICS**
- Geographic area: 72,180 sq. km.
- Population: 7,396,190 (2016)
- Below 24 yrs. old: 62% (2016)
- Refugee population: 760 (2015)
- Urban population: 40% (2015)
- Unemployment: 3% (2015)
- Below poverty line: 53% (2011)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 3% (2015)
- Mobile Phones per 100: 90 (2015)
- Literacy: 49% (2015)
- Avg. years of education:
  - Females: 6 (2001)
  - Males: 8 (2001)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $194,922
  - FY14: $243,319
  - FY15: $373,878
  - FY16: $274,174
- Supplemental:
  - FY13: $470,876
  - FY14: $119,587
  - FY15: $109,950
  - FY16: $814,680

**Top Spending by Activity**
- American Spaces: $75,683
- Alumni Outreach: $66,410
- Align Resources with Strategic Priorities: $28,218
- Media/Press Activities: $23,601
- American Centers: $17,552

**Somalia**

**DEMOGRAPHICS**
- Geographic area: 627,340 sq. km.
- Population: 14,317,996 (2016)
- Below 24 yrs. old: 67% (2016)
- Refugee population: 8,081 (2015)
- Urban population: 40% (2015)
- Unemployment: 3% (2004)
- Below poverty line: 55% (2016)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 2% (2015)
- Mobile Phones per 100: 52 (2015)
- Literacy:
  - Avg. years of education:
    - Females: 6 (2001)
    - Males: 8 (2001)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $637,646
  - FY14: $249,889
  - FY15: $432,487
  - FY16: $364,200
- Supplemental:
  - FY13: $50,900
  - FY14: $287,733
  - FY15: $20,075
  - FY16: $1,800

**Top Spending by Activity**
- Other: $248,859
- Support for Foreign Assistance Programs: $32,783
- Support for Mission Initiatives: $25,113
- Suppporting Bureau of Public Affairs Programs: $21,855
- Suppporting IIP Programs: $10,927
**South Africa**

**DEMOGRAPHICS**
- Geographic area: 1,213,090 sq. km.
- Population: 55,908,885 (2016)
- Below 24 yrs. old: 48% (2016)
- Refugee population: 121,645 (2015)
- Urban population: 65% (2015)
- Unemployment: 25% (2015)
- Below poverty line: 54% (2010)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 52% (2015)
- Mobile Phones per 100: 165 (2015)
- Literacy: 95% (2015)
- Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $9,438,566 FY14: $7,639,178 FY15: $9,874,759 FY16: $604,777

**Top Spending by Activity**
- Support for Mission Initiatives: $717,155
- Cultural Programs (Post Generated): $587,953
- Other: $352,411
- American Spaces: $288,863
- Suplementing ECA Programs: $252,128

**South Sudan**

**DEMOGRAPHICS**
- Geographic area: sq. km.
- Population: 12,230,730 (2016)
- Below 24 yrs. old: 62% (2016)
- Urban population: 19% (2015)
- Unemployment: 12% (2008)
- Below poverty line: 51% (2009)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 18% (2015)
- Mobile Phones per 100: 24 (2015)
- Literacy: 32% (2015)
- Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**

**Top Spending by Activity**
- Other: $61,709
- Media/Press Activities: $22,823
- Books & Publications: $11,469
- Cultural Programs (Post Generated): $10,679
- Alumni Outreach: $10,022
Sudan

DEMographics
- Geographic area: 2,376,000 sq. km.
- Below 24 yrs. old: 60% (2016)
- Refugee population: 308,639 (2015)
- Urban population: 34% (2015)
- GDP/capita: $2,514 (2015)
- Unemployment: 13% (2009)
- Below poverty line: 47% (2009)

Communications and Literacy
- Internet Penetration: 27% (2015)
- Mobile Phones per 100: 71 (2015)
- Literacy: 59% (2015)
- Avg. years of education:
  - Females: 7 (2013)
  - Males: 7 (2013)

Public Diplomacy Spending
- Supplemental: FY13: $16,811 FY14: $14,276 FY15: $41,891 FY16: $10,144

Top Spending by Theme
- Support for Mission Initiatives
- Other
- Books & Publications
- Supplanting ECA Programs
- Support for English Language Teaching/Learning

Top Spending by Activity
- Support for Mission Initiatives: $143,619
- Other: $96,921
- Books & Publications: $87,892
- Supplanting ECA Programs: $69,997
- Support for English Language Teaching/Learning: $69,043

Swaziland

Demographics
- Geographic area: 17,200 sq. km.
- Population: 1,343,096 (2016)
- Below 24 yrs. old: 60% (2016)
- Urban population: 21% (2015)
- GDP/capita: $3,137 (2015)
- Unemployment: 28% (2007)
- Below poverty line: 63% (2009)

Communications and Literacy
- Internet Penetration: 30% (2015)
- Mobile Phones per 100: 73 (2015)
- Literacy: 87% (2015)
- Avg. years of education:
  - Females: 11 (2013)
  - Males: 12 (2013)

Public Diplomacy Spending
- D&CP: FY13: $383,298 FY14: $341,411 FY15: $331,005 FY16: $294,000
- Supplemental: FY13: $1,555,600 FY14: $1,037,388 FY15: $1,202,487 FY16: $72,887

Top Spending by Theme
- Support for Mission Initiatives
- American Spaces
- Other
- Speaker Programs (Post Generated)
- Support for Information Resource Centers

Top Spending by Activity
- Support for Mission Initiatives: $62,779
- American Spaces: $47,354
- Other: $29,635
- Speaker Programs (Post Generated): $22,683
- Support for Information Resource Centers: $22,254
Tanzania

DEMOGRAPHICS
Geographic area: 885,800 sq. km.
Population: 55,572,201 (2016)
Below 24 yrs. old: 64% (2016)
Refugee population: 211,845 (2015)
Urban population: 32% (2015)
Unemployment: 5% (2014)
Below poverty line: 28% (2011)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free (2017)
Internet Penetration: 9% (2015)
Mobile Phones per 100: 78 (2015)
Literacy: 80% (2015)
Avg. years of education:
Females: 8 (2013)
Males: 8 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $812,276
FY14: $798,761
FY15: $702,578
FY16: $688,700
Supplemental:
FY13: $11,972,278
FY14: $5,216,743
FY15: $6,883,711
FY16: $67,454

PD Spending by Theme
Support for Mission Initiatives
$304,363
Other
$53,407
American Centers
$44,931
Educational Initiatives (Not Including English Language Programs)
$39,090
Digital Outreach
$36,300

Togo

DEMOGRAPHICS
Geographic area: 54,390 sq. km.
Below 24 yrs. old: 62% (2016)
Refugee population: 21,953 (2015)
Urban population: 40% (2015)
Unemployment: 55% (2015)
Below poverty line: 55% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free (2017)
Internet Penetration: 7% (2015)
Mobile Phones per 100: 68 (2015)
Literacy: 67% (2015)
Avg. years of education:
Females: 8 (2007)
Males: 12 (2007)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $517,645
FY14: $559,213
FY15: $570,423
FY16: $514,685
Supplemental:
FY13: $253,540
FY14: $114,176
FY15: $62,925
FY16: $56,843

PD Spending by Theme
Support for Mission Initiatives
$80,728
Cultural Programs (Post Generated)
$71,262
Support for English Language Teaching/Learning
$67,777
Educational Initiatives (Not Including English Language Programs)
$61,556
Other
$54,695

Map Key
- Embassy
- Consulate
- American Space

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Uganda

**DEMOGRAPHICS**
- Geographic area: 200,520 sq. km.
- Below 24 yrs. old: 68% (2016)
- Urban population: 16% (2015)
- Unemployment: 2% (2013)
- Below poverty line: 20% (2012)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 19% (2015)
- Mobile Phones per 100: 50 (2015)
- Literacy: 74% (2015)
- Avg. years of education: 10 (2011)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $9,863,731 FY14: $2,472,867 FY15: $4,024,514 FY16: $392,375

**PD Spending by Theme**
- Cultural Programs (Post Generated): $230,794
- Media/Press Activities: $189,644
- Support for Mission Initiatives: $52,614
- Alumni Outreach: $46,401
- Digital Outreach: $45,904

**Top Spending by Activity**
- Align Resources with Strategic Priorities: $114,233
- American Spaces: $100,925
- Media/Press Activities: $92,470
- Support for Information Resource Centers: $85,700
- Other: $62,989

Zambia

**DEMOGRAPHICS**
- Geographic area: 743,390 sq. km.
- Population: 16,591,390 (2016)
- Below 24 yrs. old: 66% (2016)
- Refugee population: 26,447 (2015)
- Urban population: 41% (2015)
- Unemployment: 8% (2012)
- Below poverty line: 61% (2010)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 21% (2015)
- Mobile Phones per 100: 74 (2015)
- Literacy: 85% (2015)
- Females: 10 (2011)
- Males: 10 (2011)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $4,122,623 FY14: $3,969,033 FY15: $3,370,762 FY16: $70,358

**PD Spending by Theme**
- Align Resources with Strategic Priorities: $114,233
- American Spaces: $100,925
- Media/Press Activities: $92,470
- Support for Information Resource Centers: $85,700
- Other: $62,989
Zimbabwe

**DEMOGRAPHICS**
- Geographic area: 386,850 sq. km.
- Population: 16,150,362 (2016)
- Below 24 yrs. old: 62% (2016)
- Refugee population: 6,950 (2015)
- Urban population: 32% (2015)
- GDP/capita: $1,019 (2015)
- Unemployment: 11% (2014)
- Below poverty line: 72% (2011)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 16% (2015)
- Mobile Phones per 100: 85 (2015)
- Literacy: 87% (2015)
- Avg. years of education:
  - Females: 10 (2013)
  - Males: 10 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,439,995
  - FY14: $1,485,807
  - FY15: $1,376,909
  - FY16: $1,336,395
- Supplemental:
  - FY13: $6,646,894
  - FY14: $12,202,736
  - FY15: $2,080,630
  - FY16: $191,016

**Top Spending by Theme**
- Other
- Support for Mission Initiatives
- Cultural Programs (Post Generated)
- Supplementing ECA Programs
- Digital Outreach

**Top Spending by Activity**
- Other: $264,421
- Support for Mission Initiatives: $193,405
- Cultural Programs (Post Generated): $122,511
- Supplementing ECA Programs: $111,134
- Digital Outreach: $111,079

**Piechart Key: PD Spending by Theme**
- Democracy
- Education
- Economics
- Science
- Military
- CVE
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
FIELD-DIRECTED ACTIVITIES

U.S. Public Diplomacy in East Asia and the Pacific
At 43 embassies and consulates in East Asia and the Pacific (EAP), public diplomacy efforts advance U.S. foreign policy objectives by informing and influencing foreign governments and influential members of their publics, including media, emerging leaders, jurists, thought leaders, legislators, and civil society. Priority programs include the vibrant network of over 100,000 young leaders called the Young Southeast Asian Leaders Initiative (YSEALI), digital media campaigns, the International Visitor Leadership Program (IVLP), regional strategic-thinkers conferences, and the flagship Fulbright academic exchange program. Further, nearly 100 American Spaces provide venues for Asian publics to find credible information about the United States and to meet with Americans to discuss topics ranging from the U.S. foreign policy and the rule of law to cyber security and how to detect disinformation.

**U.S. FOREIGN POLICY IN EAST ASIA AND THE PACIFIC**

Because American prosperity and security are closely linked to EAP’s stability, the region is of high economic and strategic importance. Foreign policy priorities include working with allies, partners, and major powers to ensure stability by addressing regional challenges such as North Korea’s nuclear and missile programs, land reclamation in the South China Sea, and ISIS activity in Southeast Asia. U.S. foreign policy seeks to modernize and strengthen U.S. alliances while developing ties with new partners, support institutions that resolve disputes in accordance with international law, and promote trade and investment in order to expand broad-based economic growth in the United States that creates American jobs.

**U.S. PUBLIC DIPLOMACY**

U.S. public diplomacy advances U.S. foreign policy priorities in the EAP region with a special focus on the following five areas:

- North Korea
- The South China Sea
- Promoting the United States as a regional partner of choice
- Countering Islamic State ideology
- Countering disinformation

**North Korea**

Public diplomacy campaigns educate and raise awareness of the ongoing security threat North Korea poses to international peace and security. Reporting tours for reporters and digital media specialists provide access to diplomats, U.S. military, academics, and NGOs in order to accurately explain U.S. policy toward North Korea. Reporting tours generate articles and broadcasts that supply audiences with accurate information concerning North Korean belligerence and calls on East Asian and Pacific nations to help bring about change in the North Korean regime’s behavior.

EAP works closely with the R family of bureaus—International Information Programs, Educational and Cultural Affairs, Public Affairs, and the Global Engagement Center—on different aspects of public diplomacy. One line of effort amplifies the plight of North Korean defectors and North Korea’s appalling human rights record to audiences that are traditionally friendly or ambivalent towards the regime. Targeted exchange programs bring Chinese strategic thinkers working on China’s North Korea policy, as well as South Korean and Japanese security analysts, that discuss security issues to the United States to meet with their U.S. counterparts to align goals and promote shared responsibility in solving the challenges presented by the North Korean regime.

North Korean defectors residing in South Korea are some of the most credible and effective spokespersons on the grim realities of the regime. The U.S. Embassy in Seoul provides English language training opportunities for North Korean defectors and sends them to the United States on academic and professional exchange programs, increasing their English language ability, job prospects, and understanding of U.S. society and values.

**The South China Sea**

The ASEAN region is of vital strategic and economic importance to the United States. During his visit to Jakarta, Indonesia in April 2017, Vice President Michael Pence explained that American exports to ASEAN member nations alone support more than 550,000 jobs in the United States, and that almost 42,000 U.S. companies export more than $100 billion in goods and services to ASEAN nations every year. Roughly half of the world’s commercial shipping passing through the waterways of the Indo-Pacific region. Over the past several years, tensions over overlapping maritime claims and conflicting sovereignty claims over land features have increased. Anxiety is increasing...
among countries dependent on the marine resources in the South China Sea and the freedom to navigate the sea lines of communication that connect the Indian and Pacific Oceans. There is a greater willingness by some claimants to engage in coercive practices, such as the deployment of fleets of fishing and civilian law enforcement vessels in disputed maritime areas, and threatening other claimants and states with economic and diplomatic consequences. Such coercive practices appear to be calculated to fall below the threshold of provoking conflict.

In addition to coercion, a major propaganda campaign has been aimed at advancing narratives that undermine international law, in particular the Law of the Sea, in order to bolster support for “historic” maritime claims in the South China Sea.

Given the immense importance the United States has placed on preserving an open maritime regime based on international law globally, as well as in the South China Sea, the State Department launched a Law of the Sea public diplomacy campaign to further both bilateral and multilateral regional priorities. Initiatives included U.S. legal experts engaging audiences in Southeast Asia on how the Law of the Sea applied to a landmark 2016 court case between China and the Philippines. These engagements provided legal facts to Southeast Asian governments, international lawyers, and the media to prevent the erosion of the Law of the Sea’s legitimacy. Additionally, a sustained series of high-level professional speakers and digital media content engaged audiences to highlight the environmental degradation caused by building on coral reefs (“land reclamation”), harmful giant clam fishing, and overfishing. The environmental speaker and digital media programs raised awareness of how transparent, collaborative scientific research can reduce tensions and point to ways to manage the disputed region, and ultimately safeguard food security and marine biodiversity.

Looking forward, U.S. public diplomacy campaigns will continue to focus on maintaining awareness of actions aimed at undermining U.S. and the broader international community’s security and economic interests the South China Sea.

**Promote the United States as a Regional Partner of Choice**

There is increasing competition from major powers to influence decision makers and sway public opinion throughout the Asia-Pacific, particularly Southeast Asia and the Pacific Islands. In bids to extend their influence, some countries have purchased media platforms, undertaken information operations, built substantial infrastructure projects, and in some cases have offered debt forgiveness and “no-strings-attached” funding that often comes with unstated or implicit political pressure. In the traditional public diplomacy realm, major powers competing for influence have significantly increased cultural and educational programs, including the expansion of exchange programs and academic scholarships for leaders and students from Southeast Asia and the Pacific Islands. Cumulatively such efforts to influence have the potential to undermine the interests and values that U.S. public diplomacy seeks to advance.

The 10 countries of ASEAN-Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, and Vietnam-comprise more than 600 million people and contribute to the application of international norms, regional legal issues, and regional trade flows. U.S. support for ASEAN, including public diplomacy programs that reassure Southeast Asians of America’s commitment to the region, are a priority.

U.S. public diplomacy throughout EAP projects America’s commitment to the region and pushes back against negative narratives about U.S. intentions. In 2017, the anniversaries for the U.S. and multiple diplomatic and military relationships in the region, including the 30th anniversary of relations with Mongolia, the 40th anniversary of U.S.-ASEAN relations, the 50th anniversary of the founding of ASEAN, and the 75th anniversary of the Battle of the Coral Sea, presented opportunities to strengthen people-to-people ties and build stronger relationships with the United States. For example, public diplomacy teams throughout Southeast Asia implemented programming under a U.S.-ASEAN 40th anniversary branded logo campaign to celebrate significant milestones, including regional Young Southeast Asian Leaders Initiative (YSEALI) workshops to bring together young leaders, think-tank conferences in multiple capitals, Fulbright and other exchanges, including an expansion of the Fulbright U.S.-ASEAN Scholar Initiative, and complementary cultural and informational programs.

The recent expansion of soft power by other nations in the Pacific Islands has the potential to undermine and challenge the traditional U.S. role as the primary security provider for the region. Efforts from “no-strings-attached aid” to media outlet ownership encourage narratives that could work against freedom of navigation in global sea lanes, fishing rights, security relationships, United Nations voting, global agreements and a number of other aspects of a rules-based system in the Asia-Pacific. Some of these efforts appear to be paying off Public opinion polls over the last year suggest that particularly among younger generations, support for the United States is declining while affinity for other regional powers is growing.

Reversing this trend and maintaining our position as the Pacific’s partner of choice depends upon our ability to convince publics that the United States values their partnership, supports their policy priorities, and that the United States is a Pacific nation. To this end, EAP implements a series of programs to reaffirm our status and partnerships, such as a U.S.-Australia strategic thinkers conference to discuss challenges facing the alliance and invigorate the debate; a tactical communications and branding campaign in the Marshall Islands, Federated States of Micronesia,
and Palau that will feature U.S. government-wide assistance success stories to showcase the importance of our continued partnership; and a Young Leaders of the Pacific youth leadership network to ensure future Pacific leaders are connected through U.S. guidance and leadership.

In 2017, the U.S. government will launch a digital exhibition to highlight enduring U.S. engagement in Asia that showcases America’s historical presence and role as a Pacific power, an effort that undermines a state-sponsored narrative that the United States is neither a Pacific nation nor a reliable presence.

**Counter Islamic State Ideology**

U.S. public diplomacy in Asia focuses on defeating Islamic State ideology by elevating moderate, inclusive discourse to give young people positive alternatives to violent ideologies. A key public diplomacy line of effort is the elevation and amplification of alternative, credible narratives. In 2016, the Under Secretary for Public Diplomacy and Public Affairs and the Global Engagement Center provided funding, strategic guidance, and technical support to help Malaysia establish a regional messaging center. Since the center was launched on August 1, 2016, it has created anti-extremist social media content on a variety of platforms in three languages. In Indonesia, the Department of State funded the Indonesia Council on Religion and Pluralism, a body designed to highlight moderate Islamic scholarly thought and the virtues of religious tolerance. Another program works with an Indonesian youth network operating in Islamic secondary schools. Exchange programs for journalists and media practitioners have had particular impact integrating messages of tolerance and non-violence into popular culture.

Public diplomacy extends to areas beset by historic conflicts such as Mindanao, Sumatra, and southern Thailand with audience-specific programs. U.S. public diplomacy engagement includes American Spaces to effectively provide a welcoming space for engagement with local populations. For example, the newly upgraded American Space in Cagayan de Oro, Mindanao, runs programs focused on religious tolerance and economic empowerment. In the Philippines and Malaysia, an Expert American Speakers series regularly featured Americans that have been most successful at engaging at-risk youth at home in the United States and abroad. In 2016, the U.S. government provided support to the Al Qalam Institute for Islamic Identities and Dialogues in Southeast Asia to create multiple programs to counter violent extremist rhetoric at three universities in Mindanao.

**Counter Disinformation**

Audiences around the region have been targeted by state-sponsored disinformation campaigns designed to undermine audiences’ ability to distinguish between facts and propaganda, eroding the credibility of fact-based messaging from U.S. and partner governments and fact-based reporting of independent journalists. In the Asia-Pacific, public diplomacy counters distorted negative narratives about the United States by increasing access to credible information about U.S. policy objectives and values.

In addition to the effective practice of presenting U.S. policies and values with honesty and transparency, EAP conducts traditional and social media training on media literacy, sourcing, and critical thinking to combat state-sponsored disinformation. Recognizing that the United States government often is not the most effective messenger to counter state-sponsored disinformation, EAP conducts programming and exchanges to build the capacity of credible third-parties so that they can recognize and call out disinformation. This training is surged in areas targeted by state-sponsored disinformation.

**U.S. PUBLIC DIPLOMACY SPENDING**

See table and country-by-country profiles below for details of U.S. PD spending in the region. Please note, no public diplomacy funds were obligated separately on Taiwan or North Korea. Expenditures in Japan were especially high given the high cost of operating there.

**SAMPLE PUBLIC DIPLOMACY PROGRAMS**

**Young Southeast Asian Leaders Initiative (YSEALI):** Through YSEALI the U.S. government is advancing shared policy interests in areas such as trafficking in persons, conservation, forging ties with emerging leaders in government, business and civil society, and gaining entry to hard-to-access communities and conflict-affected areas. 623 million people live in Southeast Asia, and 65 percent of the population is under the age of 35. A core public diplomacy goal is to engage this critical demographic so the United States remains their partner of choice-in business, education, and international cooperation-now and in the future. YSEALI does this by building a network of effective leaders throughout Southeast Asia. YSEALI online membership has reached over 100,000 youth across Southeast Asia. YSEALI’s goals are to develop the leadership capabilities of young leaders ages 18–35, strengthen ties between the United States and Southeast Asia, promote regional collaboration on problems of mutual concern, and nurture an ASEAN community. The program consists of U.S.-based exchanges, regional workshops, grant funding, and digital programs.

**Philippines-Magnifying Close Ties:** In an effort to showcase the positive aspects of the U.S.-Philippine relationship, the State Department brought 10 Filipino journalists to Washington, D.C., southern California, and Hawaii to introduce them to policy makers, thought leaders, and the Filipino diaspora. The journalists produced more than 90 stories in both English and Tagalog amplifying the positive people-to-people ties between the
United States and the Philippines. In Manila, the U.S. embassy’s Public Affairs Section and Department of Defense regularly collaborate to ensure steady and targeted social media output highlighting the benefits of the longstanding U.S.-Philippine security alliance to the Philippine public. At the Center for Strategic and International Studies’ State Department funded conference in Manila on U.S.-ASEAN relation, the Philippine foreign minister was a keynote speaker.

**Indonesia-Connecting People to Policy @america:**
The state-of-the-art American Space in Indonesia, named @america, specializes in making foreign policy accessible to everyone. During 2016, @america welcomed 198,000 Indonesians through its doors. Celebrating its sixth year of operation, @america raises awareness of U.S. positions, develops citizens’ critical thinking skills, and ensures the world’s most populous Muslim nation has an accurate view of Americans. Examples of creative programming that attract people to policy included an interactive series entitled “Islam in America,” which dispelled disinformation and encouraged discussions on tolerance and diversity in multiethnic communities between American Muslims and Indonesians, such as a New York Imam, a trending Muslim blogger, and young business people. Civic engagement programming draws Indonesians to speak out on issues, develops youth leadership through mentorship talks, and provides U.S. role models. @america also offers extended programming hours on Saturdays to promote English-language learning, massive open online courses, and American education through EducationUSA.

**North Korea-Southeast Asia Reporting Tour:** In May 2017, with the goal of enhancing the Southeast Asian public’s understanding of the unique and ongoing threats posed by the North Korean regime, a public diplomacy program sent 12 journalists from across the region to witness North Korean soldiers in the demilitarized zone, be briefed by generals at U.S. Pacific Command, explore the U.S.‘s premier airborne hospital, and engage with military personnel, security scholars, reporters, activists, opinion leaders, and others in Honolulu, Tokyo, and Seoul. The surge of reporting that followed in Southeast Asian media outlets demonstrated an increasingly sophisticated understanding of regional security and encouraged ASEAN countries to be more accountable in the efforts to change the North Korean regime’s repressive and belligerent policies.

**China-Maintaining the U.S. Edge in International Education:** China China continues to send the most international students to the United States, over 330,000 in 2015-2016. According to a Department of Commerce study, Chinese students make up about one-third of all international students in the United States and contribute $11.4 billion to the U.S. economy. In the last year, slight drops in Chinese applications may have been influenced by incorrect visa policy information or the belief that international students are no longer welcome; information in China about U.S. institutions often comes from unreliable sources. Third-party educational agents maintain strong market presence, and unscrupulous actors have led to high-profile fraud cases in the United States. As a response, the State Department’s EducationUSA network shares accurate information with Chinese students and provides services to U.S. higher education institutions to help them reach their international recruitment goals. Mission China uses digital tools to counter incorrect information and connect directly with the Chinese student population, thereby maximizing outreach to key audiences and providing balanced and correct information on why the United States should remain the top destination for Chinese students.

**Burma-Supporting the Democratic Transition:** New public diplomacy initiatives were announced during the September 2016 visit of Burma State Counselor Aung San Suu Kyi to the United States. The United States augmented English-language instruction with additional training by English Language Fellows for 1,500 Burmese English teachers. Additionally, the United States launched a targeted exchange program for Burma’s leaders to provide them expertise in democratic governance. The exchange, organized through the State Department’s IVLP, took place over 12 days and exposed Burmese leaders and decision-makers to the mechanisms of governance and federalism in the United States.
EAP POST-DIRECTED PUBLIC DIPLOMACY SPENDING
Total spending including D&CP .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>POS.</th>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>JAPAN</td>
<td>$9,984,569</td>
<td>17.2%</td>
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EAST ASIA AND THE PACIFIC REGION
PUBLIC DIPLOMACY SPENDING

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*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY16 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

POST SPENDING RANKED BY FY 16 TOTAL SPENDING
| Country Name | FY 2014 Actual | | | FY 2015 Actual | | | FY 2016 Actual | ∆ Total |
|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|              | D&C | Supplemental | D&C | Supplemental | D&C | Supplemental | D&C | Supplemental |
| 20 Timor-Leste | $133,154 | $1,560 | $200,501 | $927,826 | $224,766 | $32,130 |
| 21 Samoa      | $61,791 | $0 | $77,343 | $153,000 | $71,663 | $5,000 |
| 22 Micronesia | $33,651 | $24,000 | $31,345 | $10,000 | $51,088 | $10,400 |
| 23 Palau      | $14,204 | $0 | $47,032 | $7,900 | $34,160 | $8,291 |
| 24 Marshall Islands | $36,305 | $31,000 | $27,920 | $9,000 | $20,563 | $9,400 |
U.S. INTERNATIONAL MEDIA IN EAST ASIA PACIFIC

RADIO FREE ASIA (RFA)
Languages: Burmese, Cambodian, Lao, Vietnamese, Mandarin, Cantonese, Uyghur, Korean, Tibetan

RFA'S MANDARIN SERVICE
FY 2016: $4.838 million ($5.691 million with program delivery)

RFA’s Hong Kong Office: FY 2016 $546,000 (Mandarin and Cantonese)
RFA’s Taipei Office: FY 2016 $151,000
Origin: 1996
Delivery Method: Radio (SW, MW, satellite), satellite television, video webcasts, website and applications, social media
Radio Original Programming: 31 hours/week
Radio Total Broadcast: 84 hours/week
Television Original Programming: 2.5 hours/week
Television Total Broadcast: 14 hours/week

RFA’s Mandarin Service breaks sensitive news stories, investigates corruption and abuse of power, provides a forum for free discussion, and presents analysis of news that is banned in China. RFA allows censored content to live on digitally and on the airwaves. RFA aims to build Chinese civil society, provide a model free press and increase coverage of Chinese NGOs’ efforts and achievements, which can offer an alternative vision in this society. It also provides a forum for inter-ethnic understanding. Sample programs include: “APR PM,” which focuses on breaking stories on rights-related issues such as church demolitions, lawyer arrests, land grab clashes, and mass protests; “APR AM,” which focuses on current affairs analysis of issues, such as the South China Sea dispute, China’s volatile stock market, and China’s censorship of the media and internet, among other topics; and call-in shows that take calls from listeners inside China. The service also has in-depth feature shows focusing on women’s and children’s issues and historical events that have been intentionally covered up and ignored by the ruling Chinese Communist Party. The service’s recently created TV unit has begun producing programs aimed at younger audiences on social media, producing specialized series on forbidden topics such as the Cultural Revolution and the 1989 crackdown in Tiananmen Square. RFA Mandarin’s social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA’S TIBETAN SERVICE
FY 2016: $4.353 million ($6.029 million with program delivery)

RFA Dharamsala Office: FY 2016 $30,000
Origin: 1996
Delivery Method: Radio (SW, satellite), website and mobile applications, social media
Radio Original Programming: 37.8 hours/week
Radio Total Broadcast: 70 hours/week
Television Original Programming: 1.5 hours/week
Television Total Broadcast: 21 hours/week

RFA provides uncensored Tibetan news in all three Tibetan dialects to the people in the Tibet Autonomous Region and Tibetan-populated areas in Chinese provinces. It features breaking news on human rights abuses, dissent, crackdowns, detentions, and the wave of self-immolations aimed at protesting Chinese rule. In 2015, RFA’s Tibetan Service launched its first satellite television news broadcast, providing another avenue to bring its coverage to audiences in China’s Tibetan region. The addition of TV programming enabled the service to begin planning extensive coverage of the Tibetan exile government elections in 2016 with televised debates and interviews with candidates. RFA is also an authoritative source of news about Tibet for the international media and it works to preserve Tibetan history, language, and culture through programming aimed at educating younger Tibetans while acting as a forum for Tibetans worldwide to share their concerns. RFA strives to counter the isolation of Tibetans from one another and from their own historical culture, providing connection to disenfranchised Tibetans. The service also plays a critical role in countering Chinese official propaganda on Tibetan issues that downplay the unrest, arrests, and strife. In addition, RFA provides a neutral forum for inter-ethnic understanding where Han Chinese, Tibetans and Uyghurs can better grasp the issues facing China’s ethnic minorities. Sample programs include daily morning and evening news programs; talk shows; lectures by the Dalai Lama; columns by Tibetan writer and poet Woeser; and regular weekly features on women’s issues, health, Hong Kong, and Taiwan, and South Asia. Its social media presence includes Facebook, Twitter, Instagram, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.
RFA'S KOREAN SERVICE
FY 2016: $2.512 million ($3.591 million with program delivery)

RFA Seoul Office: FY 2016 $487,000
Origin: 1997
Delivery Method: Radio (SW, MW, cross-border FM), satellite television, website and mobile applications, social media
Radio Original Programming: 2.5 hours/week
Radio Total Broadcast: 35 hours/week

RFA provides uncensored news and commentary about North Korea to the people of the tightly ruled state. It offers a platform for North Korean defectors to voice their experiences in the free world and their thoughts on the air. RFA provides breaking news on key events inside North Korea, including North Korean voices, as well as perspectives from the global North Korean diaspora. Increasingly, RFA's Korean Service is offering cultural information, especially news about the thriving cultural world in South Korea. Sample programs include North Korea's human rights and other domestic issues; the totalitarian country's workers toiling overseas, personal experiences of defectors based in South Korea and other countries; IT and mobile communications in North Korea; and trends/hot issues in South Korea and the rest of the world. The service has broken news about the buildup of military assets close to nuclear sites, the expansion of a notorious political prison camp, and student defections. The service also launched a global investigation into North Korean labor being sent overseas to further enrich the regime of Kim Jong Un.

RFA has about 20 North Korean defectors contributing programs relevant to people in the hard-line communist state. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

RFA'S VIETNAMESE SERVICE
FY 2016: $1.608 million ($1.770 million with program delivery)

Origin: 1997
Delivery Method: Radio (SW, MW, satellite), video webcasts, website and applications, social media
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 7 hours/week
Television Original Programming: 3.5 hours/week on web TV
Television Total Broadcast: 10.5 hours/week on web TV

RFA provides an outlet for uncensored news on domestic issues in Vietnam, where the communist government suppresses virtually all forms of political dissent through a broad array of repressive measures. On shortwave, RFA provides information for those without access to other media, as well as traditional SW users. On the web, RFA provides video and multimedia content, targeting mobile users and a younger audience with a focus on individuals with alternative viewpoints to those of the government. As Vietnam cracks down on dissidents, bloggers, religious minorities and activists, RFA's consistent provision of banned news ensures that the thoughts of censored bloggers live on in RFA's reporting, analysis and re-postings and that important discussions are not stifled. With a team of in-country contributors and bloggers regularly submitting content and stories, RFA closely covered growing land-grab disputes with farmers that resulted in dozens being arrested in Hanoi, religious freedom crackdowns and the harassment of free speech advocates. The Vietnamese Service also expanded its offering of online webcasts, which are viewed by hundreds of thousands from inside Vietnam every week via social media. Its exclusive video coverage of the Formosa plant chemical spill fallout resulted in an 800 percent increase in video views on Facebook and YouTube, boosting the weekly average to 1.1 million on both platforms combined. The service profiled Vietnamese

RFA'S BURMESE SERVICE
FY 2016: $1.970 million ($1.970 million with program delivery)

RFA's Yangon Office: FY 2016 $485,000
Origin: 1997
Delivery Method: Radio (SW, MW, cross-border FM), satellite television, website and mobile applications
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 21 hours/week
Television Original Programming: 3.5 hours/week
Television Total Broadcast: 10.5 hours/week

RFA plays a critical role in monitoring the implementation of political, economic and other reforms following more than five decades of harsh military rule. While relatively free elections in 2015 were won by Aung San Suu Kyi's National League for Democracy, many democratic reforms have stalled. RFA's Burmese Service exposes abuses of power in land confiscation and highlights ethnic minority, environmental and media freedom issues, including the harassment of journalists. RFA also provided extensive coverage of the Rohingya migrant crisis as Burmese authorities refused to grant refugee status to tens of thousands of the Muslim ethnic group that has long faced official discrimination and persecution. The service did a video investigative series on gold mining that has taken a bitter toll on workers and the environment that was widely viewed on social media. Team up with RFA's Mandarin Service, the Burmese Service provided firsthand coverage of the armed conflict in the country's Kokang province that led to thousands of displaced refugees along the Burma-China border—a situation that persists. RFA provides top news in seven ethnic languages and is increasingly accessed throughout the provinces. Sample programs include political satire ("Jambon Says") and a weekly news analysis roundtable. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play) and TuneIn.
fishermen in the South China Sea in a multimedia investigation, documenting the disruption of their livelihoods due to Chinese maritime aggression in the disputed waters. Sample programs include an economic forum; life and health issues; discussions on arts and culture, science and technology, and the environment; and insights into the lives of the Vietnamese diaspora. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

**RFA’S UYGHUR SERVICE**

*FY 2016: $1.321 million ($1.799 million with program delivery)*

**Origin:** 1998  
**Delivery Method:** Radio (SW and satellite), video webcasts, website and applications, social media  
**Radio Original Programming:** 7 hours/week  
**Radio Total Broadcast:** 14 hours/week  
**Television Original Programming:** 10 minutes/week on web TV  
**Television Total Broadcast:** 10 minutes/week on web TV

RFA is the sole channel of uncensored local and international news in the Uyghur language inside China’s Xinjiang Uyghur Autonomous Region. It focuses on breaking news on Uyghur dissent, crackdowns, detentions and human rights abuses, and Beijing’s ongoing “strike hard” and anti-terror campaign following a string of violent incidents that has left hundreds dead in recent years. RFA’s Uyghur Service is also a forum for Uyghurs throughout the world to share their concerns and grievances and gives this ethnic Muslim minority a resource to engage with the global community. An investigative report on the Uyghur diaspora in Europe over the years won a prestigious Min magazine award for Best Multimedia Feature. Reports on Uyghur history, language, and culture through RFA programming are aimed at educating younger Uyghurs about what it means to be Uyghur. It also provides a forum for inter-ethnic understanding for Han Chinese, Tibetans, and Uyghurs to better understand the issues of China’s ethnic minorities. Sample programs include daily news; news analysis; and features on women, health, the environment, human rights, exile communities, education, culture, history, and Uyghur literature. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

**RFA’S CANTONESE SERVICE**

*FY 2016: $1.085 million ($1.139 million with program delivery)*

**Origin:** 1998  
**Delivery Method:** Radio (SW and satellite), video webcasts, website and applications, social media  
**Radio Original Programming:** 7 hours/week  
**Radio Total Broadcast:** 14 hours/week  
**Television Original Programming:** 1 hour/week  
**Television Total Broadcast:** 5 hours/week

RFA Cantonese breaks sensitive news stories and specializes in issues in Cantonese-speaking areas, including Hong Kong, where many of the territory’s population continue to raise the contentious topic of political autonomy and independence from Beijing. Among issues highlighted are those relating to China’s rapid economic change, including environmental problems, land grabs, public health issues, corruption, and regional factory labor issues, which can often be banned from local coverage or censored by the Chinese internet firewall. The service provided extensive coverage of recent Hong Kong elections to name the new chief executive. It has also closely reported on the deterioration of human rights and free speech, as authorities crack down on activists, book sellers, and publishers. Sample programs include daily news covering the shortage of children’s and infant vaccines; demonstrations; news...
features on such issues as bird flu, food safety, and toxic waste; and call-in shows and talk shows on current affairs. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

**RFA’S CAMBODIAN SERVICE (KHMER)**

**FY 2016: $1.078 million ($1.245 million with program delivery)**

**Origin:** 1997  
**Delivery Method:** Radio (SW, FM affiliates), video (webcast), website and mobile applications, social media  
**Radio Original Programming:** 14 hours/week  
**Radio Total Broadcast:** 14 hours/week  
**Television Original Programming:** 2.5 hours/week of web TV  
**Television Total Broadcast:** 2.5 hours/week of web TV

RFA’s Cambodian Service is a watchdog for ordinary Cambodians and aims to provide a neutral voice on political issues and to expose abuses of power, including extrajudicial killings and land grabs, illegal logging, environmental degradation, as well as widespread corruption, labor disputes, and judicial actions targeting human rights defenders. Cambodians rely on RFA as a key provider of reliable information. Most papers, all the TV stations, and almost all radio are controlled or influenced by the ruling party. The service has recently launched an hour of daily TV-style news content, which is available online and on social media. In July 2016, when the service used Facebook Live to provide extensive coverage of the funeral precession of assassinated Cambodian government critic Kem Ley, it received more than 11 million reactions, almost 300,000 comments and 1.6 million shares, garnering 28 million video views. As a direct result, the Khmer Service’s Facebook page expanded its fan base by close to 400,000 new “likes” in the immediate wake of the coverage in July and August (RFA Khmer Facebook page has more than 4 million “likes” total). Sample radio programs include: “Daily Hot News,” covering corruption, land grabs, and similar stories, and “Roundtable,” featuring topical discussions and interviews on religion, Khmer Krom (ethnic Cambodians living in what is now Vietnam), health, women’s issues, and youth trends. Its social media presence includes Facebook, Twitter, YouTube, SoundCloud, podcasts (with stores on iTunes and Google Play), and TuneIn.

