U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

FY 2021 CONGRESSIONAL BUDGET JUSTIFICATION

VOICE OF AMERICA

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

RFA Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

OPEN TECHNOLOGY FUND

PUBLIC SERVICE MEDIA

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Cover-top row: Current Time's "Week in Review"; Floods in Iran, October 2019 (Sipa via AP Images); bottom row: RFA reports from Hong Kong during the Coronavirus crisis in February 2020; Juan Guaido, Interim President of Venezuela speaks at a rally to protest blackouts, and food and water shortages. (AP Photos)

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Executive Summary

The United States Agency for Global Media (USAGM) is in the midst of a significant multi-year transformation effort to improve its effectiveness and efficiency as a public service media organization, pursuing the goals of the reforms established in law by the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA). Operating under a single head of agency with enhanced authorities, the new CEO-led structure will steer the Agency on data-driven decision-making. As part of the transformation, USAGM has expanded research, investments in technology to reach audiences living under repressive regimes, and impactful programming aimed at confronting disinformation and propaganda by bringing more fact-based, accurate journalism to populations worldwide.

Working across 61 languages and serving an unduplicated measured weekly audience of 350 million people, USAGM strives to maximize its impact in each unique market, adapting content and delivery methods to meet audiences on the platforms they prefer, whether that is radio, television, or digital/social media.

In a world awash in disinformation and propaganda, the Agency recognizes the need to be dynamic and agile by repositioning its resources, refreshing staff skillsets and updating technology to remain competitive in the markets it operates globally. Since the enactment of the FY 2017 NDAA, USAGM has demonstrated agility in pursuing these on-going reforms to modernize the Agency, and has achieved important milestones with the resources invested in its operations, including:

- Growth in USAGM's measured weekly audience from 278 million people in FY 2017 to 350 million people at the end of FY 2019, a 26 percent increase.
- Increased the percentage of weekly audience who report that USAGM's content has helped them form opinions on important topics across USAGM's four largest networks, reaching as high as 87 percent for consumers of Radio Free Asia's (RFA) programming.
- Expansion of the Agency's 24/7 Russian-language global TV and digital network, Current Time, doubling the overall USAGM's measured weekly audience to 7.9 million Russian adults.
- Launching VOA 365, a new 24/7 Persian-language global network led by the Voice of America (VOA) in cooperation with Radio Free Europe/Radio Liberty (RFE/RL), which builds on USAGM's position as the number one international television and radio broadcaster in Iran[1].

1 By weekly audience size, as measured by Gallup's 2017 national survey.

- Conducting an end-to-end transformation of the Middle East Broadcasting Networks (MBN) over the past two years, including significant changes to all television, radio, and digital programming and content delivered to Syria and the Levant, as well as the redeployment of approximately one-third of MBN's television news broadcast production from the D.C. area to Dubai, allowing further alignment with the Middle East news cycle.
- Development of a new global Mandarin-language strategy with the combined resources of VOA and RFA, which—like other USAGM approaches—will shift from a country-based model to a language-based content model, permitting the networks to provide digital and social media content for Mandarin-speakers in-country, as well as diaspora communities, overseas workers, and the growing cohort of Chinese citizens traveling around the world for business, leisure, and education.
- Establishment of a new USAGM non-federal entity, the Open Technology Fund (OTF), dedicated to advancing internet freedom tools, technologies, and approaches to ensure that USAGM journalists and audiences can safely create, access, and share digital news and other information without fear of repressive censorship or surveillance.

FY 2021 Request

For FY 2021, USAGM is requesting $637.3 million to pursue its public service mission to inform, engage, and connect people around the world in support of freedom and democracy. The request prioritizes funding for regions of strategic importance to United States national security and foreign policy by leveraging technology and data, investing in a state-of-the-art media enterprise, and combating online censorship and repressive surveillance to make communicating in media-restrictive environments safer, as well as advancing the Agency's multi-year transformation and modernization efforts to create exceptional content for the audiences that need it the most.

Influencing Regions of Strategic Importance to United States National Security

USAGM's five networks —Voice of America, the Office of Cuba Broadcasting (OCB), Radio Free Europe/Radio Liberty, Radio Free Asia, and the Middle East Broadcasting Networks—provide news and information on all media platforms and reached a weekly audience of 350 million people in 61 languages in over 100 countries in FY 2019, representing a 26 percent increase over the past two years. That growth is in large part a reflection of the credibility that audiences around the world place in the five networks' programming. USAGM's credibility forms the foundation of its influence and strengthens programming efforts to push back against false narratives and state-sponsored propaganda.

This credibility is more important than ever as the United States faces serious and persistent threats from disinformation operations by Russia, China, Iran, other authoritarian governments, and violent extremist groups. Examples of USAGM's efforts to counter false narratives by these adversaries and to promote freedom and democracy supported by this budget request are provided below.

- BUILDING ON THE SUCCESS OF THE RUSSIAN-LANGUAGE CURRENT TIME NETWORK – Launched in 2017, the Current Time television and digital network provides Russian-speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel, access to accurate, topical, and trustworthy information. Led by RFE/RL in cooperation with VOA, Current Time serves as a reality check on the disinformation that drives conflict in the region. Current Time has doubled USAGM's weekly audience to 7.9 million Russian-speaking adults. Current Time currently has more than two million followers across social media platforms and more than 800,000 subscribers on their YouTube channel. USAGM anticipates that these figures will continue to climb through investments in FY 2020 and beyond.