**VOICE OF AMERICA (VOA)**

Languages: Burmese, Cantonese, Indonesian, Khmer, Korean, Lao, Mandarin, Thai, Tibetan, Vietnamese

**VOA MANDARIN SERVICE**

**FY 2016: $11.675 million ($13.397 million with program delivery)**

**Origin:** 1941  
**Delivery Method:** Radio (SW, satellite, satellite with pictures), satellite television, website and mobile site, social media  
**Radio Original Programming:** 42.33 hours/week  
**Radio Total Broadcast:** 91.33 hours/week  
**Television Original Programming:** 14 hours/week  
**Television Total Broadcast:** 63.33 hours/week

VOA Mandarin provides news and feature reports that aim both to provide Chinese-speaking listeners with an accurate understanding of the United States, its institutions, and our way of life and to provide an alternative to Chinese government propaganda. VOA Mandarin produces radio and television programming, as well as online content including podcasts. It also provides popular English-language learning programs and daily e-mail newsletters. VOA offers audiences in China, Taiwan, Singapore, Hong Kong, and other regions news with a broad range of views that are unavailable on Chinese state media. Sample programs include: “VOA Weishi” and “Eye on America,” both hour-long daily television news program with segments that explain American society, institutions, and ideals, in addition to China-related reporting and discussions on social media that are blocked by the Chinese firewall; “U.S.-China Report,” a 25-minute, Monday through Friday program on U.S.-China relations; “Issues and Opinions,” a 60-minute, live television and radio news aired, four days a week; “History’s Mysteries,” a 50-minute program that highlights political and social events in Chinese history; “Pro and Con,” a weekly 60-minute debate show on hot topics; and “Strait Talk,” a weekly, 60-minute television talk show on China-Taiwan relations, co-produced with Taiwan affiliate BCC.

**VOA INDONESIAN SERVICE**

**FY 2016: $5.595 million ($5.595 million with program delivery)**

**Origin:** 1942  
**Method:** Radio (FM affiliates), television (national and regional affiliates), website and mobile site, social media  
**Radio Original Programming:** 32.86 hours/week  
**Radio Total Broadcast:** 45.36 hours/week  
**Television Original Programming:** 3.52 hours/week  
**Television Total Broadcast:** 3.52 hours/week

VOA’s Indonesian Service targets politically engaged Indonesians under age 40, which is roughly 100 million people. According to 2015 BBG research, VOA’s Indonesian Service reaches roughly 47.8 million people, or 28.4 percent of
the United States and the world. The service aims to complement Indonesian media with professional news and information to support Indonesia’s young democracy. The service has 5.6 million fans on its frequently updated Facebook page and more than 262,000 followers on Twitter. Sample programs include: “VOA Aje,” a short insert on life in America for one of Jakarta’s top stations, Bens Radio; “Start Your Day with VOA,” a 30-minute morning news program for the Sindo-Trijaya Radio Network; “VOA DC,” a one-hour popular culture and news program; “Our World,” a weekly half-hour human interest TV magazine aired by Indonesia’s first 24-hour news channel, Metro TV; and weekly Muslim in America feature reports for various TV stations, including a weekly segment for “Muslim News Today” on Trans TV.

**VOA KOREAN SERVICE**

**FY 2016:** $2.734 million ($3.681 million with program delivery)

**Origin:** 1942  
**Delivery Method:** Radio (SW, MW, satellite), television, website and mobile site, social media  
**Radio Original Programming:** 34 hours/week  
**Radio Total Broadcasting:** 42 hours/week  
**Television Original Programming:** 0.41 hour/week  
**Television Total Broadcasting:** 0.41 hour/week

VOA’s Korean Service broadcasts information about events in North Korea, South Korea, the United States, and the world, including international reactions to human rights conditions in North Korea and North Korean nuclear and missile programs. It aims to serve an audience that has no freedom of speech, press, or assembly. The service targets the elites in North Korea and informs them about U.S. policy toward North Korea and closely covers activities of U.S. government officials and members of Congress. The service also dispels systematic propaganda against the United States imposed by the North Korean government. Sample programs include: “VOA News Today,” a daily news program, focused on current events and trends affecting North Korea; “News Focus,” a weekly program, that reviews the week’s top news stories; and “Live from Washington,” a daily current affairs program that features news and information about the United States and the world.

**Television Total Broadcasting:** 34 hours/week

VOA Tibetan audiences are located in Tibet, in the ethnic Tibetan regions of China in Qinghai, Sichuan, Gansu, and Yunnan, as well as in Bhutan, Nepal, and India. VOA Tibetan reaches its target audience on television, radio, and the internet with news and features unavailable to Tibetans through state-controlled Chinese media. VOA offers critical discussions on important issues and provides information and expertise that counter Chinese government propaganda and help support the development of civil society in accordance with U.S. policy on Tibet. Sample programs include: “Kunleng,” a twice-weekly, one-hour news and interview program highlighting social and cultural trends, economic and environmental concerns, and political developments in Tibet and China; “Youth & Education,” a radio call-in show; “Table Talk,” an audio interview program with newsmakers, writers, artists, entrepreneurs, educators, and politicians; “Phayul Lengthig,” a call-in program focusing on cultural life inside Tibet; “Tibet in Review,” a feature program that takes an in-depth look at news stories; and “VOA Interviews,” a 15-minute TV program optimized for mobile devices that speaks with successful, innovative, and creative Tibetans around the world who can act as role models for young people in the target region.

**VOA BURMESE SERVICE**

**FY 2016:** $2.933 million ($3.167 million with program delivery)

**Origin:** 1943  
**Delivery Method:** Radio (SW, AM, FM), television (satellite), social media Radio Original Programming: 17.5 hours/week  
**Radio Total Broadcasting:** 38.5 hours/week  
**Television Original Programming:** 3.5 hours/week  
**Television Total Broadcasting:** 20 hours/week

VOA’s Burmese service targets Burma and parts of neighboring Thailand and Bangladesh. BBG research shows that in 2015, VOA broadcasts reached 6.1 percent of the total population. The VOA Burmese Facebook page is followed by 9 million fans and is one of the most popular Facebook sites in Burma. VOA broadcasts daily news inside Burma and covers a variety of topics including U.S. politics, science, technology, and sports. The service fulfills another important role by educating and engaging audiences with lessons and features on English teaching, health, society, lifestyle, and entertainment. These programs are now re-broadcast on state-run MRTV, Army-run Myawaddy TV, DVB (Democratic Voice of Burma) TV, and SkyNet TV, City FM, Cherry FM, and Shwe FM. VOA English lessons are reprinted in the popular weekly “7-Days News Journal.” The country is in a significant political transition toward democracy after decades of U.S.-led, Western political and economic sanctions. Following a landslide, general election victory in November 2015, the National League
for Democracy, the pro-democracy opposition party led by Nobel Laureate Aung San Suu Kyi, has formed a civil-
ian government for the first time since 1962. However, the
new government faces numerous hurdles ahead, such as
poverty eradication, ethnic armed conflicts, and rampant
opium and illicit drug production.

**VOA KHMER SERVICE**

**FY 2016: $1.920 million ($2.078 million with program delivery)**

**Origin:** 1962 (also on air 1955-1957)

**Delivery Method:** Radio (SW, AM, FM affiliates), television, website and mobile site, social media

**Radio Original Programming:** 11.5 hours/week

**Radio Total Broadcasting:** 26.6 hours/week

**Television Original Programming:** 0.74 hour/week

**Television Total Broadcasting:** 0.74 hour/week

VOA’s Khmer Service targets an audience in Cambodia be-
tween the ages of 16-45. VOA Khmer reaches 17.4 percent
of the population via radio on AM, shortwave and FM affili-
ate stations and 8.5 percent of the population via television,
according to BBG research from 2014. VOA Khmer has
reached a new generation of Cambodians via social media
including Facebook—the service boosts the most popular
Facebook page in Cambodia, with more than 5.5 million
fans and robust engagement rates—and Twitter—also No. 1
in Cambodia based on number of followers. VOA Khmer
has built and sustained trust with Cambodians listening
to the service’s twice-daily radio broadcasts for more than
60 years, through war and turmoil. VOA is Cambodia’s
most-trusted Khmer-language source of news about the
United States foreign policy, and American trends and
culture. The service delivers international news and covers
Cambodia. VOA Khmer TV programs air on two of the
main TV stations in Cambodia, CTN and TVK. Sample
programs include: “Washington Today,” a regular TV news
segment covering U.S. news; “Discovering,” a collection
of three international news stories aired each week; “Science
on TVK” (two, 13-episode seasons each year); ‘English with
Mani & Mori’ (two, 13-episode seasons each year for TV5);
and “Hello VOA,” a 30-minute live radio call-in talk show,
airing Monday and Thursday evenings, featuring guests
from NGOs, the government, businesses, and universities.
The target audience—students, young to mid-career
professionals, and bureaucrats—is taking on leadership and
sub-leadership roles in society and is the future leadership
of Cambodian institutions, businesses, NGOs, village,s and
communities.

**VOA VIETNAMESE SERVICE**

**FY 2016: $1.782 million ($1.801 million with program delivery)**

**Origin:** 1951 (also on air 1943-1946)

**Delivery Method:** radio (MW, satellite, podcast),
television (satellite), website and mobile site, social media

**Radio Original Programming:** 7.07 hours/week

**Radio Total Broadcasting:** 9.22 hours/week

**Television Original Programming:** 2.5 hours/week

**Television Total Broadcasting:** 7.5 hour/week

VOA Vietnamese broadcasts news about Vietnam, the
United States, and the world via television, radio, and the
internet. It provides Vietnamese audiences with profes-
sional news in a market where media are state-owned and
tightly controlled. VOA journalists engage with audience
members through live streaming/discussion, social media,
blogs, and e-newsletters. VOA Vietnamese also provides
proxies to its website, social media sites, and other activ-
ist and dissident websites that are blocked by the govern-
ment. Despite being blocked, visits to the service’s website
average about 2.2 million per month. VOA Vietnamese
YouTube is currently one of the largest media channels in
the Vietnamese market with 300 million views, 300,000
subscribers, and an average of 10-15 million views per
month. VOA’s Vietnamese Facebook page has more than
2 million fans with 7-8 million monthly video views and
800,000 monthly post engagement actions. Sample pro-
grams include: “Vietnam in Focus,” a Monday through Fri-
day program featuring interviews with newsmakers about
Vietnam issues; “Eye on Vietnam,” – focusing on the Viet-
namese diaspora; “Viet Youth Roundtable,” a platform for
Vietnamese youth worldwide to discuss Vietnamese cur-
cent affairs; and “VOA Express,” – a daily TV show aired
two days a week on satellite and the internet that features
original reporting on news in Vietnam and around the
world, with interviews and footage obtained from on-the-
ground sources.

**VOA CANTONESE SERVICE**

**FY 2016: $1.015 million ($1.038 million with program delivery)**

**Origin:** 1987 (also on air 1941-1945 and 1949-1963)

**Delivery Method:** Radio (SW, MW, and affiliates in Hong
Kong and Australia), satellite television, website and mo-
bile site, social media

**Radio Original Programming:** 14 hours/week

**Radio Total Broadcasting:** 54 hours/week

**Television Original Programming:** 0.17 hour/week

**Television Total Broadcasting:** 0.67 hour/week

The VOA Cantonese Service reaches an audience of elite
entrepreneurs, businessmen, soldiers, and students, as well
as rural residents, who either do not understand Mandarin
well or prefer their native dialect. The service also reaches
Cantonese speakers in Hong Kong, Macau, Vietnam, Aus-
tralia, and other Chinese communities where Cantonese
is more widely spoken than Mandarin. The service also
provides a popular English-language learning program to
Cantonese speakers. It offers audiences news with a broad
range of views that are unavailable on Chinese state media
and provides information that the average Chinese can use

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to build a civil society. Sample programs include: four-minute headline news segments every half hour, with world, regional, and local developments; and “American Report,” a weekly TV feature on American life that airs from Washington, and is to be aired by an affiliate in Hong Kong with potential to reach Guangdong province.

**VOA LAO SERVICE**
FY 2016: $634,000 ($666,000 with program delivery)

**Origin:** 1962  
**Delivery Method:** radio (MW, and cross-border FM affiliates), television (affiliate), website and mobile site, social media  
**Radio Original Programming:** 3.5 hours per week  
**Radio Total Broadcasting:** 3.5 hours/week  
**Television Original Programming:** 0.13 hour/week  
**Television Total Broadcasting:** 0.13 hour/week

VOA Lao broadcasts can be heard on medium wave, local FM affiliate stations, and the internet. VOA Lao serves is a resource for information on emergency or critical situations developing in the country. It also reports on Lao government activities not reported on in government-controlled local media, including inefficiency, lack of accountability, and corruption. The Lao service also provides information on education for isolated minority audiences in remote areas of the country. VOA Lao English teaching programs are broadcast on Lao National Radio and Lao National Television.

**VOA THAI SERVICE**  
FY 2016: $774,000 ($774,000 with program delivery)

**Origin:** 1962 (also on air 1942–1958)  
**Delivery Method:** radio (FM affiliates); cable television; website and mobile site; social media; SMS  
**Radio Original Programming:** 8.33 hours/week  
**Radio Total Broadcasting:** 9.16 hours/week  
**Television Original Programming:** 0.08 hour/week  
**Television Total Broadcasting:** 0.08 hour/week

The VOA Thai Service operates on an affiliate-based strategy, which places programs on FM radio and TV affiliates in the country. Some Thai service affiliates broadcast in the predominantly Muslim south, where more than 6,500 people have been killed since 2004 by separatists who want to establish an Islamic state. Sample programs include: “Hotline News from VOA Washington,” a live news program on world news, U.S. government and economic policies, U.S relations with Asian countries, and segments on business, science and medicine, and social issues; “Weekend with VOA,” a 30-minute talk show summarizing important events of the week; “English American Style,” a Sunday show that teaches American idioms; and “Report from America,” a weekly show covering U.S.-Thai relations and the Thai diaspora.
Australia

**DEMOGRAPHICS**
- Geographic area: 7,682,300 sq. km.
- Below 24 yrs. old: 32% (2016)
- Refugee population: 36,917 (2015)
- Urban population: 89% (2015)
- Unemployment: 6% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,522,643 FY14: $2,541,407 FY15: $2,603,303 FY16: $2,860,223

**COMUNICATIONS AND LITERACY**
- Internet Penetration: 85% (2015)
- Mobile Phones per 100: 133 (2015)
- Avg. years of education:
  - Females: 21 (2013)
  - Males: 20 (2013)

**PD Spending by Theme**
- Support for Mission Initiatives: $1,002,114
- Cultural Programs (Post Generated): $613,043
- Digital Outreach: $194,632
- Media/Press Activities: $180,682
- Speaker Programs (Post Generated): $162,713

**PD Spending by Activity**
- Support for Mission Initiatives: $265,349
- Educational Advising & Promoting: $33,992
- Study in the U.S.: $32,944
- Post-Generated Exchanges: $28,778
- Alumni Outreach: $25,979

Brunei

**DEMOGRAPHICS**
- Geographic area: 5,270 sq. km.
- Population: 423,196 (2016)
- Below 24 yrs. old: 39% (2016)
- Refugee population: - (2014)
- Urban population: 77% (2015)
- GDP/capita: $30,968 (2015)
- Unemployment: 2% (2011)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $8,857 FY14: $6,209 FY15: $30,595 FY16: $34,887

**COMUNICATIONS AND LITERACY**
- Internet Penetration: 71% (2015)
- Mobile Phones per 100: 108 (2015)
- Avg. years of education:
  - Females: 15 (2014)
  - Males: 15 (2014)

**PD Spending by Theme**
- Support for Mission Initiatives: $265,349
- Educational Advising & Promoting: $33,992
- Study in the U.S.: $32,944
- Post-Generated Exchanges: $28,778
- Alumni Outreach: $25,979
**Burma**

**DEMOGRAPHICS**
- Geographic area: 653,080 sq. km.
- Population: 52,885,223 (2016)
- Below 24 yrs. old: 45% (2016)
- Refugee population: - (2014)
- Urban population: 34% (2015)
- GDP/capita: $1,195 (2015)

**PUBLIC DIPLOMACY SPENDING**

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 22% (2015)
- Mobile Phones per 100: 76 (2015)
- Literacy: 93% (2015)

**Top Spending by Type**
- Post-generated Exchanges: $378,461
- Other: $131,046
- Support for Mission Initiatives: $113,654
- Supplementing ECA Programs: $110,883
- Cultural Programs (Post Generated): $79,783

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**Cambodia**

**DEMOGRAPHICS**
- Geographic area: 176,520 sq. km.
- Population: 15,762,370 (2016)
- Below 24 yrs. old: 52% (2016)
- Refugee population: 76 (2015)
- Urban population: 21% (2015)
- GDP/capita: $1,163 (2015)
- Unemployment: 0% (2014)
- Below poverty line: 18% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&C: FY13: $570,349 FY14: $711,196 FY15: $881,854 FY16: $1,066,939

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 19% (2015)
- Mobile Phones per 100: 133 (2015)
- Literacy: 78% (2015)

**Top Spending by Type**
- Post-generated Exchanges: $378,461
- Other: $131,046
- Support for Mission Initiatives: $113,654
- Supplementing ECA Programs: $110,883
- Cultural Programs (Post Generated): $79,783
China

**DEMOGRAPHICS**
- Geographic area: 9,388,211 sq. km.
- Population: 1,378,665,000 (2016)
- Below 24 yrs. old: 30% (2016)
- Refugee population: 301,052 (2014)
- Urban population: 56% (2015)
- GDP/capita: $8,069 (2015)
- Unemployment: 4% (2006)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 50% (2015)
- Mobile Phones per 100: 92 (2015)
- Literacy: 90% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Cultural Programs (Post Generated)
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Top Spending by Activity**
- Other $3,398,043
- Cultural Programs (Post Generated) $887,569
- Media/Press Activities $672,979
- Educational Advising & Promoting $667,465
- Study in the U.S. $600,742

Fiji

**DEMOGRAPHICS**
- Geographic area: 18,270 sq. km.
- Below 24 yrs. old: 46% (2016)
- Refugee population: 12 (2015)
- Urban population: 54% (2015)
- Unemployment: 9% (2012)
- Below poverty line: 39% (2008)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 46% (2015)
- Mobile Phones per 100: 108 (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Cultural Programs (Post Generated)
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Top Spending by Activity**
- Other $311,375
- Cultural Programs (Post Generated) $41,665
- American Spaces $31,779
- Support for Mission Initiatives $17,975
- Media/Press Activities $14,123
Hong Kong, (China)

**DEMOGRAPHICS**
- Geographic area: 1,050 sq. km.
- Below 24 yrs. old: 23% (2016)
- Refugee population: 133 (2015)
- Urban population: 100% (2000)
- Unemployment: 3% (2015)
- Below poverty line:

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 85% (2015)
- Mobile Phones per 100: 229 (2015)
- Avg. years of education:
  - Females: 16 (2014)
  - Males: 16 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,295,057
  - FY14: $1,361,110
  - FY15: $1,483,755
  - FY16: $1,502,262
- Supplemental:
  - FY13: $126,065
  - FY14: $25,393
  - FY15: $79,158
  - FY16: $77,513

**Top Spending by Theme**
- Support for Mission Initiatives: $257,409
- Cultural Programs (Post Generated): $235,235
- Media/Press Activities: $218,534
- Digital Outreach: $109,310
- Educational Initiatives (not including English Language programs): $108,359

**Indonesia**

**DEMOGRAPHICS**
- Geographic area: 1,811,570 sq. km.
- Below 24 yrs. old: 45% (2016)
- Refugee population: 5,957 (2015)
- Urban population: 54% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 11% (2014)

**COMMUNICATIONS AND LITERACY**
- Internet Penetration: 22% (2015)
- Mobile Phones per 100: 132 (2015)
- Avg. years of education:
  - Females: 13 (2014)
  - Males: 13 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $4,334,519
  - FY14: $5,113,591
  - FY15: $5,256,991
  - FY16: $6,663,340
- Supplemental:
  - FY13: $2,534,224
  - FY14: $4,040,036
  - FY15: $4,049,961
  - FY16: $5,560,046

**Top Spending by Theme**
- American Centers: $2,608,694
- Support for Mission Initiatives: $1,144,547
- Cultural Programs (Post Generated): $989,830
- Post-Generated Exchanges: $412,951
- Educational Advising & Promoting Study in the U.S.: $235,790

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
### Japan

**DEMOGRAPHICS**
- Geographic area: 364,560 sq. km.
- Population: 126,994,511 (2016)
- Below 24 yrs. old: 22% (2016)
- Refugee population: 2,474 (2015)
- Urban population: 93% (2015)
- GDP/capita: $34,474 (2015)
- Unemployment: 3% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 91% (2015)
- Mobile Phones per 100: 127 (2015)
- Avg. years of education: Males: 15 (2013)
- Avg. years of education: Females: 15 (2013)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>Type</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
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</thead>
<tbody>
<tr>
<td>D&amp;CP</td>
<td>$443,705</td>
<td>$443,705</td>
<td>$457,532</td>
<td>$482,475</td>
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<tr>
<td>Supplemental</td>
<td>$784,363</td>
<td>$728,991</td>
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<td>$702,112</td>
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</table>

**Top Spending by Activity**
- Support for Mission Initiatives: $1,428,947
- Speaker Programs (Post Generated): $1,196,595
- Media/Press Activities: $1,152,597
- Educational Advising & Promoting: $976,640
- Study in the U.S.: $922,650

**Top Spending by Type**

<table>
<thead>
<tr>
<th>Type</th>
<th>FY15</th>
<th>FY16</th>
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<tbody>
<tr>
<td>Support for Mission</td>
<td>$334,899</td>
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<tr>
<td>Initiatives</td>
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<tr>
<td>Cultural Programs</td>
<td>$117,159</td>
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<tr>
<td>(Post Generated)</td>
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<tr>
<td>Post-Generated Exchanges</td>
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<tr>
<td>Support for English</td>
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<tr>
<td>Language</td>
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<tr>
<td>Teaching/Learning</td>
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<tr>
<td>Support for Information</td>
<td>$79,686</td>
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<tr>
<td>Resource Centers</td>
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</tbody>
</table>

### Laos

**DEMOGRAPHICS**
- Geographic area: 230,800 sq. km.
- Population: 6,758,353 (2016)
- Below 24 yrs. old: 56% (2016)
- Refugee population: - (2014)
- Urban population: 39% (2015)
- GDP/capita: $2,159 (2015)
- Unemployment: 1% (2005)
- Below poverty line: 23% (2012)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 18% (2015)
- Mobile Phones per 100: 53 (2015)
- Avg. years of education: Males: 10 (2014)
- Avg. years of education: Females: 11 (2014)

**PUBLIC DIPLOMACY SPENDING**

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<thead>
<tr>
<th>Type</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
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</thead>
<tbody>
<tr>
<td>D&amp;CP</td>
<td>$412,349</td>
<td>$443,705</td>
<td>$345,854</td>
<td>$1,052,668</td>
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<td>Supplemental</td>
<td>$471,653</td>
<td>$757,532</td>
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</table>

**Top Spending by Activity**
- Alumni Outreach: $334,899
- Cultural Programs (Post Generated): $117,159
- Post-Generated Exchanges: $108,052
- Support for English Language: $100,388
- Teaching/Learning: $79,686

**Top Spending by Type**

<table>
<thead>
<tr>
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<th>FY15</th>
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<td>Support for English Language</td>
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<td>Support for Information</td>
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<td>Resource Centers</td>
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</tbody>
</table>
**Malaysia**

**DEMOGRAPHICS**
- Geographic area: 328,550 sq. km.
- Below 24 yrs. old: 44% (2015)
- Urban population: 75% (2015)
- GDP/capita: $9,644 (2015)
- Unemployment: 3% (2015)
- Below poverty line: 1% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 71% (2015)
- Mobile Phones per 100: 144 (2015)
- Literacy: 95% (2015)
- Avg. years of education:
  - Females: 12 (2015)
  - Males: 12 (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Support for Mission Initiatives: $387,447
- Cultural Programs (Post Generated): $258,830
- Media/Press Activities: $250,979
- American Spaces: $211,136
- Support for English Language Teaching/Learning: $141,900

**Top Spending by Activity**
- Support for Mission Initiatives: $387,447
- Cultural Programs (Post Generated): $258,830
- Media/Press Activities: $250,979
- American Spaces: $211,136
- Support for English Language Teaching/Learning: $141,900

**Marshall Islands**

**DEMOGRAPHICS**
- Geographic area: 180 sq. km.
- Below 24 yrs. old: 73% (2015)
- Refugee population: 73% (2015)
- Unemployment: 5% (2011)
- Below poverty line: 1% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 19% (2015)
- Mobile Phones per 100: 29 (2015)
- Literacy: 98% (2011)
- Avg. years of education:
  - Females: 12 (2002)
  - Males: 12 (2002)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $23,000 FY14: $36,305 FY15: $27,920 FY16: $20,553
- Supplemental: FY13: $24,000 FY14: $31,000 FY15: $9,000 FY16: $9,400
Micronesia

DEMOGRAPHICS
Geographic area: 700 sq. km.
Below 24 yrs. old: 57% (2016)
Refugee population: 3 (2015)
Urban population: 22% (2015)
Unemployment: Below poverty line: 41% (2013)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 32% (2015)
Mobile Phones per 100: 22 (2015)
Avg. years of education:
Females: 14 (2013)
Males: 14 (2013)

PUBLIC DIPLOMACY SPENDING
Supplemental: FY13: $29,000 FY14: $24,000 FY15: $10,000 FY16: $10,400

Mongolia

DEMOGRAPHICS
Geographic area: 1,553,560 sq. km.
Population: 3,027,398 (2016)
Below 24 yrs. old: 45% (2016)
Refugee population: 9 (2013)
Urban population: 72% (2015)
GDP/capita: $3,944 (2015)
Unemployment: 7% (2015)
Below poverty line: 22% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free
Internet Penetration: 21% (2015)
Mobile Phones per 100: 105 (2015)
Literacy: 98% (2015)
Avg. years of education:
Females: 15 (2014)
Males: 14 (2014)

PUBLIC DIPLOMACY SPENDING

PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $99,073
American Spaces (not centers) $60,398
Support for English Language Teaching/Learning $57,390
Educational Initiatives (Not Including English Language Programs) $55,016
Other $51,958
New Zealand

**DEMOGRAPHICS**
- Geographic area: 263,310 sq. km.
- Below 24 yrs. old: 34% (2016)
- Refugee population: 1,337 (2015)
- Urban population: 86% (2015)
- Unemployment: 5% (2015)

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>D&amp;CP</th>
<th>Supplemental</th>
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<tbody>
<tr>
<td>FY13</td>
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<td>FY16</td>
<td>$1,607,696</td>
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</tbody>
</table>

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 88% (2015)
- Mobile Phones per 100: 122 (2015)
- Avg. years of education:
  - Females: 20 (2014)
  - Males: 18 (2014)

**Top Spending by Activity**
- Support for Mission Initiatives: $451,496
- Suplementing ECA Programs: $259,000
- Educational Advising & Promoting Study in the U.S.: $184,515
- Cultural Programs (Post Generated): $167,989
- Digital Outreach: $154,874

Palau

**DEMOGRAPHICS**
- Geographic area: 460 sq. km.
- Population: 21,503 (2016)
- Below 24 yrs. old: (2015)
- Refugee population: - (2015)
- Urban population: 87% (2015)
- Unemployment: 4% (2005)
- Below poverty line: 25% (2006)

**PUBLIC DIPLOMACY SPENDING**

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<tr>
<th>Fiscal Year</th>
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<td>FY16</td>
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**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 27% (2004)
- Mobile Phones per 100: 112 (2015)
- Avg. years of education:
  - Females: 18 (2013)
  - Males: 18 (2013)
Samoa

**DEMOGRAPHICS**
- Geographic area: 2,830 sq. km.
- Below 24 yrs. old: 56% (2016)
- Refugee population: - (2015)
- Urban population: 19% (2015)
- Unemployment: 9% (2012)
- Below poverty line: 27% (2008)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 25% (2015)
- Mobile Phones per 100: 62 (2015)
- Literacy: 99% (2015)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $1,300 FY14: $- FY15: $153,000 FY16: $5,000

Singapore

**DEMOGRAPHICS**
- Geographic area: 709 sq. km.
- Population: 5,607,283 (2016)
- Below 24 yrs. old: 28% (2016)
- Refugee population: - (2015)
- Urban population: 100% (2000)
- Unemployment: 2% (2015)
- Below poverty line: 27.9%

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 82% (2015)
- Mobile Phones per 100: 147 (2015)
- Literacy: 97% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $784,316 FY14: $1,105,400 FY15: $1,133,908 FY16: $1,411,057

**PD Spending by Theme**
- Cultural Programs (Post Generated): $723,557
- Support for Mission Initiatives: $236,679
- Media/Press Activities: $157,039
- Alumni Outreach: $65,748
- Digital Outreach: $53,892

**PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

**Map Key**
- Embassy
- Consulate
- American Space
South Korea

**DEMOGRAPHICS**
- Geographic area: 97,480 sq. km.
- Below 24 yrs. old: 27% (2016)
- Refugee population: 1,463 (2015)
- Urban population: 82% (2015)
- Unemployment: 4% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Support for Mission Initiatives: $941,843
- American Centers: $604,792
- Cultural Programs (Post Generated): $492,225
- Digital Outreach: $450,046
- Media/Press Activities: $336,498

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 90% (2015)
- Mobile Phones per 100: 118 (2015)
- Literacy: 98% (2008)

**Thailand**

**DEMOGRAPHICS**
- Geographic area: 5,10,890 sq. km.
- Below 24 yrs. old: 30% (2016)
- Urban population: 50% (2015)
- Unemployment: 0% (2015)
- Below poverty line: 11% (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,689,951 FY14: $1,866,209 FY15: $2,440,894 FY16: $2,374,025

**PD Spending by Theme**
- Cultural Programs (Post Generated): $560,688
- Support for Mission Initiatives: $508,936
- Support for English Language Teaching/Learning: $458,653
- Media/Press Activities: $284,504
- Other: $116,900
Timor-Leste

DEMOGRAPHICS
Geographic area: 14,870 sq. km.
Population: 1,268,671 (2016)
Below 24 yrs. old: 62% (2016)
Refugee population: - (2014)
Urban population: 33% (2015)
GDP/capita: $1,162 (2015)
Unemployment: 3% (2010)
Below poverty line: 42% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free
Internet Penetration: 13% (2015)
Mobile Phones per 100: 117 (2015)
Literacy: 64% (2015)
Avg. years of education:
Females: 13 (2010)
Males: 14 (2010)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $235,759
FY14: $133,154
FY15: $200,501
FY16: $224,766
Supplemental:
FY13: $221,346
FY14: $1,560
FY15: $927,826
FY16: $32,130

PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $38,059
Support for English Language $34,289
Teaching/Learning $26,912
Supplementing ECA Programs $22,874
Other $16,620
Cultural Programs (Post Generated) $16,620

Top Spending by Type

Vietnam

DEMOGRAPHICS
Geographic area: 310,070 sq. km.
Population: 92,701,100 (2016)
Below 24 yrs. old: 39% (2016)
Refugee population: - (2014)
Urban population: 34% (2015)
GDP/capita: $2,107 (2015)
Unemployment: 2% (2015)
Below poverty line: 14% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet Penetration: 53% (2015)
Mobile Phones per 100: 131 (2015)
Literacy: 95% (2015)
Avg. years of education:
Females: 10 (1998)
Males: 11 (1998)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $1,528,532
FY14: $2,868,323
FY15: $2,779,327
FY16: $2,098,074
Supplemental:
FY13: $272,341
FY14: $1,100,289
FY15: $1,237,778
FY16: $1,275,368

PD Spending by Theme

Top Spending by Activity
Other $441,187
Alumni Outreach $264,228
Support for Mission Initiatives $251,904
American Centers $158,386
Support for English Language $147,042
Teaching/Learning $126,986
U.S. Secretary of State Rex Tillerson admires the exhibit “My flag goes where I go” vibrant paintings by Ukrainian children who live around the world, on July 9, 2017 in Kyiv, Ukraine. [State Department photo/ Public Domain]
BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

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U.S. public diplomacy in Europe strengthens the United States’ strategic partnerships with our closest and most capable allies and builds mutual understanding and receptivity to U.S. objectives among the region’s 740 million people, including in countries that stand as strident opponents to U.S. foreign policy. The U.S. State Department’s Bureau of European and Eurasian Affairs (EUR) seeks to advance American prosperity and security by recognizing European nations and publics as force multipliers on issues of bilateral, regional, and international importance. U.S. alliances and partnerships with Europe are vital to our economic welfare and our common defense; they directly impact our ability to enhance international stability, counter Russian aggression and subversion, and confront global challenges such as proliferation, terrorism, and organized crime. The United States and Europe also jointly promote shared interests of freedom, democracy, and rule of law around the globe.

Public diplomacy enables the United States to analyze, engage, inform, and influence European audiences in support of U.S. foreign policy goals, national security interests, and U.S. economic objectives in Europe and worldwide. To accomplish this, EUR mobilizes a team of 170 officers and 500 locally employed staff across 49 missions (76 U.S. embassies, consulates, and branches) in the region. EUR currently operates 186 American Spaces (libraries, cultural centers, and information resource centers) that convene the public and feature a variety of U.S. programs and speakers throughout Europe.

In 2016, the Pew Global Indicators Database indicated that the favorability rating for the United States in Europe ranged from 38 percent in Greece to 74 percent in Poland. Notably, Russia was not scored by Pew in 2016, following a 15 percent low in 2015. The U.S. favorability rating dropped in several European countries from 2015 to 2016, with a 10+ point drop in France and Italy. This data underscores the ongoing value of U.S. public diplomacy engagement in Europe.

U.S. FOREIGN POLICY GOALS IN EUROPE

During 2016, U.S. foreign policy goals in Europe were to: 1) work for a Europe whole, free, and at peace to advance American prosperity and security; 2) strengthen NATO in support of a strong global security community; 3) promote economic openness and growth and invest in European entrepreneurship; 4) defend and advance universal values, democracy, and human rights where they are threatened; and 5) cooperate with Russia in areas of mutual interest while holding Russia accountable for its aggression in Ukraine.

U.S. PUBLIC DIPLOMACY GOALS IN EUROPE

U.S. missions in Europe maintain a policy-focused approach to public diplomacy programs in order to advance U.S. foreign policy goals. In addition to reinforcing vital cultural, educational, and people-to-people ties with European publics, U.S. public diplomacy in Europe seeks to:

- Combat Russian disinformation and propaganda
- Support Ukraine
- Counter violent extremism (CVE)
- Support European allies and partners addressing refugee integration challenges
- Advance economic partnership and social entrepreneurship
- Fight corruption.

Combatting Russian Disinformation and Propaganda

Throughout 2016, EUR worked to combat the Kremlin’s propaganda and aggressive use of influence levers across the political, economic, social, and information arenas to promote an anti-Western agenda throughout the Russian periphery and writ large. The Kremlin continues to sponsor a sophisticated $1.4 billion-a-year propaganda apparatus at home and abroad, which claims to reach 600 million people across 130 countries in 30 languages. The Russian government also continues to fund think tanks and outside organizations in its neighboring states to help achieve its goals of promoting the Kremlin’s false narratives; portraying the West as a threat; and undermining trust in independent media as well as Western institutions and values. U.S. public diplomacy engagement in 2016 and beyond includes: strategic use of resources to monitor and respond to propaganda, debunk myths, and convey policy messages to key audiences; strengthening and supporting independent, credible media; and supporting pro-democracy civil society groups. The United States works with a broad array of partners to this end, including multilateral institutions, allied governments, and non-governmental organizations.
Ukraine

Ukraine marked the third anniversary of the Euromaidan in 2016 and the peaceful resolution of the conflict in eastern Ukraine remains a litmus test for the post-war institutions entrusted with maintaining peace and security in Europe. EUR public diplomacy programs work to build and maintain European support for Ukraine, including support for the sanctions against Russia for its aggression in Crimea and eastern Ukraine, as well as on full implementation of the Minsk agreements to bring a lasting peace. Our programs also seek to advance Ukraine’s critical reform efforts to strengthen its political and judicial systems; encourage free and open expression; and incentivize innovation and entrepreneurship.

CVE

Countering violent extremism (CVE) remains a top priority given the active recruitment of European foreign fighters by the Islamic State of Iraq and the Levant (ISIS). U.S. missions in Europe support a variety of CVE-focused public diplomacy programs through which European audiences, including vulnerable youth in CVE-focus countries learn to reduce and mitigate conditions that give rise to extremist views in their communities. U.S. public diplomacy programs underscore how respect for religious/ethnic diversity strengthens democratic societies.

Migration and Refugee Integration in Europe

Over one million refugees entered Europe in 2015 and another 360,000 arrived by sea alone in 2016. U.S. public diplomacy has empowered U.S. missions in Europe to collaborate with governmental and non-governmental stakeholders in response to the refugee crisis in Europe within the context of rising populism; growing socio-economic tensions in refugee destination countries; rising European disunity exemplified by Brexit; and the draining of national resources away from other priorities. Our public diplomacy initiatives recognize that inclusion of refugee and migrant communities is vital to Europe’s economic and social stability and security. U.S. public diplomacy programs share best practices for integration and inclusion in the United States and Europe as modeled by NGOs, businesses, local governments, receiving communities, and refugees themselves; distinguish between CVE and integration priorities for optimal results; showcase the socio-economic benefits of immigration and diversity; and identify and advance public-private partnerships and social entrepreneurship opportunities.

Advance Economic Partnership

Europe continues to be the United States’ foremost economic partner, generating over $1 trillion a year in two-way trade and directly supporting approximately six million American jobs. The success of our transatlantic relationship directly impacts the U.S. economy and has global implications. EUR public diplomacy programs promote the benefits of trade and economic partnership and encourage innovation, entrepreneurship, free flow of data, and youth empowerment.

Fight Corruption

U.S. public diplomacy in Europe supports targeted action plans in 23 embassies to strategically fight corruption with particular focus on Central, Eastern, and Southeastern Europe, in recognition of the fact that corruption threatens democratic institutions, economic growth, and regional security.

Digital Diplomacy and Media Credibility

In 2016, Europe enjoyed a high level of connectivity with 121 mobile phones per 100 members of the population, and roughly 85 percent internet penetration. At the same time, many countries of the former Soviet Union continue to grapple with a digital skills deficit. Europe’s record on media freedom is a complex picture: Western Europe, and Nordic and Baltic States have some of the freest media in the world, while the press in the Balkans and many former Soviet states, such as Hungary, Ukraine, and Moldova, operate with partial freedom. Russian, Belarusian, and Azerbaijani media are not free. Media credibility is also a challenge in a number of countries, such as Bulgaria and Romania, where corrupt actors—both foreign and domestic—dominate ownership and manipulate the information space.

U.S. Public Diplomacy Spending in FY 2016

U.S. public diplomacy funding in Europe amounted to approximately $95 million ($67 million in .7 funds; $27 million in supplemental funds, including AEECA funds), which included combined totals as follows: Russia ($9.7 million), Ukraine ($7.0 million), and Germany ($6.2 million).

Public Affairs Sections (PAS) in Europe align their public diplomacy strategies with mission-specific goals and broader U.S. foreign policy objectives. Using PD funds to work with both U.S. and local organizations on issues of mutual concern enables EUR posts to build relationships with key societal influencers, and engage and influence them to support U.S. interests in the region. In addition, PD projects create opportunities for the wider Embassy community to collaborate with diverse segments of the local population on priority topics, including advocacy of human rights, building trade capacity, and promoting regional and global security.

Sample Public Diplomacy Programs

EUR’s PD programs include post-led outreach that supports a variety of U.S. foreign policy, national security, and U.S. economic objectives. The following are hallmark PD
programs as well as exemplary regional and single-country programs:

**Academic and Professional Exchange**

Academic and professional exchange programs play a crucial role in engaging foreign audiences and building long-term relationships. The Fulbright Program and the International Visitor and Leadership Program (IVLP) remain popular, prestigious U.S. exchanges sought after by academics, students, and emerging leaders in Europe. Short-term and long-term exchange programs, such as the Professional Fellows Program and the Humphrey Fellowship Program, are equally important in reaching diverse audiences and addressing key U.S. foreign policy priorities in the region. The U.S. Speakers program and targeted cultural programs also serve to deepen the European public’s understanding of and appreciation for American culture, values, and society.

**Educational Advising and Youth Engagement**

Public diplomacy outreach in Europe is also strategically advanced through educational advising and academic youth engagement. According to Open Doors Data for the 2015-2016 school year, the majority of European students who studied in the United States were from the United Kingdom (11,599), followed by Turkey (10,691), Germany (10,145), France (8,764), Spain (6,640), Russia (5,444), Italy (5,155), Sweden (4,297), Norway (2,391), and the Netherlands (2,445). Austria, Belgium, Bulgaria, Denmark, Greece, Ireland, Poland, Romania, Serbia, Switzerland, and Ukraine all had more than 1,000 students studying in the United States during the same period. In addition to fostering stronger people-to-people connections, educational programs directly contribute to the U.S. economy.

**EUR Regional PD Programs**

- **Young Transatlantic Innovation Leaders Initiative (YTILI):** YTILI is a youth entrepreneurship program that builds relationships with a key, and increasingly influential, European audience. The program offers young European entrepreneurs and innovators the opportunity to expand their contacts and skill sets through training, exchanges, and access to a European-transatlantic network. The program encourages the growth of a cadre of talented and Western-leaning youth who contribute to the promotion of Euro-Atlantic integration and prosperity across the region. In 2016, 47 young professionals from 42 countries in Europe participated in a transatlantic exchange program, implemented by Meridian House. In 2017, 100 fellows from Europe and 16 Americans will participate in the exchange. Regional programs such as start-up boot camps, speakers, and meet-ups connect YTILI participants and alumni across Europe with one another.

- **Digital Communication Network (DCN):** EUR, the Bureau of Educational and Cultural Affairs, and the International Information Programs support this NGO, which developed from a Professional Fellows on-demand program and now comprises a dynamic network of 3,000 digital communicators from across Europe and Central Asia. The network supports independent media and government and non-government entities to help them connect with one another, create compelling content, and develop innovative ways to use digital communication tools to combat disinformation and fake news. Through U.S. professional fellow exchanges, TechCamps, and other regional trainings and programs, the DCN has grown substantially, especially in Central and Eastern Europe.

- **European Digital Diplomacy Exchange (EDDE) Network:** In 2016, EUR launched EDDE, an intergovernmental network of digital diplomacy practitioners from strategic partner governments committed to increasing their collective capacity to execute effective digital engagement and communications. Participants work collaboratively to foster and exchange best practices in the field of digital diplomacy—a core component of government public diplomacy engagement with European audiences. The relationships forged through the network have enhanced member capacity to develop and launch multilateral, unified, and successful regional strategic messaging and engagement partnerships. By publicly and visibly collaborating on messaging campaigns, members demonstrate collective resolve to cooperatively address regional issues, and signal that transatlantic partnership remains a core priority of participating countries. Through this strategic multilateral partnership hub, members are able to reach new, key audiences while building messaging credibility—a key advantage in an increasingly competitive information space. In 2016, EUR led several consultations and trainings for EDDE members in Washington and implemented intensive government-to-government workshops in four countries, reaching over 200 foreign partners.

- **Integrating Refugees through Community Outreach:** A 2016 regional International Visitor Leadership Program On Demand brought together 12 government and civil society leaders from the Czech Republic, Slovak Republic, Poland, and Hungary to learn about U.S. best practices related to refugee and immigrant intake and integration. Participants received a detailed overview of integration and reset-
tlement policies at the local, state, and federal levels and were also introduced to NGO management and engagement, with a focus on the extent to which NGOs in the United States receive funding from private-sector and individual contributions. The European visitors gained valuable insight into how local communities in the United States facilitate the resettlement process.

**EUR Country-Specific PD Programs**

- **Ukraine-Boosting Strategic Communications Capacity**: The U.S. government-supported Ukraine Crisis Media Center (UCMC) organizes reporting tours for European journalists to eastern Ukraine to provide insight into on-the-ground realities and to provide the resources necessary to “fact check” false Russian narratives. The U.S. Embassy in Kyiv sent 12 senior communications advisors representing UCMC and various governmental ministries to the United States on International Visitor Leadership Programs (IVLPs) in FY16 to bolster their strategic communication abilities.

- **Austria - I Am My Future Project**: START Austria promotes equality and social justice by mentoring academically talented immigrant high school students and encouraging their interest in volunteerism and constructive social engagement. In 2016, European alumni of U.S. government exchange programs served as START volunteers and spearheaded several pilot projects. For instance, one program offered specific services to unaccompanied minors to enable them to familiarize themselves with what was on offer and subsequently avail of START’s regular services. The pilot projects also served to beta-test the feasibility of adding refugee integration as a permanent service to START’s overall program.
## EUR Post-Directed Public Diplomacy Spending

Total spending including D&CP .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
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<tr>
<td>BERMUDA</td>
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**2016 PD SPENDING**

- **RUSSIA**: $9.8M (Highest)
- **UKRAINE**: $9.7M (Tied for 2nd)
- **GERMANY**: $6.1M (3rd)
- **GEORGIA**: $5.0M (4th)
- **TURKEY**: $4.0M (5th)

Total spending including D&CP .7 and reported supplemental funds.
EUROPE & EURASIA REGION PUBLIC DIPLOMACY SPENDING

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
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*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

POST SPENDING RANKED BY FY 16 TOTAL SPENDING
<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>D&amp;CP Supplemental*</th>
<th>D&amp;CP Supplemental*</th>
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<td>↑</td>
</tr>
</tbody>
</table>
U.S. INTERNATIONAL MEDIA IN EUROPE AND EURASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Albanian, Armenian, Azerbaijani, Bashkir, Belarusian, Bosnian, Chechen, Crimean Tatar, Croatian, Georgian, Macedonian, Montenegrin, Romanian, Russian, Serbian, Tatar, Ukrainian

RFE/RL’S RADIO SVOBODA (LANGUAGE: RUSSIAN)

FY 2016: $7.455 million ($7.937 million with program delivery)
RFE/RL Moscow bureau (included in total above): FY 2016 $4.297 million

Origin: 1953
Delivery Method: Radio (MW, satellite), website, social media, mobile app
Radio Original Programming: 39.5 hours/week
Radio Total Broadcast: 168 hours/week

RFE/RL’s Russian Service, Radio Svoboda, delivers professional news on Russia and the region. Due to political pressure within Russia, RFE/RL is restricted from local radio and TV rebroadcasting and therefore focuses on digital distribution platforms. Radio Svoboda has historically been a trusted source of balanced information about political, social, civic, cultural, and human rights issues that are unreported or under-reported in Russia. It also provides a forum where discussion and debate on these issues can take place. With this enduring mission, the service is focused on producing a range of integrated multimedia content—audio, video, and social media—that connects target audiences across Russia and enhances the impact of its journalism. The service provides in-depth public discussion and facilitates the flow of information between different national regions and social strata by producing regionally based content, a variety of discussion shows and highly engaging foreign coverage. To further reach its audience inside of Russia, more than 50 percent of whom are under 35 years of age, Svoboda is extremely active with social media and posting attractive web features. Sample programs include: “Face the Event,” which is a live talk show on the main news event of the day, and “Signs of Life,” the service’s stunning short-form documentary program, which focuses on pressing current events within Russian society.

RFE/RL’S CURRENT TIME (LANGUAGE: RUSSIAN)

FY 2016: $4.837 million ($4.837 million with program delivery)

Origin: 2014
Delivery Method: Television (affiliates), website, social media, mobile apps
Television Original Programming: 38.5 hours/week
Television Total Broadcast: 168 hours/week

Current Time is a 24/7 Russian-language digital network led by RFE/RL, in cooperation with VOA, airing on television and digital networks. Its mission is to provide fair and accurate reporting and serve as a reality check on disinformation that is driving conflict in countries bordering Russia. RFE/RL produces the daily news shows Current Time Europe and Current Time Asia; top-of-the-hour briefs; the daily political talk show The Timur Olevsky Hour; a fact-checking show, See Both Sides; and a feature on Russia’s unheralded places and people, Unknown Russia. VOA produces the hour-long program Current Time America with news, business and feature content from Washington, D.C., New York, and across the United States. Selected programming from RFE/RL’s Russian, Moldovan, and Ukrainian Services, and content produced by Current Time regional affiliates and by outside producers round out the network’s schedule. The network is available to nearly 10 million households in 12 countries on over 40 subscription satellite, cable and IPTV services. The entire live stream is also available globally to another 75 million monthly unique users on FilmOn.tv and regionally to another 32 million monthly unique users on MeGoGo. The stream also goes out across Eurasia on the free to air Eutelsat HotBird 13B satellite, which is received in 135 million homes. A 12-hour block is available on Astra 5B daily, and channel content is also available on the website current-time.tv. The satellite stream is supported by a strong digital media unit, which creates innovative digital programming and drives social-media reporting and engagement within the “Current Time” brand in the digital space.

RFE/RL BALKAN SERVICE (LANGUAGES: ALBANIAN TO KOSOVO, BOSNIAN, CROATIAN, MACEDONIAN, MONTENEGRIAN, SERBIAN)

FY 2016: $4.538 million ($4.848 million with program delivery)

RFE/RL Balkan bureau costs (included in total above): FY 2016 Belgrade $0.665 million, Sarajevo $1.043 million, Podgoritza $0.261 million, Pristina $0.344 million, Skopje $0.275 million
Markets: the greater territory of Ukraine, Russian-occupied Crimea, and Russian-controlled territories in eastern Ukraine. Radio Svoboda provides a platform for open, pluralistic voices. Svoboda’s anti-corruption reporting, including the “Schemes” TV product, spotlights corruption and holds officials accountable. The service partners with numerous TV and radio affiliates in the country to expand the reach and impact of its programming. On the radio, national affiliate Era FM carries the agenda-setting “Morning Liberty” in the morning and the analytical “Liberty Today” program in the evening, along with thematic programs “EuropeConnect” on EU-Ukraine relations, “We Together” on regional issues, and “YouthPlus.” In 2015 and 2016 the service launched new radio products for Russian-occupied Crimea and Russian-controlled territories in Donbas—“Crimea.Realities” and “Donbas.Realities.” In February 2016, Crimea.Realities produced a 20-minute documentary about Russia’s attempt at annexation, entitled “Crimea.Unconquered,” that was shown on numerous Ukrainian TV channels; and in July 2016, the service began broadcasting FM radio to parts of Russia.

**RFE/RL RADIO SVABODA (LANGUAGE: BELARUSIAN)**

FY 2016: $2.478 million ($2.586 million with program delivery)
RFE/RL Minsk bureau (included in total above): FY 2016 $0.857 million

Origin: 1954
Delivery Method: Radio (AM, satellite), television (BelSat), website, social media, mobile app
Radio Original Programming: 7 hours/week
Radio Total Broadcast: 123 hours/week
Television Original Programming: 0.5 hours/weekly
Television Total Broadcast: 1 hour/weekly

RFE/RL’s Belarusian Service, Radio Svaboda, provides uncensored news, trusted analysis and feature programming in Belarusian about events in Belarus and the world to a closed, authoritarian society. Another vital dimension of this role is countering ubiquitous Russian propaganda in Belarus and providing trustworthy reporting and analysis on Ukraine. Svaboda’s weekly TV roundtable “Zona Svabody” is the most popular analytical program on the Belarusian-language satellite channel Belsat TV, watched by almost 20 percent of Belsat’s audience. The service provides unrivaled live online multimedia reporting from protests, public trials and other unfolding events. Special attention is paid to human rights and political prisoners. The service also reaches a highly engaged digital audience through livestreaming, Twitter, Facebook, YouTube, and other digital outlets. Svaboda ranks first among Belarusian media on Facebook, has the widest reach among Belarusian media on Twitter, and is a leading presence on VKontakte.

**RFE/RL RADIO SVABODA (LANGUAGES: UKRAINIAN, RUSSIAN, CRIMEAN TATAR)**

FY 2016: $4.041 million ($4.393 million with program delivery)
RFE/RL Kyiv bureau (included in total above): FY 2016 $2.665 million

Origin: 1954
Delivery Method: Radio (FM, satellite), tv, websites (3 websites/5 languages), social media, mobile apps
Radio Original Programming: 42.25 hours/week
Radio Total Broadcast: 55.75 hours/week
Television Original (and Total) Programming: Regional-0.5 hour (30 minutes)/week; Macedonian-0.2 hour (10 minutes)/week

RFE/RL’s Balkan Service is one of the only news media in the region that engages all sides in its coverage and debate in Bosnia, Serbia, Montenegro, Macedonia, and Kosovo. It promotes a civil society that defines people by their actions and beliefs, not by ethnicity. By giving voice to minorities and promoting individual opinions, the service helps to build trust among people in the region and contributes to stability in the Balkans. The Balkan Service also works to unmask Russian disinformation in order to help counterbalance the growing political and economic influence of Russia in the Balkans. More than 150 affiliate stations broadcast the service’s programming. In addition to daily shows targeting the individual markets in Bosnia, Kosovo, Macedonia, Montenegro, and Serbia, the Balkan Service produces a daily 30-minute regional show through affiliates in Bosnia, Montenegro, and Serbia, focusing on stories of regional interest. The service also provides critical coverage on breaking news events, including the ongoing refugee crisis and ISIS’s recruitment of foreign fighters in the region.

RFE/RL’s Ukrainian Service, Radio Svoboda, strives to help Ukrainians find their own path toward a more mature democracy by engaging, informing, and offering thoughtful audiences the chance to learn from one another, to understand other sectors of society and cultures within the country, and to participate and begin to integrate more constructively into European organizations and structures. Svoboda also plays an important role in countering Russian disinformation by providing relevant and reliable analysis. Svoboda reporting serves Ukraine’s three distinct media markets: the greater territory of Ukraine, Russian-occupied Crimea, and Russian-controlled territories in eastern Ukraine.
RFE/RL RADIO TAVISUPLEBA (LANGUAGE: GEORGIAN), EKHO KAVKAZA (LANGUAGE: RUSSIAN)

FY 2016: $2.203 million ($2.370 million with program delivery)
RFE/RL Tbilisi bureau (included in total above): FY2016 $0.918 million

Origin: 1953

Delivery Method: Radio (FM, satellite), television, website and mobile site, social media, mobile apps
Radio Original Programming: 115 hours/week
Radio Total Broadcast: 122 hours/week
Television Original Programming: 1.3 hours/week
Television Total Broadcast: 1.3 hours/week

RFE/RL’s Georgian Service, Radio Tavisupleba, is a rare source of balanced journalism in a country where much of the press openly supports, both editorially and through the selection of news, either the government or the opposition. As a trusted surrogate broadcaster delivers professional news across multiple media platforms and serves as a bridge between people and current events affecting Georgian politics and society. The service’s popular weekly TV show “InterVIEW,” created in cooperation with the Georgian Public Broadcaster (GPB), consists of in-depth, 30-minute-long interviews asking hard-hitting questions of politicians, newsmakers and academics in Georgia and abroad. On radio, the service airs a wide array of programming focused on news, current affairs and cultural issues. In the digital sphere, the service engages with its audiences via websites, Facebook and Twitter in both Georgian and Russian. In addition, the service continues to cover Georgia’s breakaway regions of Abkhazia and South Ossetia through Ekho Kavkaza (“Echo of the Caucasus”), a daily one-hour Russian-language program and Russian-language website that seeks to use impartial reporting to overcome mistrust between the peoples of these conflict zones.

RFE/RL RADIO AZADLIQ (LANGUAGE: AZERBAIJANI)

FY 2016: $2.057 million ($2.072 million with program delivery)

Origin: 1953

Delivery Method: Radio (satellite), tv (Hotbird, TurkSat satellites); website (in Azeri/Russian), social media, mobile app
Radio Original Programming: 3 hours/week
Radio Total Broadcast: 73 hours/week
Television Original Programming: 1.25 hours/week
Television Total Broadcast: 1.25 hours/week

RFE/RL’s Azerbaijani Service provides uncensored and reliable news and information that promotes transparency, accountability, and pluralism in Azerbaijan and serves as a role model for aspiring journalists and independent journalism. The service’s investigative reporting addresses issues that are absent in official media. In a country where the government controls the flow of information, Azadliq is viewed as the only remaining source of uncensored and balanced news. At the end of 2014, Azerbaijani authorities forcibly shuttered RFE/RL’s news bureau in Baku and, in the past two years, have engaged in internet censorship of Azadliq’s reporting. Current and former bureau staff have been continuously harassed, threatened and interrogated by authorities. Nevertheless, the service has leveraged social media and mobile applications to provide critical regional news to audiences in Azerbaijan. Beginning in FY 2016, Azadliq started production of a daily 15-minute TV show, “Azadliq A-LIVE,” which airs on Facebook, YouTube, mobile and Smart TV apps, and the service’s website. Azadliq’s YouTube channel is one of the most popular channels in Azerbaijan, with more than 40 million views in FY 2016.

RFE/RL RADIO EUROPA LIBERA (LANGUAGES: ROMANIAN, RUSSIAN)

FY 2016: $1.788 million ($1.903 million with program delivery)
RFE/RL Chisinau bureau (included in total above): FY2016 $0.982 million

Origin: 1950 (to Romania, ended in 2008; Moldova-focused programs continue since 1998)

Delivery Method: Radio (FM, UKV, satellite), tv, website, social media, mobile app
Radio Original Programming: 10.1 hours/week
Radio Total Broadcast: 12 hours/week
Television Original Programming: 1.25 hours/week
Television Total Broadcast: 1.25 hours/week

RFE/RL’s Moldovan Service, Radio Europa Libera, provides credible and impartial information and analysis, as well as a forum for debate and analysis on major themes related to Moldova, the region and the world. The service promotes free speech, respect of human rights and of minorities, and democratic values. It is the only Western international media available with programs designed to serve the Moldovan audience, and research shows that the service’s programming is consumed by nearly one-third of Moldovans weekly. The Moldovan Service produces a 10-minute, weekday television program called “Clear and Simple,” which airs first in Romanian and then is dubbed into Russian on the national public TV channel Moldova 1. Other TV projects include roundtable discussions, shows on political and social issues in the country and talk shows. In addition to its standard daily radio news programs, the service also offers special radio programs, in Romanian and Russian, to the separatist region of Transnistria, which are designed to build bridges between peoples living in a divided society.
RFE/RL RADIO AZATUTYUN (LANGUAGE: ARMENIAN)
FY 2016: $1.741 million ($1.899 million with program delivery)
RFE/RL Yerevan bureau (included in total above): FY 2016 $0.938 million

Origin: 1953
Delivery Method: Radio (FM, satellite), tv (affiliates), website (Armenian, Russian, English languages), social media, mobile app
Radio Original Programming: 12.9 hours/week
Radio Total Broadcast: 16.9 hours/week
Television Original Programming: 9 hours/week
Television Total Broadcast: 9 hours/week

RFE/RL’s Armenian Service, Radio Azatutyun, serves as a surrogate media source for independent news and information about events happening in Armenia. Azatutyun facilitates peer-to-peer dialogue and works to serve as a bridge between people and the government. Uncensored political talk shows, such as the service’s “Crossroad of Opinions,” are not otherwise available in the local market; this show is one of the most popular political talk shows in Armenia and has featured guests ranging from the prime minister, mayor of Yerevan and a majority of members of the Armenian government, as well as key opposition leaders. The service has become the top source of live video coverage of key political and social developments in the country, thanks to investment in internet streaming technology and its ability to cover news without censorship and control (unlike its competitors). Azatutyun is consistently adding interactive digital elements to its programming. For example, its flagship evening news program, “News Center” airs live every weekday, and is now being supplemented by a companion Facebook Live show called “Newsroom,” which features the host of the evening newscast program going live from the Yerevan studio and discussing the evening newscast with the journalists who contribute to it.

RFE/RL NORTH CAUCASUS SERVICE (LANGUAGES: CHECHEN, RUSSIAN)
FY 2016: $1.356 million ($1.365 million with program delivery)

Origin: 2002
Delivery Method: Websites, social media, mobile app

RFE/RL’s North Caucasus Languages Service reports news in a violent region where media freedom and journalists remain under severe threat. RFE/RL is the sole international broadcaster to provide objective news and analysis to the North Caucasus in Chechen, providing in-depth coverage of human rights abuses by the police and security forces, social taboos, and the ongoing efforts by Chechnya’s current leader to rewrite the history of the past two decades. The service also produces the Kavkaz.Realii (Caucasus Realities) website, which provides local news in Russian about the North Caucasus region. In addition to serving as a news portal for the region, the website focuses on violent extremism, political and economic disenfranchisement, corruption, and police brutality (concerns that unite all of the region’s ethnic groups).

RFE/RL TATAR-BASHKIR SERVICE (LANGUAGES: TATAR, BASHKIR, CRIMEAN TATAR, RUSSIAN)
FY 2016: $962,000 ($962,000 with program delivery)

Origin: 1953
Delivery Method: Radio (satellite), website and mobile site, social media, mobile app
Radio Original Programming: 3.5 hours/week
Radio Total Broadcast: 3.5 hours/week

The Tatar-Bashkir Service is the only major international news provider in the Tatar and Bashkir languages covering religious, sectarian, ethnic, cultural, historical and identity issues in an environment heavily dominated by the Russian press. The service aims to serve as a bridge between Tatar communities in Russia, Crimea, and the world. Using its website as its primary delivery platform, the service targets content at people living in Tatarstan and Bashkortostan, as well as in neighboring areas. In August 2016, the service launched a Russian-language regional website called Idel.Realii, targeting the wider Volga-Ural region of the Russian Federation. The service provides a platform for free discussion of critical issues, such as identity and the peaceful coexistence of various ethnic and religious communities, which are the vital basis for developing and nourishing civil society and democratic institutions in the region.
VOA RUSSIAN SERVICE

FY 2016: $7.075 million ($7.075 million with program delivery)

Origin: 1947
Delivery Method: Television, website and mobile site, mobile Applications, social Media
Television Original Programming: 8.08 hours/week
Television Total Broadcasting: 8.08 hours/week

VOA's Russian Service employs a digital-first, cross-platform strategy to inform, engage, and connect the information denied Russian-speaking audiences and offer fact-based alternative to the Kremlin's misinformation campaigns designed to fan anti-U.S. and anti-Western sentiments both in Russia and globally. VOA Russian Service's interactive multimedia content includes video streaming on desktop and mobile platforms, social media native products, expert blogs, and user-generated content and feedback. It serves to engage audiences in conversations about America and its values while offering insights into U.S. policy, life and institutions, including U.S.-Russia relations and American reactions to developments impacting Russian democracy. VOA Russian's audience on digital platforms is active and engaged. In 2016, the service's website registered some 14.6 million visits and more than 34.5 million page views. Users spent almost eight minutes per visit on average, indicating a higher level of engagement with VOA content. VOA Russian's website audience is also very loyal—47 percent of all visitors came to the site every day, and an additional 22 percent returned to the website within three days. Consumption of video distributed on digital platforms has grown significantly. During 2016, more than 55.8 million clips were viewed on the service's Facebook page. 4.7 million VOA Russian videos were watched on YouTube, and an additional 1.9 million videos were seen by VOA Russian website users. The Russian Service’s social media footprint also expanded. The Service had more than 200,000 followers on Twitter and more than 240,000 fans on Facebook. In 2016, VOA Russian's Facebook content had 75,000 engagement actions weekly—a 15-fold increase compared to 2015. This digital presence is complemented by increased programming on television, the dominant news media platform among Russian speakers. In 2014, the service partnered with RFE/RL to launch Current Time, a joint venture production undertaken in partnership with public and private broadcasters as well as internet portals in the region. As of February 7, 2017, Current Time is a 24/7 Russian-language digital network available to viewers on a variety of television, digital, social and mobile platforms. The Russian Service produces a one-hour daily newscast, “Current Time America,” and a weekend magazine, “Current Time Itogi,” which airs on Saturday. “Current Time America” airs from Washington and New York offering content not otherwise available on state-controlled Russian media and provides a “reality check” on various political, economic, social and cultural issues. It features live interviews with newsmakers, and the latest in science and technology, medical, and entertainment news. A stringer network across the United States provides news and feature programming from major American cities. The “Current Time” branded content also includes a variety of digital efforts. Other VOA Russian sample programs include: “Briefing,” a 10-minute daily digital digest of short, native video reports on trending topics in the United States, Russia, and the world; “Lexicon,” a product designed to explain American political jargon to Russian-speaking audiences; “U.S. News in 60 Seconds,” a video product with quick, daily updates on the latest news in America; “Made in USA,” a weekly video feature about American people and their lives; and “Hollywood Boulevard,” a weekly video feature showcasing the latest releases from the American movie industry. VOA Russian also serves as a U.S. bureau for the few remaining independent media outlets in Russia. The service provides two, weekly live reports from the New York Stock Exchange (NYSE) to the Russian Business Channel and also offers live remote and special reports to Dozhd TV, RTVi and Israeli Channel 9. According to the 2016 Gallup national survey of Russia, VOA's measured total weekly audience was 3.1 percent of all adults (15 or older). More than two-thirds of weekly users (68.5 percent) reported that VOA Russian had increased their understanding of current events and two-thirds (66.9 percent) said it had increased their understanding of U.S.-Russian relations. The survey noted that while audience trust in Western broadcasters declined, the number of adults who consider VOAs content trustworthy grew from 56.1 percent in 2015 to 65.4 percent in 2016.

VOA UKRAINIAN SERVICE

FY 2016: $1.832 million ($2.034 million with program delivery)

Origin: 1949
Delivery Method: Television, website and mobile site, mobile applications, social media
Television Original Programming: 2.81 hours/week
Television Total Broadcasting: 2.81 hours/week

VOA Ukrainian is the leading international broadcaster in Ukraine acting as a de facto Washington bureau for four major national television channels: Channel 5, First National TV, ICTV and Channel 24. With a weekly audience
of 15.2 percent of Ukrainian adults, VOA Ukrainian is consistently rated among the most credible, trustworthy, and influential sources of news, information, and analysis regarding U.S.-Ukrainian relations, U.S. policy, and American life. The programming is an important counter-narrative to mass audiences in the country, which is targeted by an aggressive anti-Western misinformation campaign sponsored by Russia. Sample programs include: “Chas-Time,” a daily, 15-minute TV news and information program; “Studio Washington,” a five-minute, daily news capsule for Russian-speaking Ukrainians; “Prime Time with Myroslava Gongadze,” a newsmaker interview program; and “Window on America,” a weekly 20-minute magazine show. The Ukrainian Service also produces special reports and live interactives on a variety of subjects for Ukraine’s top-rated networks ICTV, First National, and 1+1 TV. In addition to more than 5.4 million adult TV viewers every week, VOA Ukrainian’s digital desktop, mobile, and social media presence engaged more than 6 million users in fiscal year 2016. On Facebook, VOA Ukrainian has more than 100,000 followers. Users in 2016 viewed more than 11.5 million video clips and engaged with VOA Ukrainian content 745,000 times. VOA Ukrainian is followed by some 105,000 Twitter users and the VOA Ukrainian Service Chief, Myroslava Gongadze, has more than 90,000 followers. The service’s digital content is syndicated to some of the most popular websites in the target area—Pravda.com.ua, Ukr.net, and Maidan.org—while video production is also available via a branded YouTube channel. VOA Ukrainian journalists actively use social media, particularly Facebook and Twitter, to engage the strategic audience, especially youth.

**VOA TURKISH SERVICE**

FY 2016: $1.742 million ($1.742 with program delivery)

**Origin:** 1942 (closed in 1945, reopened in 1948)

**Delivery Method:** Television, website and mobile site, social media

**Radio Original Programming:** 0.17 hour/week

**Radio Total Broadcasting:** 0.17 hour/week

**Television Original Programming:** 5 hours/week

**Television Total Broadcasting:** 12.5 hours/week

The VOA Turkish Services produces content for the internet and television. Television broadcasts are carried by a leading news network in Turkey, TGRT Haber. The TGRT News television network is the seventh largest in Turkey and now carries five live, 15-minute VOA Turkish newscasts, Monday through Friday, and a 30-minute magazine program each week. VOA Turkish also presents, Monday through Friday, a daily five-to-10 minute live webcam report for the affiliate. News and interviews broadcast by VOA Turkish are frequently redistributed in the Turkish media and the service receives substantial audience feedback from Turkey, Cyprus, Germany, other European countries, the United States, and the Caucasus. Through the “Washington Bureau” concept, VOA Turkish service staff frequently provides commentary, analysis and background information on major Washington news events for Turkish media outlets HALK TV, NTV, CNN TURK and HABER Turk. Radicalism is a major problem and many extremist Islamist groups are currently active in many parts of the country. Turkey’s status as both an ISIS target and a hub for ISIS cells has made VOA Turkish’s coverage of such news stories even more important. The Turkish government has increased pressure on the media and the issue of press freedom has become a major concern for the U.S. and European institutions. The service produces both audio and video products for the internet that include a wide variety of topics: Turkish-American relations, civil rights, press and internet freedom, U.S. policies, Turkish and global economic issues (e.g., unemployment, price hikes, and food prices), health, education, environment, arts, and entertainment. VOA Turkish also has an affiliation agreement with Mynet, one of the top three most popular news and entertainment portals in Turkey with more than 6.5 million registered members. VOA Turkish has web and mobile sites, a Facebook fan page, and Twitter, YouTube, and Google+ accounts. It also sends a daily newsletter to more than 3,000 subscribers. The service also maintains five blogs.

**VOA ALBANIAN SERVICE**

FY 2016: $1.504 million ($1.504 million with program delivery)

**Origin:** 1943 (closed in 1945, reopened in 1951)

**Delivery Method:** Television, website and mobile site, mobile applications, social media

**Television Original Programming:** 3.67 hours/week

**Television Total Broadcasting:** 3.67 hours/week

Successfully leveraging television and increasingly popular digital media platforms, VOAs Albanian Service continues to inform, engage, and influence far more people than any other international broadcaster in Albania, Kosovo, and the Albanian-speaking areas of Macedonia, Serbia, and Montenegro. The service plays a crucial role in bringing the audience unbiased, objective, and comprehensive news about the world and the region. It also communicates America’s democratic experience and U.S. foreign policy objectives in a region still vulnerable to internal and external destabilizing forces, including violent extremism. According to the 2016 Gallup World Poll national survey, VOA Albanian TV and digital content reaches an estimated 60.5 percent of adults (15 or older) every week in Albania, 64 percent of adults in Kosovo, and 10.2 percent of all adults in Macedonia. VOA Albanian signature TV daily news program “Ditari,” is carried by 19 TV affiliates in Albania, 11 in Macedonia, nine in Kosovo, two in Montenegro and one in Serbia. The service provides special reports for two top-rated affiliates in Albania, News24, and Top Channel, which largely focus on U.S. perspectives on developments affecting the region. While focusing on television, the news
medium of choice for Albanian-speaking audiences, VOA Albanian journalists also interact with engaged digital audiences that, in 2016, viewed more than 31.2 million video clips on the service's Facebook page and another 1.96 million on its YouTube channel. VOA Albanian’s Facebook pages is followed by more than 258,000 Facebook users, representing a generation of future influencers.

**VOA SERBIAN SERVICE**

**FY 2015:** $1.388 million ($1.409 million with program delivery)

**Origin:** 1943

**Delivery Method:** Television, website and mobile site, mobile applications, social media

**Television Original Programming:** 3.75 hours/week

**Television Total Broadcasting:** 3.75 hours/week

VOA Serbian is the leading international broadcaster and an important source of free, accurate, and objective reporting to Serbia and other Serbian-speaking areas of the former Yugoslavia. According to the 2016 Gallup World Poll national survey, VOA content, distributed via more than 50 national and regional affiliates and online, reaches 12 percent of adults in Serbia and 26.5 percent of adults in Montenegro weekly. Almost six in 10 weekly VOA Serbian users say it contributes to the audience’s better understanding of current events, and of American policies in a very competitive market that is exposed to aggressive anti-American views spread by nationalist and pro-Kremlin media. Sample programs include: “Open Studio,” a daily 30-minute TV news and information program, which airs Monday through Friday offering newsmaker interviews and wide-ranging coverage of American affairs and, global and regional developments; and “Weekend Studio,” which airs on Saturdays and Sundays for 30 minutes, focusing primarily on telling America stories. VOA Serbian responds weekly to TV content requests from top local broadcasters such as N1 Info in Serbia and TVCG in Montenegro, regarding U.S. events and views on significant global developments. The service’s TV programs and digital content distributed across desktop, mobile, and social platforms also reaches and engages Serbian and other South Slavic diasporas in Europe and worldwide. The service has some 100,000 Facebook fans, a five-fold increase compared with previous year. Facebook users viewed more than 2.2 million VOA Serbian video clips in 2016.

**VOA AZERBAIJANI SERVICE**

**FY 2016:** $697,000 ($697,000 with program delivery)

**Origin:** 1982

**Delivery Method:** Radio, television, website and mobile site, social media

**Radio Original Programming:** 1.75 hours/week

**Total Radio Broadcasting:** 24.5 hours/week

**Television Original Programming:** 1.25 hours/week

**Total Television Broadcasting:** 3.75 hours/week

The VOA Azerbaijani Service seeks to retain and strengthen its role in the Azerbaijani media as a full service multimedia news agency that provides news in various formats and on subjects that include political, social, economic, medical, technological, and cultural developments. Its television content features “American Review” and “World View” programs that present an American perspective on issues of interest to the target audience that air daily on the RFE/RL Azeri Service “A-LIVE” program. VOA Azerbaijani is also a major source of news for Iranian Azeris. Sample programs include: a 15-minute, daily audio packages of two interviews or reports and a summary of top world news; a daily 5–6 minute video news program; a weekly, 6–8 minute “Showbiz” program; and original internet video reports and interviews on issues relating to Azerbaijan.
### VOA Georgian Service

**FY 2016: $654,000 ($661,000 with program delivery)**

**Origin:** 1951  
**Delivery Method:** Radio (FM), Television, website and mobile Site, mobile applications, social media  
**Radio Original Programming:** 3.5 hours/week  
**Radio Total Broadcasting:** 3.5 hours/week  
**Television Original Programming:** 0.66 hour/week  
**Television Total Broadcasting:** 0.66 hour/week

The VOA Georgian Service employs an interactive mix of radio, television, and internet programming to inform, engage, and connect with the audience in the target area, which has come under increased Russian pressure. It provides insights into American life, thought and institutions, and analysis on Georgia's democratic evolution and its prospects for Euro-Atlantic integration. The service broadcasts two daily, 15-minute radio programs. The shows are carried by the national FM network of the Georgian public broadcaster. “Washington Today” is a weekly 20-minute magazine aired on Georgian public TV focusing on developments in the United States and featuring segments on American life and traditions, American perspectives on major developments in the target area, the Georgian diaspora, social issues, medicine, science, technology and culture. VOA Georgian also conducts weekly TV interactivities and special reports for three national networks—Imedi TV, TV Pirveli, Maestro TV, and the public broadcaster’s nightly newscast “Moambe”—providing analysis, U.S. views on important regional developments, and insights into American life, thought, and institutions. VOA Georgian’s content is also carried by GARB (Georgian Association of Regional Broadcasters), which consists of 24 regional TV stations. According to the March 2016 Gallup national survey, VOA reaches 8.1 percent of adults in Georgia weekly. VOA Georgian’s audience has increased mostly due to the success of TV programming. Nearly nine in 10 (86.7 percent) users found VOA Georgian content trustworthy, nine in 10 (87.1 percent) said it had increased their understanding of current events; and eight in 10 (78.7 percent) said it had increased their understanding of U.S. society. In addition to desktop and mobile websites presence, VOA Georgian’s digital media outreach expands the service’s audience engagement with digital content across video-sharing sites such as YouTube and Mvvideo.ge (target area’s YouTube-like portal with over million unique users), and social media platforms, like Facebook and Twitter. In 2016, VOA Georgian Service’s website recorded 560,000 visits while the number of Facebook followers doubled to more than 160,000. Facebook users viewed more than 6.9 million video clips and engaged with VOA Georgian content more than 400,000 times.