- ENHANCING THE PROGRAMMING OF USAGM'S NEW 24/7 PERSIAN-LANGUAGE GLOBAL NETWORK, VOA365 – In Iran, where the government bans satellite dishes and restricts online access to international media, VOA365 has been able to evade censorship to deliver programming to Persian-speakers, covering the Iranian regime's corruption and issues of inequality, which have sparked continuing widespread protests, and countering disinformation about United States policy and actions in the region. In collaboration with RFE/RL's Radio Farda, VOA365 builds on USAGM's position as the number one international television and radio broadcaster in Iran,[2] while expanding

2 By weekly audience size, as measured by Gallup's 2017 national survey.

its younger, digitally engaged audience. Though officially blocked by the government of Iran, USAGM's two Persian websites had 243 million combined visits in 2019.

- **LAUNCHING OF A NEW DIGITAL NEWS NETWORK TO ENGAGE AUDIENCES IN CHINA AND BEYOND** – RFA and VOA are each developing new digital-first initiatives that produce Mandarin-language content for audiences around the world. These Mandarin networks pivot programming from traditional radio and satellite broadcasts toward digital and social media content for Mandarin-speakers worldwide, including the extensive Chinese diaspora overseas and the growing population of Chinese citizens travelling globally for business, leisure, and education. USAGM research suggests digital and social media to be effective channels for information-seeking people to evade government firewalls. Despite China's aggressive and widespread actions to control media and information space inside of China and regionally, both VOA and RFA have seen impressive audience reach on digital platforms and among highly-educated Chinese adults with evidence of strong trustworthiness among users. A 2017 survey commissioned by USAGM found record audiences in China for VOA and RFA Mandarin content – 67 million people weekly – primarily on digital platforms. In addition to Mandarin, USAGM is also building on successful programming in Cantonese, Tibetan, and Uyghur. RFA Uyghur Service's coverage of Beijing's brutal treatment of Uyghurs in Xinjiang and its extrajudicial detention of more than a million Uyghurs alerted the outside world to the dire human rights crisis. The Service's impact extends to the broader Uyghur exile community throughout Central Asia, Turkey, and beyond. Similarly, RFA coverage of the pro-democracy protests that have roiled Hong Kong offer a counter-narrative to Chinese propaganda.

- **MAINTAINING EXPANDED REPORTING IN CENTRAL AMERICA AND VENEZUELA** – USAGM responded quickly to the deepening governmental and humanitarian crisis in Venezuela, adding staff to expand audio, video, and digital coverage from Venezuela to the rest of Latin America. VOA provided comprehensive daily coverage for leading media operations in the region, countering false narratives from Spanish-language media paid for by Russia, China, and Venezuela's dictatorship. With over 300 affiliates in Central and South America, including 70 affiliates inside Venezuela, the VOA Spanish Service is a strong force for independent journalism, reaching a measured weekly audience of over 61 million people. This past year, the VOA Spanish Service increased its focus on United States foreign policy with

prominent interviews. Secretary of State Mike Pompeo told VOA, "Sometimes people think Maduro is winning, when in reality he has surrendered his power to Cuba and Russia. That is Maduro's weakness." The interview with the Secretary of State was carried by more than 20 television stations in the region. VOA also increased coverage of Central America's governance issues, corruption, and organized crime. VOA increased reporters in Nicaragua to enhance contextual reporting on issues of relevance to local audiences, using local broadcast affiliates, and web/social media to expose topics local media were prevented from covering.

- ENGAGING AUDIENCES IN EASTERN EUROPE WHERE PRESS FREEDOM IS UNDER THREAT – RFE/RL will continue newly launched programming on digital platforms in Bulgarian and Romanian, and is also standing up Hungarian-language programming. The long-term deterioration of Hungary's media environment has accelerated in the past several years. While Hungary remains a member of the European Union (EU), press and political freedom have declined sharply. A first for a European Union member, Freedom House downgraded Hungary's rating to "partly free" in its 2019 Freedom in the World report, and the country dropped 14 places on Reporters Without Borders' 2019 Press Freedom Index, to number 87.

Transformation and Modernization of USAGM Media Operations

USAGM is continuing to invest in becoming a state-of-the-art media enterprise and to make reforms that will improve the quality and effectiveness of programming at USAGM, while ensuring the Agency's ability to reach key audiences. Major efforts include:

- TRANSFORMING ARABIC-LANGUAGE PROGRAMMING AND OPERATIONS – MBN is undergoing a multi-year, wholesale transformation of programming and operations to increase its impact across the Middle East and North Africa and enhance its ability to cover breaking news as tensions rise in the region. The transformation is well underway—foundational staffing, programming, and infrastructure changes paved the way for the FY 2019 relaunch of Alhurra and the refocusing of Radio Sawa. MBN will continue to advance changes in FY 2020 and FY 2021 in a number of ways, including aggressively increasing its digital presence. Although research shows that television is still a key media source for news and information for over 80 percent of people throughout the Middle East, digital consumption is swiftly establishing its prominence, particularly among younger audiences. MBN's digital team and operations are being rebuilt to ensure the quality, accessibility, and efficacy of programming in support of MBN's mission across all relevant digital platforms.

- **COMBATTING ONLINE CENSORSHIP AND REPRESSIVE SURVEILLANCE** – In FY 2019, the Agency launched a new USAGM non-federal entity, OTF, dedicated to advancing internet freedom to ensure that USAGM journalists and audiences can safely create, access, and share digital news and other information without fear of repressive censorship or surveillance. As internet censorship continues to worsen, demand for internet circumvention tools increases. It is imperative that USAGM continue to invest in and prioritize online security. Additionally, advancing internet freedom is central to USAGM's mission and, with the Agency's digital audience growth, it is also essential to the Agency's long-term success. In FY 2021, USAGM will continue to invest in OTF and its work to research, develop, and implement leading-edge internet freedom technologies and approaches that respond to rapidly evolving censorship threats and combat against adversaries toward a free and open internet.

- **REFORMING AND ENHANCING THE DIGITAL REACH OF OCB** – USAGM leadership is committed to ensuring that the production of OCB content adheres to the highest journalistic standards. OCB is in the process of better aligning work processes, staffing, and programming. In FY 2020 and FY 2021, OCB will also enhance its digital presence by creating original content for its website, Facebook, Instagram, and Twitter in order to interact with users in Cuba. A new satellite system with enhanced technology will work to deliver the TV Martí signal, as well as certain limited Wi-Fi capabilities, free of charge to some audiences in Cuba.

- **LEADING THROUGH TECHNOLOGY, DATA, AND ENGAGEMENT** – USAGM is poised to integrate a variety of machine learning and artificial intelligence (AI) tools into its operations and research to streamline processes, provide enhanced analysis and services, and improve the speed and quality of journalistic outputs. Other priorities include developing AI-driven fact-checking efforts and an innovation hub for identifying and sharing best practices across the Agency. To leverage survey and digital data for real-time decision-making, USAGM will develop field-leading techniques to fully integrate and model data from a variety of sources. This integrated approach will allow for detailed, real-time analysis of each of the markets in which USAGM networks operate. Additionally, building on USAGM's successful Impact Model and emerging data analysis tools, the Agency will codify a new Impact+ Model to better reflect its ability to measure not just outputs, but also outcomes. The Impact+ Model will focus on identifying additional attitudinal and behavioral goals that are measurable and mission-oriented.

This Congressional Budget Justification is submitted by the bi-partisan governing Board of the U.S. Agency for Global Media (USAGM).

Kenneth Weinstein
Board Chairman

Grant K. Turner
Chief Executive Officer and Director

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U.S. AGENCY FOR GLOBAL MEDIA

Summary of Appropriations

FY 2019 - FY 2021

(in thousands)

INTERNATIONAL BROADCASTING OPERATIONS *Programs, Projects, and Activities*	**FY 2019 ACTUALS**	**FY 2020 ENACTED**	**FY 2021 REQUEST**
FEDERAL ENTITIES			
Voice of America	$ 250,591	$ 252,000	$ 191,559
Office of Cuba Broadcasting	$ 28,749	$ 20,973	$ 12,973
International Broadcasting Bureau	$ 52,879	$ 45,291	$ 42,800
Internet Freedom; Anti-Censorship (non-add to IBB)	$ 6,058		
Office of Technology, Services, and Innovation	$ 183,263	$ 180,591	$ 152,347
TOTAL - FEDERAL ENTITIES	**$ 515,482**	**$ 498,855**	**$ 399,679**
NON-FEDERAL ENTITIES			
Radio Free Europe/Radio Liberty	$ 124,511	$ 125,306	$ 87,261
Radio Free Asia	$ 45,195	$ 44,223	$ 39,519
Middle East Broadcasting Networks	$ 110,060	$ 110,312	$ 96,773
Open Technology Fund		$ 20,000	$ 9,500
TOTAL - NON-FEDERAL ENTITIES	**$ 279,766**	**$ 299,841**	**$ 233,053**
TOTAL - INTERNATIONAL BROADCASTING OPERATIONS	**$ 795,248**	**$ 798,696**	**$ 632,732**
BROADCASTING CAPITAL IMPROVEMENTS *Programs, Projects, and Activities*			
Broadcasting Capital Improvements	$ 5,053	$ 11,700	$ 4,520
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	**$ 5,053**	**$ 11,700**	**$ 4,520**
USAGM GRAND TOTAL - Appropriation/Request	**$ 800,301**	**$810,396**	**$ 637,252**

U.S. AGENCY FOR GLOBAL MEDIA

Summary of Positions and FTEs

FY 2019 - FY 2021

	FY 2019 ACTUALS		FY 2020 ENACTED		FY 2021 REQUEST	
	ON-BOARD POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT	FUNDED POSITIONS	FULL-TIME EQUIVALENT
INTERNATIONAL BROADCASTING OPERATIONS						
FEDERAL ENTITIES						
Voice of America	**971**	**971**	**1,055**	**1,052**	**856**	**855**
American/Domestic Employees	954	954	1,038	1,038	852	852
Foreign Nationals DH/ Personnel Service Agreements	17	17	17	14	4	3
Office of Cuba Broadcasting	**100**	**100**	**91**	**91**	**81**	**81**
American/Domestic Employees	100	100	91	91	81	81
International Broadcasting Bureau	**185**	**176**	**186**	**172**	**186**	**172**
American/Domestic Employees	185	176	186	172	186	172
Office of Technology, Services, and Innovation	**353**	**361**	**440**	**381**	**440**	**413**
American/Domestic Employees	143	150	187	158	187	176
Foreign Nationals DH/ Personnel Service Agreements	210	211	253	223	253	237
SUBTOTAL, FEDERAL EMPLOYEES	**1,609**	**1,608**	**1,772**	**1,696**	**1,563**	**1,521**
NON-FEDERAL ENTITIES						
Radio Free Europe/Radio Liberty	**699**		**829**		**503**	
American/Domestic Employees	379		462		244	
Foreign Nationals DH/ Personnel Service Agreements	320		367		259	
Radio Free Asia	**274**		**280**		**214**	
American/Domestic Employees	254		254		197	
Foreign Nationals DH/ Personnel Service Agreements	20		26		17	
Middle East Broadcasting Networks	**725**		**870**		**870**	
American/Domestic Employees	423		562		562	
Foreign Nationals DH/ Personnel Service Agreements	302		308		308	
Open Technology Fund			**12**		**18**	
American/Domestic Employees			12		15	
Foreign Nationals DH/Personal Service Agreements					3	
SUBTOTAL, NON-FEDERAL ENTITY EMPLOYEES	**1,698**		**1,991**		**1,605**	
USAGM TOTALS	**3,307**	**1,608**	**3,763**	**1,696**	**3,168**	**1,521**