### VOA Armenian Service

**FY 2016: $504,000 ($504,000 with program delivery)**

**Origin:** 1951  
**Delivery Method:** Television, Website and Mobile Site, Mobile Applications, Social Media  
**Television Total Broadcasting:** 1.58 hours/week  
**Television Original Programming:** 1.05 hour/week  
**Television Programming:** 1.58 hours/week

VOA’s Armenian Service plays an important role by providing its audience with reliable, objective and comprehensive news and information. It serves as a vital source of information about the United States, its society and institutions, and its policies toward Armenia and other former Soviet republics. The Armenian Service’s cross-platform programming, distributed via national TV affiliate Armenia TV and on digital platforms, has a weekly reach of 38.1 percent of Armenian adults, according to the 2016 Gallup World Poll national survey. According to Broadcasting Board of Governors (BBG) research, six in 10 weekly viewers of the service’s TV programs say that VOA Armenian increased their understanding of U.S. policies and American society. VOA Armenian broadcasts the “Armenian Daily Report,” a television feed of approximately 10 minutes, Monday through Friday, which contains reports on U.S. and world events, U.S. foreign policy, business, science, and U.S.-Armenian relations. On Sundays, Armenia TV airs the service’s “Magazine Show,” a 20-minute program that blends stories on the Armenian diaspora, American culture, science, medicine, business, the environment, Hollywood highlights, and American pop music reviews. Armenia TV also broadcasts VOA’s “Good Morning Armenia” segment, which is produced daily, Monday through Friday. In addition to desktop and mobile websites that expand its television coverage with digital multimedia content, the Service shares video stories on its YouTube channel and engages its audience via Facebook and Twitter. The Service had more than 75,000 active Facebook users. During 2016, VOA Armenian’s Facebook page recorded more than 12 million video views and more than 420,000 engagement actions (likes, shares, and comments). The stories produced by the Service are regularly republished by Armenia’s local leading media outlets, often dominating the news agenda with America-focused reporting.

### VOA Macedonian Service

**FY 2016: $605,000 ($605,000 with program delivery)**

**Origin:** 1999  
**Delivery Method:** Television, website and mobile site, mobile applications, social media  
**Television Total Broadcasting:** 1.05 hours/week  
**Television Programming:** 1.05 hours/week

The VOA Macedonian Service is the most widely distributed source of news, information, and analysis on U.S. foreign policy, U.S. interests, and American life that is
available to Macedonian-speaking television audiences in the Balkans. The added value that the service brings to the Macedonian media scene is its original and exclusive reporting, providing a panoptic view on U.S. policies and expert opinions on Macedonia’s Euro-Atlantic prospects, thus promoting peace, freedom, and democracy and explaining U.S. foreign policy interests in the volatile Balkan region. According to the 2016 Gallup World Poll national survey, VOA content, distributed via TV affiliates and online, reaches more than one in five adults in Macedonia every week (19 percent) and six in 10 weekly VOA Macedonian users say it contributes significantly to the audience’s better understanding of American views and policies in the heavily politicized media market, which is exposed to an aggressive, pro-Kremlin propaganda. The 2016 survey noted that 58.5 percent of viewers said that VOA Macedonian’s program has increased their understanding of U.S. foreign policy. VOA Macedonian’s flagship TV program is the 10-minute “Newsflash,” which airs nationwide, Monday through Friday, on Alfa and 24 Vesti channels, and on a number of regional and local TV stations throughout the country. The program focuses on news from the United States pertinent to the target audience, including coverage of the Macedonian diaspora. Since April 2016, the service also provides live remotes to Telma TV, a nationwide network. The service maintains a website that expands its TV coverage with in-depth and feature reporting. In 2016, VOA Macedonian’s website had nearly 3 million visits, a five-fold increase in comparison to 2015. The Service provides multimedia content on its Facebook page, which had more than 73,000 followers as of January 2017. Facebook users viewed more than 2.3 million video reports in 2016. A digital-first product, “What Makes Headlines Today,” a 60-second news capsule covering top U.S. stories and syndicated to some of the most popular Internet sites in Macedonia, such as Time.mk and Dnevnik, along with the website’s top news articles.
COUNTRY PROFILES

EUROPE AND EURASIA REGION
Albania

**DEMOGRAPHICS**
- Geographic area: 27,400 sq. km.
- Population: 2,876,101 (2016)
- Below 24 yrs. old: 36% (2016)
- Refugee population: 104 (2014)
- Urban population: 57% (2015)
- GDP/capita: $3,954 (2015)
- Unemployment: 17% (2015)
- Below poverty line: 14% (2012)

**PUBLIC DIPLOMACY SPENDING**

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 63% (2015)
- Mobile Phones per 100: 106 (2015)
- Literacy: 98% (2015)
- Avg. years of education:
  - Females: 16 (2014)
  - Males: 16 (2014)

**PD Spending by Theme**
- Cultural Programs (Post-generated)
- Support for Mission Initiatives
- Supplanting Bureau of Public Affairs Programs
- Other
- American Spaces

**Top Spending by Activity**
- Cultural Programs (Post-generated) $203,980
- Support for Mission Initiatives $134,158
- Supplanting Bureau of Public Affairs Programs $74,117
- Other $54,824
- American Spaces $50,358

**Armenia**

**DEMOGRAPHICS**
- Geographic area: 28,470 sq. km.
- Population: 2,924,816 (2016)
- Below 24 yrs. old: 32% (2016)
- Refugee population: 19,319 (2015)
- Urban population: 63% (2015)
- Unemployment: 19% (2015)
- Below poverty line: 30% (2014)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $348,675 FY14: $115,055 FY15: $70,662 FY16: $1,197,802

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 58% (2015)
- Mobile Phones per 100: 116 (2015)
- Literacy: 100% (2015)
- Avg. years of education:
  - Females: 14 (2009)
  - Males: 11 (2008)

**PD Spending by Theme**
- Cultural Programs (Post-generated)
- Support for Mission Initiatives
- Supplanting Bureau of Public Affairs
- Teaching/Learning
- Digital Outreach
- Other

**Top Spending by Activity**
- Cultural Programs (Post-generated) $155,184
- Support for Mission Initiatives $117,575
- Supplanting Bureau of Public Affairs Teaching/Learning $105,318
- Digital Outreach $72,218
- Other $57,255
## Austria

### Demographics
- Geographic area: 82,523 sq. km.
- Population: 8,747,358 (2016)
- Below 24 yrs. old: 26% (2016)
- Refugee population: 72,218 (2015)
- Urban population: 66% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 4% (2014)

### Communications and Literacy
- FH Media Freedom: Free
- Internet Penetration: 84% (2015)
- Mobile Phones per 100: 157 (2015)
- Literacy: 99% (2018)
- Avg. years of education: Females: 16 (2014)

### Public Diplomacy Spending

### PD Spending by Theme
- Educational Initiatives (Not Including English Language Programs): $394,162
- Media/Press Activities: $312,323
- Support for Mission Initiatives: $266,429
- Speaker Programs (Post-generated): $152,082
- Digital Outreach: $151,499

### Top Spending by Activity
- Cultural Programs (Post-generated): $217,062
- Support for Mission Initiatives: $161,080
- Media/Press Activities: $140,798
- American Spaces: $108,184
- Support for English Language Teaching/Learning: $74,710

## Azerbaijan

### Demographics
- Geographic area: 82,663 sq. km.
- Population: 9,762,274 (2016)
- Below 24 yrs. old: 38% (2016)
- Refugee population: 1,278 (2015)
- Urban population: 55% (2015)
- GDP/capita: $5,500 (2015)
- Unemployment: 5% (2015)
- Below poverty line: 6% (2012)

### Communications and Literacy
- FH Media Freedom: Not Free
- Internet Penetration: 77% (2015)
- Mobile Phones per 100: 111 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 13 (2014)

### Public Diplomacy Spending

### PD Spending by Theme
- Cultural Programs (Post-generated): $217,062
- Support for Mission Initiatives: $161,080
- Media/Press Activities: $140,798
- American Spaces: $108,184
- Support for English Language Teaching/Learning: $74,710

### Top Spending by Activity
- Cultural Programs (Post-generated): $217,062
- Support for Mission Initiatives: $161,080
- Media/Press Activities: $140,798
- American Spaces: $108,184
- Support for English Language Teaching/Learning: $74,710

### Map Key
- Embassy
- Consulate
- American Space
Belarus

**DEMOGRAPHICS**
- Geographic area: 202,910 sq. km.
- Population: 9,507,120 (2016)
- Below 24 yrs. old: 27% (2016)
- Refugee population: 1,808 (2015)
- Urban population: 77% (2015)
- Unemployment: 1% (2007)
- Below poverty line: 5% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 62% (2015)
- Mobile Phones per 100: 124 (2015)
- Literacy: 100% (2015)
- Avg. years of education: 16 (2014)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $125,433  FY14: $198,674  FY15: $11,100  FY16: $1,197,802

**PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post-generated): $118,402
- Support for Mission Initiatives: $112,307
- Other: $79,171
- American Spaces: $77,037
- Support for Information Resource Centers: $71,423

Belgium

**DEMOGRAPHICS**
- Geographic area: 30,280 sq. km.
- Population: 11,348,159 (2016)
- Below 24 yrs. old: 28% (2016)
- Urban population: 98% (2015)
- GDP/capita: $40,357 (2015)
- Unemployment: 8% (2015)
- Below poverty line: 15% (2013)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 85% (2015)
- Mobile Phones per 100: 116 (2015)
- Literacy: 99% (2015)
- Avg. years of education: 21 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,776,411  FY14: $2,001,497  FY15: $1,640,718  FY16: $1,659,940
- Supplemental: FY13: $724,121  FY14: $16,980  FY15: $68,663  FY16: $64,522

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $832,645
- Post-generated Exchanges: $266,884
- Digital Outreach: $196,577
- Media/Press Activities: $152,788
- Cultural Programs (Post-generated): $66,567
Bosnia & Herzegovina

**DEMOGRAPHICS**
- Geographic area: 51,200 sq. km.
- Population: 3,516,816 (2016)
- Below 24 yrs. old: 25% (2016)
- Refugee population: 6,798 (2015)
- Urban population: 40% (2015)
- Unemployment: 26% (2015)
- Below poverty line: 18% (2011)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 65% (2015)
- Mobile Phones per 100: 90 (2015)
- Literacy: 98% (2015)
- Avg. years of education:
  - Females: 15 (2014)
  - Males: 14 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,302,674
  - FY14: $1,292,516
  - FY15: $1,241,755
  - FY16: $1,160,458
- Supplemental:
  - FY13: $302,242
  - FY14: $180,987
  - FY15: $34,152
  - FY16: $2,537,925

**PD Spending by Theme**
- Top Spending by Activity
  - Other: $193,351
  - Supplemneting Bureau of Public Affairs Programs: $180,942
  - Support for Mission Initiatives: $165,214
  - Cultural Programs (Post-generated): $157,267
  - Educational Initiatives (Not Including English Language Programs): $128,085

Bulgaria

**DEMOGRAPHICS**
- Geographic area: 108,560 sq. km.
- Below 24 yrs. old: 24% (2016)
- Urban population: 74% (2015)
- GDP/capita: $6,993 (2015)
- Unemployment: 9% (2015)
- Below poverty line: 22% (2006)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 57% (2015)
- Mobile Phones per 100: 129 (2015)
- Literacy: 98% (2015)
- Avg. years of education:
  - Females: 15 (2014)
  - Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $875,043
  - FY14: $930,697
  - FY15: $840,917
  - FY16: $1,045,770
- Supplemental:
  - FY13: $224,996
  - FY14: $277,493
  - FY15: $47,731
  - FY16: $66,450

**PD Spending by Theme**
- Top Spending by Activity
  - Support for Mission Initiatives: $453,732
  - Cultural Programs (Post-generated): $150,557
  - Media/Press Activities: $105,528
  - Support for English Language Teaching/Learning: $68,698
  - Digital Outreach: $60,632

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Croatia

**DEMOGRAPHICS**
- Geographic area: 55,960 sq. km.
- Population: 4,170,600 (2016)
- Below 24 yrs. old: 26% (2016)
- Urban population: 59% (2015)
- Unemployment: 16% (2015)
- Below poverty line: 19% (2013)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 70% (2015)
- Mobile Phones per 100: 104 (2015)
- Literacy: 99% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,182,322 FY14: $1,219,543 FY15: $1,076,618 FY16: $1,239,330
- Supplemental: FY13: $98,693 FY14: $107,324 FY15: $62,664 FY16: $34,100

**PD Spending by Theme**
- Top Spending by Activity
  - Support for Mission Initiatives: $508,522
  - Cultural Programs (Post-generated): $139,512
  - Supplanting ECA Programs: $89,224
  - American Centers: $72,747
  - Other: $67,454

**Cyprus**

**DEMOGRAPHICS**
- Geographic area: 9,240 sq. km.
- Population: 1,170,125 (2016)
- Below 24 yrs. old: 31% (2016)
- Refugee population: 7,067 (2015)
- Urban population: 67% (2015)
- Unemployment: 15% (2015)
- Below poverty line:

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 72% (2015)
- Mobile Phones per 100: 95 (2015)
- Literacy: 99% (2015)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Top Spending by Activity
  - Media/Press Activities: $124,397
  - Educational Initiatives (Not Including English Language Programs): $109,787
  - Support for Mission Initiatives: $102,988
  - Other: $73,896
  - Supplanting IIP Programs: $65,345

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Czech Republic

DEMOGRAPHICS
Geographic area: 77,210 sq. km.
Population: 10,561,693 (2016)
Below 24 yrs. old: 25% (2016)
Refugee population: 3,644 (2015)
Urban population: 73% (2015)
GDP/capita: $17,557 (2015)
Unemployment: 5% (2015)
Below poverty line: 10% (2013)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 81% (2015)
Mobile Phones per 100: 123 (2015)
Literacy: 99% (2011)
Avg. years of education:
Females: 18 (2014)
Males: 16 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $1,566,637
FY14: $1,501,388
FY15: $1,459,659
FY16: $1,312,658
Supplemental:
FY13: $159,325
FY14: $54,323
FY15: $56,571
FY16: $76,339

PD Spending by Type
- Support for Mission Initiatives: $689,141
- Media/Press Activities: $143,224
- American Centers: $88,943
- Digital Outreach: $67,864
- Other: $40,731

Denmark

DEMOGRAPHICS
Geographic area: 42,262 sq. km.
Population: 5,731,118 (2016)
Below 24 yrs. old: 30% (2016)
Refugee population: 27,326 (2015)
Urban population: 88% (2015)
Unemployment: 6% (2015)
Below poverty line: 13.4% (2011)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 96% (2015)
Mobile Phones per 100: 128 (2015)
Literacy: Avg. years of education:
Females: 20 (2014)
Males: 18 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $850,355
FY14: $902,589
FY15: $796,040
FY16: $838,305
Supplemental:
FY13: $97,921
FY14: $15,000
FY15: $48,217
FY16: $51,706

PD Spending by Type
- Cultural Programs (Post-generated): $195,455
- Support for Mission Initiatives: $156,184
- Media/Press Activities: $113,416
- Digital Outreach: $51,367
- Inform Policy Making: $39,817

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space
Estonia

**DEMOGRAPHICS**

- Geographic area: 42,390 sq. km.
- Population: 1,316,481 (2016)
- Below 24 yrs. old: 26% (2016)
- Refugee population: 168 (2015)
- Urban population: 68% (2015)
- GDP/capita: $17,075 (2015)
- Unemployment: 6% (2015)
- Below poverty line: 22% (2013)

**PUBLIC DIPLOMACY SPENDING**


**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: Free
- Internet Penetration: 88% (2015)
- Mobile Phones per 100: 149 (2015)
- Literacy: 100% (2015)
- Avg. years of education:
  - Females: 17 (2013)
  - Males: 16 (2013)

**PD Spending by Theme**

- Support for Mission Initiatives $128,063
- Other $127,519
- Cultural Programs (Post-generated) $97,594
- Media/Press Activities $95,948
- Digital Outreach $86,225

**Top Spending by Activity**

- Support for Mission Initiatives $1,363,731
- Media/Press Activities $121,440
- Digital Outreach $77,955
- Speaker Programs (Post-generated) $60,186
- VIP Visits (Press Support) $56,342

European Union

**DEMOGRAPHICS**

- Geographic area: N/A sq. km.
- Population: N/A
- Below 24 yrs. old: N/A
- Refugee population: N/A
- Urban population: N/A
- GDP/capita: N/A
- Unemployment: N/A
- Below poverty line: N/A

**PUBLIC DIPLOMACY SPENDING**

- D&CP: FY13: $1,133,006 FY14: $1,534,482 FY15: $1,091,535 FY16: $1,895,880

**COMMUNICATIONS AND LITERACY**

- FH Media Freedom: N/A
- Internet Penetration: N/A
- Mobile Phones per 100: N/A
- Literacy: N/A
- Avg. years of education:
  - Females: N/A
  - Males: N/A

**PD Spending by Theme**

**Top Spending by Activity**

- Support for Mission Initiatives $1,363,731
- Media/Press Activities $121,440
- Digital Outreach $77,955
- Speaker Programs (Post-generated) $60,186
- VIP Visits (Press Support) $56,342

**Top Spending by Type**

- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

**Map Key**

- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**

- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**

- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Finland

DEMographics
- Geographic area: 303,880 sq. km.
- Population: 5,495,096 (2016)
- Below 24 yrs. old: 28% (2016)
- Refugee population: 12,703 (2015)
- Urban population: 84% (2015)
- Unemployment: 9% (2015)

Communications and Literacy
- FH Media Freedom: Free
- Internet Penetration: 93% (2015)
- Mobile Phones per 100: 135 (2015)
- Avg. years of education: "Other"

Public Diplomacy Spending

D&CP:
- FY13: $946,753
- FY14: $997,132
- FY15: $863,062
- FY16: $868,300

Supplemental:
- FY13: $1,615,522
- FY14: $38,095
- FY15: $44,691
- FY16: $77,940

Top Spending by Type
- American Spaces: $185,627
- Support for Mission Initiatives: $177,600
- Digital Outreach: $95,922
- Cultural Programs (Post-generated): $82,014
- Post-Generated Exchanges: $61,962

France & Monaco

Demographics
- Geographic area: 547,557 sq. km.
- Below 24 yrs. old: 30% (2016)
- Refugee population: 273,126 (2015)
- Urban population: 80% (2015)
- GDP/capita: $36,527 (2015)
- Unemployment: 10% (2015)
- Below poverty line: 14% (2013)

Communications and Literacy
- FH Media Freedom: Free
- Internet Penetration: 85% (2015)
- Mobile Phones per 100: 103 (2015)
- Avg. years of education: "Other"

Public Diplomacy Spending

D&CP:
- FY13: $3,703,605
- FY14: $4,278,860
- FY15: $3,636,338
- FY16: $3,730,680

Supplemental:
- FY13: $1,726,123
- FY14: $76,546
- FY15: $194,218
- FY16: $206,014

Top Spending by Activity
- Support for Mission Initiatives: $555,168
- Cultural Programs (Post-generated): $534,178
- Educational Initiatives (Not Including English Language Programs): $393,435
- Support for Information Resource Centers: $280,879
- Media/Press Activities: $279,066
Georgia

**DEMOGRAPHICS**
- Geographic area: 69,490 sq. km.
- Population: 3,719,300 (2016)
- Below 24 yrs. old: 31% (2016)
- Refugee population: 1,979 (2015)
- Urban population: 54% (2015)
- Unemployment: 12% (2015)
- Below poverty line: 15% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $898,468
- FY14: $1,123,793
- FY15: $1,335,754
- FY16: $1,251,377
- Supplemental: FY13: $820,303
- FY14: $263,299
- FY15: $79,077
- FY16: $3,780,486

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 48% (2015)
- Mobile Phones per 100: 129 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 15 (2014)
- Males: 15 (2014)

**Top Spending by Activity**
- Other: $359,663
- Support for Mission Initiatives: $316,364
- Cultural Programs (Post-generated): $127,328
- Media/Press Activities: $74,530
- Educational Initiatives (Not Including English Language Programs): $61,427

**Top Spending by Type**
- Media/Press Activities: $1,115,039
- Support for Mission Initiatives: $934,629
- Speaker Programs (Post-generated): $705,705
- Post-generated Exchanges: $659,327
- Cultural Programs (Post-generated): $538,957

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Germany

**DEMOGRAPHICS**
- Geographic area: 348,900 sq. km.
- Population: 82,667,685 (2016)
- Below 24 yrs. old: 23% (2016)
- Refugee population: 316,115 (2015)
- Urban population: 75% (2015)
- Unemployment: 5% (2015)
- Below poverty line:

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $6,547,724
- FY14: $6,757,252
- FY15: $6,250,723
- FY16: $5,965,500
- Supplemental: FY13: $572,858
- FY14: $300,980
- FY15: $216,108
- FY16: $214,281

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 88% (2015)
- Mobile Phones per 100: 117 (2015)
- Literacy: Females: 17 (2014)
- Males: 17 (2014)

**Top Spending by Activity**

**Top Spending by Type**
**Greece**

**DEMOGRAPHICS**
- Geographic area: 128,900 sq. km.
- Population: 10,746,740 (2016)
- Below 24 yrs. old: 25% (2016)
- Refugee population: 30,239 (2015)
- Urban population: 78% (2015)
- GDP/capita: $18,008 (2015)
- Unemployment: 25% (2015)
- Below poverty line: 36% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 67% (2015)
- Mobile Phones per 100: 113 (2015)
- Literacy: 95% (2015)
- Avg. years of education: Males: 17 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,876,231 FY14: $1,927,301 FY15: $1,699,832 FY16: $1,916,126
- Supplemental: FY13: $857,794 FY14: $81,967 FY15: $64,300 FY16: $100,156

**PD Spending by Theme**
- Support for Mission Initiatives
- Cultural Programs (Post-generated)
- Digital Outreach
- Media/Press Activities

**Top Spending by Activity**
- Support for Mission Initiatives: $533,364
- Cultural Programs (Post-generated): $174,515
- Digital Outreach: $80,394
- Media/Press Activities: $77,828

**PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

**Holy See**

**DEMOGRAPHICS**
- Geographic area: N/A sq. km.
- Population: N/A
- Below 24 yrs. old: N/A
- Refugee population: N/A
- Urban population: N/A
- GDP/capita: N/A
- Unemployment: N/A
- Below poverty line: N/A

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: N/A
- Internet Penetration: N/A
- Mobile Phones per 100: N/A
- Literacy: N/A
- Avg. years of education: N/A

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Cultural Programs (Post-generated)
- Support for Mission Initiatives
- Public-Private Partnerships
- Speaker Programs (Post-generated)
- Alumni Outreach

**Top Spending by Activity**
- Cultural Programs (Post-generated): $41,544
- Support for Mission Initiatives: $35,819
- Public-Private Partnerships: $18,864
- Speaker Programs (Post-generated): $9,885
- Alumni Outreach: $6,203

**PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Hungary

**DEMOGRAPHICS**
- Geographic area: 90,530 sq. km.
- Population: 9,817,958 (2016)
- Below 24 yrs. old: 25% (2016)
- Refugee population: 4,393 (2015)
- Urban population: 71% (2015)
- Unemployment: 7% (2015)
- Below poverty line: 15% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 73% (2015)
- Mobile Phones per 100: 119 (2015)
- Literacy: 99% (2015)
- Avg. years of education:
  - Females: 16 (2014)
  - Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,158,088
  - FY14: $1,174,700
  - FY15: $941,580
  - FY16: $903,380
- Supplemental:
  - FY13: $222,291
  - FY14: $125,989
  - FY15: $65,332
  - FY16: $79,044

**PD Spending by Theme**
- Top Spending by Activity:
  - Support for Mission Initiatives: $392,716
  - Media/Press Activities: $100,179
  - Support for English Language Teaching/Learning: $81,000
  - Alumni Outreach: $75,645
  - American Spaces: $61,256

**PD Spending by Type**
- Top Spending by Type:
  - Grants & Contracts: $151,596
  - Personnel: $76,234
  - Travel & Transportation: $66,957
  - Property & Utilities: $48,683
  - Research: $8,419

Iceland

**DEMOGRAPHICS**
- Geographic area: 100,250 sq. km.
- Below 24 yrs. old: 34% (2016)
- Refugee population: 179 (2015)
- Urban population: 94% (2015)
- Unemployment: 4% (2015)
- Below poverty line:

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 98% (2015)
- Mobile Phones per 100: 114 (2015)
- Literacy:
  - Avg. years of education:
    - Females: 20 (2012)
    - Males: 18 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $266,769
  - FY14: $325,774
  - FY15: $336,873
  - FY16: $391,380
- Supplemental:
  - FY13: $30,745
  - FY14: $22,626
  - FY15: $19,000
  - FY16: $36,077

**PD Spending by Theme**
- Top Spending by Activity:
  - Cultural Programs (Post-generated): $151,596
  - Support for Mission Initiatives: $76,234
  - Digital Outreach: $66,957
  - Media/Press Activities: $48,683
  - Supplanting IIP Programs: $8,419

**PD Spending by Type**
- Top Spending by Type:
  - Grants & Contracts: $151,596
  - Personnel: $76,234
  - Travel & Transportation: $66,957
  - Property & Utilities: $48,683
  - Research: $8,419
Ireland

**DEMOGRAPHICS**
- Geographic area: 68,890 sq. km.
- Below 24 yrs. old: 33% (2016)
- Refugees: 6,125 (2015)
- Urban population: 63% (2015)
- Unemployment: 9% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $619,226  
  FY14: $569,444  
  FY15: $532,824  
  FY16: $532,520
- Supplemental: FY13: $81,316  
  FY14: $23,525  
  FY15: $53,747  
  FY16: $70,883

**PD Spending by Theme**
- Support for Mission Initiatives  
- Supplanting Bureau of Public Affairs Programs  
- Cultural Programs (Post-generated)  
- Digital Outreach  
- Inform Policy Making

**Communications and Literacy**
- FH Media Freedom: Free
- Internet Penetration: 80% (2015)
- Avg. years of education:
  - Females: 19 (2012)
  - Males: 19 (2012)

**Italy & San Marino**

**DEMOGRAPHICS**
- Geographic area: 294,140 sq. km.
- Population: 60,600,590 (2016)
- Below 24 yrs. old: 23% (2016)
- Urban population: 69% (2015)
- GDP/capita: $30,049 (2015)
- Unemployment: 12% (2015)
- Below poverty line: 29.9% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $3,532,445  
  FY14: $3,898,697  
  FY15: $3,378,475  
  FY16: $3,399,162
- Supplemental: FY13: $457,312  
  FY14: $112,693  
  FY15: $207,389  
  FY16: $237,303

**PD Spending by Theme**
- Support for Mission Initiatives  
- Public-Private Partnerships  
- Media/Press Activities  
- Cultural Programs (Post-generated)  
- Digital Outreach

**Communications and Literacy**
- FH Media Freedom: Partially Free
- Internet Penetration: 66% (2015)
- Avg. years of education:
  - Females: 17 (2013)
  - Males: 16 (2013)

**Top Spending by Activity**
- Support for Mission Initiatives: $908,999
- Public-Private Partnerships: $873,326
- Media/Press Activities: $468,400
- Cultural Programs (Post-generated): $420,848
- Digital Outreach: $271,304
Kosovo

**DEMOGRAPHICS**
Geographic area: 10,887 sq. km.
Population: 1,816,200 (2016)
Below 24 yrs. old: 42% (2017)
Refugee population: [chart]
Urban population: [chart]
GDP/capita: $3,574 (2015)
Unemployment: 33% (2015)
Below poverty line: 30% (2011)

**PUBLIC DIPLOMACY SPENDING**

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Partially Free
Internet Penetration: 77% (2014)
Mobile Phones per 100: 32 (2005)
Avg. years of education: [chart]

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Latvia

**DEMOGRAPHICS**
Geographic area: 62,180 sq. km.
Population: 1,960,424 (2016)
Below 24 yrs. old: 25% (2016)
Refugee population: 208 (2015)
Urban population: 67% (2015)
Unemployment: 10% (2015)
Below poverty line: 23% (2014)

**PUBLIC DIPLOMACY SPENDING**
Supplemental: FY13: $56,275 FY14: $29,681 FY15: $34,598 FY16: $41,956

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Free
Internet Penetration: 79% (2015)
Mobile Phones per 100: 128 (2015)
Avg. years of education: [chart]
Lithuania

**DEMOGRAPHICS**
- Geographic area: 62,650 sq. km.
- Population: 2,872,298 (2016)
- Below 24 yrs. old: 27% (2016)
- Refugee population: 1,093 (2015)
- Urban population: 67% (2015)
- Unemployment: 9% (2015)
- Below poverty line: 22% (2014)

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 71% (2015)
- Mobile Phones per 100: 140 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 17 (2014)
- Males: 16 (2014)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Support for Mission Initiatives: $177,041
- Cultural Programs (Post-generated): $84,800
- Educational Initiatives (Not Including English Language Programs): $83,227
- Media/Press Activities: $30,826
- Post-Generated Exchanges: $30,000

Luxembourg

**DEMOGRAPHICS**
- Geographic area: 2,590 sq. km.
- Population: 582,972 (2016)
- Below 24 yrs. old: 29% (2016)
- Refugee population: 1,332 (2015)
- Urban population: 90% (2015)
- Unemployment: 7% (2015)
- Below poverty line: 

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 97% (2015)
- Mobile Phones per 100: 149 (2015)
- Literacy: 
- Males: 14 (2012)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $27,583 FY14: $10,305 FY15: $35,052 FY16: $38,967

**PD Spending by Theme**
- Other: $157,020
- Cultural Programs (Post-generated): $25,698
- Digital Outreach: $22,319
- Speaker Programs (Post-generated): $19,386
- Post-Generated Exchanges: $19,386

**Map Key**
- Embassy
- Consulate
- American Space
Macedonia

DEMOGRAPHICS
Geographic area: 25,220 sq. km.
Population: 2,081,206 (2016)
Below 24 yrs. old: 30% (2016)
Refugee population: 701 (2015)
Urban population: 57% (2015)
GDPP/capita: $4,834 (2015)
Unemployment: 26% (2015)
Below poverty line: 22% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet Penetration: 70% (2015)
Mobile Phones per 100: 99 (2015)
Literacy: 98% (2015)
Avg. years of education:
Females: 13 (2012)
Males: 13 (2012)

PUBLIC DIPLOMACY SPENDING

PD Spending by Theme

Top Spending by Activity
Align Resources with Strategic Priorities
$506,902
Media/Press Activities
$75,316
Other
$58,728
American Centers
$25,473
Cultural Programs (Post-generated)
$25,473

Top Spending by Type

Malta

DEMOGRAPHICS
Geographic area: 320 sq. km.
Below 24 yrs. old: 27% (2016)
Refugee population: 7,075 (2015)
Urban population: 95% (2015)
Unemployment: 5% (2015)
Below poverty line: 16.3% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 76% (2015)
Mobile Phones per 100: 129 (2015)
Literacy: 94% (2015)
Avg. years of education:
Females: 14 (2014)
Males: 15 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP: FY13: $170,730 FY14: $159,484 FY15: $137,739 FY16: $140,390

PD Spending by Theme

Top Spending by Activity
Post-Generated Exchanges
$24,127
Cultural Programs (Post-generated)
$20,703
Media/Press Activities
$18,339
Support for Mission Initiatives
$14,786
Digital Outreach
$11,585

Top Spending by Type

Map Key
Embassy • Consulate
American Space

Piechart Key: PD Spending by Theme
Culture • Education • Economics • Science • Military • CVE • Democracy • Civil Society • Women • Youth • Religious • Other

Piechart Key: PD Spending by Type
Grants & Contracts • Personnel • Travel & Transportation • Property & Utilities • Research • Other
Moldova

DEMOGRAPHICS
Geographic area: 32,870 sq. km.
Population: 3,552,000 (2016)
Below 24 yrs. old: 29% (2016)
Refugee population: 446 (2015)
Urban population: 45% (2015)
GDP/capita: $1,832 (2015)
Unemployment: 5% (2015)
Below poverty line: 11% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free
Internet Penetration: 50% (2015)
Mobile Phones per 100: 108 (2015)
Literacy: 99% (2015)
Avg. years of education:
Females: 12 (2013)
Males: 12 (2013)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $436,198
FY14: $486,606
FY15: $552,854
FY16: $552,870
Supplemental:
FY13: $112,507
FY14: $33,313
FY15: $20,000
FY16: $1,706,693

PD Spending by Theme

Top Spending by Activity
Cultural Programs (Post-generated) $98,426
Support for English Language Teaching/Learning $76,082
Other $69,153
Support for Mission Initiatives $66,370
American Centers $57,737

Top Spending by Type

Montenegro

DEMOGRAPHICS
Geographic area: 13,450 sq. km.
Below 24 yrs. old: 32% (2016)
Refugee population: 1,771 (2015)
Urban population: 64% (2015)
Unemployment: 18% (2015)
Below poverty line: 9% (2013)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Partially Free
Internet Penetration: 68% (2015)
Mobile Phones per 100: 162 (2015)
Literacy: 99% (2015)
Avg. years of education:
Females: 15 (2010)
Males: 15 (2010)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $430,555
FY14: $361,930
FY15: $316,981
FY16: $357,080
Supplemental:
FY13: $47,571
FY14: $37,839
FY15: $17,000
FY16: $23,876

PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $75,549
American Spaces $47,364
Media/Press Activities $32,981
Post-Generated Exchanges $32,468
Support for English Language Teaching/Learning $30,102

Top Spending by Type

Map Key
- Embassy
- Consulate
- American Space

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Netherlands

**DEMOGRAPHICS**
- Geographic area: 33,690 sq. km.
- Population: 17,018,408 (2016)
- Below 24 yrs. old: 28% (2016)
- Urban population: 90% (2015)
- Unemployment: 7% (2015)
- Below poverty line: 8.8% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 93% (2015)
- Mobile Phones per 100: 124 (2015)
- Avg. years of education:
  - Females: 18 (2012)
  - Males: 18 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,259,303
  - FY14: $1,335,360
  - FY15: $1,163,785
  - FY16: $1,334,582
- Supplemental: FY13: $222,373
  - FY14: $31,172
  - FY15: $97,387
  - FY16: $68,419

**PD Spending by Theme**
- Support for Mission Initiatives
- Cultural Programs (Post-generated)
- Digital Outreach
- Educational Initiatives (Not Including English Language programs)
- Media/Press Activities

**Top Spending by Activity**
- Support for Mission Initiatives: $522,896
- Cultural Programs (Post-generated): $211,110
- Digital Outreach: $97,684
- Educational Initiatives (Not Including English Language programs): $89,452
- Media/Press Activities: $85,630

**Top Spending by Type**
- Grants & Contracts: $436,818
- Personnel: $270,393
- Travel & Transportation: $263,373
- Property & Utilities: $259,373
- Research: $183,818

North Atlantic Treaty Organization

**DEMOGRAPHICS**
- Geographic area: N/A sq. km.
- Population: N/A
- Below 24 yrs. old: N/A
- Refugee population: N/A
- Urban population: N/A
- GDP/capita: N/A
- Unemployment: N/A
- Below poverty line: N/A

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: N/A
- Internet Penetration: N/A
- Mobile Phones per 100: N/A
- Literacy: N/A
- Avg. years of education:
  - Females: N/A
  - Males: N/A

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $875,101
  - FY14: $974,734
  - FY15: $1,105,532
  - FY16: $848,890
- Supplemental: FY13: $45,397
  - FY14: $12,800
  - FY15: $45,300
  - FY16: $58,100

**PD Spending by Theme**
- Support for Mission Initiatives
- Digital Outreach
- Post-Generated Exchanges
- Align Resources with Strategic Priorities
- Alumni Outreach

**Top Spending by Activity**
- Support for Mission Initiatives: $643,157
- Digital Outreach: $71,088
- Post-Generated Exchanges: $52,722
- Align Resources with Strategic Priorities: $18,712
- Alumni Outreach: $18,004

**Top Spending by Type**
- Grants & Contracts: $636,157
- Personnel: $71,088
- Travel & Transportation: $52,722
- Property & Utilities: $18,712
- Research: $18,004
Norway

**DEMOGRAPHICS**
- Geographic area: 365,245 sq. km.
- Below 24 yrs. old: 31% (2016)
- Urban population: 80% (2015)
- Unemployment: 4% (2015)

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $329,164
- Supplemneting ECA Programs: $60,516
- Educational Advising & Promoting: $59,893
- Study in the U.S.: $53,900
- Cultural Programs (Post-generated): $49,826

**Top Spending by Type**

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Organization for Security and Cooperation in Europe

**DEMOGRAPHICS**
- Geographic area: N/A sq. km.
- Population: N/A
- Below 24 yrs. old: N/A
- Refugee population: N/A
- Urban population: N/A
- GDP/capita: N/A
- Unemployment: N/A

**PD Spending by Theme**

**Top Spending by Activity**
- Digital Outreach: $136,435
- Media/Press Activities: $123,613
- Support for Mission Initiatives: $56,543
- Speaker Programs (Post-generated): $22,006
- Inform Policy Making: $8,583

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**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**

**Top Spending by Activity**

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**PUBLIC DIPLOMACY SPENDING**

**D&CP:**
- FY13: $925,039
- FY14: $905,006
- FY15: $748,949
- FY16: $735,280

**Supplemental:**
- FY13: $104,133
- FY14: $34,125
- FY15: $53,725
- FY16: $77,494

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**PUBLIC DIPLOMACY SPENDING**