Legislative Proposal Requests

USAGM requests the following legislative proposals as part of the FY 2021 President's Budget. The proposed appropriations language is located after the proposal descriptions below.

- Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account
- Surge Capacity Fund Transfer Authority

I. Justification

1. Five Percent Carryover Authority of the International Broadcasting Operations (IBO) Account

USAGM requests authority for its FY 2021 IBO account appropriation language to permit carrying over up to five percent into FY 2022 (i.e., two-year funding). Currently, USAGM must closely monitor payroll each pay period, travel, and other non-contracting expenses and strategically redirect unspent funding to maximize contracting investments toward the end of the fiscal year. With the modest amount of two-year funding, USAGM would gain flexibility to efficiently and effectively manage its finances, particularly in August and September of each fiscal year. For example, in August and September of 2019, USAGM spent over $53 million on procurements, representing 37 percent of the fiscal year's procurement spending in only two months. Two months represents 17 percent of the fiscal year, so the end-of-year uptick is over twice as high than if procurement spending were evenly distributed throughout the fiscal year. Even with solid planning, the federal contracting process is time-consuming and cumbersome, presenting challenges as USAGM nears the end of each fiscal year. Contractors are well aware of this, putting the Agency at a disadvantage in negotiations.

Additionally, with the increase in disinformation and propaganda by state and non-state actors, USAGM's public service media networks have become even more vital to ensure fact-based, accurate, and independent journalism is presented to countries that suffer from a lack of press freedom. To achieve this priority effectively, USAGM will need to have the agility to adjust and reposition resources to face ever-changing and dynamic events throughout the world and to provide reliable news and information that our weekly audience of 350 million people depend on.

Such requirements can arise at any time during a fiscal year, but are especially problematic in the event of a Continuing Resolution at the start of a fiscal year.

2. Surge Capacity Fund Transfer Authority

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

II. Proposed International Broadcasting Operations Appropriations Language

For necessary expenses to enable the United States Agency for Global Media (USAGM), as authorized, to carry out international communication activities, and to make and supervise grants for radio, Internet, and television broadcasting including to the Middle East, [$798,696,000] *$632,732,000, of which $31,637,000 shall remain available until September 30, 2022:* Provided, That in addition to amounts otherwise available for such purposes, up to [$40,708,000] *$32,782,000* of the amount appropriated under this heading may remain available until expended for satellite transmissions and Internet freedom programs, of which not less than [$20,000,000] *$9,500,000* shall be for Internet freedom programs:

Provided further, that of the total amount appropriated under this heading, not to exceed $35,000 may be used for representation expenses, of which $10,000 may be used for such expenses within the United States as authorized, and not to exceed $30,000 may be used for representation expenses of Radio Free Europe/Radio Liberty:

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

Provided further, that in addition to funds made available under this heading, and notwithstanding any other provision of law, up to $5,000,000 in receipts from advertising and revenue from business ventures, up to $500,000 in receipts from

cooperating international organizations, and up to $1,000,000 in receipts from privatization efforts of the Voice of America and the International Broadcasting Bureau, shall remain available until expended for carrying out authorized purposes:

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

Provided further, that up to $7,000,000 from the USAGM Buying Power Maintenance account may be transferred to, and merged with, funds appropriated by this Act under the heading "International Broadcasting Operations", which shall remain available until expended:

Provided further, that such transfer authority is in addition to any transfer authority otherwise available under any other provision of law and shall be subject to prior consultation with, and the regular notification procedures of, the Committees on Appropriations:

Provided further, that the USAGM may transfer to, and merge with, funds under the heading "International Broadcasting Surge Capacity Fund", pursuant to section 316 of the United States International Broadcasting Act of 1994 (22 U.S.C. 6216), for obligation or expenditure by the USAGM for surge capacity, any of the following: (1) unobligated balances of expired funds appropriated under the heading "International Broadcasting Operations" for fiscal year 2021, except for funds designated by the Congress for Overseas Contingency Operations/Global War on Terrorism pursuant to section 251(b)(2)(A) of the Balanced Budget and Emergency Deficit Control Act of 1985 (2 U.S.C. 901(b)(2)(A)), at no later than the end of the fifth fiscal year after the last fiscal year for which such funds are available for their stated purposes; and (2) funds made available for surge capacity under this heading:

Provided further, that any reference to the "Broadcasting Board of Governors" or "BBG", including in any account providing amounts to the Broadcasting Board of Governors, in any Act making appropriations for the Department of State, foreign operations, and related programs enacted before, on, or after the date of the enactment of this Act shall for this fiscal year, and any fiscal year thereafter, be construed to mean the "United States Agency for Global Media" or "USAGM", respectively.

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Voice of America (VOA)

Funding *($ in thousands)*

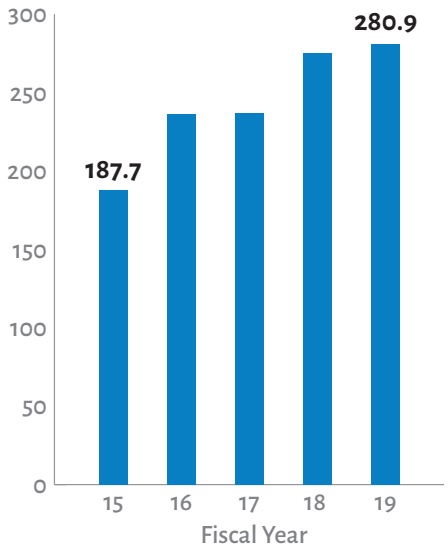
FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 250,591	$ 252,000	$ 191,559

Overview

Voice of America (VOA) is the United States government's broadcaster to the world, and the oldest and largest of USAGM's five networks. VOA provides accurate and objective news and information to audiences with limited or no access to a free press, and promotes the growth of democratic values and institutions. With programs in 47 languages, VOA covers the United States and the world in ways that inform, engage, and connect with the diverse interests of audiences around the world and tell America's story.

With more than 2,200 hours of radio and television each week, plus 24/7 web and social media programming, VOA has a measured weekly audience of 280.9 million people. Among this weekly audience, 83% say they trust VOA to provide accurate and reliable information, while 76% say VOA helps them better understand current events. VOA programs and staff won more than 25 national and international awards for journalism in FY 2019.

VOA WEEKLY REACH
(in millions)



VOA places particular emphasis on regions where violent extremism can breed, such as North Africa, and South Asia, countries in turmoil such as Sudan, Somalia, Afghanistan, and Venezuela, countries considered state sponsors of terrorism including North Korea and Iran, and regions where information is controlled or censored such as China, Turkey, and Russia. In addition, campaigns supporting the information needs of refugees and increasing the inclusion of women's voices in programming complement VOA's key content priorities.

VOA programming focuses on several key areas:

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

VOA aims to reach audiences on their preferred platforms and devices, and in the languages audiences speak at home by utilizing technology and media that most effectively make an impact on behalf of the American taxpayer and United States national security and foreign policy objectives.

FY 2019 Accomplishments

Telling America's Story

In line with the VOA Charter that calls on VOA to "represent America," VOA comprehensively covers America's story and presents responsible discussion on United States policy. Journalists report from around the United States about places on and off the beaten path, covering communities where residents come from different backgrounds.

VOA content is locally targeted to the individual countries where each VOA language service operates. Even when covering the United States, much of VOA's original reporting is in the languages of the countries where VOA is heard, seen, and read, providing an extra dimension to VOA's coverage. VOA's English language content is also translated into the individual languages of the territories being broadcast to.

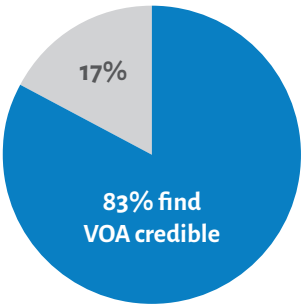
In FY 2019, VOA expanded coverage of the United States to focus on American issues that resonate with international audiences, with a particular focus on United States entrepreneurship, technology, and innovation. VOA marked the 400th anniversary of the introduction of slavery in the United States with a week of focused coverage, highlighted by a town hall-style program about race in partnership with Norfolk State University. Coverage aired in multiple languages throughout Africa. VOA reporters also traveled to Angola to examine one of the origins of the trans-Atlantic slave trade, and to Rhode Island to speak with descendants of slave traders. A special VOA website was established to focus on the commemoration coverage.

VOA featured several digital-first and broadcast video series giving audiences a glimpse of life in some of the United States' biggest and smallest places. The shows took viewers on road trips off the beaten path to meet a variety of people who represent the American character, including immigrants to the United States.

Providing Uncensored News to Countries with Restricted Media Environments

VOA makes its greatest impact when it serves as a model of free expression for countries where news media are not free. Through its broadcasts, digital media, and several thousand media affiliates around the world, VOA provides audiences information about their own countries that domestic media cannot cover because of political pressure or censorship. In FY 2019, the international media situation worsened. Governments around the world increasingly used technology to tighten controls on free expression and civil society. Many rolled out government-financed media that reported only news their leaders favored. VOA coverage stood out for its lack of bias and for its relevance to the lives of audiences worldwide.

VOA CREDIBILITY



Weighted percentage of weekly audience that finds VOA information to be very or somewhat trustworthy.

VOA journalists were increasingly threatened in FY 2019. Burundi banned VOA reporters from the country and permanently shut down VOA's FM station. In South Sudan, a local lawyer was sentenced to two years in prison for a factual interview he gave to VOA's Somali Service. The government of Pakistan accused VOA's Pashto language reporters of siding with terrorists. Officials threatened VOA's Beijing bureau reporters after VOA's coverage of dissident views within China.