**D&CP:**
- FY13: $390,624
- FY14: $414,588
- FY15: $372,177
- FY16: $364,580

**Supplemental:**
- FY13: $39,008
- FY14: $2,900
- FY15: $35,100
- FY16: $38,000

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Map Key**
- Embassy
- Consulate
- American Space

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**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Poland

**DEMOGRAPHICS**
- Geographic area: 306,190 sq. km.
- Population: 37,948,016 (2016)
- Below 24 yrs. old: 26% (2016)
- Refugee population: 14,085 (2015)
- Urban population: 61% (2015)
- GDP/capita: $12,566 (2015)
- Unemployment: 8% (2015)
- Below poverty line: 17% (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,084,589 FY14: $2,382,449 FY15: $2,015,844 FY16: $2,613,177

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 68% (2015)
- Mobile Phones per 100: 143 (2015)
- Literacy: 100% (2015)

**PD Spending by Theme**
- Support for Mission Initiatives: $1,472,484
- Cultural Programs (Post-generated): $213,283
- American Spaces: $186,901
- Other: $156,151
- Digital Outreach: $106,697

**Top Spending by Activity**
- Support for Mission Initiatives: $1,472,484
- Cultural Programs (Post-generated): $213,283
- American Spaces: $186,901
- Other: $156,151
- Digital Outreach: $106,697

Portugal

**DEMOGRAPHICS**
- Geographic area: 91,605 sq. km.
- Population: 10,324,611 (2016)
- Below 24 yrs. old: 24% (2016)
- Refugee population: 692 (2014)
- Urban population: 63% (2015)
- Unemployment: 12% (2015)
- Below poverty line: 19% (2015)

**PUBLIC DIPLOMACY SPENDING**

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 69% (2015)
- Mobile Phones per 100: 110 (2015)
- Literacy: 95% (2015)

**PD Spending by Theme**
- Support for Mission Initiatives: $198,563
- Digital Outreach: $82,788
- American Spaces: $49,687
- Post-Generated Exchanges: $48,061

**Top Spending by Activity**
- Support for Mission Initiatives: $198,563
- Other: $181,050
- Digital Outreach: $82,788
- American Spaces: $49,687
- Post-Generated Exchanges: $48,061
Romania

**DEMOGRAPHICS**
- Geographic area: 230,080 sq. km.
- Population: 19,705,301 (2016)
- Below 24 yrs. old: 26% (2016)
- Refugee population: 2,598 (2015)
- Urban population: 55% (2015)
- GDP/capita: $8,959 (2015)
- Unemployment: 7% (2015)
- Below poverty line: 25% (2013)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 56% (2015)
- Mobile Phones per 100: 107 (2015)
- Literacy: 99% (2015)
- Avg. years of education: Females: 15 (2012)
- Urban population: 55% (2015)
- GDP/capita: $8,959 (2015)
- Unemployment: 7% (2015)
- Below poverty line: 25% (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,417,266
  - FY14: $1,452,758
  - FY15: $1,225,325
  - FY16: $1,263,750
- Supplemental:
  - FY13: $263,331
  - FY14: $145,949
  - FY15: $59,513
  - FY16: $122,758

**PD Spending by Theme**
- Cultural Programs (Post-generated) $23+
- Education $20+
- Science $0+
- Economy $24+
- Military $0+
- CVE $0+
- Democracy $0+
- Civil Society $23+
- Women $0+
- Youth $0+
- Religious $0+
- Other $0

**Top Spending by Activity**
- Support for Mission Initiatives $464,168
- American Spaces $216,344
- Educational Initiatives (Not Including English Language Programs) $149,639
- Cultural Programs (Post-generated) $123,310
- Speaker Programs (Post-generated) $81,316

**Russia**

**DEMOGRAPHICS**
- Geographic area: 16,376,870 sq. km.
- Population: 144,342,396 (2016)
- Below 24 yrs. old: 27% (2016)
- Urban population: 74% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 13% (2007)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 70% (2015)
- Mobile Phones per 100: 160 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 15 (2014)
- Urban population: 74% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 13% (2007)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $4,864,144
  - FY14: $4,937,789
  - FY15: $4,726,875
  - FY16: $4,988,330
- Supplemental:
  - FY13: $732,877
  - FY14: $517,805
  - FY15: $220,135
  - FY16: $228,307

**PD Spending by Theme**
- Cultural Programs (Post-generated) $28+
- Education $26+
- Science $0+
- Economy $0+
- Military $0+
- CVE $0+
- Democracy $0+
- Civil Society $0+
- Women $0+
- Youth $0+
- Religious $0+
- Other $0

**Top Spending by Activity**
- Support for Mission Initiatives $683,867
- Support for English Language Teaching/Learning $557,974
- Post-Generated Exchanges $300,203
- Educational Initiatives (Not Including English Language Programs) $281,392

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

**Map Key**
- Embassy
- Consulate
- American Space

U.S. PUBLIC DIPLOMACY IN THE EUROPE AND EURASIA REGION 269
Serbia

**DEMOGRAPHICS**
- Geographic area: 87,460 sq. km.
- Below 24 yrs. old: 29% (2016)
- Urban population: 56% (2015)
- Unemployment: 18% (2015)
- Below poverty line: 25% (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,311,987  FY14: $1,431,561  FY15: $1,309,784  FY16: $1,169,634

**PD Spending by Theme**
- Cultural Programs (Post-generated) $347,871
- Support for Mission Initiatives $208,413
- Other $101,950
- American Spaces $76,069
- Media/Press Activities $75,485

Slovakia

**DEMOGRAPHICS**
- Geographic area: 48,086 sq. km.
- Below 24 yrs. old: 27% (2016)
- Urban population: 54% (2015)
- Unemployment: 11% (2015)
- Below poverty line: 13% (2013)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**
- Support for Mission Initiatives $377,971
- Other $310,703
- Media/Press Activities $99,691
- Cultural Programs (Post-generated) $91,415
- Digital Outreach $58,643

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Slovenia

**DEMOGRAPHICS**
- Geographic area: 20,140 sq. km.
- Population: 2,064,845 (2016)
- Below 24 yrs. old: 24% (2016)
- Urban population: 50% (2015)
- Unemployment: 9% (2015)
- Below poverty line: 14% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 73% (2015)
- Mobile Phones per 100: 113 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 18 (2014)
- Males: 17 (2014)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $30,695 FY14: $30,328 FY15: $45,572 FY16: $44,314

**PD Spending by Theme**
- Support for Mission Initiatives
- Cultural Programs (Post-generated)
- Educational Initiatives (Not Including English Language Programs)
- Media/Press Activities
- Digital Outreach

**Top Spending by Activity**
- Support for Mission Initiatives: $354,059
- Cultural Programs (Post-generated): $146,971
- Digital Outreach: $42,634
- Media/Press Activities: $53,905

Spain & Andorra

**DEMOGRAPHICS**
- Geographic area: 500,210 sq. km.
- Population: 46,443,959 (2016)
- Below 24 yrs. old: 24% (2016)
- Refugee population: 5,798 (2014)
- Urban population: 80% (2015)
- Unemployment: 22% (2015)
- Below poverty line: 21.1% (2012)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 79% (2015)
- Mobile Phones per 100: 108 (2015)
- Literacy: 98% (2015)
- Avg. years of education: Females: 18 (2014)
- Males: 17 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,815,531 FY14: $2,985,583 FY15: $2,615,534 FY16: $2,710,080

**PD Spending by Theme**
- Support for Mission Initiatives
- Cultural Programs (Post-generated)
- Digital Outreach
- Media/Press Activities
- American Spaces

**Top Spending by Activity**
- Support for Mission Initiatives: $647,824
- Cultural Programs (Post-generated): $311,431
- Digital Outreach: $291,112
- Media/Press Activities: $263,813
- American Spaces: $234,374

Pie Chart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Map Key
- Embassy
- Consulate
- American Space

Pie Chart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Sweden

DEMOGRAPHICS
Geographic area: 407,310 sq. km.
Population: 9,903,122 (2016)
Below 24 yrs. old: 29% (2016)
Refugee population: 168,520 (2015)
Urban population: 86% (2015)
Unemployment: 7% (2015)
Below poverty line: 15% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 91% (2015)
Mobile Phones per 100: 130 (2015)
Avg. years of education:
Females: 20 (2014)
Males: 17 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $1,091,670
FY14: $1,170,219
FY15: $1,188,285
FY16: $958,200

Supplemental:
FY13: $724,623
FY14: $8,500
FY15: $38,800
FY16: $57,079

PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $453,207
Digital Outreach $110,338
Media/Press Activities $93,950
Supplementing ECA Programs $67,442
Cultural Programs (Post-generated) $52,349

Top Spending by Type

Switzerland & Liechtenstein

DEMOGRAPHICS
Geographic area: 39,516 sq. km.
Below 24 yrs. old: 26% (2016)
Refugee population: 73,336 (2015)
Urban population: 74% (2015)
GDPR/capita: $80,990 (2015)
Unemployment: 5% (2015)
Below poverty line: 15% (2014)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 87% (2015)
Mobile Phones per 100: 136 (2015)
Avg. years of education:
Females: 16 (2014)
Males: 16 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $532,065
FY14: $636,656
FY15: $601,712
FY16: $621,280

Supplemental:
FY13: $84,293
FY14: $81,833
FY15: $39,848
FY16: $52,480

PD Spending by Theme

Top Spending by Activity
Support for Mission Initiatives $136,396
Speaker Programs (Post-generated) $107,080
Cultural Programs (Post-generated) $58,274
Digital Outreach $55,888
Other $53,813

Top Spending by Type
Turkey

**DEMOGRAPHICS**
- Geographic area: 769,630 sq. km.
- Below 24 yrs. old: 42% (2016)
- Refugee population: 2,541,352 (2015)
- Urban population: 73% (2015)
- GDP/capita: $10,980 (2015)
- Unemployment: 10% (2015)
- Below poverty line: 2% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 54% (2015)
- Mobile Phones per 100: 96 (2015)
- Literacy: 98% (2015)
- Avg. years of education: Females: 16 (2013)
- Males: 17 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $3,525,448 FY14: $3,636,964 FY15: $3,550,720 FY16: $3,897,664

**Top Spending by Activity**
- Cultural Programs (Post-generated): $1,549,931
- Support for Mission Initiatives: $641,529
- Other: $380,565
- Media/Press Activities: $317,243
- Digital Outreach: $229,183

Ukraine

**DEMOGRAPHICS**
- Geographic area: 579,290 sq. km.
- Population: 45,004,645 (2016)
- Below 24 yrs. old: 26% (2016)
- Refugee population: 3,273 (2015)
- Urban population: 70% (2015)
- GDP/capita: $2,125 (2015)
- Unemployment: 9% (2015)
- Below poverty line: 6% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 49% (2015)
- Mobile Phones per 100: 144 (2015)
- Literacy: 100% (2015)
- Avg. years of education: Females: 16 (2014)
- Males: 15 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,923,830 FY14: $2,363,701 FY15: $3,076,525 FY16: $2,627,535
- Supplemental: FY13: $661,540 FY14: $624,263 FY15: $73,689 FY16: $369,674

**Top Spending by Activity**
- Other: $880,979
- Cultural Programs (Post-generated): $382,327
- Support for Mission Initiatives: $291,269
- Digital Outreach: $217,078
- Support for English Language Teaching/Learning: $165,397
United Kingdom

DEMOGRAPHICS
Geographic area: 241,930 sq. km.
Below 24 yrs. old: 30% (2016)
Refugee population: 123,067 (2015)
Urban population: 83% (2015)
Unemployment: 5% (2015)

Below poverty line:

COMMUNICATIONS AND LITERACY
FH Media Freedom: Free
Internet Penetration: 92% (2015)
Avg. years of education:
Females: 18 (2014)
Males: 17 (2014)

PUBLIC DIPLOMACY SPENDING
D&CP:
FY13: $2,273,662
FY14: $2,570,240
FY15: $2,372,670
FY16: $2,606,807
Supplemental:
FY13: $3,185,438
FY14: $33,998
FY15: $156,593
FY16: $210,277

PD Spending by Theme

Top Spending by Activity
Educational Initiatives (Not Including English Language Programs) $794,785
Support for Mission Initiatives $509,828
Post-Generated Exchanges $389,623
Media/Press Activities $242,904
Digital Outreach $181,381

Top Spending by Type

Piechart Key: PD Spending by Theme
[Diagram]

Piechart Key: PD Spending by Type
[Diagram]
FIELD-DIRECTED ACTIVITIES

U.S. PUBLIC DIPLOMACY THROUGH INTERNATIONAL ORGANIZATIONS

U.S. Secretary of State Rex Tillerson hosts a luncheon for Foreign Ministers who participated in the United Nations Security Council Ministerial Session in New York City on April 28, 2017. [State Department photo/Public Domain]
BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

OVERVIEW

The Bureau of International Organization Affairs (IO) and its seven missions in New York, Geneva, Vienna, Rome, Paris, Montreal, and Nairobi, play a central role in efforts to advance U.S. national interests, goals and policies through engagement in the multilateral arena. Multilateral diplomacy offers unique opportunities to drive global action on transnational issues. The IO Bureau strives to ensure that the United Nations (UN) and other international organizations continue to demonstrate relevance grounded in efficiency, accountability, and measured in services delivered, progress accelerated, and lives saved and improved.

For most of the last 70 years, the task of meeting United States policy objectives through engagement with foreign publics resided almost exclusively in bilateral channels. The IO bureau and its missions fall outside of that traditional perspective. While the original intent of IO’s public diplomacy (PD) programs was to strengthen relationships with the professional staff of the UN and other international organizations, that intent has evolved into a widely expanded PD program reaching a variety of audiences around the globe.

Today, the proliferation of global threats and transnational challenges, coupled with the evolution of communication technologies, has led IO to rethink how the bureau conducts multilateral public diplomacy. While IO places significant value in continued PD engagement with UN personnel, civil society engaged on multilateral issues, and other discrete audiences, there is an increasing need to conduct outreach to global audiences on multilateral issues, which include terrorism, nonproliferation, human rights, pandemic diseases, food security, and more.

The Office of Public Affairs, Planning, and Coordination (IO/PPC) within the Bureau of International Organizations aims to advance U.S. interests by communicating with global publics about U.S. priorities in international organizations; supporting outreach to Congress on U.S. multilateral activities; and furthering the effectiveness of international organizations. Its primary objectives include: highlighting the value of robust and sustained U.S. leadership across the international system (to both foreign and domestic audiences); rallying international support for a leaner, more efficient and accountable UN; and developing and expanding a youth audience (domestic and foreign) associated with U.S. leadership at the United Nations. The office employs new media tools to extend U.S. messages on peace and security issues, human rights, development, and food security issues; and uses evaluation and planning tools to strengthen the bureau’s strategic vision and planning process. In fiscal year 2016, it spent $2 million on foreign public information and engagement activities.

IO currently has 11 staff members based in its public diplomacy office in Washington, D.C., including four Foreign Service Officers (FSO) and seven civil service employees (CS), who are organized into three teams: communications, congressional outreach, and effectiveness. Foreign Service Officers serve as Public Affairs Officers and Deputies at the U.S. Missions to Geneva (USUN Geneva), Vienna (UNVIE), Paris (US UNESCO), Rome (USUN Rome), and New York (USUN New York). IO/PPC supports public diplomacy needs of USUN mission in Montreal and Nairobi as needed.

Vienna, Paris, and Rome coordinate closely with their tri-lateral counterparts, and other relevant missions. USUN New York is slightly different, with a mixture of foreign service, civil service, and appointed staff members collectively managing active press and social media functions centered around a cabinet member ambassador. New York’s Public Affairs Officer (PAO) contributes to messaging efforts and complements them with targeted outreach and events design and support.

U.S. FOREIGN POLICY GOALS

The bureau and the IO missions work in concert to advance key U.S. national interests and priorities according to four broad strategic goals. First, coordinated multilateral action is used to address and manage current challenges to international peace and security. Those challenges are varied and complex, and include conflicts and instability in Syria, Democratic Peoples Republic of Korea, Libya, South Sudan, Central African Republic, Mali, and beyond.

Responses to active conflicts, post-conflict environments, threats to global health, violent extremism, and other dangers to international stability are shaped in bodies such as the UN Security Council, the International Atomic Energy Agency (IAEA), the World Food Program (WFP) and the World Health Organization (WHO). They include peacekeeping and peace building missions, robust humanitarian
action, and efforts to address threats to airline safety and security through the International Civil Aviation Organization (ICAO).

Achieving success requires U.S. attention to ensure that international organizations are efficient, effective, and evolving to meet 21st-century challenges. In that context, IO strives to promote a reform agenda to tackle the drivers of budget growth, such as staff costs, and minimize increases in U.S. assessed contributions. Opportunities for this include annual performance and budget reviews, improved transparency and effectiveness tools, and accountability for misconduct.

Finally, multilateral challenges—current, projected, and unforeseen—require continuous effort to orient the department’s and bureau’s structures in support of maximum engagement and coordination across the multilateral system. This effort includes seizing opportunities to inject multilateral considerations into traditional bilateral diplomacy, and expanding efforts to employ bilateral capacity to influence multilateral outcomes. It also requires strengthening multilateral training, high-lighting multilateral promotion precepts, and cultivating a community of multilateral diplomats in both the civil and foreign service.

**U.S. PUBLIC DIPLOMACY GOALS**

Public diplomacy is used to highlight U.S. priorities and leadership in multilateral fora. This informs U.S. standing with global publics inclined to discount our commitment to collective action and strengthens U.S. standing within international organizations and agencies to promote our objectives.

IO and its missions employ active digital engagement to attain significant growth and activity on their respective platforms. IO/PPC’s dedicated Social Media Coordinator maintains the IO website, Instagram account, and Twitter handle. New York and each overseas mission maintain a Facebook and Twitter accounts and/or Instagram or Flickr accounts. IO continues to explore and identify the impact of these outreach tools and, refine targets and messages to advance specific policy goals and maximize impact.

Throughout fiscal year 2016, IO increased and sustained a programmatic focus on gender and women’s empowerment in the context of related U.S. leadership in UN fora. The IO Bureau is actively engaged across the UN system to promote accelerated action on gender issues, including through UN Women, the UN Human Rights Council, and the UN Security Council. This past year, after successfully introducing the Gender Champions initiative in Geneva, the project has now launched in Vienna and New York and support continues to grow.

**SAMPLE PUBLIC DIPLOMACY PROGRAMS**

IO’s program calendar is dominated by the annual high-level launch of the UN General Assembly (UNGA) in September. Planning for UNGA activities commences in June and occupies significant IO and New York resources through September. In addition to UNGA, the bureau organizes:

- **U.S. Youth Observer to the United Nations:** In 2013, IO launched a partnership with the United Nations Association to create an annual position for an American youth (aged 19-25 years) to serve as the U.S. Youth Observer to the United Nations. This position creates a useful linkage between U.S. multilateral priorities and young people worldwide. The Youth Observer participates in events at UNGA, at youth conferences throughout the year, and at relevant U.N. gatherings where an American youth voice should be heard and amplified. The program is widely popular among potential applicants and has generated significant new discussion among U.S. youth about global issues such as good governance, entrepreneurship, civil engagement, and active leadership.

- **Media Tours:** Each year the U.S. Mission to the Rome conducts at least one media tour with international journalists to report on U.S. involvement in development and agricultural projects globally and deepen their understanding of the root causes of food insecurity and efforts to combat it. In fiscal year 2017, the Public Affairs Officer led journalists and host country nationals to Indonesia to see firsthand how the United States works with the Rome-based UN agencies to promote food security, health, and economic opportunity.

- **Supporting the U.S. reform agenda:** Supporting the reform agenda at key multilateral institutions such as the Human Rights Council sessions increasingly involves IO/PPC staff to identify key audiences and amplify messages calling for a restoration of human rights principles to guide membership in the leadership council that ends anti-Israel bias and sidelines the world’s most egregious violators.
U.S. MISSION TO THE UNITED NATIONS IN NEW YORK (USUN)

The U.S. Mission to the United Nation serves as the United States’ delegation to the United Nations. USUN is responsible for carrying out the nation’s participation in the world body. In 1947, the United States Mission was created by an act of Congress to assist the President and the Department of State in conducting United States policy at the United Nations.

The U.S. Mission to the United Nations in New York, plays a prominent role in defining and pursuing U.S. foreign policy priorities. The USUN Ambassador’s profile as a cabinet official and advocacy on issues such as UN reform and accountability, international peace and security, and human rights create valuable public diplomacy opportunities. The USUN Ambassador’s public messaging, particularly on issues related to UN reform and effectiveness, reaches a global audience. As the Ambassador continues to call publicly for increased, thoughtful scrutiny of UN activities and expenditures, the Mission, in partnership with IO/PPC, amplifies those themes as an indication of renewed U.S. leadership designed to commit the UN to improved performance and effectiveness, ensuring that the UN contributes to U.S. national security.

<table>
<thead>
<tr>
<th>FY 2013 Actual</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;CP</td>
<td>$1,014,000</td>
<td>$1,059,617</td>
<td>$1,041,568</td>
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<tr>
<td>Supplemental</td>
<td>$84,955</td>
<td>$7,700</td>
<td>$82,000</td>
</tr>
</tbody>
</table>

U.S. MISSION TO THE UNITED NATIONS AND OTHER INTERNATIONAL ORGANIZATIONS IN GENEVA (USUN-GENEVA)

The United States Mission in Geneva advances U.S. policy on the front lines of multilateral diplomacy at over 100 international organizations and manages U.S. relations with permanent missions representing over 160 different countries. The range of important international issues covered here is so broad that the United States has appointed four ambassadors to serve in Geneva. Senior staff includes the U.S. Permanent Representative to the United Nations and Other International Organizations; the U.S. Permanent Representative to the Conference on Disarmament and U.S. Special Representative for Biological and Toxin Weapons; the U.S. Permanent Representative to the World Trade Organization and Deputy U.S. Trade Representative; and the U.S. Representative to the Human Rights Council. The mission continues to serve as the focal point for Syria negotiations in addition to the myriad of key issues identified above.

U.S. MISSION TO THE UNITED NATIONS AGENCIES IN ROME (USUN-ROME)

Rome, as headquarters of the three principal organizations dedicated to food and agriculture, is at the center of international efforts to promote sustainable development and combat world hunger. The U.S. Mission in Rome serves as a link between the Rome-based international organizations and the U.S. government. With staff representing the Departments of State, Agriculture, and the Agency for International Development, the mission works to advance UN efforts in the areas of emergency food aid, food safety standards, agriculture, fisheries, forests, and financing for rural development. The Mission also promotes the efficient functioning of the UN organizations. As the largest contributor to the UN system worldwide, the United States has a large stake in ensuring that the organizations are well run and that their activities complement and enhance U.S. national and foreign policy objectives.
The U.S. Mission in Paris represents the United States Government at the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Led by the U.S. Permanent Delegate to UNESCO, the U.S. Mission works to advance the President's priorities, as well as his vision to promote human rights, tolerance, and learning throughout the world. The Mission's staff work with fellow Permanent Delegations and the UNESCO Secretariat on key policy initiatives in areas such as freedom of expression, education for girls and women, and science for development. It also facilitates public-private partnerships, supports Goodwill Ambassadors from the United States, and works to deepen the relationship of U.S. National Commissioners to UNESCO.

The U.S. Mission to the international organizations in Vienna (UNVIE) mission is to conduct effective multilateral diplomacy with International Organizations in Vienna to advance the President's commitment to design and implement global approaches to reduce global threats and seize global opportunities. UNVIE also monitors the use more than $200 million in U.S. contributions to international organizations in Vienna. Mission administrative support is provided by the Joint Management Office, part of the U.S. Embassy to Austria. UNVIE’s staff includes representatives from the Department of State, the Department of Energy, Brookhaven National Laboratory, and the Nuclear Regulatory Commission. UNVIE receives over 1,000 U.S. Government and national laboratory visitors a year, from Cabinet to working-level, who participate in the work of Vienna-based international organizations or consult with UNVIE staff. UNVIE supports over 100 major policy meetings annually ranging in length from one day to two weeks.

The International Civil Aviation Organization (ICAO) was created in 1944 by the Chicago Convention to promote the safe and orderly development of civil aviation around the world. The organization sets standards and regulations necessary for aviation safety, security, efficiency, and regularity, as well as for aviation environmental protection. The organization’s headquarters is located in Montreal, Canada. It has regional and sub-regional offices spread around the world, including in Bangkok, Dakar, Lima, Mexico City, and Paris.

The U.S. Mission to ICAO is focused on improving the safety, security, and sustainability of civil aviation. To help do this, the United States works with ICAO to set internationally applicable standards in key civil aviation sectors. ICAO and concerned member-states support efforts to assist developing countries improve their national civil aviation systems and thus meet international standards.

The United States Permanent Mission to the UN Environment Programme (UNEP) and UN Human Settlements Programme (UN-HABITAT) works with the secretariats of these two organizations and with the representatives of other member states in Nairobi to cooperatively advance the U.S. objective of protecting the environment while reducing poverty and promoting sustainable economic growth; as well as helping find sustainable solutions to the phenomenon of rapid urbanization. The Mission carries out this work through participation in the Committees of Permanent Representatives of UNEP and HABITAT, through informal consultation, and by serving as a link between these two Nairobi-based UN programs and the various parts of the U.S. Government that engage with them. In addition, the Mission also contributes to the U.S. Government’s efforts to improve the overall efficiency and effectiveness of the UN through these two programs.
U.S. Public Diplomacy in the Near East Region
Public diplomacy outreach and engagement programs support U.S. diplomatic efforts in the Near East region, where we face some of our most significant national security challenges. Public diplomacy articulates, advocates for, and defends American interests and values in the region, reaching out to engage people beyond traditional government-to-government relations. Bureau of Near Eastern Affairs’ (NEA) Public Affairs Sections engage regional audiences, through traditional and social media, exchanges and outreach programs.

The challenge is great. Long-term opinion polling in nearly every NEA country shows deep mistrust of American policy and intentions in the region and broad differences in some fundamental values. The 2015 PEW Global Indicators Database shows the favorable views of the United States ranged from 14 percent (Jordan) to 39 percent (Lebanon), with Israel the only NEA country with a majority favorability rating at 81 percent. At the same time, people of the region also demonstrate a great interest in the United States, its foreign policy, and its achievements, and look to the United States for economic opportunity and leadership in helping the region address difficult issues.

The region’s population is growing rapidly, with young people between the ages of 15–29 making up more than 30 percent of the population. Because their numbers vastly outpace job opportunities, young people are especially eager participants in exchange opportunities and study in the United States and are regularly attracted to programs that foster educational opportunity, economic growth, English language learning, and entrepreneurial skills. The most recent Open Doors report counts more than 108,000 students from the Near East/North Africa region—mostly Saudi Arabsians—in the United States, a 4.8 percent increase over the previous year. Likewise, Open Doors indicates a 7.8 percent increase in the number of Americans studying in Middle Eastern/North African countries.

U.S. mission press officers work vigorously with media across the region—in Arabic, Hebrew, French, and English—to advocate for U.S. policy goals directly and through messaging that underscores shared values of regional peace, security, and economic prosperity. Through media, and targeted education and outreach programs, public diplomacy officers engage people who may be vulnerable to radicalization, providing an alternative message of hope and opportunity. Although public diplomacy efforts in NEA contend with broad suspicion, high-threat security environments, and weak partner institutions, U.S. mission public affairs staffs regularly seek out new opportunities to advocate for U.S. foreign policy goals. There are 39 American Spaces in the region.

**U.S. FOREIGN POLICY GOALS**

The current period of instability in the Near East region is perhaps the most disruptive in nearly 100 years. Long festering issues of political legitimacy, the lack of effective, democratic institutions, economic stagnation, and sectarian differences have erupted into violent insurgency, conflict, and instability. U.S. policy in the region seeks to:

- Counter threats to the United States and regional security from violent extremist groups, especially ISIS and Al Qaeda.
- Implement a comprehensive strategy to defeat ISIS so that it can no longer threaten the region, the United States, and its allies and partners around the world.
- Work closely with regional partners to hold Iran accountable to its international obligations following the negotiated Joint Comprehensive Plan of Action to limit Iran’s nuclear program.
- Promote commercial engagement and trade, and support private sector-led economic growth and job creation to address the region’s persistent high unemployment, providing young people in the region opportunities for the future.
- Support reforms across the Middle East and North Africa, including fostering the rule of law; protecting human dignity, a more professional military and security services; and the creation of an open and free media.
- Strengthen civil society, nurture nascent civil society groups, and encourage governments to allow them the space to operate freely.
- Advance Middle East peace while ensuring the long-term security of Israel.

The Bureau of Near Eastern Affairs is deeply engaged in a search for an end to Syria’s six-year civil war, in which more than 400,000 have died and over 11 million people have been displaced, many flooding into neighboring countries and Europe. In partnership with a global coalition of more than 62 countries, Iraq is fighting back against ISIS. Yemen faces instability and a humanitarian crisis as a Saudi-led military action attempts to protect the country’s unity, sovereignty, and territorial integrity from an Iran-backed rebel group. In Libya, dozens of militias continue to fight for
power and territory while the U.N. Special Representative, the United States and allied governments lead efforts to stabilize a national unity government.

On the other hand, there are also success stories in the region, including Tunisia’s democratic transition, Morocco’s relatively stable path to reform, and Jordan’s ability to build economic progress and political openness while maintaining a front-line role against ISIS as a refuge for displaced Syrians. Israel remains America’s most important regional ally and sets an example of how pluralistic democracy can function under the most difficult circumstances.

U.S. PUBLIC DIPLOMACY GOALS

NEA bureau and Mission public diplomacy teams are fully integrated into the Department’s efforts to support security, stability, and economic engagement with the region. Public diplomacy and public affairs programming aims to:

- Ensure clear, articulate messaging on the U.S. foreign policy objectives, especially to counter extremist recruitment efforts, messaging, and ideology.
- Promote and support U.S. political, security, and economic interests with embassy counterparts, underscoring economic opportunity and business ties.
- Build on areas of shared values to strengthen people-to-people ties between the region and the United States, with special focus on promoting educational engagement.

U.S. PUBLIC DIPLOMACY SPENDING

The largest public diplomacy programs in fiscal year 2016 were Iraq ($12.6 million), Israel ($4.7 million), Palestinian Territories ($4.0 million), Egypt ($3.3 million), and Jordan ($3.2 million). Activities in Iraq were funded by Congress through a separate appropriation. As this designated funding is phased out, public diplomacy funds from the Diplomatic and Consular Programs (D&CP) and Educational and Cultural Exchange (ECE) appropriations will become necessary to support activities in Iraq.

UAE-EducationUSA Efforts: Nearly 3000 UAE students are currently studying in U.S. higher education institutions. Conservative estimates indicate that these students contribute approximately $200 million annually to the U.S. economy. To build on the attraction of U.S. institutions to Emirati students, the Mission has significantly increased its EducationUSA activities, beginning with the 2016 Najah Education and Career Fair and Exhibition, attended by 37 U.S. universities. Revitalizing a relationship with the UAE Ministry of Education (MOE), the Mission secured permission to send its EducationUSA advisors into MOE schools, leading to an exponential increase in advising activities. The Mission also received permission to open an EducationUSA space in the Abu Dhabi Education Council’s (ADEC) main professional development center, providing an opportunity to reach ADEC guidance counselors and education officials. The Mission is sending MOE officials to the United States for a single-country IVLP for guidance and career counselors.

Libya–Preserving Cultural Heritage: In order to mitigate the damage being caused by militias and ISIS to Libya’s cultural heritage, U.S. Embassy Libya sponsored a series of workshops focused on the preservation of Libya’s cultural
heritage and countering illegal trafficking of antiquities. A partnership between the State Department, Oberlin College, and the Libyan Department of Antiquities, these workshops brought together Libyan archeologists and police officials to work with trainers from the U. S. Federal Bureau of Investigation, the Department of Homeland Security, and the Italian Carabinieri on strategies to protect Libya’s cultural heritage. Currently, NEA and the Libyan government are working together with an American NGO on a bilateral MOU to close the United States as a market for looted Libyan antiquities.

**Oman—The Future of Business:** In April 2017, the chief editor of PCMag.com, Dan Costa, visited Oman for the first time. In collaboration with a local government-sponsored incubator for small and medium business—known as Sas—the Public Affairs Section organized a week-long series of workshops and presentations on the technologies, tools, and trends paving the way towards a new way of doing business for companies large and small. Mr. Costa met with local entrepreneurs in large groups and one-on-one, as well as with business and technology students in Muscat and the nearby industrial center of Sohar, to talk about automation, driverless cars, mobile technology, and more. Mr. Costa’s visit also included a discussion forum at the Innovation Factory Center, Oman’s only “maker space” (and one of only a few in the entire Middle East), equipped with 3-D printers, computers with advanced modeling and design software, and power tools, for use by inventors, entrepreneurs, and curious explorers of science and technology.

**Saudi Arabia—Women’s History Month Social Media Campaign:** The Public Affairs Section at U.S. Mission Saudi Arabia organized a month of social media postings and video production honoring women’s accomplishments, posting one prominent Saudi or U.S. women each day. On Twitter, the U.S. Mission Saudi Arabia account created a Twitter moment and a hashtag during the month of March to highlight U.S. and Saudi women’s achievements, posted the President’s statement on women’s history month, and posted the FLOTUS “Women of Courage Award” ceremony photos and remarks. PAS Saudi Arabia created a YouTube video showing embassy officers discussing how they support their daughters. On Twitter, Instagram, and Facebook, U.S. Mission Saudi Arabia posted photos of U.S. and Saudi women during the month of March. The Mission’s Twitter account has more than 80,000 followers and, in any week, typically receives more than 500,000 impressions. The Mission’s Women’s History Month social media campaign was also positively highlighted in traditional and mainstream Saudi media.

**Tunisia—Technovation:** Technovation is an international competition—originating and based in the United States—in which teams of girls ages 10-18 develop mobile applications to address problems in their communities. It is also the subject of the award winning documentary film “Code Girl” by Lesley Chilcott, who traveled to Tunisia in May 2017 to show the film to students and girls who code. Technovation Tunisia was launched in 2015 by Amel Ghouila, a TechWomen (a U.S. government exchange program) alumna. The embassy has supported Technovation Tunisia since 2015 through Public Affairs grants. In 2017, post supported the National Pitch Competition and regional workshops leading up to the National Pitch to help expand the program’s reach to underserved parts of the country. The Technovation National Pitch gathers teams and mentors from across Tunisia to present their mobile apps before a panel of judges. This year, Technovation Tunisia attracted wide media coverage, all of which noted the U.S. support for the program. The organizers registered 83 teams comprised of more than 400 girls representing 23 governorates across Tunisia—more than double the number of teams that competed in 2016.
Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

**POST SPENDING RANKED BY FY 16 TOTAL SPENDING**

<table>
<thead>
<tr>
<th>Country Name</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
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<tr>
<td></td>
<td>D&amp;CPSupplemental*</td>
<td>D&amp;CPSupplemental*</td>
<td>D&amp;CPSupplemental*</td>
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<tr>
<td>1 Iraq</td>
<td>$1,428,887</td>
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<td>2 Israel</td>
<td>$4,242,046</td>
<td>$232,461</td>
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<td>3 Palestinian Territories</td>
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<td>4 Egypt</td>
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<td>5 Jordan</td>
<td>$2,068,571</td>
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<td>6 Lebanon</td>
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<td>9 United Arab Emirates</td>
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<td>18 Syria</td>
<td>$214,051</td>
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*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.
NEA POST-DIRECTED PUBLIC DIPLOMACY SPENDING
Total spending including DCP .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
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</thead>
<tbody>
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<td>IRAQ</td>
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<td>ISRAEL</td>
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<td>MOROCCO</td>
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<td>UNITED ARAB EMIRATES</td>
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<td>TUNISIA</td>
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<tr>
<td>ALGERIA</td>
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<td>$1,300,053</td>
<td>2.8%</td>
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<tr>
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<td>$997,733</td>
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<tr>
<td>KUWAIT</td>
<td>$855,438</td>
<td>1.8%</td>
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<tr>
<td>LIBYA</td>
<td>$573,619</td>
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<tr>
<td>OMAN</td>
<td>$448,528</td>
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<tr>
<td>YEMEN</td>
<td>$577,609</td>
<td>1.2%</td>
</tr>
<tr>
<td>SYRIA</td>
<td>$227,533</td>
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HIGHEST

PALESTINIAN TERRITORIES $4.0M

LOWEST

IRAQ $12.558,042

LEBANON $2,627,888

ISRAEL $4,700,589

EGYPT $3,291,543

SAUDI ARABIA $2,564,140

MOROCCO $2,423,665

UNITED ARAB EMIRATES $2,307,079

TUNISIA $2,182,696

ALGERIA $1,416,441

QATAR $1,300,053

BAHRAIN $997,733

KUWAIT $855,438

LIBYA $573,619

oman $448,528

YEMEN $577,609

SYRIA $227,533

Total spending including DCP .7 and reported supplemental funds

2016 PD SPENDING
U.S. INTERNATIONAL MEDIA IN NEAR EAST ASIA

MIDDLE EAST BROADCASTING NETWORKS, INC

Language: Arabic

MBN ALHURRA TV (LANGUAGE: ARABIC)

FY 2016: $27.934 million ($28.902 million with program delivery)
MBN's Beirut Bureau 2016: $3.950 million
MBN's Cairo Bureau 2016: $3.574 million
MBN's Dubai Bureau 2016: $7.112 million
MBN's Jerusalem Bureau 2016: $2.531 million
MBN's Rabat Bureau 2016: $867,000
MBN's Tunis Bureau 2016 $22,000

Origin: 2004
Delivery Method: Satellite television (Nilesat, Arabsat and Eutelsat), website, mobile site, app, and social media
TV Original Programming: 57 hours/week (plus 17.5 hours/week of acquired programs)
TV Total Broadcast: 168 hours/week

Alhurra reaches the entire Arabic-speaking world from the Atlantic Ocean to the Persian Gulf. MBN's mission is to provide objective, accurate and relevant news and information to the people of the Middle East about the region, the world, and the United States, and to support democratic values. Alhurra Television broadcasts Arabic-language news and information to 22 countries throughout the Middle East on the Nilesat and Arabsat satellite systems. It is also available in HD on Eutelsat and a separate Arabsat channel. In addition to reporting on world events, Alhurra provides context and analysis to give viewers a broader understanding of the actions impacting the region. MBN's Arabic-speaking editorial staff generates much of the news from a facility in Springfield, Va. Alhurra also has bureaus and production centers in Baghdad, Dubai, Beirut, Cairo, Jerusalem, Rabat, Erbil, and Washington, D.C. MBN has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Recent Broadcasting Board of Governors (BBG) research shows that it has nearly 16 million weekly viewers. Sample programs on Alhurra include: "Delusional Paradise," a ground-breaking documentary series that exposes the brutality of extremism and the viciousness of ISIS going beyond the daily death count, to focus on the human stories of the living victims; "Al Youm" ("Today"), a three-hour live daily program that originates simultaneously from five countries in three continents and provides viewers coverage of the latest news from the Middle East, the United States, and the world, as well as topics such as health, entertainment news, sports, technology, social, and cultural issues; "Sit B'Mit Ragal" ("A Lady is Worth 100 Men"), an hour-long weekly program that follows four Egyptian women who are embarking on traditionally male dominated jobs and talk about their unique journey into their careers and the challenges they have faced trying to make inroads in Cairo's tough business environment; and Sa'aa Hurra ("Free Hour"), Alhurra's flagship talk show that examines the latest news and issues of the day, with expert analysis and debate.