VOA used a combination of broadcast and digital platforms to engage with audiences in closed societies and worked to gain preferred placement on platforms that continue to be available to VOA in markets where governments have restricted access.

In Russia, where new laws threaten independent media, branded YouTube channels from VOA and Current Time grew more than 30% to reach more than one million subscribers. In FY 2019, VOA Russian recorded more than 200 million video views on Facebook – more than five times that of Sputnik, the Kremlin's own news outlet.

VOA partnered with public service media organizations from France, Great Britain, and Germany to launch a Turkish-language YouTube channel countering increased

Turkish government censorship of over-the-air media. The YouTube channel has attracted 179,000 subscribers and more than 13 million total video views since launching in April 2019, and continues to grow at a rate of 1,000 subscribers per day.

In Iran, where the government bans satellite dishes and online access to international media, VOA Persian has been able to evade censorship. VOA Persian reaches its audience in Iran via internet, social media, and satellite television, broadcasting stories that Iranian media either censor completely or broadcast inaccurately. Under the new branding umbrella of VOA365, VOA Persian added specialty programming focusing on the issues of corruption and inequality in the Iranian regime and provided accurate news and information throughout the Iranian government's internet shutdown.

VOA Persian also covers live events important to Iranians from the United States perspective. VOA Persian aired more than 60 live major addresses, statements, speeches, and press conferences translated into Persian as part of its coverage of the Congressional hearings on Iran. The service's series of interviews with Brian Hook, the United States Special Representative for Iran, about the specifics of United States policy on Iran, attracted more than 3.5 million views on social media alone.

North Korea is one of the world's most censored countries. Amid intensive United States diplomatic efforts to denuclearize the country in FY 2019, VOA's Korean Service expanded its daily TV news offerings. It targeted senior government officials inside North Korea and abroad who are key decision-makers with far more access to outside media than the average North Korean citizen.

> *On behalf of Rohingya people in Myanmar and around the world, I wish to express my deepest gratitude to you and your staff in VOA Bangla for making the Rohingya program a reality. Your efforts in bringing the Rohingya issues to the millions of audience have come to fruition.*
>
> **Dr. Wakar Uddin**
>
> professor at Penn State University, Director General of the Arakan Rohingya Union and Founder, and Chairman of the Burmese Rohingya Association of North America

In Burma (Myanmar), censorship of the ongoing ethnic cleansing of the Rohingya minority prevented local media from providing coverage. VOA affiliates used content from VOA Burmese to cover the issue and evade government restrictions. The VOA audience in Burma rose to more than one in ten adults and VOA's Burmese Facebook page was one of the most popular in the country, with more than 12 million followers.

VOA Mandarin played an increasingly prominent role through its coverage of China in FY 2019. As demonstrations

rocked Hong Kong, Chinese government media either ignored or misrepresented the people's demands. VOA's continuous coverage on broadcast, online, and social media platforms broke through the censorship, as Chinese audiences used circumvention technology to access VOA's programming.

Views of the Mandarin service's YouTube video coverage – a major way to reach audiences – grew to nearly 100 million, an increase of more than 32%. Beyond the protests, the service focused on United States-China relations and trade practices, China's massive incarceration of Muslim minorities, and Chinese interference in Taiwan and in Hong Kong's local affairs, all of which were otherwise unreported in China.

In Eurasia, VOA provided impactful reporting on underreported topics in local media, including corruption and organized crime. In Serbia, where government has been silencing and co-opting independent and critical voices, VOA's weekly audience rose significantly from 2016, reaching 26.1% of adults after airing two documentaries on the repression of the press. VOA Albanian exposed organized crime's vote buying and their influence in politics during the general elections, dominating the country's news agenda for months. VOA's Bosnian and Serbian services also produced cross-platform documentary series about corruption in the region that hampered United States-backed good governance reforms.

In Latin America, VOA expanded its relationships with media partners in Mexico, Central America, and South America with a focus on the disintegration of Venezuela and related threats to Central America. VOA launched a weekly series, *Venezuela 360*, countering false narratives from Spanish-language media funded by Russia, China, and Venezuela's dictatorships. With 44 affiliates inside Venezuela, VOA Spanish is a strong force for independent journalism. VOA Spanish's focus on unbiased, authoritative coverage of Venezuela and Central America in FY 2019 has seen consistent growth in digital traffic, up more than 62% for Venezuela content alone.

Taking a stand for press freedom outside its broadcasts, VOA dedicated a full-time reporting team to cover stories about worldwide press freedom under the umbrella *A Free Press Matters*. The campaign included the creation of a new press freedom fellowship, hiring of a press freedom editor, and efforts across all divisions to produce enterprise journalism around the topic of press freedom.

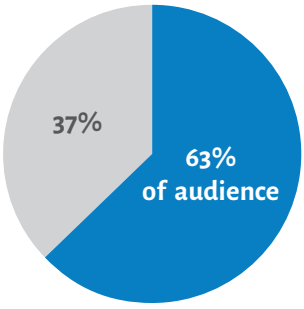
Off the air, VOA serves as a model for local journalists, conducting journalism trainings in more than ten countries where journalism is under threat from censorship. VOA has trained journalists and government officials in countries such as Ethiopia, where press freedom is gradually taking hold, and in the Balkans and Latin America, where the climate for press freedom and civil society has worsened.