MBN ALHURRA IRAQ (LANGUAGE: ARABIC)

FY 2016: $4.391 million ($5.899 million with program delivery)
MBN's Baghdad Bureau 2016: $5.088
MBN's Erbil Bureau 2016: $501,000

Origin: 2004
Delivery Method: Satellite Television (Nilesat and Arabsat), Terrestrial Transmitters, Website, Mobile Site and Social Media
TV Original Programming: 75 hours/week (plus 12.5 hours/week of acquired programs)
TV Total Broadcast: 168 hours/week

Alhurra-Iraq Television is broadcast via satellite, as well as via terrestrial transmitters in five Iraqi cities. Alhurra-Iraq's news and current affairs programs concentrate on issues facing Iraqi viewers. It was launched to address the specific challenges facing the Iraqi people and to give the United States a voice alongside the overwhelming anti-U.S. rhetoric found on the other Iraqi channels. Alhurra-Iraq programming includes a mix of current affairs, political and news programs that cover a variety of topics including health, technology, business, democracy, sports news, gender issues, culture, economics and science. Programs are produced in Alhurra's Baghdad Bureau and in Springfield, VA. A team of correspondents and freelancers across the country report on Iraqi news, provide analysis of Iraqi issues and highlight Iraq's rich cultural history. Nearly 40 percent of the Alhurra-Iraq programming schedule is Iraq-specific, including almost all of prime time, which is anchored by a daily hour-long Iraq-centric newscast. Sample of programs on Alhurra-Iraq include: Aliraq Alyoum ("Iraq Today"), a daily newscast on the events happening in Iraq; Beliraqi ("In Iraqi"), a talk show that airs weekdays following the daily Iraqi newscast to provide viewers in-depth analysis of the most important political events in Iraq; "Sheno Raayak-TV" ("What is Your Opinion"), a weekly call-in program that encourages Iraqis to share their
and social media of 35. Broadcasting 24/7, mostly on FM, it provides news Radio Sawa targets Middle Eastern publics under the age and facilitate discussions among the audience and their fellow citizens despite all challenges.

**MBN DIGITAL (LANGUAGE: ARABIC)**

**FY 2016 $4.539 million**

**Delivery Method:** Websites, mobile sites, apps and social media

MBN Digital covers five websites, their corresponding responsive mobile sites and more than 20 social media platforms including Facebook, Twitter, YouTube, Instagram, and WhatsApp. The Alhurra and Radio Sawa websites ([www.Alhurra.com](http://www.Alhurra.com) and [www.RadioSawa.com](http://www.RadioSawa.com)) are all-news sites that include news and information from across the region, the United States and the world. The two websites launch topical campaigns for special events, such as elections, and seeks conversation and engagement with consumers. In addition to original reporting, Alhurra.com live streams Alhurra and Alhurra-Iraq, RadioSawa.com live streams all eight of Radio Sawa’s programs. The Afia Darfur website ([www.afiadarfur.com](http://www.afiadarfur.com)) highlights the latest headlines impacting the Darfur community as well as archives of the 30-minute broadcast. MBN’s latest digital initiatives are the Raise Your Voice-Iraq ([www.irfaasawtak.com](http://www.irfaasawtak.com)) and Maghreb Voices websites ([www.maghrebvoices.com](http://www.maghrebvoices.com)) that encourages audiences in Iraq and the Maghreb (Libya, Morocco, Algeria, Tunisia, and Mauritania), respectively, to engage and interact with their readers on specific issues facing each region. The two sites and their Facebook pages employ community managers that encourage and facilitate discussions among the audience and focus on solutions to the most pressing topics.

**MBN RADIO SAWA (LANGUAGE: ARABIC)**

**FY 2016: $8.678 million ($18.006 with program delivery)**

**Origin:** 2002

**Delivery Method:** Radio (AM, FM), website, mobile site and social media

**Radio Original Programming:** 168 hours/week

**Radio Total Broadcast:** 168 hours/week

Radio Sawa targets Middle Eastern publics under the age of 35. Broadcasting 24/7, mostly on FM, it provides news and a blend of Western and Arabic popular music. Radio Sawa broadcasts nearly six hours of pan-Arab news and information each day via eight targeted, regional streams: 1) Iraq (FM and AM); 2) Levant, including Jordan and the West Bank (FM); 3) the Gulf (FM and AM); 4) Egypt (AM); 5) Morocco (FM); 6) Sudan, Libya, Djibouti, and Yemen (FM and AM); 7) Lebanon and Syria (FM); and 8) Mauritania (FM). Additionally, Radio Sawa Iraq broadcasts Iraq-specific news and information to Iraqis. Radio Sawa’s all news website also provides news and information in Arabic in print, in addition to live broadcasts of its regional streams. MBN’s Arabic-speaking editorial staff generates much of the news from a facility in Springfield, Va. Along with Alhurra, Radio Sawa’s Iraq-based staff works out of a bureau in Baghdad and has correspondents and stringers throughout the Middle East, as well as in Europe and the United States. Sample programs of Radio Sawa include: “Al-Mintaqa Al-Hurra” (“Free Zone”), Radio Sawa’s signature program on freedom and democracy issues in the Middle East and the only one in the region, which features segments on the democratization process, elections, women’s rights, human rights, freedom of the press and other subjects; “Isaal Al-Alaim Al-Yaoum” (“Ask The World Now”), which uses broadcast quotes from senior administration policymakers—including President Trump, Vice President Pence, and others—to answer questions about a range of policy issues pertinent to the overall U.S. relationship to the Middle East; “Sheno Rayek-Radio” (“What is Your Opinion”), an hour-long, daily call-in program on Radio Sawa’s Iraq stream during evening drive time.

**Raise Your Voice Initiative**

To establish an alternative to the ISIS narrative, MBN launched the Raise Your Voice–Iraq multimedia campaign in 2015.

Raise Your Voice-Iraq encourages Iraqi citizens to speak out and address extremism and the underlying causes of terrorism. By identifying and discussing the issues ISIS is exploiting, Iraqis can propose solutions that will ultimately undermine ISIS’s narrative. The social media properties, call-in radio, and television programming provide forums for activists, youth, and others to share their ideas on topics such as sectarian relationships, religious freedom, and freedom of expression. Alhurra programming provides personal testimonies that reveal the realities of life under ISIS and the pain and suffering ISIS inflicts on families and communities; as well as the stories from ISIS defectors who have escaped the extremist group.
RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Language: Persian

**RFE/RL RADIO FARDA**

FY 2016: $8.231 million ($11.809 million with program delivery)

**Origin:** 2002  
**Delivery Method:** Radio (SW, MW, satellite), television (satellite), website, social media, mobile app  
**Radio Original Programming:** 148.9 hours/week  
**Radio Total Broadcast:** 157.5 hours/week  
**Television Original Programming:** 10.5 hours/week  
**Television Total Broadcast:** 10.5 hours/week

RFE/RL’s Iranian Service, Radio Farda, is available to Iranian audiences 24/7 via satellite, shortwave, medium wave (AM), online, and mobile apps. Programming includes professional news, analysis, and reporting on events in and related to Iran, in addition to news from the Middle East and the world. The service offers interviews with independently-minded civil society actors, intellectuals, and the political opposition, as well as daily cultural news, features, and topical programs supplemented by music that is banned in Iran. The Farda website attracted a monthly average of 8.1 million visits and 17.4 million pages views in 2016, with approximately two-thirds of all traffic originating from inside of Iran despite an official government ban on the website and the need for a proxy to access it. In 2015, Radio Farda’s website registered an average of 23.8 million pages views and 11.3 million visitors monthly, and its main Facebook page has nearly 1.5 million fans. Despite an official Iranian government ban on the Farda’s website, the need for a proxy to access it, and deliberately slow internet speeds, more than one-half of visitors to the website came from inside Iran in 2015. Radio Farda has also increased its video output, producing live, five-minute newscasts every hour for VOA’s Persian TV stream from 8 a.m.-1 p.m. Tehran time, as well as a TV version of “Breakfast with News,” its popular morning radio program. Additionally, in August 2016, Farda launched “Taboo,” a cross-cutting weekly radio program, wherein the taboos of Iranian society are raised and discussed in the form of debate with hundreds of listeners sharing their opinions by writing comments on Farda's website.

**VOICE OF AMERICA (VOA)**

Languages: Persian, Kurdish

**VOA PERSIAN SERVICE**

FY 2016: $14.416 million ($17.772 million with program delivery)

**Delivery Method:** Satellite television, website and mobile site, social media  
**Television Original Programming:** 38.3 hours/week  
**Television Total Broadcast:** 168 hours/week

The VOA Persian Service provides for direct communication via 24/7 satellite television and digital platforms with the people of Iran, who have limited access to free media and heavily censored internet. BBG research shows that 12 percent of the adult population in Iran watches VOA Persian weekly for coverage of American, Iranian, regional, and international developments. Programs can be accessed on direct-to-home satellite, streaming sites, and a host of social media sites. VOA Persian maintains a multimedia website with text, audio, video, live streaming, and video-on-demand; a YouTube channel with 71.1 million total video views; and a social media presence with 3.4 million followers (Facebook, Twitter, Google+, Instagram, and Telegram). VOA Persian highlights U.S. policies and critical issues within Iran, including human rights and democracy, in addition to featuring international achievements in the arts, culture, science, academics, and women’s empowerment. The service also reports on U.S. values, culture, and society to deliver a comprehensive view of life in America. Sample programs include: daily “Early News” and “Late News,” newscasts that feature top stories from around the world; “NewsHour,” a flagship prime-time news program that delves into the top stories of the day; “Straight Talk,” which is an audience engagement show driven by social media; and “Tablet,” a youthful, energetic show that originates from VOA’s New York City bureau and focuses on cultural and social issues involving young people in Iran and the United States.

**VOA KURDISH SERVICE**

FY 2016: $3.317 million ($3.407 million with program delivery)

**Origin:** 1992  
**Delivery Method:** Radio (SW, AM, FM) television, website and mobile site, social media  
**Radio Original Programming:** 21 hours/week  
**Radio Total Broadcast:** 21 hours/week  
**TV Original Programming:** 1.5 hours/week
The VOA Kurdish Service’s primary target audience is Iraqi Kurds, but it also produces special programming relevant to Kurdish speaking populations in Turkey, Syria, Iran, and Eurasia and the approximately one million Kurds in Europe and North America. The Kurdish Service has expanded its staffing in Washington and stringer network in the region in order to focus on extremism, ISIS activities, and U.S. policies toward the region and ISIS. BBG research in 2014 shows that the weekly audience reach among Iraqi Kurds is 14.9 percent. FM transmitters in Arbil, Sulaimania, Kirkuk, Mosul, Baghdad, and Basra broadcast VOA content and video reports are streamed on its website. It is the only international broadcaster that speaks to the Kurds of the Middle East in their main dialects, Sorani and Kurmanji. It promotes the Kurdish language that has been neglected in the Kurdish-speaking regions and offers regional and international news coverage, interviews with experts and newsmakers, stringer reports, panel discussions with Kurds in the greater Middle East and in the diaspora, and call-in shows that link listeners with guests who discuss topics of interest. Sample programs include: call-in shows on current affairs with expert guests taking calls from the Middle East and other areas of the world; “Kurd Connection,” a 30-minute, twice-weekly television and web program, which includes a roundup of news and features of interest to the Kurdish region, airs on affiliate NRT TV in Sulaimania; and “Kurd Vision”, a weekly, 30-minute program that airs on Ozgur Gun TV in Diyarbakir, Turkey.
Algeria

**DEMOGRAPHICS**
- Geographic area: 2,381,741 sq. km.
- Population: 40,606,052 (2016)
- Below 24 yrs. old: 45% (2016)
- Urban population: 71% (2015)
- Unemployment: 11% (2014)
- Below poverty line: 6% (2011)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 38% (2015)
- Mobile Phones per 100: 106 (2015)
- Literacy: 80% (2015)
- Avg. years of education:
  - Females: 15 (2011)
  - Males: 14 (2011)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $612,426
  - FY14: $689,956
  - FY15: $1,357,058
  - FY16: $1,396,791
- Supplemental:
  - FY13: $83,438
  - FY14: $99,268
  - FY15: $96,832
  - FY16: $19,650

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $588,834
- Cultural Programs (Post-generated): $232,971
- Other: $206,477
- Support for English Language Teaching/Learning: $75,795
- Media/Press Activities: $57,816

**Bahrain**

**DEMOGRAPHICS**
- Geographic area: 771 sq. km.
- Below 24 yrs. old: 37% (2016)
- Urban population: 89% (2015)
- Unemployment: 1% (2012)
- Below poverty line:

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 93% (2015)
- Mobile Phones per 100: 185 (2015)
- Literacy: 96% (2015)
- Avg. years of education:
  - Females: 14 (1999)
  - Males: 13 (1999)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $654,170
  - FY14: $685,916
  - FY15: $719,824
  - FY16: $866,557
- Supplemental:
  - FY13: $32,644
  - FY14: $30,579
  - FY15: $16,319
  - FY16: $31,225

**PD Spending by Theme**

**Top Spending by Activity**
- American Spaces: $229,383
- Cultural Programs (Post-generated): $161,617
- Other: $115,243
- Public-Private Partnerships: $89,843
- Media/Press Activities: $43,897
Egypt

**DEMOGRAPHICS**
- Geographic area: 995,450 sq. km.
- Population: 95,688,681 (2016)
- Below 24 yrs. old: 50% (2016)
- Refugee population: 212,500 (2015)
- Urban population: 43% (2015)
- Unemployment: 13% (2015)
- Below poverty line: 25% (2010)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 38% (2015)
- Mobile Phones per 100: 111 (2015)
- Literacy: 76% (2015)
- Avg. years of education:
  - Females: 13 (2014)
  - Males: 13 (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,565,128 FY14: $2,702,563 FY15: $3,212,524 FY16: $3,033,093
- Supplemental: FY13: $1,670,037 FY14: $203,746 FY15: $265,134 FY16: $258,450

**PD Spending by Theme**
- Other
- Media/Press Activities
- Cultural Programs (Post-generated)
- Books & Publications
- Supplementing Bureau of Public Affairs Programs

**Top Spending by Activity**
- Other: $1,693,467
- Media/Press Activities: $265,366
- Cultural Programs (Post-generated): $175,379
- Books & Publications: $109,274
- Supplementing Bureau of Public Affairs Programs: $92,987

**Top Spending by Type**
- Other
- Media/Press Activities
- Cultural Programs (Post-generated)
- Books & Publications
- Supplementing Bureau of Public Affairs Programs

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Iraq

**DEMOGRAPHICS**
- Geographic area: 434,320 sq. km.
- Population: 37,202,572 (2016)
- Below 24 yrs. old: 60% (2016)
- Refugee population: 277,701 (2015)
- Urban population: 69% (2015)
- Unemployment: 8% (2011)
- Below poverty line: 19% (2012)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 17% (2015)
- Mobile Phones per 100: 94 (2015)
- Literacy: 80% (2015)
- Avg. years of education:

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,447,381 FY14: $1,428,887 FY15: $1,345,795 FY16: $1,650,800

**PD Spending by Theme**
- Media/Press Activities
- Post-generated Exchanges
- Supplementing ECA Programs
- Support for Mission Initiatives
- Educational Advising & Promoting Study in the U.S.

**Top Spending by Activity**
- Media/Press Activities: $394,749
- Post-generated Exchanges: $295,255
- Supplementing ECA Programs: $150,553
- Support for Mission Initiatives: $148,088
- Educational Advising & Promoting Study in the U.S: $105,218

**Top Spending by Type**
- Other
- Media/Press Activities
- Post-generated Exchanges
- Supplementing ECA Programs
- Support for Mission Initiatives
- Educational Advising & Promoting Study in the U.S.

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Table of Contents
- U.S. PUBLIC DIPLOMACY IN THE NEAR EAST REGION
  - 295
Israel

**DEMOGRAPHICS**
- Geographic area: 21,640 sq. km.
- Population: 8,547,100 (2016)
- Below 24 yrs. old: 43% (2016)
- Refugee population: 38,500 (2015)
- Urban population: 92% (2015)
- Unemployment: 5% (2015)
- Below poverty line: 22% (2014)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Spending</th>
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<td>Education</td>
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<td>Economics</td>
<td>15+</td>
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<tr>
<td>Science</td>
<td>0+</td>
</tr>
<tr>
<td>Military</td>
<td>0+</td>
</tr>
<tr>
<td>CVE</td>
<td>4+</td>
</tr>
<tr>
<td>Civil Society</td>
<td>0+</td>
</tr>
<tr>
<td>Women</td>
<td>0+</td>
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<tr>
<td>Youth</td>
<td>31+</td>
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<tr>
<td>Religious</td>
<td>21+</td>
</tr>
<tr>
<td>Other</td>
<td>0+</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- Supplementing Bureau of Public Affairs Programs: $609,924
- Educational Initiatives (Not including English Language Programs): $566,274
- Support for Mission Initiatives: $547,002
- Media/Press Activities: $472,747
- Support for English Language Teaching/Learning: $377,377

**Top Spending by Type**

<table>
<thead>
<tr>
<th>Type</th>
<th>Spending</th>
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</thead>
<tbody>
<tr>
<td>Grants &amp; Contracts</td>
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</tr>
<tr>
<td>Personnel</td>
<td>$309,725</td>
</tr>
<tr>
<td>Travel &amp; Transportation</td>
<td>$200,548</td>
</tr>
<tr>
<td>Property &amp; Utilities</td>
<td>$126,731</td>
</tr>
<tr>
<td>Research</td>
<td>$113,459</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 77% (2015)
- Mobile Phones per 100: 133 (2015)
- Literacy: 97.8% (2011)

**Jordan**

**DEMOGRAPHICS**
- Geographic area: 88,780 sq. km.
- Population: 9,455,802 (2016)
- Below 24 yrs. old: 54% (2016)
- Refugee population: 2,808,351 (2015)
- Urban population: 84% (2015)
- Unemployment: 12% (2014)
- Below poverty line: 14% (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,342,501 FY14: $2,068,571 FY15: $1,593,945 FY16: $2,065,202
- Supplemental: FY13: $797,288 FY14: $1,437,630 FY15: $916,149 FY16: $1,151,601

**PD Spending by Theme**

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>Education</td>
<td>15+</td>
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<tr>
<td>Economics</td>
<td>0+</td>
</tr>
<tr>
<td>Science</td>
<td>20+</td>
</tr>
<tr>
<td>Military</td>
<td>0+</td>
</tr>
<tr>
<td>CVE</td>
<td>13+</td>
</tr>
<tr>
<td>Civil Society</td>
<td>14+</td>
</tr>
<tr>
<td>Women</td>
<td>0+</td>
</tr>
<tr>
<td>Youth</td>
<td>16+</td>
</tr>
<tr>
<td>Religious</td>
<td>0+</td>
</tr>
<tr>
<td>Other</td>
<td>0+</td>
</tr>
</tbody>
</table>

**Top Spending by Activity**
- Media/Press Activities: $669,699
- Cultural Programs (Post-generated): $309,725
- Educational Advising & Promoting: $200,548
- Study in the U.S.: $126,731
- Support for English Language Teaching/Learning: $113,459

**Top Spending by Type**

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</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
Kuwait

**DEMOGRAPHICS**
- Geographic area: 17,820 sq. km.
- Population: 4,052,584 (2016)
- Below 24 yrs. old: 36% (2016)
- Urban population: 98% (2015)
- Unemployment: 4% (2011)
  
**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 82% (2015)
- Mobile Phones per 100: 232 (2015)
- Literacy: 98% (2015)
- Avg. years of education:
  - Females: 14 (2013)
  - Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $655,090
  - FY14: $690,599
  - FY15: $619,496
  - FY16: $779,047
- Supplemental:
  - FY13: $47,745
  - FY14: $99,727
  - FY15: $3,187,675
  - FY16: $76,391

**PD Spending by Theme**
- Top Spending by Activity
  - Supplanting IIP Programs: $151,840
  - Educational Advising & Promoting: $105,872
  - Study in the U.S.: $100,851
  - Support for Mission Initiatives: $69,633
  - Supplanting ECA Programs: $59,110

**Lebanon**

**DEMOGRAPHICS**
- Geographic area: 10,230 sq. km.
- Population: 6,006,668 (2016)
- Below 24 yrs. old: 43% (2016)
- Refugee population: 1,529,223 (2015)
- Urban population: 88% (2015)
- GDP/capita: $8,047 (2015)
- Unemployment: 6% (2009)
- Below poverty line: 27% (2012)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 74% (2015)
- Mobile Phones per 100: 92 (2015)
- Literacy: 94% (2015)
- Avg. years of education:
  - Females: 12 (2013)
  - Males: 12 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $1,559,666
  - FY14: $1,492,412
  - FY15: $1,984,058
  - FY16: $1,971,497
- Supplemental:
  - FY13: $535,558
  - FY14: $8,828
  - FY15: $630,527
  - FY16: $653,746

**PD Spending by Theme**
- Top Spending by Activity
  - Support for Mission Initiatives: $1,453,679
  - Supplanting Bureau of Public Affairs Programs: $164,880
  - Educational Initiatives (Not Including English Language Programs): $61,425
  - Other: $49,093
  - Support for English Language Teaching: $46,553
Libya

**DEMOGRAPHICS**
- Geographic area: 1,759,540 sq. km.
- Population: 6,293,253 (2016)
- Below 24 yrs. old: 45% (2016)
- Refugee population: 9,305 (2015)
- Urban population: 79% (2015)
- GDP/capita: $5,603 (2011)
- Unemployment: 19% (2012)
- Below poverty line:

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 19% (2015)
- Mobile Phones per 100: 157 (2015)
- Literacy: 91% (2015)
- Avg. years of education:

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post-generated) $130,906
- Support for English Language $107,402
- Teaching/Learning
- Support for Mission Initiatives $106,921
- Educational Advising & Promoting $92,425
- Study in the U.S.
- Media/Press Activities $37,185

**Top Spending by Activity**
- Support for Mission Initiatives $553,539
- Other $491,706
- Cultural Programs (Post-generated) $278,765
- Media/Press Activities $152,933
- Books & Publications $143,248

Morocco

**DEMOGRAPHICS**
- Geographic area: 446,300 sq. km.
- Population: 35,276,786 (2016)
- Below 24 yrs. old: 44% (2016)
- Refugee population: 3,908 (2015)
- Urban population: 60% (2015)
- GDP/capita: $2,847 (2015)
- Unemployment: 10% (2015)
- Below poverty line: 9% (2007)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 57% (2015)
- Mobile Phones per 100: 127 (2015)
- Literacy: 72% (2015)
- Avg. years of education:
  - Females: 12 (2012)
  - Males: 13 (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,995,103 FY14: $2,159,958 FY15: $2,797,918 FY16: $2,265,884

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives $553,539
- Other $491,706
- Cultural Programs (Post-generated) $278,765
- Media/Press Activities $152,933
- Books & Publications $143,248
### Oman

**Demographics**
- Geographic area: 309,500 sq. km.
- Population: 4,424,762 (2016)
- Below 24 yrs. old: 36% (2016)
- Refugee population: 245 (2015)
- Urban population: 78% (2015)
- Unemployment: 18.3% (2016)

**Communications and Literacy**
- Internet Penetration: 74% (2015)
- Mobile Phones per 100: 160 (2015)
- Literacy: 94% (2015)
- Avg. years of education: Females: 14 (2011)
- Urban population: 78% (2015)
- Below poverty line:

**Public Diplomacy Spending**
- D&CP: FY13: $476,783
- Supplemental: FY13: $113,683

**PD Spending by Theme**
- Support for Mission Initiatives: $188,661
- Cultural Programs (Post-generated): $72,157
- American Spaces: $58,766
- Educational Initiatives (Not Including English Language Programs): $57,840
- Supplementing ECA Programs: $38,107

### Palestinian Territories

**Demographics**
- Geographic area: 2,402 sq. km.
- Population: 4,680,000
- Below 24 yrs. old: 55.4% (2014)
- Refugee population: 1,962,519 (2014)
- Urban population: 73.9% (2015)
- Unemployment: 26% (2015)
- Below poverty line: 25.8% (2015)

**Communications and Literacy**
- Internet Penetration: 62.7% (2016)
- Mobile Phones per 100: 95.7% (2012)
- Literacy: 96.4% (2015)
- Avg. years of education: Females: 14 (2011)
- Urban population: 73.9% (2015)
- Below poverty line:

**Public Diplomacy Spending**
- D&CP: FY13: $3,446,156
- Supplemental: FY13: $237,699

**PD Spending by Theme**
- Support for Mission Initiatives: $776,654
- Post-Generated Exchanges: $451,737
- Educational Initiatives (Not Including English Language Programs): $386,257
- Cultural Programs (Post-generated): $375,740
- Other: $344,292
Qatar

**Demographics**
- Geographic area: 11,610 sq. km.
- Population: 2,569,804 (2016)
- Below 24 yrs. old: 31% (2016)
- Refugee population: 120 (2015)
- Urban population: 99% (2015)

**Communications and Literacy**
- FH Media Freedom: Not Free
- Internet Penetration: 93% (2015)
- Mobile Phones per 100: 159 (2015)
- Literacy: 98% (2015)
- Avg. years of education:
  - Females: 14 (2011)
  - Males: 13 (2011)

**Public Diplomacy Spending**

**PD Spending by Theme**
- Support for Mission Initiatives
- Digital Outreach
- Support for English Language Teaching/Learning
- Other
- Cultural Programs (Post-generated)

**Top Spending by Activity**
- Support for Mission Initiatives: $391,372
- Digital Outreach: $119,689
- Support for English Language Teaching/Learning: $80,368
- Other: $68,678
- Cultural Programs (Post-generated): $68,554

**Saudi Arabia**

**Demographics**
- Geographic area: 2,149,690 sq. km.
- Population: 32,275,687 (2016)
- Below 24 yrs. old: 44% (2016)
- Urban population: 83% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 

**Communications and Literacy**
- FH Media Freedom: Not Free
- Internet Penetration: 70% (2015)
- Mobile Phones per 100: 177 (2015)
- Literacy: 95% (2015)
- Avg. years of education:
  - Females: 15 (2014)
  - Males: 17 (2014)

**Public Diplomacy Spending**
- D&CP: FY13: $1,992,987 FY14: $2,053,954 FY15: $2,216,461 FY16: $2,508,062

**PD Spending by Theme**
- Support for Mission Initiatives
- Cultural Programs (Post-generated)
- Educational Advising & Promoting Study in the U.S.
- Media/Press Activities
- Digital Outreach

**Top Spending by Activity**
- Support for Mission Initiatives: $1,080,708
- Cultural Programs (Post-generated): $193,514
- Educational Advising & Promoting Study in the U.S.: $187,458
- Media/Press Activities: $138,930
- Digital Outreach: $120,841

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Syria

**DEMOGRAPHICS**
- Geographic area: 183,630 sq. km.
- Population: 18,430,453 (2016)
- Below 24 yrs. old: 57% (2016)
- Urban population: 58% (2015)
- GDP/capita: $2,058 (2007)
- Unemployment: 15% (2011)
- Below poverty line: 35% (2007)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $280,998
- FY14: $214,051
- FY15: $175,361
- FY16: $131,782
- Supplemental: FY13: $10,575
- FY14: $-
- FY15: $3,000
- FY16: $95,553

**PD Spending by Theme**
- Cultural Programs (Post-generated)
- Support for Mission Initiatives
- Supplementing Bureau of Public Affairs Programs
- Support for Foreign Assistance Programs
- Public-Private Partnerships

**Top Spending by Activity**
- Cultural Programs (Post-generated) $21,746
- Support for Mission Initiatives $13,324
- Supplementing Bureau of Public Affairs Programs $11,516
- Support for Foreign Assistance Programs $10,357
- Public-Private Partnerships $10,327

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Tunisia

**DEMOGRAPHICS**
- Geographic area: 155,360 sq. km.
- Population: 11,403,248 (2016)
- Below 24 yrs. old: 39% (2016)
- Urban population: 67% (2015)
- Unemployment: 16% (2013)
- Below poverty line: 16% (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $930,806
- FY14: $898,345
- FY15: $1,585,872
- FY16: $1,986,572
- Supplemental: FY13: $64,049
- FY14: $53,683
- FY15: $1,096,293
- FY16: $196,125

**PD Spending by Theme**
- Cultural Programs (Post-generated)
- Post-Generated Exchanges
- Other
- Support for Mission Initiatives
- Alumni Outreach

**Top Spending by Activity**
- Cultural Programs (Post-generated) $688,013
- Post-Generated Exchanges $407,578
- Other $328,522
- Support for Mission Initiatives $102,064
- Alumni Outreach $69,460

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**Piechart Key: PD Spending by Theme**
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
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- Other

**Map Key**
- Embassy
- Consulate
- American Space

**Piechart Key: PD Spending by Type**
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
United Arab Emirates

**DEMOGRAPHICS**
- Geographic area: 83,600 sq. km.
- Population: 9,269,612 (2016)
- Below 24 yrs. old: 27% (2016)
- Refugee population: 663 (2015)
- Urban population: 86% (2015)
- Unemployment: 4% (2009)

**PD Spending by Theme**

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 91% (2015)
- Mobile Phones per 100: 187 (2015)
- Literacy: 93% (2015)

**Top Spending by Activity**
- Cultural Programs (Post-generated): $499,435
- Media/Press Activities: $278,815
- Educational Advising & Promoting: $186,427
- Study in the U.S.: $153,455
- Support for Mission Initiatives: $133,542

**Top Spending by Type**
- Grants & Contracts: $576,157
- Personnel: $55,080
- Travel & Transportation: $44,773
- Property & Utilities: $51,484

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,630,585 FY14: $1,471,583 FY15: $1,792,567 FY16: $1,759,396

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Yemen

**DEMOGRAPHICS**
- Geographic area: 527,970 sq. km.
- Population: 27,584,213 (2016)
- Below 24 yrs. old: 62% (2016)
- Urban population: 35% (2015)
- Unemployment: 18% (2010)

**PD Spending by Theme**

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 25% (2015)
- Mobile Phones per 100: 68 (2015)
- Literacy: 70% (2015)

**Top Spending by Activity**
- Other: $144,583
- Media/Press Activities: $63,027
- Supplanting Bureau of Public Affairs Programs: $55,080
- Cultural Programs (Post-generated): $51,484
- Support for Mission Initiatives: $44,773

**Top Spending by Type**
- Grants & Contracts: $576,157
- Personnel: $55,080
- Travel & Transportation: $44,773
- Property & Utilities: $51,484
- Research: $44,773

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Piechart Key: PD Spending by Theme
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- Education
- Economics
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Piechart Key: PD Spending by Type
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- Other

Map Key
- Embassy
- Consulate
- American Space
First Lady Melania Trump poses for a photo with 2017 International Women of Courage Awardee Sharmin Akter of Bangladesh during a ceremony at the U.S. Department of State in Washington, D.C., on March 29, 2017. [State Department photo/Public Domain]
U.S. PUBLIC DIPLOMACY IN SOUTH AND CENTRAL ASIA

<table>
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<tr>
<th>FY 2016</th>
<th>D&amp;CP</th>
<th>American Salaries</th>
<th>Supplemental</th>
<th>BBG</th>
<th>Total</th>
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<td></td>
<td>$21,684,844</td>
<td>$14,427,000</td>
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U.S. FOREIGN POLICY GOALS

The South and Central Asia (SCA) region has the potential to be a key driver of global prosperity over the coming decades. The region lies at the crossroads of Asia, Europe and the Middle East—spanning vital sea lanes to the south and burgeoning trade routes and energy flows to the north. It comes as no surprise that economies in Asia have the future potential to comprise as much as 50 percent of global gross domestic product (GDP), and about 500 million people throughout South and Central Asia could enter the middle class. Demographically, it is home to almost a quarter of the world’s population, including more than one-third of the global Muslim population. With over half of the population under the age of 25, the potential returns on its demographic dividend are staggering.

Yet the region also grapples with serious challenges, including foreign terrorist fighters, violent extremism, and Russian and Chinese influence that challenges our national interests. Democratic institutions are far too fragile in a number of countries. Pervasive corruption, a lack of economic opportunity, vulnerability to natural disasters, terrorism, narco-trafficking, and a host of other issues pose serious challenges to security and stability throughout the entire region. No other part of the world has as many poor and undernourished people as South Asia, where most live in rural areas, including hundreds of millions without electricity.

U.S. PUBLIC DIPLOMACY GOALS

The Bureau of South and Central Asia Office of Press and Public Diplomacy (SCA/PPD) informs, guides, and advances U.S. foreign policy objectives in the region through public diplomacy resources and expertise across all sectors. The State Department’s public diplomacy efforts in SCA are focused on strengthening democratic, inclusive and secure societies, improving access to accurate information, and increasing educational and economic opportunities for the people of South and Central Asia in ways that benefit the United States. Acting against violent extremism, countering disinformation, and promoting increased regional connectivity are integral to all three goals. Public diplomacy efforts in SCA prioritize multi-country programming that further cooperation among SCA countries on common regional and global challenges. To promote stability, the bureau emphasizes engaging women, disenfranchised youth, and other underserved or at-risk audiences wherever possible.

The region’s 102 American Spaces are vital platforms for outreach throughout the region that include English language programs, cultural initiatives, increasing access to information, and encouraging conflict resolution and reconciliation. Youth and educational exchanges such as the Future Leaders Exchange (FLEX) program, Kennedy-Lugar Youth Exchange and Study (YES) program, and Fulbright and Humphrey Fellowships are effective means to develop relationships with emerging leaders, as is the International Visitor Leadership Program (IVLP). There are more than 76,000 alumni in the region from various U.S.-sponsored exchange programs. Pakistan has the largest cohort with more than 22,000 people in the Pakistan-U.S. Alumni Network (PUAN). It has become an active self-sustaining organization that strengthens civil society by promoting civic engagement, community service, and youth activism.

SAMPLE PUBLIC DIPLOMACY PROGRAMS

Programs that are helping to achieve the bureau’s public diplomacy priorities include:

Afghanistan: U.S. assistance has continued to build the Afghan government’s capacity to deliver public services, invest in human capital, combat corruption, bolster civil society, and empower women—all of which promote a stable government and society able and willing to reject the influence of extremist and terrorist organizations. In that context, one of Post’s strategic goals is to promote a strong socio economic system in Afghanistan by increasing Afghanistan’s economic and diplomatic linkages with its neighbors in support of regional stability. To advance this goal, the Public Affairs Section (PAS) in Embassy Kabul has hosted a variety of programs focused on bringing Afghans together with their counterparts from neighboring countries to increase Afghanistan’s regional integration through people-to-people ties. This past January, PAS Kabul supported a conference for emerging Afghan and Pakistani leaders from fields important to the bilateral relationship. Over the course of pre-departure workshops and a three-day joint conference, the participants worked together to find actionable areas for mutual collaboration between the two countries that would further strengthen the bilateral relationship. Since the conclusion of the conference, the
majority of participants have maintained contact with each other and many are engaged in a wide spectrum of promising follow-on activities. With the help of her Pakistani counterparts, one of the Afghan participants has received approval from the President of Afghanistan to establish a Women’s Chamber of Commerce based on the Pakistani model. Others have invited their counterparts for cross-border site visits to promoting economic collaboration. Civil society activists and media representatives from both countries have been working together to establish regional networks to make communication and collaboration easier. PAS Kabul hopes to fund block grants to further support the most promising of the follow on initiatives proposed by the conference participants. Other similar programs over the past year include three U.S.-Chinese-Afghan trilateral training programs, a conference series on security in Central Asia, and an ongoing U.S.-Chinese-Afghan trilateral training programs, a conference series on security in Central Asia, and an ongoing scholarship program that sends deserving Afghan students, mostly women, to complete a five-year course of study at American University of Central Asia in Bishkek.

Bangladesh: Embassy Dhaka held a series of monthly Facebook chats that educated millions of Facebook fans about U.S. elections, a topic often featured in Bangladeshi media but not widely understood. From May 2016 through the inauguration in January 2017, post hosted virtually one speaker each month who conducted a one-hour Facebook chat with fans on a specific election-related topic. U.S. elections provide a non-violent, transparent, and inclusive model for countries like Bangladesh, where elections are often marred by fraud or violence. Monthly topics included election mechanics, voter registration, conventions, a day in the life of a candidate, how the U.S. manages administration transitions, and more. Embassy Dhaka's Facebook page is the most popular U.S. embassy page in the world, with more than 2.7 million fans in early 2016 to more than 4 million fans in early 2017. The page is also the most engaged, with more than 165,000 people regularly liking, commenting, or sharing embassy posts. Individual Facebook posts receive an average of 3,000-5,000 likes, with popular posts receiving 30,000-60,000 likes. The majority of fans are in the key 18-24 year-old demographic; posts on democracy, elections, and freedom of speech are particularly popular as the topics are relatable given the political environment in Bangladesh. Due to the embassy’s efforts, traditional media also covered these virtual chats, expanding the reach of the content to millions more.

India: Mission India hosted award-winning storyteller and arts envoy Aman Ali for a 10 day tour across the country in spring 2017. Ali’s visit helped amplify everyday stories highlighting American pluralism and tolerance using stand-up comedy referencing Ali’s own Muslim-American upbringing. His message reached millions across the country through in-person, digital, and media engagements, and provided Post an opportunity to reinvigorate its Muslim outreach efforts. Ali traveled to New Delhi, Aligarh, Mumbai, and Chennai with the goal of changing negative perceptions about the United States through often untold stories of harmony. In each city, he interacted with a diverse range of audiences, sharing personal experiences laced with humor about growing up as a Muslim in multicultural America. The program underscored the importance of diverse voices in telling America’s story and further proved that storytelling and comedy, when done well, are effective means of reaching and connecting with target audiences on sensitive issues.

Kazakhstan: One of our strategic public diplomacy goals in the country is to counter disinformation and stimulate production of Kazakhstani media content that can compete with foreign providers. PAS Kazakhstan challenged independent filmmakers to create their own short films through a competition they called the 48-hour Film Race. Kazakhstanis based in seven countries created over 320 films, demonstrating the potential of Kazakhstan to produce its own competitive media content. PAS Kazakhstan has also focused on increasing direct outreach to Kazakhstanis. Among other initiatives, it engaged 40,000 Kazakhstanis who attended USKZ Fest, a three-day event delivering high-impact public diplomacy content promoting U.S. education, businesses, and cultural cooperation. Hundreds of thousands of Kazakhstanis received digital content from the event via multiple social media platforms.

Kyrgyz Republic (Kyrgyzstan): Mission Bishkek has developed a multi-tiered approach to countering violent extremism through programs that prevent and interdict radicalization. Their efforts have allowed the embassy to forge a close working relationship with the Director of the State Commission for Religious Affairs and the Grand Mufti, which regulate religion in the Kyrgyz Republic. The embassy has supported visits by renowned Syrian-American Imam Mohamad Bashar Arafat to strengthen ties and promote tolerance and cooperation among people of diverse economic, religious, and ethnic backgrounds through engagement with Central Asian spiritual leaders, community leaders and civil society in regions most at risk for extremist recruiting. PAS Bishkek is also working directly with madrassas to train imams in English language instruction, mediation and negotiation, human rights, rule of law and how to counteract factors conducive to the spread of violent extremism. Through a grant with a local implementing partner, the embassy is working directly with madrasa students to improve their career outcomes by bridging the qualifications gap for madrassa graduates through vocational education. PAS Bishkek also supported U.S. participation in the first World Nomad Games in September 2016, which was an enormous public diplomacy success in strengthening the bilateral relationship. Some 430 participants from 19 countries took part in the games.

Nepal: Jill Filipovic, a freelance journalist, feminist author, and former attorney, conducted a week-long American Speakers program in Nepal to build the capacity of journalists. Via small group discussions, college lectures,
and speaking engagements, she delved into the status of women in journalism worldwide. The program, which coincided with World Press Freedom Day, inspired journalists, including men, to think about how reporting on women's issues contributes to strengthening democracy and influences policy making. Only 24 percent of working journalists in Nepal are women—most of whom are in middle or lower management positions. As a result of this imbalance, women's issues and perspectives are often not considered newsworthy, or are only covered through the “victim” lens. Policies promoting gender equality have been adopted by a few media organizations and, even in these cases, implementation is often weak or non-existent. In her meetings with editors and publishers, Ms. Filipovic asserted that a diversity of perspectives, particularly the female voice, is worth pursuing so that policy makers gain a more accurate picture of on-the-ground realities in Nepal. The editors were very receptive to Ms. Filipovic’s observation that women's stories need to be told and are more effective if the reporters are female. Her discussion of gender balanced newsrooms inspired the publishers and media owners to share the ways they are trying to provide young female journalists with the same opportunities as male reporters. Ms. Filipovic’s message was amplified to a wider audience through television and radio interviews.

**Pakistan:** Mission Pakistan’s Public Affairs Sections use public diplomacy programs to build capacity and generate understanding of and support for the United States and its foreign policy among Pakistan's people and key stakeholders. In 2016, Embassy Islamabad worked with the Pakistan-U.S. Alumni Network (PUAN) to leverage its long-term-investment in Pakistani students and professionals, over 22,000 of whom remain engaged with U.S. interests through PUAN. Through network activities, competitive small grants, and national events such as conferences on climate and youth, the Embassy sustained its engagement on key themes with hundreds of influential U.S. program alumni as well as Pakistani government representatives. Mission Pakistan also employs a wide array of programs, exchanges, and grants to increase linkages between the United States and Pakistan. These focus on areas such as education, including the largest U.S.-funded Fulbright program in the world and one of the world’s largest English language programs. The Mission facilitates training for Pakistani and other Asian journalists at the Center for Excellence in Journalism in Karachi. To encourage entrepreneurship the Mission: supported a partnership between the City of Austin and a Lahore business incubator; joined forces with Google and Samsung to support a business incubator in Karachi; and developed a Ball State University-Isra University partnership to boost entrepreneurship education at 11 Pakistani universities. These programs also address disability rights, such as through an International Visitor Leadership Program that brought deaf Pakistani students and administrators to an institute in Rochester, N.Y. to learn how societies can better accommodate those with disabilities, and a sports diplomacy series inclusive of athletes with disabilities and other marginalized groups.

**Sri Lanka and Maldives:** Embassy Colombo implemented entrepreneurship-focused programming as part of a sustained effort to encourage innovation and sustainable, equitable economic growth in Sri Lanka and Maldives. Bi-weekly workshops at the American Center devoted to developing entrepreneurship and business skills have been a huge success. Post drew standing-room only crowds, attracting audiences from senior corporate management, academic circles, tech start-ups, and women-owned businesses, to receive guidance and inspiration from expert Sri Lankan and foreign speakers. Topics ranged from leadership and management skills to venture capitalism and social entrepreneurship. After the high turnout during her visit the year before, entrepreneurship expert Samira Cook Gaines returned to Sri Lanka and the Maldives for a series of workshops and public lectures. Post also brought three American venture capitalists to participate in the Information and Communication Technology Agency’s (ICTA) “Disrupt Asia” investor forum. These visits received extensive press coverage and positive publicity across national media outlets. Growing interest and demand in entrepreneurship programs across Sri Lanka and the Maldives provides opportunities for Post to increase host audiences who support U.S. policy interests with respect to promoting sustainable economic growth and more equitable distribution of benefits, especially among women, youth, and rural communities.

**Tajikistan:** State-run and Russian news sources dominate the airwaves and internet in Tajikistan. Dushanbe’s English for Journalists program has provided a much-needed alternative to state-run and Russian news sources. Journalists and journalism students, who before read Russian or government news sources, through the English language program, are now able to read English language news sites such as the BBC, The New York Times and The Washington Post and utilize these sites for secondary sources for their reporting.

**Turkmenistan:** In Turkmenistan, our four American Spaces welcome approximately 140,000 eager visitors per year, with the American Center in Ashgabat positioning itself among the top 10 most heavily visited U.S. government-owned spaces in the world. The American Center provides Turkmen citizens with the only free, uncensored internet access available in the country, as well as free educational resources, such as university test preparation materials, English language classes, and professional development seminars. By strategically and deliberately delivering policy-rich and capacity-building programs, PAS Ashgabat actively works to counter Turkmenistan’s detrimental education policies that have severely handicapped its human capacity growth. American Spaces programming assists in reversing this decline and represents the embassy’s only unfettered opportunity to reach people directly with democratic messages, educational counseling, and speaking engagements.
Uzbekistan: In Uzbekistan, as is true across Central Asia, English language programs are a highly effective approach to inspire Central Asians to look towards the United States for their education and economic goals. In support of two presidential decrees encouraging foreign language education in Uzbekistan, the mission in Tashkent has provided targeted Educational and Cultural Affairs (ECA) and post-funded programming to improve all levels of the country’s education system. In fiscal years 2014–2015, a State Department-sponsored English language specialist directed the work of 10 Uzbek teachers who wrote two volumes—“Becoming a Teacher” and “Being a Teacher”—on language teaching methodology. It is envisioned that these books will be used by “thousands of pre-service and in-service teachers per year at the 18 state-funded teacher training universities all over Uzbekistan.” Through a fiscal year 2015 English Language Innovation grant, the embassy is supporting a nation-wide re-training program that will reach 15,000 teachers in 600 secondary schools. The first year-long English language specialist at the University of World Languages produced a model textbook, named “B2 Ready,” with 30 teachers from throughout the country. PAS Tashkent and ECA have also provided direct English language instruction in secondary schools and universities through the English Access Microscholarship Program (Access) and English Language Fellow Program.
### SCA POST-DIRECTED PUBLIC DIPLOMACY SPENDING

Total spending including D&CP .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>POS</th>
<th>COUNTRY</th>
<th>TOTALS SPENDING</th>
<th>%</th>
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<tbody>
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<td>1</td>
<td>AFGHANISTAN</td>
<td>$58,456,635</td>
<td>42.2%</td>
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<tr>
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<td>PAKISTAN</td>
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<td>KYRGYSTAN</td>
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<td>BANGLADESH</td>
<td>$2,538,732</td>
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<td>7</td>
<td>NEPAL</td>
<td>$2,231,911</td>
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<td>TURKMENISTAN</td>
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<td>9</td>
<td>TAJIKISTAN</td>
<td>$1,920,513</td>
<td>1.4%</td>
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<tr>
<td>10</td>
<td>SRI LANKA &amp; MALDIVES</td>
<td>$1,567,632</td>
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<td>11</td>
<td>UZBEKISTAN</td>
<td>$1,226,553</td>
<td>0.9%</td>
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</table>

**2016 PD SPENDING**

- **U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY**
- **U.S. PUBLIC DIPLOMACY IN THE SOUTH AND CENTRAL ASIA**
**SOUTH AND CENTRAL ASIA REGION PUBLIC DIPLOMACY SPENDING**

<table>
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<td>$3,592,000</td>
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<td>$2,889,127</td>
<td>$476,132</td>
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<td>$685,162</td>
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<td>$369,806</td>
<td>$1,495,930</td>
<td>$367,503</td>
<td>$1,242,142</td>
<td>$807,769</td>
<td>$1,235,361</td>
<td>$685,152</td>
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<td>$697,448</td>
<td>$383,030</td>
<td>$920,254</td>
<td>$306,299</td>
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*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

**POST SPENDING RANKED BY FY 16 TOTAL SPENDING**
U.S. INTERNATIONAL MEDIA IN SOUTH AND CENTRAL ASIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Languages: Dari, Pashto, Kazakh, Kyrgyz, Tajik, Turkmen, Uzbek

RFE/RL Radio Azadi (Languages: Pashto, Dari)
FY 2016: $5.163 million ($6.472 million with program delivery)
RFE/RL Kabul bureau (included in total above): FY 2016 $1.414 million

Delivery Method: Radio (FM, MW, SW, satellite), tv, website, social media, mobile apps
Radio Original Programming: 64 hours/week
Radio Total Broadcast: 84 hours/week

As a surrogate national public broadcaster, reaching 25 percent of the Afghan population across the country with its programs, RFE/RL's Afghan Service, Radio Azadi, provides in-depth coverage of local issues and events affecting the Afghan people's daily lives. While most local media are owned by powerful individuals or interest groups, Azadi has become a symbol of fair and objective journalism in Afghanistan; news and information from Azadi is trusted by more than 85 percent of weekly users. The service's programming includes call-in shows on topics such as current affairs, health, and other socioeconomic issues in which listeners participate directly and ask questions from authorities and analysts. It carries 27 regularly scheduled feature programs, each between 10- to 15 minutes, on various subjects such as women's empowerment, youth, culture, political satire, and family matters. “Colors of Life” profiles the uncommon lives of ordinary people, while “In Search of Loved Ones” helps reunite families separated by war and dislocation. A weekly 45-minute show “New Thoughts” is focused on youth, their activities in society and their participation in the political and democratic process. Internet access and use of new media is growing among younger Afghans. To engage these younger audiences, the service produces multimedia content for its website and on social media.

RFE/RL Radio Mashaal (Language: Pashto)
FY 2016: $3.165 million ($3.605 million with program delivery)
RFE/RL Islamabad bureau (included in total above): FY 2016 $0.398 million

Origin: 2010
Delivery Method: Radio (AM/SW), website, social media, mobile app
Radio Original Programming: 54.1 hours/week
Radio Total Broadcast: 63 hours/week

RFE/RL’s service to Pakistan's tribal areas, Radio Mashaal, provides news and local coverage as an alternative to extremist propaganda in Pakistan's Khyber Pakhtunkhwa province and Federally Administered Tribal Areas (FATA) along the country's border with Afghanistan. Because radio is still the primary source of information in the region, Mashaal successfully challenges extremist propaganda by holding live roundtable debates, organizing interactive call-in shows, and producing special features without fear or intimidation. In-depth political reporting features local policy-makers and tribal elders, including well-known moderate Pashtun personalities who reject violence and extremism. Mashaal also provides an open platform for citizen engagement to the people of the area. Mashaal programming targets toward youth, local elders and religious leaders with reports on tolerance, security, and the development of local communities. Mashaal is also engaging youth with a robust digital strategy, which has led to strong engagement on the service's social media platforms. Listeners also engage with Mashaal through Skype, Twitter, and three toll-free numbers during live call-in shows.

RFE/RL Radio Azattyk (Language: Kyrgyz)
FY 2016: $1.911 million ($2.280 million with program delivery)
RFE/RL Bishkek bureau (included in total above): FY 2016 $0.909 million

Origin: 1953
Delivery Method: Radio (nationwide FM, satellite), tv (affiliates), website, social media, apps
Radio Original Programming: 40.5 hours/week
Radio Total Broadcast: 57 hours/week
Television Original Programming: 2.5 hours/week
Television Total Broadcast: 2.5 hours/week

RFE/RL's Kyrgyz Service, Radio Azattyk, connects Kyrgyz society with informed reporting and debate on topics ignored or collectively neglected in Kyrgyzstan, such as interethnic tolerance, minority rights, abuse and torture within the justice system, Islamic radicalism, and corruption in the government. In a media landscape dominated by Russian media promoting the Kremlin's version of
domestic and foreign policy, as well as the rising influence of radical Islam in society, the Kyrgyz Service has retained its position of being a trustworthy, balanced, in-depth journalistic organization providing audiences with unbiased and factual reporting. Sample weekly television programs include the political talk show “Inconvenient Questions” and youth-oriented “Azattyk+. This programming reaches one in four Kyrgyz every week and is considered among the best on Kyrgyz national television. New TV programs include “Eurasia in Focus,” which discusses events in the broader Eurasian region, and “World and Us,” which looks at important international events.

**RFE/RL Radio Azatlyk (Language: Turkmen)**

FY 2016: $660,000 ($727,000 with program delivery)

*Origin:* 1953  
*Delivery Method:* Radio (SW, satellite), website, social media, mobile app  
*Radio Original Programming:* 3.5 hours/week  
*Radio Total Broadcast:* 56 hours/week  

RFE/RL’s Turkmen Service, Radio Azatlyk, offers Turkmen-speaking audiences professional and locally sourced information about current affairs within their society. It is the only international media broadcaster operating in Turkmenistan and providing news from inside the country, with original video reporting and photojournalism on human rights and civil society, key developments, topics concerning freedom of the press and expression, and reports on religious and ethnic minorities. The service does not have a bureau in Turkmenistan and the freelancers who work with it risk their lives and livelihoods to send in reports. The service logged an average of 440,000 visits to its website each month in 2016. It has almost 170,000 Facebook fans. On YouTube, there were an average of 153,000 views of Azatlyk content each month. Radio Azatlyk’s coverage of food shortages, wage arrears, forced labor, homelessness, housing conditions, and travel restrictions on Turkmen citizens has, on several occasions, prompted government action to improve facilities and social services.

**RFE/RL Radio Azattyq (Language: Kazakh)**

FY 2016: $1.603 million ($1.603 million with program delivery)

RFE/RL Almaty bureau (included in total above): FY 2016 $0.846 million

*Origin:* 1953  
*Delivery Method:* Website, social media, tv, mobile app  
*Television Original Programming:* 1.5 hours/week  
*Television Total Broadcast:* 1.5 hours/week  

RFE/RL’s Kazakh Service, Radio Azattyq, reports on compelling stories that would receive little or no coverage from local media and provides a platform for audiences in Kazakhstan to engage and share ideas. Targeting young, urban professionals, college students, and journalists, the service delivers multimedia content digitally via its Kazakh- and Russian-language websites, mobile platforms, and social media. This strategy has proven successful, as in 2016 its website attracted more than 2 million page views monthly. Its Facebook pages have nearly 200,000 followers with almost 800,000 engaged users per month and its YouTube videos are viewed an average of 1.3 million times per month. The service seeks to set the information agenda, offering objective news and perspectives in both Kazakh and Russian. It also aims to promote civic activism that brings real change into the lives of its audience. The service puts special emphasis on visual aspects and audience interaction. Each weekday, the service’s TV affiliates air a 5-minute newscast on world events in Kazakh prepared by the service. Azattyq also produces a daily, 15-minute news program, “AzatNEWS,” which is aired by an affiliate station in Kazakhstan.

**RFE/RL Radio Ozodi (Language: Tajik)**

FY 2016: $1.740 million ($1.920 million with program delivery)  
RFE/RL Dushanbe bureau (included in total above): FY 2016 $0.531 million

*Origin:* 1953  
*Delivery Method:* Radio (SW, satellite), website, social media, mobile apps  
*Radio Original Programming:* 12 hours/week  
*Radio Total Broadcast:* 42 hours/week  

RFE/RL’s Tajik Service, Radio Ozodi, provides professional news and information in a largely government-controlled media environment. Ozodi is one of the most trusted media outlets in Tajikistan, connecting citizens with their political and civil society leaders in support of greater pluralism and better governance. Main advantages of the service are its exceptional access to important sources of information, as well as its courage to openly raise sensitive and relevant issues. Google Hangouts, Skype, Facebook, MoiMir (a Russian social networking site), and other new media tools also allow access to Ozodi’s radio programs to an expanded audience. The service’s extensive coverage on human rights abuses, torture, and other civil rights violations is frequently quoted by international organizations. Ozodi programming includes shows such as: the 30-minute “News Journal,” which is focused on daily events including domestic, international, and regional news and features; and a youth program called “Oyandaso.”
Radio Ashna, which provides original news reports from Karwan, a weekly science and technology TV magazine; and reports from Afghanistan and other cities worldwide; with Afghan and American policy makers, news, features, programs include: TV Ashna, which features interviews.

Sample is the media outlet most trusted by its weekly users in Afghanistan (94.6 percent say they trust its news). VOA aims to provide consistent, professional local and international news to inform Afghans on the pace of reform and reconstruction efforts, women's and youth issues, business, agriculture, technology, health, education, security, human rights, and Western culture. VOA Ashna is the media outlet most trusted by its weekly users in Afghanistan (94.6 percent say they trust its news). Sample programs include: “TV Ashna,” which features interviews with Afghan and American policy makers, news, features, and reports from Afghanistan and other cities worldwide; “Karwan,” a weekly science and technology TV magazine; “Radio Ashna,” which provides original news reports from

VOICE OF AMERICA (VOA)

Languages: Bangla, Dari, Pashto, Uzbek

VOA AFGHAN SERVICE (DARI AND PASHTO)

FY 2016: $7.151 million ($8.504 million with program delivery)

Delivery Method: Radio (SW, MW, FM), television, website and mobile site, social media
Radio Original Programming: 42.58 hours/week
Radio Total Broadcasting: 24.5 hours/week
Television Original Programming: 2.08 hours/week
Television Total Broadcasting: 2.08 hours/week

The service has 5 million regular listeners and viewers within Afghanistan, but also targets Dari and Pashto populations in Afghanistan, Pakistan, Iran, and the diaspora in the Middle East and Europe. It is one of the leading sources of daily news and information for Dari- and Pashto-speaking audiences. Its program topics include health, science, entertainment, sports, and women's rights. VOA Afghan is one of the country's leading content providers on social media. With media freedoms uncertain in Afghanistan, VOA aims to provide consistent, professional local and international news to inform Afghans on the pace of reform and reconstruction efforts, women's and youth issues, business, agriculture, technology, health, education, security, human rights, and Western culture. VOA Ashna is the media outlet most trusted by its weekly users in Afghanistan (94.6 percent say they trust its news). Sample programs include: “TV Ashna,” which features interviews with Afghan and American policy makers, news, features, and reports from Afghanistan and other cities worldwide; “Karwan,” a weekly science and technology TV magazine; “Radio Ashna,” which provides original news reports from

VOA URDU SERVICE

FY 2016: $4.537 million ($6.926 million with program delivery)

Origin: 1951
Delivery Method: Radio (MW, FM), television, website and mobile site, social media
Radio Original Programming: 24.5 hours/week
Radio Total Broadcasting: 73.5 hours/week
Television Original Programming: 2.08 hours/week
Television Total Broadcasting: 2.08 hours/week

Targeting audiences within Pakistan, the Urdu-speaking population in India, and the Pakistani diaspora in the Middle East and Europe, VOA Urdu reaches 2.5 percent of adults in Pakistan (3 million), according to a 2016 Broadcasting Board of Governors-Gallup survey. Its TV program “View 360” on AAJ News reaches an elite Pakistani audience and provides news on current events, health, education, and politics and an American perspective on issues like U.S.-Pakistan relations.
**VOA RADIO DEEWA (PASHTO)**

FY 2016: $3.295 million ($4.251 million with program delivery)

**Origin:** 2006  
**Delivery Method:** Radio (MW, SW, Satellite); television; website and mobile site, social media  
**Radio Original Programming:** 42 hours/week  
**Total Radio Broadcasting:** 42 hours/week  
**Television Original Programming:** 21 hours/week  
**Total Television Broadcasting:** 21 hours/week

VOA Deewa (“Light” in Pashto) provides news and information to the Pakistan-Afghanistan border region, where more than 60 million Pashto-speaking Pakistanis and Afghans live. VOA Deewa reaches almost one in four adults (23.6 percent) weekly in the target region, higher than any other international or local broadcaster (except Pakistan national radio), and enjoys the trust of nine-in-10 of its users. The target region lacks local independent sources of information on regional, international, and U.S. politics. Military narrative, jihadi agenda, and extremist groups’ propaganda are dominant in the local state and private media market. VOA Deewa reaches out to this critical region and audience via latest media tools such as digital platforms, direct-to-home satellite, internet, and radio. The emergence of ISIS and the presence of Al Qaeda and the Taliban in the border regions of Afghanistan and Pakistan are major foreign policy concerns for the United States. The sanctuaries of the terrorist organizations in the target region pose a huge threat to U.S. interests across the world and stability in Afghanistan, Pakistan, and India. Sample programs include: “Bibi Shereena,” a daily women’s radio on TV show, and VOA Deewa’s flagship program, which features women’s struggles in conservative Pakistani and Afghan societies; “Newshour,” a daily radio on TV program providing updates and U.S. perspective on events in the region; “Loya Pakhtunkhwa,” a daily radio on TV program tracking critical developments in the FATA region; “Pashtun Connection,” a weekly TV magazine profiling top issues of the week with U.S. perspective on regional developments; “Bazaar,” a weekly show engaging economists, agriculturalists, and merchants on latest market trends and farming fashions; and health program that is considered a health clinic in the region.

**Television Total Broadcasting:** 0.42 hour/week

VOA’s Bangla Service provides news and information on radio, television, and the internet and reaches 14 million listeners weekly, according to a January 2015 survey. VOA’s main broadcasts reach Bangladesh and the Bangla-speaking Indian states of West Bengal, Assam, and Tripura, as well as several Arab and Muslim countries in the Middle East, North Africa, and Southeast Asia where Bangladeshi workers live. Sample programs include: “Hello America,” which provides analysis of major social and political issues in the United States, Bangladesh, South Asia, and the world; “Straight from America,” a weekly video magazine program; and “VOA 60 News,” a four-times-per-week video feature on U.S. politics and news. USAID-funded health program include two, weekly TV shows on NTV (“Health Digest”) and DESH-TV (“Story of Life”) and weekly FM radio feature on health (“Better Health, Better Life”), all of which are produced locally in Dhaka with editorial control by VOA Bangla Washington. It also includes a quarterly training and workshop for journalists in different cities of Bangladesh conducted by VOA Bangla staffers, USAID officials and health experts.

**VOA UZBEK SERVICE**

FY 2016: $750,000 ($797,000 with program delivery)

**Origin:** 1972  
**Delivery Method:** Radio (affiliates in Kyrgyzstan and Northern Afghanistan), television, website and mobile site, social media  
**Radio Original Programming:** 3.5 hours/week  
**Radio Total Broadcasting:** 7 hours/week  
**Television Original Programming:** 1 hour/week  
**Television Total Broadcasting:** 4.5 hours/week

Targeting audiences in Uzbekistan, Kyrgyzstan, Tajikistan, and ethnic Uzbek populations in Afghanistan and China, VOA Uzbek aims to provide professional news on political, economic and social issues in an area where access to free media is limited. It also aims to provide a platform for reconciliation among Uzbek, Kyrgyz, and Tajik communities in the region and frequently produces special programs on issues relevant to ethnic Uzbeks in northern Afghanistan and western China. One program, “Exploring America,” covers U.S. foreign policy, U.S. relations with Uzbekistan and the rest of Central Asia, and segments on American life, education, and culture. A second TV program “America Ovozi” is a daily news brief looking at the latest global development with headline news.

**VOA BANGLA SERVICE**

FY 2016: $1.263 million ($1.392 million with program delivery)

**Origin:** 1958  
**Delivery Method:** Radio (MW, FM Affiliates), Television (Affiliate), Website and Mobile Site, Social Media  
**Radio Original Programming:** 5.17 hours/week  
**Radio Total Broadcasting:** 8.17 hours/week  
**Television Original Programming:** 0.42 hour/week
COUNTRY PROFILES

SOUTH AND CENTRAL ASIA REGION
Afghanistan

**DEMOGRAPHICS**
- Geographic area: 652,860 sq. km.
- Population: 34,656,032 (2016)
- Below 24 yrs. old: 65% (2016)
- Refugee population: 257,554 (2015)
- Urban population: 27% (2015)
- Unemployment: 8% (2011)
- Below poverty line: 36% (2011)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 8% (2015)
- Mobile Phones per 100: 62% (2015)
- Literacy: 38% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,210,396 FY14: $3,592,000 FY15: $2,263,836 FY16: $64,355

**PD Spending by Theme**
- Top Spending by Activity:
  - Other: $59,888
  - Inform Policy Making: $4,467

**Bangladesh**

**DEMOGRAPHICS**
- Geographic area: 130,170 sq. km.
- Below 24 yrs. old: 48% (2016)
- Refugee population: 231,958 (2015)
- Urban population: 34% (2015)
- Unemployment: 4% (2013)
- Below poverty line: 32% (2010)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 14% (2015)
- Mobile Phones per 100: 82% (2015)
- Literacy: 61% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,300,108 FY14: $1,635,207 FY15: $1,878,464 FY16: $2,486,310

**PD Spending by Theme**
- Top Spending by Activity:
  - Support for Mission Initiatives: $1,082,505
  - Supplementing ECA Programs: $288,572
  - Other: $208,800
  - American Centers: $168,166
  - Media/Press Activities: $156,257
Kyrgyzstan

**DEMOGRAPHICS**
- Geographic area: 191,800 sq. km.
- Population: 6,082,700 (2016)
- Below 24 yrs. old: 49% (2016)
- Urban population: 36% (2015)
- GDP/capita: $1,121 (2015)
- Unemployment: 8% (2015)
- Below poverty line: 32% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,343,828 FY14: $1,367,644 FY15: $1,381,852 FY16: $1,995,142
- Supplemental: FY13: $1,120,827 FY14: $1,053,744 FY15: $839,511 FY16: $850,961

**PD Spending by Theme**
- Top Spending by Activity
  - Cultural Programs (Post Generated) $413,870
  - Support for English Language Teaching/Learning $380,854
  - Support for Mission Initiatives $295,183
  - Support for Foreign Assistance Programs $114,248

**PD Spending by Type**
- Top Spending by Type
  - Other $588,696
  - Support for Mission Initiatives $438,733
  - Other $353,434
  - Educational Initiatives (Not Including English Language Programs) $151,935
  - Media/Press Activities $145,143
  - Cultural Programs (Post-generated) $92,491

Nepal

**DEMOGRAPHICS**
- Geographic area: 143,350 sq. km.
- Below 24 yrs. old: 53% (2016)
- Urban population: 19% (2015)
- GDP/capita: $744 (2015)
- Unemployment: 3% (2014)
- Below poverty line: 25% (2010)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,336,052 FY14: $1,375,089 FY15: $1,495,930 FY16: $1,424,142
- Supplemental: FY13: $452,205 FY14: $399,806 FY15: $367,503 FY16: $807,769

**PD Spending by Theme**
- Top Spending by Activity
  - Support for Mission Initiatives $438,733
  - Other $353,434
  - Educational Initiatives (Not Including English Language Programs) $151,935
  - Media/Press Activities $145,143
  - Cultural Programs (Post-generated) $92,491
Pakistan

**DEMOGRAPHICS**
- Geographic area: 770,880 sq. km.
- Below 24 yrs. old: 54% (2016)
- Refugee population: 1,561,162 (2015)
- Urban population: 39% (2015)
- Unemployment: 6% (2015)
- Below poverty line: 30% (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,452,214 FY14: $2,182,889 FY15: $2,066,644 FY16: $90,931

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 18% (2015)
- Mobile Phones per 100: 67 (2015)
- Avg. years of education: Females: 7 (2014)
- Males: 9 (2014)

Sri Lanka & Maldives

**DEMOGRAPHICS**
- Geographic area: 62,710 sq. km.
- Population: 21,203,000 (2016)
- Below 24 yrs. old: 39% (2016)
- Refugee population: 784 (2015)
- Urban population: 18% (2015)
- Unemployment: 5% (2015)
- Below poverty line: 7% (2012)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $906,556 FY14: $885,370 FY15: $1,762,009 FY16: $1,432,656
Tajikistan

DEMOGRAPHICS

Geographic area: 138,786 sq. km.
Population: 8,734,951 (2016)
Below 24 yrs. old: 55% (2016)
Refugee population: 1,969 (2015)
Urban population: 27% (2015)
Unemployment: 12% (2009)
Below poverty line: 31% (2015)

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet Penetration: 19% (2015)
Mobile Phones per 100: 99 (2015)
Literacy: 100% (2015)
Avg. years of education:
   Females: 11 (2013)
   Males: 12 (2013)

PUBLIC DIPLOMACY SPENDING

D&CP:
  FY13: $1,053,396
  FY14: $1,315,563
  FY15: $988,312
  FY16: $1,235,361
Supplemental:
  FY13: $1,411,268
  FY14: $1,328,717
  FY15: $906,724
  FY16: $685,152

Top Spending by Activity

Other $532,490
Supplementing ECA Programs $105,983
Support for Mission Initiatives $105,146
American Spaces $102,623
Support for English Language Teaching/Learning $93,186

Top Spending by Theme

Culture
Education
Economics
Science
Military
CVE
Democracy
Civil Society
Women
Youth
Religious
Other

Turkmenistan

DEMOGRAPHICS

Geographic area: 469,930 sq. km.
Population: 5,662,544 (2016)
Below 24 yrs. old: 47% (2016)
Refugee population: 26 (2015)
Urban population: 50% (2015)
GDP/capita: $6,433 (2015)
Unemployment: 4% (2009)
Below poverty line:

COMMUNICATIONS AND LITERACY

FH Media Freedom: Not Free
Internet Penetration: 15% (2015)
Mobile Phones per 100: 146 (2015)
Literacy: 100% (2015)
Avg. years of education:
   Females: 11 (2014)
   Males: 11 (2014)

PUBLIC DIPLOMACY SPENDING

D&CP:
  FY13: $764,074
  FY14: $958,089
  FY15: $953,170
  FY16: $1,258,627
Supplemental:
  FY13: $1,511,054
  FY14: $1,403,654
  FY15: $881,291
  FY16: $968,607

Top Spending by Activity

Other $424,330
Cultural Programs (Post-generated) $223,447
Supplementing ECA Programs $106,204
American Spaces $90,413
Support for English Language Teaching/Learning $89,887

Top Spending by Theme

Culture
Education
Economics
Science
Military
CVE
Democracy
Civil Society
Women
Youth
Religious
Other

Piechart Key: PD Spending by Theme

Map Key

Piechart Key: PD Spending by Type
Uzbekistan

DEMOGRAPHICS
Geographic area: 425,400 sq. km.
Below 24 yrs. old: 47% (2016)
Urban population: 38% (2015)
Unemployment: 8.9% (2016)
Below poverty line: 14% (2013)

COMMUNICATIONS AND LITERACY
FH Media Freedom: Not Free
Internet Penetration: 43% (2015)
Mobile Phones per 100: 73 (2015)
Literacy:
   Females: 12 (2011)
   Males: 12 (2011)
Avg. years of education:
   Females: 12 (2011)
   Males: 12 (2011)

PUBLIC DIPLOMACY SPENDING
D&CP:
   FY13: $659,339
   FY14: $763,059
   FY15: $697,448
   FY16: $920,254
Supplemental:
   FY13: $564,610
   FY14: $408,321
   FY15: $383,030
   FY16: $306,299

Top Spending by Activity
- Support for Mission Initiatives: $286,930
- Cultural Programs (Post-generated): $190,951
- Support for English Language Teaching/Learning: $63,177
- Digital Outreach: $59,785
- Supplementing Bureau of Public Affairs Programs: $46,457

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Type
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

Map Key
- Embassy
- Consulate
- American Space
FIELD-DIRECTED ACTIVITIES

U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE REGION

Assistant Secretary of State for Western Hemisphere Affairs (and current Ambassador to Mexico) Roberta Jacobson meets with the Central American Youth Ambassadors at the U.S. Department of State in Washington, D.C., on March 11, 2013. [State Department photo/ Public Domain]
U.S. diplomatic missions engage with governments, people, and institutions across the Americas and the Caribbean to ensure the safety of our citizens and greater security in the region. U.S. policy aims to drive increased economic growth in the United States, as well as greater economic prosperity for the hemisphere, and to promote democratic values, human rights, and social inclusion in the region. U.S. public diplomacy activities are designed to build on the strong ties that exist in the region, promoting robust and constructive dialogues, founded on common interests and mutual respect.

The United States is committed to maintaining law and order along our borders, dismantling transnational criminal networks, and combatting terrorism. Our diplomatic missions work with partners in the region to promote safe, legal, and orderly migration and address the underlying economic, human rights, and security conditions driving irregular migration. U.S. programs in the region show we are committed to deterring criminal activity, strengthening law enforcement and the rule of law, and providing alternatives to delinquency and gang involvement. We also cooperate on public health to prevent the spread of infectious diseases, such as Zika.

U.S. missions seek to enhance economic opportunity and prosperity by engaging youth and women entrepreneurs and expanding educational partnerships. After decades of stability and democracy that supported economic growth throughout most of the Americas, some leaders in the region are challenging democratic values through governances that is autocratic, opaque, corrupt, or ineffectual. The United States supports free, fair, timely, and transparent elections across the hemisphere. We oppose practices that threaten freedom of the press, including censorship, closures of media outlets, arrests and killing of journalists, unnecessarily burdensome regulations, arbitrary allocations of state advertising, and politically motivated legal challenges. Respect for universal human rights is an enduring national interest.

Latin American and Caribbean audiences are tech-savvy and active on the web. U.S. public diplomacy officers recognize the opportunities increased connection provides, building common interests, shared values and strong ties that exist in the region. U.S. missions leverage professional and student exchanges to maintain a robust and collaborative dialogue. Public diplomacy activities are utilized to mitigate negative perceptions, often viewed through the prism of policies dealing with immigration and drugs.

The Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs supports and guides public diplomacy officers in the field. There are American and locally employed staff at U.S. embassies and consulates in 28 countries in the Western Hemisphere. Budgetary allocation for public diplomacy (including both programs and staff) and the allocation of Educational and Cultural Affairs (ECA) and International Information Programs (IIP) resources for the Bureau of Western Hemisphere Affairs (WHA) continue to operate under tight conditions. The budget in fiscal year 2016 was $48.26 million, up from $44.56 million in fiscal year 2015. The fiscal year 2017 budget request is $43.053 million. A slight decrease to $41.091 million is projected for fiscal year 2018.

### U.S. FOREIGN POLICY GOALS

The Western Hemisphere is a critically important region for public diplomacy efforts. Peace and stability, prosperity and democracy throughout the Western Hemisphere are essential to U.S. national security. U.S. diplomatic missions have strategic bilateral objectives that support a secure and democratic future for all citizens, expanded economic opportunity and prosperity, social inclusion and the provision of essential social services for all, and clean and secure energy.

Through an integrated approach, the United States focuses on building capacity in institutions and individuals while encouraging economic inclusion and development of those most vulnerable and most at risk. Community-based partnerships and approaches are a lynchpin to address transnational organized crime and the lack of economic and educational opportunity, which pose serious threats to citizens’ safety and regional stability. The United States also cooperates with its partners in the region on workforce development, sustainable business practices, and small business development to sustain economic expansion. Programs that connect young entrepreneurs, including women, with U.S. businesses and NGOs, and educational partnerships targeting U.S. academic and industry needs, advance this effort.

In Mexico and Central America, U.S. policy and programming support the security, justice, and governance reforms needed to address gang violence, drug trafficking, insecurity, and other challenges that lead to irregular migration and drug flows to the United States. In Central America, U.S. diplomatic engagement and programs aim to create stable and secure neighbors capable of fighting the influence of organized crime and drug trafficking, expand opportunities for U.S. businesses, and reduce the flow of irregular migrants and illicit drugs reaching the United States.
States. Stronger democratic institutions and economic integration in Central America will improve regional stability.

The United States enjoys a robust partnership with Brazil, including a mutual commitment to promoting economic growth, investment, and job creation. Renewed U.S.-Argentine relations have led to a commitment to further the bilateral partnership. Argentina has become one of our strongest allies in the region through efforts to combat transnational crime and cybersecurity cooperation. Both Brazil and Argentina are partners with the U.S. in supporting dialogue and defense of human rights in Venezuela. As the political and economic situation in Venezuela has continued to deteriorate, public engagement demonstrates the U.S. concern for its people and democratic institutions.

With the newly elected government in Haiti, U.S. policy supports efforts to advance a politically stable, secure, and economically viable Haiti. We remain committed to supporting the efforts of our partners to pursue and preserve just and lasting peace throughout the hemisphere and particularly in Colombia. As Colombia implements its peace accord, U.S. policy seeks to promote reconciliation and economic opportunity to enable Colombia to become a stronger partner for growth and stability in the region.