Setting another high bar not only for itself but for other media, VOA also rolled out a "50:50" approach to content in order to increase the role of women in programing. Because women are relegated to second-class status in many countries where VOA broadcasts, the project, in partnership with the BBC, has increased the number of female contributors to VOA programming, serving as a model for male-dominated media environments.

Providing Fact-based Alternatives to Propaganda

VOA actively confronts propaganda appearing in the territories it serves. Falsification of stories by government-controlled media is common in countries like Russia. Other countries, including China, use the exclusion of threatening or negative stories to carefully shape local opinion. As a public service international media organization with editorial independence, VOA carefully ensures that all content is factual and includes all legitimate sides of a story, in stark contrast to government-controlled media from authoritarian states.

VOA HELPS FORM OPINIONS ON IMPORTANT TOPICS



Weighted percentage of weekly audience that says VOA content helps them form opinions on important topics.

VOA partners with Radio Free Europe/Radio Liberty (RFE/RL) on the 24/7 Current Time channel, which broadcasts to Russian speakers in Russian, around the region, and throughout the world. Current Time places a premium on its live coverage that allows skeptical audiences to judge events for themselves without government influence.

VOA's Russian service launched a digital video series analyzing rhetorical manipulation by Russian officials and Russia's state media in slanting domestic and foreign events. The series has achieved more than three million views since its launch. VOA's fact-checking site, *Polygraph.info*, is used to counter Russian propaganda and exaggeration. Multiple news outlets and fact-checking sites routinely cite or republish *Polygraph.info* fact-checks, as do Washington think tanks and some members of Congress. *Polygraph.info* Facebook views more than doubled over the past two years to 7.4 million views in FY 2019.

Countering Violent Extremism and Radicalization of Vulnerable Populations

VOA broadcasts target information-starved peoples, a notable subset of which are migrant and refugee populations that now exceed 70 million worldwide. Such populations are frequently underemployed or unemployable, often with little knowledge of the primary local languages. With few sources for accurate information about their circumstances, little news about the outside world, and absent positive influences, refugees represent a population at risk of radicalization and often targeted by extremists and terrorist organizations. VOA engages refugee populations in an effort to counter this vulnerability.

In FY 2019, VOA produced a variety of programming to counter violent extremism and the radicalization of vulnerable populations with positive results. VOA's Extremism Watch Desk generated hundreds of multimedia stories on terrorism and extremism. The Extremism Watch Desk published stories in 19 different languages, reaching over one million users on Facebook.

VOA also supports media targeting the one million Rohingya refugees who fled to Bangladesh from Burma. In FY 2019, VOA launched daily Rohingya language news broadcasts for the Bangladeshi camp where most refugees are being held. VOA also hired ethnic Rohingya reporting teams in Washington and Bangladesh to provide the appropriate nuances in the ongoing coverage.

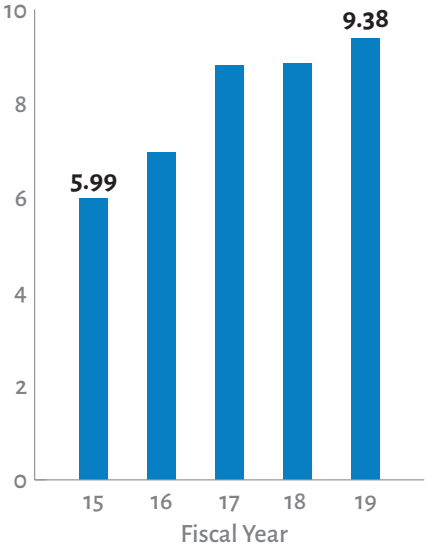
As turmoil has increased in Afghanistan, vulnerable Afghans have turned to VOA. Audience reach has grown to 64% of all adults, reflecting the country's hunger for information from the United States. Despite tensions over United States policies in the region, almost eight in ten (78.9%) weekly users of VOA content say they trust the news from VOA, and more than eight in ten (83.5%) say that VOA has increased their understanding of current events.

VOA's Bosnian and Albanian services have confronted issues of violent extremism and radicalization of vulnerable populations in their target areas. VOA Hausa organized an interfaith town hall in Abuja to allow citizens to safely confront divisions between Shia and Sunni Nigerians.

FY 2019 Accomplishments in Optimizing Program Delivery

In FY 2019, VOA continued to reduce its shortwave radio broadcasts in all but the most remote territories to mirror declines among consumers in the use of shortwave radio. VOA supplemented existing satellite television broadcasts with internet and "over-the-top" transmissions, allowing VOA content to be consumed at the convenience of its audience rather than on a set schedule.

VOA WEEKLY AVERAGE WEB AND MOBILE VISITS
(in millions)



The bulk of VOA's audience continues to come from broadcast television, followed by radio. Online consumption of video and audio has been growing consistently. In FY 2019, VOA more than offset audience declines in older social platforms like Facebook (a worldwide trend) with newer platforms such as Instagram, providing VOA with significant audience growth.

Digital distribution is integral to VOA's mission as audiences shift towards mobile and social media to consume content. Digital is now the fastest-growing platform for VOA and may overtake radio as a source for news within the next few years. Most VOA services have robust online audiences, even in markets like Iran and China that are difficult to reach because of censorship. The bulk of digital growth has come to VOA via social media.