In the Caribbean, the launch of the U.S.-Caribbean Strategic Engagement Act demonstrates U.S. commitment to and ties with our “third border.” The United States is the primary trading partner for the Caribbean, a relationship that resulted in a $4.6 billion trading surplus for the United States in 2016. These economic benefits, however, are often placed at risk by rising crime and endemic corruption, which threaten the stability of governments and deprive citizens of their basic rights to security and good governance. For this reason, U.S. policy in the Caribbean focuses on dismantling threat networks, promoting U.S. exports and supporting private-sector-led foreign direct investment and development, raising opportunities for diplomatic engagement, leveraging the competitiveness of the region via educational partnerships, and combating the spread of infectious diseases.

Public diplomacy in Cuba fosters academic and cultural exchange between the United States and Cuba, supports Cuba’s entrepreneurial sector, encourages growth and capacity of broad-based civil society, and promotes the free flow of information. In fiscal year 2017, a Cultural Affairs Officer position was established in the Public Affairs Section to manage a growing list of exchange offerings, cultural programs, and academic partnerships. The embassy in Havana focuses on programs and outreach that improve perceptions of the United States and foster people-to-people connections via social and traditional media, access to online courses at the Information Resource Center (IRC) and a wide array of exchange programs from both the private and public sectors. It informs the public through outreach activities on consular issues, such as visas and immigration, and supports academic exchanges and English language instruction in Cuba. The re-establishment of diplomatic relations in 2015 has also resulted in joint efforts with the Cuban ministries of education, higher education, culture, sport, and foreign affairs on artistic, academic, and professional exchanges. Significantly, the IRC continues to serve as the only site for Graduate Record Examinations (GRE) and Test of English as a Foreign Language (TOEFL) testing in Cuba.

**U.S. PUBLIC DIPLOMACY GOALS**

Public diplomacy in the Bureau of Western Hemisphere Affairs (WHA) focuses on strategic communications and programming with foreign audiences to advance U.S. national security, expand economic prosperity, and promote democracy.

**U.S. PUBLIC DIPLOMACY SPENDING**

Due to their strategic importance as regional powers and population centers, Brazil and Mexico were the highest funded public diplomacy missions in the Western Hemisphere in fiscal year 2016, funded at $6.6 million and $4.3 million, respectively. Venezuela, Argentina, Chile, Colombia, Peru, Ecuador, Bolivia, and Canada ranged from $3.5 million to $1.8 million. Uruguay, Haiti, Panama, Nicaragua, Costa Rica, Cuba, El Salvador, Dominican Republic, Honduras, and Guatemala ranged from $1.4 million to $1.0 million.

**SAMPLE PUBLIC DIPLOMACY PROGRAMS**

**Young Leaders of the Americas Initiative (YLAI):** The region’s premier business and social entrepreneurship professional program seeks to expand ties between emerging entrepreneurs and civil society activists in Latin America and the Caribbean with U.S. counterparts to support economic growth. The first YLAI class of 250 professional fellows connected U.S. investors with fledging entrepreneurs who have expanded food production in Jamaica, designers in Uruguay, and indigenous chocolate producers in Mexico. Program alumni are actively working in their home countries on ways to expand linkages with U.S. businesses and institutions to spur entrepreneurship. The YLAI Network, an open digital platform, now reaches over 27,000 members throughout the region and serves as a training, information, and professional network forum.

**100,000 Strong in the Americas:** 100,000 Strong in the Americas is a recognized brand among higher education institutions and private-sector partners that has significantly increased student mobility throughout the Americas. Since its launch in 2011, the number of U.S. students studying abroad in the Americas has increased by 20 percent and the number of students from Latin America and the Caribbean studying in the United States has increased.
by 24 percent. According to the most recent Open Doors report from the 2015-16 academic year, 84,908 students from Latin America and the Caribbean came to the United States to study and 50,298 U.S. students studied in Latin America. All U.S. government and private sector higher education student exchange programs in the region are part of the 100,000 Strong effort, including such programs as Fulbright. WHA’s central mechanism to support the initiative is the 100,000 Strong in the Americas Innovation Fund – the collaborative effort among our government, the private sector, and foundations to inspire U.S. universities and community colleges to team up with those in the Americas to create new exchange and training programs. The Innovation Fund has become a model for building partnerships with the private sector as funders and advisors.

**Youth Ambassadors:** The Youth Ambassadors Program is the State Department’s flagship youth exchange in the Western Hemisphere. Celebrating 15 years since its launch, the program sends outstanding underprivileged high school students to the United States for a three-week program of study, home stays, community service, and travel. More than 400 high school students and adult mentors from 25 countries across the Americas participate in the program annually to promote mutual understanding, increase leadership skills and prepare youth to make a difference in their communities. The three-week exchanges are focused on civic education, community service, and youth leadership development.

**Tech Camps:** WHA posts are using technology to connect diverse audiences across sub-regions interested in particular subjects. Tech Camps leverage digital technologies to tackle prescient issues in the region, bringing together specific subject matter experts with technologists to identify platforms that can educate and facilitate information exchanges timely and efficiently. Regionally attended Tech Camps have been held in Bogota to mitigate public health challenges, such as Zika, in Santa Cruz, to expand business networks through digital platforms; and in Lima to strengthen digital literacy and communications capacity through technology that pinpoints regional water challenges. Trinidad and Tobago hosted a Tech Camp to explore building social tolerance and counter violent extremism through digital technologies.
### WHA Post-Directed Public Diplomacy Spending

Total spending including D&CP .7 and reported supplemental funds

<table>
<thead>
<tr>
<th>Position</th>
<th>Country</th>
<th>Total Spending</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BRAZIL</td>
<td>$6,866,632</td>
<td>14.1%</td>
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<tr>
<td>2</td>
<td>MEXICO</td>
<td>$4,383,523</td>
<td>9.0%</td>
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<tr>
<td>3</td>
<td>ARGENTINA</td>
<td>$3,601,396</td>
<td>7.4%</td>
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<tr>
<td>4</td>
<td>VENEZUELA</td>
<td>$3,365,641</td>
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<tr>
<td>5</td>
<td>COLUMBIA</td>
<td>$2,884,931</td>
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<tr>
<td>6</td>
<td>PERU</td>
<td>$2,629,562</td>
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<td>7</td>
<td>CANADA</td>
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<tr>
<td>8</td>
<td>BOLIVIA</td>
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<td>ECUADOR</td>
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<td>CHILE</td>
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<tr>
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<td>COSTA RICA</td>
<td>$1,468,745</td>
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<tr>
<td>12</td>
<td>HAITI</td>
<td>$1,279,638</td>
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<td>EL SALVADOR</td>
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<td>$1,168,521</td>
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<td>20</td>
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<td>21</td>
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<td>JAMAICA</td>
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<td>23</td>
<td>TRINIDAD AND TOBAGO</td>
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<tr>
<td>24</td>
<td>BARBADOS &amp; EASTERN CARIBBEAN</td>
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<td>28</td>
<td>BELIZE</td>
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</table>

#### 2016 PD Spending

- **MEXICO**: $4.4M
- **BRAZIL**: $6.9M
- **ARGENTINA**: $3.6M
- **PERU**: $2.6M
- **COLUMBIA**: $2.9M
- **VENEZUELA**: $3.4M

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[Map showing top spending countries]
*Accounting for supplemental funding (AEECA, Ambassadors Fund, ESF, OCO, PEPFAR, and PA/IIP grants to Post) changed in FY 2016 due to new guidance from the Undersecretary for Public Diplomacy and Public Affairs (R) requiring Public Diplomacy Sections to no longer manage grants for programs not directly related to public diplomacy. This change resulted in a more accurate accounting of how much supplemental funding contributes to U.S. Government public diplomacy programs.

**WESTERN HEMISPHERE REGION**

**PUBLIC DIPLOMACY SPENDING**

<table>
<thead>
<tr>
<th></th>
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U.S. INTERNATIONAL MEDIA IN THE WESTERN HEMISPHERE

OFFICE OF CUBA BROADCASTING (OCB)

Language: Spanish

OCB RADIO/TELEVISION MARTI (CUBA)
FY 2016: $17.450 million ($21.424 million with program delivery)

Origin: 1985
Delivery Method: Radio (MW, SW), television, website and mobile site, social media, DVDs and flash drives
Radio Original Programming: 80 hours/week
Radio Total Broadcast: 168 hours/week
Television Original Programming: 5 hours/week
Television Total Broadcast: 168 hours/week

Radio and TV Marti offer multiple channels of access to uncensored information and entertainment from within Cuba and from the United States, Latin America, and the world. Under the Marti brand and its video, audio, and online products and services, the Office of Cuba Broadcasting seeks to offer information not otherwise easily available to Cubans by the government-controlled media. It also helps empower Cubans to participate in the exchange of information and perspectives. The programming is based out of OCB's offices in Miami. OCB hires Cuban journalists inside Cuba and has assembled the largest network of independent journalists inside the country who file via the internet, SMS, and phone. Despite some advances, Cuba continues to have some of the most restrictive internet access in the world. Roughly 85 paid public areas with WiFi access and internet centers have been opened and the cost of the internet was reduced to $2-per-hour U.S., yet that still represents one-tenth of the average monthly wages. Home internet connections are still very rare and the internet is severely censored. Internet penetration estimations vary widely from 5 percent to 30 percent.

Martí has significantly changed its digital strategy to embrace a social-media-first approach since both Martí’s Facebook and YouTube accounts are accessible from Cuba. During the coverage of President Obama’s visit to Cuba in March 2016, this approach allowed Martí to obtain three-times more engagement than market competitors, such as El Nuevo Herald, Granma, or Cubadebate. The BBG is preparing to conduct its first-ever survey research in Cuba in 2016, which should yield more definitive answers on the size and characteristics of the Martí audience.

VOICE OF AMERICA (VOA)

Languages: Creole, Spanish

VOA SPANISH SERVICE
FY 2016: $2.695 million ($2.695 million with program delivery)

Origin: 1979
Delivery Method: Radio, television, website and mobile site, social media
Radio Original Broadcasting: 27.26 hours/week
Radio Total Broadcasting: 49.51 hours/week
Television Original Programming: 4.25 hours/week
Television Total Broadcast: 26.75 hours/week

VOA Spanish targets audiences in 17 Spanish-speaking countries of Latin America. BBG questions on Gallup World poll national surveys shows it has a measured weekly reach of 60.8 million adults, primarily through its affiliate network. The service’s “U.S. bureau” strategy focuses on partnering with stations that are interested in receiving content about the United States and delivering content via radio, television, and new media that focuses on U.S. and international news. VOA Spanish has become a go-to media source for major networks in the Americas looking for objective news and information about the United States. Programming also highlights U.S. culture with entertainment and sports news. In addition to full television and radio programs, the service produces numerous television and radio packages each day for use in affiliate stations’ newscasts. The service also participates live in leading affiliate radio and television stations’ news and informational programming. The Voa noticias.com website features news, sports, technology, health, science, and entertainment, and focuses on social media content via Twitter, Facebook, and YouTube. Sample programs include: “El Mundo al Día,” “Foro Interamericano,” “Buenos Días América,” and “Informativos” (brief news segments).
VOA CREOLE SERVICE (HAITI)

FY 2016: $1.260 million ($1.260 million with program delivery)

Origin: 1987
Delivery Method: Radio (FM Affiliates), radio on tv (affiliates), website and mobile site, social media
Radio Original Programming: 11.25 hours/week
Radio Total Broadcasting: 12.92 hours/week
Television Original Programming: 2.1 hours/week
Television Total Broadcasting: 2.1 hours/week

The VOA Creole Service effectively fulfills the VOA mission of providing news and information about the United States and the world by partnering with local affiliate stations that cannot afford to acquire such material on their own. Due to Haiti’s close proximity and the United States’ long-standing role in the country, there is an appetite for such information among audiences, which would go unfulfilled without VOA. VOA Creole remains the most reliable and trustworthy source of news and information for Creole speakers in Haiti. BBG-Gallup survey research from 2016 shows the service reaches 24.2 percent of the adult population in Haiti weekly and that 91 percent of weekly listeners trust the news and information received from the Creole Service. VOA Creole provides Washington’s perspective on local and international stories. VOA also conducts capacity-building journalism training for journalists in Haiti. In addition, the Service has increased its focus on social media as a way to reach Haiti’s young audience.
COUNTRY PROFILES

WESTERN HEMISPHERE REGION
Argentina

**DEMOGRAPHICS**
- Geographic area: 2,736,690 sq. km.
- Population: 43,847,430 (2016)
- Below 24 yrs. old: 41% (2016)
- Refugee population: 3,207 (2015)
- Urban population: 92% (2015)
- GDP/capita: $13,467 (2015)
- Unemployment: 7% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 69% (2015)
- Mobile Phones per 100: 147 (2015)
- Literacy: 89% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,581,066 FY14: $3,211,653 FY15: $2,921,495 FY16: $3,527,604
- Supplemental: FY13: $603,968 FY14: $726,357 FY15: $260,966 FY16: $73,792

**PD Spending by Theme**

**Top Spending by Activity**
- Post-generated Exchanges: $887,236
- Cultural Programs (Post-generated): $719,697
- Other: $432,672
- Support for English Language Teaching/Learning: $425,606
- Support for Mission Initiatives: $206,643

**Top Spending by Type**

The Bahamas

**DEMOGRAPHICS**
- Geographic area: 10,010 sq. km.
- Below 24 yrs. old: 37% (2016)
- Refugee population: 8 (2015)
- Urban population: 83% (2015)
- Unemployment: 16% (2013)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 78% (2015)
- Mobile Phones per 100: 80 (2015)
- Literacy: Females: Avg. years of education: Males:

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $71,009 FY14: $12,396 FY15: $2,501 FY16: $6,743

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $77,564
- Support for Mission Initiatives: $62,321
- Media/Press Activities: $31,169
- Speaker Programs (Post-generated): $16,267
- American Spaces: $12,272
Barbados & Eastern Caribbean

DEMOGRAPHICS
Geographic area: 430 sq. km.
Population: 284,996 (2016)
Below 24 yrs. old: 32% (2016)
Refugee population: - (2015)
Urban population: 31% (2015)
GDP/capita: $15,558 (2015)
Unemployment: 11% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom:
Mobile Phones per 100:
Avg. years of education:

PUBLIC DIPLOMACY SPENDING
D&C:
Supplemental:

PD Spending by Theme

Top Spending by Activity
Other
Support for Mission Initiatives
Cultural Programs (Post Generated)
Speaker Programs (Post Generated)
Digital Outreach

Top Spending by Type

Belize

DEMOGRAPHICS
Geographic area: 22,810 sq. km.
Below 24 yrs. old: 53% (2016)
Refugee population: 35 (2015)
Urban population: 44% (2015)
Unemployment: 10% (2015)

COMMUNICATIONS AND LITERACY
FH Media Freedom:
Mobile Phones per 100:
Avg. years of education:

PUBLIC DIPLOMACY SPENDING
D&C:
Supplemental:

PD Spending by Theme

Top Spending by Activity
Cultural Programs (Post Generated)
Support for Mission Initiatives
Digital Outreach
Supplementing Bureau of Public Affairs Programs
Supplementing ECA Programs

Top Spending by Type

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Object Code
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
**Bolivia**

**DEMOGRAPHICS**
- Geographic area: 1,083,300 sq. km.
- Population: 10,887,882 (2016)
- Below 24 yrs. old: 51% (2016)
- Refugee population: 775 (2015)
- Urban population: 69% (2015)
- Unemployment: 4% (2014)
- Below poverty line: 39% (2015)

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 45% (2015)
- Mobile Phones per 100: 92 (2015)
- Literacy: 95% (2015)
- Avg. years of education:

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,857,800 FY14: $2,843,782 FY15: $2,188,529 FY16: $2,382,595

**PD Spending by Theme**

**Top Spending by Activity**
- American Spaces: $482,433
- Media/Press Activities: $446,837
- Support for Mission Initiatives: $250,567
- Support for English Language Teaching/Learning: $219,609
- Educational Initiatives (Not Including English Language Programs): $173,252

**Brazil**

**DEMOGRAPHICS**
- Geographic area: 8,535,140 sq. km.
- Below 24 yrs. old: 39% (2016)
- Refugee population: 8,707 (2015)
- Urban population: 86% (2015)
- GDP/capita: $8,757 (2015)
- Unemployment: 7% (2015)
- Below poverty line: 7% (2014)

**COMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 59% (2015)
- Mobile Phones per 100: 127 (2015)
- Literacy: 93% (2015)
- Avg. years of education:
  - Females: 16 (2013)
  - Males: 15 (2013)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $5,656,696 FY14: $8,104,820 FY15: $5,933,205 FY16: $6,627,600

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $1,128,456
- Cultural Programs (Post-generated): $1,011,997
- Educational Initiatives (Not Including English Language Programs): $958,815
- Other: $524,154
- Speaker Programs (Post-generated): $503,291
Canada

**DEMOGRAPHICS**
Geographic area: 9,093,510 sq. km.
Below 24 yrs. old: 29% (2016)
Urban population: 82% (2015)
Unemployment: 7% (2014)

**PUBLIC DIPLOMACY SPENDING**
D&CP:
FY13: $2,581,058
FY14: $2,661,513
FY15: $2,308,127
FY16: $2,477,279
Supplemental:
FY13: $824,760
FY14: $46,399
FY15: $42,653
FY16: $36,463

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Free
Internet Penetration: 88% (2015)
Mobile Phones per 100: 83 (2015)
Avg. years of education:
Females: 16 (2000)
Males: 15 (2000)

**PD Spending by Theme**

**Top Spending by Activity**
Support for Mission Initiatives
$582,876
Cultural Programs (Post-generated)
$489,137
Speaker Programs (Post-generated)
$458,782
Educational Initiatives (Not Including English Language Programs)
$217,649
Digital Outreach
$199,414

**Top Spending by Type**

Chile

**DEMOGRAPHICS**
Geographic area: 743,532 sq. km.
Population: 17,909,754 (2016)
Below 24 yrs. old: 35% (2016)
Refugee population: 1,849 (2015)
Urban population: 90% (2015)
Unemployment: 6% (2015)
Below poverty line: 14% (2013)

**PUBLIC DIPLOMACY SPENDING**
D&CP:
FY13: $2,236,731
FY14: $2,232,149
FY15: $2,393,680
FY16: $1,800,131
Supplemental:
FY13: $369,347
FY14: $365,721
FY15: $739,063
FY16: $59,495

**COMMUNICATIONS AND LITERACY**
FH Media Freedom: Free
Internet Penetration: 64% (2015)
Mobile Phones per 100: 129 (2015)
Avg. years of education:
Females: 17 (2014)
Males: 16 (2014)

**PD Spending by Theme**

**Top Spending by Activity**
American Spaces
$228,973
Support for Mission Initiatives
$219,696
Speaker Programs (Post-generated)
$180,177
Other
$150,838
Media/Press Activities
$131,640

**Top Spending by Type**
Colombia

**DEMOGRAPHICS**
- Geographic area: 1,109,500 sq. km.
- Population: 48,653,419 (2016)
- Below 24 yrs. old: 41% (2016)
- Urban population: 76% (2015)
- Unemployment: 8% (2015)
- Below poverty line: 28% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,812,655 FY14: $3,134,709 FY15: $2,550,484 FY16: $2,769,649

**PD Spending by Theme**
- Support for Mission Initiatives: $850,965
- Cultural Programs (Post-generated): $396,666
- Other: $387,185
- Support for English Language Teaching/Learning: $370,095
- Media/Press Activities: $185,620

**Top Spending by Activity**
- Cultural Programs (Post-generated): $368,271
- Support for Mission Initiatives: $305,158
- Educational Initiatives (Not Including English Language Programs): $251,944
- Support for English Language Teaching/Learning: $151,474
- American Spaces: $72,604

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 56% (2015)
- Mobile Phones per 100: 116 (2015)
- Literacy: 95% (2015)

**Costa Rica**

**DEMOGRAPHICS**
- Geographic area: 51,060 sq. km.
- Below 24 yrs. old: 38% (2016)
- Refugee population: 3,516 (2015)
- Urban population: 77% (2015)
- Unemployment: 10% (2015)
- Below poverty line: 22% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $948,500 FY14: $1,056,418 FY15: $1,034,938 FY16: $1,441,675

**PD Spending by Theme**
- Cultural Programs (Post-generated): $368,271
- Support for Mission Initiatives: $305,158
- Educational Initiatives (Not Including English Language Programs): $251,944
- Support for English Language Teaching/Learning: $151,474
- American Spaces: $72,604

**Top Spending by Activity**
- Cultural Programs (Post-generated): $368,271
- Support for Mission Initiatives: $305,158
- Educational Initiatives (Not Including English Language Programs): $251,944
- Support for English Language Teaching/Learning: $151,474
- American Spaces: $72,604

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 60% (2015)
- Mobile Phones per 100: 151 (2015)
- Literacy: 98% (2015)
Cuba

DEMOGRAPHICS
Geographic area: 104,020 sq. km.
Population: 11,475,982 (2016)
Below 24 yrs. old: 28% (2016)
Refugee population: 303 (2015)
Urban population: 77% (2015)
Unemployment: 3% (2014)

PUBLIC DIPLOMACY SPENDING
Supplemental: FY13: $10,250  FY14: $15,851  FY15: $33,582  FY16: $19,299

PD Spending by Theme

Top Spending by Activity
Other $841,061
Educational Initiatives (Not Including English Language Programs) $64,976
Support for Information Resource Centers $63,284
Support for Mission Initiatives $45,957
Support for English Language Teaching $38,497

Top Spending by Type

Dominican Republic

DEMOGRAPHICS
Geographic area: 48,310 sq. km.
Below 24 yrs. old: 48% (2016)
Refugee population: 615 (2015)
Urban population: 79% (2015)
GDP/capita: $6,468 (2015)
Unemployment: 5% (2015)
Below poverty line: 32% (2015)

PUBLIC DIPLOMACY SPENDING
D&CP: FY13: $1,113,932  FY14: $1,076,882  FY15: $1,050,836  FY16: $1,142,376

PD Spending by Theme

Top Spending by Activity
Cultural Programs (Post-generated) $339,242
Support for English Language Teaching/Learning $191,402
Media/Press Activities $184,520
Educational Initiatives (Not Including English Language Programs) $149,348
Support for Mission Initiatives $97,837

Map Key
- Embassy
- Consulate
- American Space
- Binational Centers

Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

Piechart Key: PD Spending by Object Code
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other
Ecuador

Demographics
- Geographic area: 248,360 sq. km.
- Population: 16,385,088 (2016)
- Below 24 yrs. old: 47% (2016)
- Urban population: 64% (2015)
- GDP/capita: $6,205 (2015)
- Unemployment: 5% (2015)
- Below poverty line: 23% (2015)

Communications and Literacy
- FH Media Freedom: Partially Free
- Internet Penetration: 95% (2015)

Public Diplomacy Spending
- D&CP: FY13: $1,600,929 FY14: $1,863,184 FY15: $2,047,216 FY16: $1,863,555

Top Spending by Type
- Media/Press Activities $203,913
- Educational Initiatives (Not Including English Language Programs) $192,382
- Support for Mission Initiatives $187,535
- Cultural Programs (Post-generated) $88,423
- Support for English Language Teaching/Learning $81,728

El Salvador

Demographics
- Geographic area: 20,720 sq. km.
- Below 24 yrs. old: 47% (2016)
- Refugee population: 48 (2015)
- Urban population: 67% (2015)
- Unemployment: 6% (2013)
- Below poverty line: 32% (2014)

Communications and Literacy
- FH Media Freedom: Not Free
- Internet Penetration: 49% (2015)
- Avg. years of education: Females: 15 (2012)

Public Diplomacy Spending
- D&CP: FY13: $1,003,143 FY14: $1,088,886 FY15: $989,020 FY16: $1,021,425

Top Spending by Type
- Media/Press Activities $203,913
- Educational Initiatives (Not Including English Language Programs) $192,382
- Support for Mission Initiatives $187,535
- Cultural Programs (Post-generated) $88,423
- Support for English Language Teaching/Learning $81,728
Guatemala

**DEMOGRAPHICS**

- Geographic area: 107,160 sq. km.
- Population: 16,582,469 (2016)
- Below 24 yrs. old: 57% (2016)
- Urban population: 52% (2015)
- GDP/capita: $3,924 (2015)
- Unemployment: 2% (2015)
- Below poverty line: 59% (2014)

**PUBLIC DIPLOMACY SPENDING**

- D&CP:
  - FY13: $1,004,161
  - FY14: $1,121,305
  - FY15: $1,024,772
  - FY16: $1,146,008
- Supplemental:
  - FY13: $297,369
  - FY14: $47,426
  - FY15: $13,201
  - FY16: $25,959

**PD Spending by Theme**

- Cultural Programs (Post Generated): $187,316
- Support for English Language: $170,648
- Teaching/Learning: $142,736
- Alumni Outreach: $138,104
- Media/Press Activities: $121,553

**PD Spending by Type**

- Support for Mission Initiatives: $59,295
- Speaker Programs (Post Generated): $10,789
- Media/Press Activities: $5,995
- Supplementing ECA Programs: $5,689
- Cultural Programs (Post Generated): $5,338

Guyana

**DEMOGRAPHICS**

- Geographic area: 196,850 sq. km.
- Population: 773,303 (2016)
- Below 24 yrs. old: 50% (2016)
- Refugee population: 11 (2013)
- Urban population: 29% (2015)
- Unemployment: 29% (2015)
- Below poverty line: 59% (2014)

**PUBLIC DIPLOMACY SPENDING**

- D&CP:
  - FY13: $90,306
  - FY14: $98,003
  - FY15: $101,504
  - FY16: $109,381
- Supplemental:
  - FY13: $39,869
  - FY14: $12,593
  - FY15: $1,300
  - FY16: $42,250

**PD Spending by Theme**

- Support for Mission Initiatives: $58,295
- Speaker Programs (Post Generated): $10,789
- Media/Press Activities: $5,995
- Supplementing ECA Programs: $5,689
- Cultural Programs (Post Generated): $5,338
Haiti

**DEMOGRAPHICS**
- Geographic area: 27,560 sq. km.
- Population: 10,847,334 (2016)
- Below 24 yrs. old: 53% (2016)
- Refugee population: 3 (2008)
- Urban population: 59% (2015)
- Unemployment: 14% (2012)
- Below poverty line: 59% (2012)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 12% (2015)
- Mobile Phones per 100: 69 (2015)
- Literacy: 61% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,207,993 FY14: $1,203,305 FY15: $1,223,300 FY16: $1,270,205

**PD Spending by Theme**
- Other $854,890
- Support for Mission Initiatives $133,951
- Media/Press Activities $61,554
- Cultural Programs (Post Generated) $43,745
- Support for Information Resource Centers $39,416

Honduras

**DEMOGRAPHICS**
- Geographic area: 111,890 sq. km.
- Population: 9,112,867 (2016)
- Below 24 yrs. old: 52% (2016)
- Refugee population: 30 (2015)
- Urban population: 55% (2015)
- GDP/capita: $2,326 (2015)
- Unemployment: 7% (2015)
- Below poverty line: 63% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Not Free
- Internet Penetration: 20% (2015)
- Mobile Phones per 100: 96 (2015)
- Literacy: 88% (2015)
- Avg. years of education: 12 (2014)

**PUBLIC DIPLOMACY SPENDING**
- Supplemental: FY13: $111,327 FY14: $125,964 FY15: $186,566 FY16: $18,568

**PD Spending by Theme**
- Other $234,906
- Support for Mission Initiatives $194,052
- Cultural Programs (Post Generated) $145,565
- Support for English Language Teaching/Learning $98,353
- Media/Press Activities $58,003
### Jamaica

#### Demographics
- Geographic area: 10,830 sq. km.
- Population: 2,881,355 (2016)
- Below 24 yrs. old: 42% (2016)
- Refugee population: 12 (2015)
- Urban population: 55% (2015)
- Unemployment: 14% (2015)
- Below poverty line: 20% (2012)

#### Communications and Literacy
- FH Media Freedom: Free
- Internet Penetration: 42% (2015)
- Mobile Phones per 100: 112 (2015)
- Literacy:
- GDP/capita:

#### Public Diplomacy Spending
- D&CP: FY13: $809,045; FY14: $642,683; FY15: $861,861; FY16: $840,476
- Supplemental: FY13: $74,563; FY14: $32,127; FY15: $26,151; FY16: $65,177

### Mexico

#### Demographics
- Geographic area: 1,943,850 sq. km.
- Below 24 yrs. old: 45% (2016)
- Refugee population: 2,923 (2015)
- Urban population: 79% (2015)
- GDP/capita: $9,143 (2015)
- Unemployment: 4% (2015)
- Below poverty line: 53% (2014)

#### Communications and Literacy
- FH Media Freedom: Not Free
- Internet Penetration: 57% (2015)
- Mobile Phones per 100: 86 (2015)
- Literacy:

#### Public Diplomacy Spending
- Supplemental: FY13: $561,600; FY14: $415,201; FY15: $201,743; FY16: $76,985

### Piechart Key: PD Spending by Theme
- Culture
- Education
- Economics
- Science
- Military
- CVE
- Democracy
- Civil Society
- Women
- Youth
- Religious
- Other

### Piechart Key: PD Spending by Object Code
- Grants & Contracts
- Personnel
- Travel & Transportation
- Property & Utilities
- Research
- Other

### Map Key
- Embassy
- Consulate
- American Space
- Binational Centers

U.S. PUBLIC DIPLOMACY IN THE WESTERN HEMISPHERE REGION 345
Nicaragua

**DEMOGRAPHICS**
- Geographic area: 120,340 sq. km.
- Population: 6,149,828 (2016)
- Below 24 yrs. old: 49% (2016)
- Urban population: 59% (2015)
- GDP/capita: $2,096 (2015)
- Unemployment: 5% (2013)
- Below poverty line: 30% (2014)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $715,438
  FY14: $671,205
  FY15: $895,144
  FY16: $1,078,864
- Supplemental: FY13: $377,882
  FY14: $46,517
  FY15: $283,007
  FY16: $89,710

**PD Spending by Theme**
- Support for English Language Teaching/Learning: $459,805
- Cultural Programs (Post-generated): $113,958
- American Spaces: $113,284
- Align Resources with Strategic Priorities: $93,893
- Media/Press Activities: $71,836

**Communications and Literacy**
- FH Media Freedom: Partially Free
- Internet Penetration: 20% (2015)
- Mobile Phones per 100: 116 (2015)
- Literacy: 82% (2015)
  Males: 11 (2002)

**Panama**

**DEMOGRAPHICS**
- Geographic area: 74,340 sq. km.
- Below 24 yrs. old: 44% (2016)
- Refugee population: 17,322 (2015)
- Urban population: 67% (2015)
- Unemployment: 5% (2015)
- Below poverty line: 23% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $1,049,613
  FY14: $1,214,403
  FY15: $1,192,460
  FY16: $1,164,776
- Supplemental: FY13: $25,926
  FY14: $35,156
  FY15: $29,731
  FY16: $17,456

**PD Spending by Theme**
- Supplementing ECA Programs: $297,406
- Support for Mission Initiatives: $233,617
- Support for English Language Teaching/Learning: $184,155
- Media/Press Activities: $78,085
- Cultural Programs (Post Generated): $51,684

**Communications and Literacy**
- FH Media Freedom: Partially Free
- Internet Penetration: 51% (2015)
- Mobile Phones per 100: 174 (2015)
- Literacy: 95% (2015)
- Avg. years of education: Females: 13 (2013)
  Males: 12 (2013)
Paraguay

**DEMOGRAPHICS**
- Geographic area: 397,300 sq. km.
- Population: 6,725,308 (2016)
- Below 24 yrs. old: 50% (2016)
- Refugee population: 172 (2016)
- Urban population: 60% (2016)
- Unemployment: 5% (2015)
- Below poverty line: 22% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 48% (2015)
- Mobile Phones per 100: 105 (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $702,834 FY14: $798,539 FY15: $750,455 FY16: $819,277

**PD Spending by Theme**
- Cultural Programs (Post-generated) $120,120
- Support for Mission Initiatives $118,077
- Media/Press Activities $96,347
- Other $83,713
- American Spaces $78,120

**Top Spending by Activity**
- Cultural Programs (Post-generated) $120,120
- Support for Mission Initiatives $118,077
- Media/Press Activities $96,347
- Other $83,713
- American Spaces $78,120

**Top Spending by Type**
- Support for Mission Initiatives $591,739
- Cultural Programs (Post-generated) $475,305
- Support for English Language $357,840
- Teaching/Learning $206,328
- American Spaces $173,292

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Peru

**DEMOGRAPHICS**
- Geographic area: 1,280,000 sq. km.
- Below 24 yrs. old: 45% (2016)
- Refugee population: 1,488 (2016)
- Urban population: 79% (2016)
- Unemployment: 6% (2015)
- Below poverty line: 22% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Partially Free
- Internet Penetration: 41% (2015)
- Mobile Phones per 100: 110 (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,203,751 FY14: $2,385,802 FY15: $2,353,174 FY16: $2,463,278

**PD Spending by Theme**
- Support for Mission Initiatives $591,739
- Cultural Programs (Post-generated) $475,305
- Support for English Language $357,840
- Teaching/Learning $206,328
- American Spaces $173,292

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**Map Key**
- Embassy
- Consulate
- American Space
- Binational Centers

**Piechart Key: PD Spending by Theme**
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**Piechart Key: PD Spending by Object Code**
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- Property & Utilities
- Research
- Other
**Suriname**

**DEMOGRAPHICS**
- Geographic area: 156,000 sq. km.
- Population: 558,368 (2016)
- Below 24 yrs. old: 43% (2016)
- Refugee population: 1 (2007)
- Urban population: 66% (2015)
- GDP/capita: $8,819 (2015)
- Unemployment: 7% (2014)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 43% (2015)
- Mobile Phones per 100: 137 (2015)
- Literacy: 96% (2015)
- Males: 10 (2002)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $119,009
  - FY14: $153,552
  - FY15: $133,765
  - FY16: $150,262
- Supplemental:
  - FY13: $54,639
  - FY14: $26,527
  - FY15: $16,374
  - FY16: $7,422

**PD Spending by Theme**

**Top Spending by Activity**
- Support for Mission Initiatives: $72,700
- Other: $16,165
- Post-Generated Exchanges: $12,167
- Cultural Programs (Post Generated): $8,874
- Alumni Outreach: $8,874

**Top Spending by Type**

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**Trinidad and Tobago**

**DEMOGRAPHICS**
- Geographic area: 5,130 sq. km.
- Population: 1,364,962 (2016)
- Below 24 yrs. old: 34% (2016)
- Refugee population: 114 (2015)
- Urban population: 8% (2015)
- Unemployment: 3% (2015)

**COMMUNICATIONS AND LITERACY**
- FH Media Freedom: Free
- Internet Penetration: 69% (2015)
- Mobile Phones per 100: 158 (2015)
- Literacy: 99% (2015)

**PUBLIC DIPLOMACY SPENDING**
- D&CP:
  - FY13: $506,894
  - FY14: $534,360
  - FY15: $567,108
  - FY16: $714,552
- Supplemental:
  - FY13: $74,384
  - FY14: $44,934
  - FY15: $39,299
  - FY16: $47,139

**PD Spending by Theme**

**Top Spending by Activity**
- Other: $402,517
- Support for Mission Initiatives: $53,214
- Supplanting ECA Programs: $50,971
- Supplanting Bureau of Public Affairs Programs: $40,532
- Educational Advising & Promoting Study in the U.S.: $38,320

**Top Spending by Type**
Uruguay

**DEMOGRAPHICS**
- Geographic area: 175,020 sq. km.
- Population: 3,444,006 (2016)
- Below 24 yrs. old: 36% (2016)
- Refugee population: 301 (2015)
- Urban population: 95% (2015)
- GDP/capita: $15,525 (2015)
- Unemployment: 7% (2015)
- Below poverty line: 10% (2014)

**PUBLIC DIPLOMACY SPENDING**

**PD Spending by Theme**

**Top Spending by Activity**
- Post-Generated Exchanges: $224,751
- Educational Initiatives (Not Including English Language Programs): $149,782
- Media/Press Activities: $138,628
- Support for English Language Teaching/Learning: $126,453
- Support for Mission Initiatives: $126,374

**PD Spending by Type**

Venezuela

**DEMOGRAPHICS**
- Geographic area: 882,050 sq. km.
- Population: 31,568,179 (2016)
- Below 24 yrs. old: 45% (2016)
- Urban population: 89% (2015)
- GDP/capita: $12,237 (2013)
- Unemployment: 7% (2015)
- Below poverty line: 33% (2006)

**PUBLIC DIPLOMACY SPENDING**
- D&CP: FY13: $2,509,315 FY14: $2,512,414 FY15: $3,070,361 FY16: $3,342,920

**PD Spending by Theme**

**Top Spending by Activity**
- Cultural Programs (Post Generated): $1,084,955
- Support for Mission Initiatives: $583,540
- Support for English Language Teaching/Learning: $562,794
- Other: $332,087
- Media/Press Activities: $216,808

**Top Spending by Type**
“I believe that our public diplomacy represents a powerful force, perhaps the most powerful force at our disposal for shaping the history of the world.”

President Ronald Reagan (1987)

“International exchanges... will slowly wear away at the obstacles to peace as surely as water wears away a hard stone.”

President George H. W. Bush (1989)

“One of the most effective things we can do in international affairs is what is called public diplomacy. This covers a multitude of our government’s activities such as radio broadcasting that allows us to speak to peoples of foreign lands directly.”

President William J. Clinton (1993)

“By studying foreign cultures and languages and living abroad, we gain a better understanding of the many similarities that we share and learn to respect our differences. The relationships that are formed between individuals from different countries, as part of international education programs and exchanges, can also foster goodwill that develops into vibrant, mutually beneficial partnerships among nations.”

President George W. Bush (2003)

“We can’t keep thinking about counter terrorism and security as entirely separate from diplomacy, development, and education — all these things that are considered ‘soft,’ but in fact, are vital to our national security.”

President Barack Obama (2015)

“The key to striking a deal is persuasion, not power. Persuasion is diplomacy at its best — the ability to convince people to accept your ideas. You don’t want to force people to accept your ideas. That’s a recipe for disaster. Your objectives should be to make your adversaries feel like they’re your partners...”

President Donald Trump (2007)