VOA saw a shift in participation on social media platforms in recent years, with more established platforms like Facebook declining, while new platforms have given VOA increased viewership. Instagram, in particular, has seen significant growth for many of VOA's services. In the last year, VOA Indonesian engagements and video views on Instagram grew over 120%, while VOA Spanish video views were up over 1,000%. VOA Persian now averages 3.4 million video views per week on Instagram, an increase of 85% from the prior year. The VOA Persian Instagram account reached one million followers after a record 42% growth in one year. The VOA Persian YouTube site also added 31 million video views, a growth of 23% from the previous year. Video views to VOA's Thai social media sites surpassed 100 million, up more than 500% from the prior year.

In FY 2019, VOA rolled out 15 new language-specific mobile news applications and one product-based mobile application, helping VOA to deliver content to populations in need. The new application includes circumvention technology that allows audiences to view VOA news in spite of censorship firewalls.

In FY 2019, VOA also successfully launched 12 full-time radio streams as new "skills" on Amazon Echo, putting VOA in the hands of audiences via smart speaker devices.

FY 2020 and 2021 Initiatives

Continuing to Tell America's Story

Supporting USAGM Impact Objective 5: Serve as an authoritative source of information on United States news, policy, and society, in FY 2020 and 2021, and throughout the upcoming United States Presidential election, VOA will focus on democracy in action, stressing the United States's institutional continuity and the broad, informed, and peaceful participation in politics at all levels of American society for international audiences. Through expanded coverage of the political conventions and other major political events, VOA language services will explain the political process and how democracy functions in the United States.

VOA will differentiate its election coverage from the major United States news outlets by remaining focused on the needs of VOA's global audience. The weekly series *VOA Connect* will travel the country and reflect on the issues of the campaigns from the perspective of everyday Americans. VOA's *Plugged In* will explore the election process from the lens of experts and policy makers. Additionally, VOA will produce and distribute unique video "explainers" which combine text, video, and graphic elements to address subjects such as "What is a caucus?" and "How do primaries work?"

VOA language services will visit battleground states where populations or issues are of extra interest to their audiences, and focus on key races that have the potential to impact relations between the United States and their target countries. Multimedia series will cover immigrant communities and their participation in the United States political process. VOA will also serve as a de facto United States "election coverage desk" for hundreds of national and regional TV channels around the world. Broadcasting key speeches on all its platforms with simultaneous translation into multiple languages will expose VOA's audiences to the candidates and the issues in the various campaigns.

Beyond the political process, VOA will premiere a strong lineup of programming about the United States in FY 2020 and 2021. VOA's education team will launch a weekly program, *The Student Union*, about the concept of free, universal education in the United States and its importance in the country's development. VOA Russian

will launch a new digital news network, *America Live*, focusing on American life, thought, and institutions. VOA Bangla will launch a series of programs focusing on Bangladesh's significant diaspora communities in Madison Heights, NY and Corona, CA. VOA Persian will add *Ask the Doctor* to the VOA365 lineup, covering health and social issues in the United States in an interactive way.

Providing Uncensored News to Countries with Restricted Media Environments

Aligned with USAGM Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric, in FY 2020 and FY 2021, VOA will expand its digital video production to include short documentaries and social media products targeting "Generation Z," younger audiences who have largely experienced life under authoritarian regimes.

VOA Turkish will release a documentary on the importance of press freedom in the context of Turkey's growing internal unrest. A new VOA office in Istanbul will become fully operational in FY 2020 and will enhance news coverage by VOA reporters in the region.

In FY 2020, VOA's Horn of Africa service will open a reporting center in Addis Ababa, Ethiopia, taking advantage of loosening restrictions on media and adding television broadcasts via satellite to Ethiopia in FY 2020 and FY 2021.

An expansion of existing broadcasting in Pashto to Pakistan's tribal areas via direct-to-home satellite TV in FY 2020 and FY 2021 will also add video programming about the whole of Pakistan, supplementing what has been regionally-oriented coverage. VOA Pashto and Urdu will expand their coverage of topics on governance, corruption, and women's rights that are otherwise banned on Pakistani media.

In Cambodia, where VOA radio affiliates were banned from the air in FY 2019, VOA Khmer will return to the airwaves in FY 2020. VOA Khmer service will launch two new TV and video series, focusing on issues of independent expression and sensitive topics resonating in contemporary Cambodian society.

When Burundi banned VOA and threatened VOA journalists with arrest, VOA added shortwave transmissions from outside the country to reach Burundi's citizens. In FY 2020, VOA will begin transmitting to Burundi via FM from the Democratic Republic of Congo, enabling the Central Africa service to resume its coverage of Burundi full-time.

Providing Fact-based Alternatives to Propaganda

In further support of USAGM Impact Objective 2, in FY 2020, VOA's *Polygraph.info* will expand its presence on YouTube and Instagram, as well as add resources to respond to increasing demands for unbiased information among Russian-speakers. VOA's *Polygraph.info* will also offer a set of multilingual, interactive tools for use in social media campaigns. Both efforts will improve media literacy among youth and enhance the ability of users and viewers to distinguish facts from disinformation and propaganda.

VOA Persian will premiere a slate of commissioned and acquired programming on its new VOA365 network directly confronting Iranian distortion of United States positions. VOA Persian will expand its use of simultaneous translations of Congressional hearings and policy discussions into the Persian language so that the Iranian audience can transparently see and hear United States viewpoints on goals for engaging with Iran.

VOA Turkish will expand contributions to the *+90* YouTube channel to include the "fact-checking" of Turkish government narratives. The *+90* YouTube channel is jointly produced by VOA, Deutsche Welle (DW), British Broadcasting Corporation (BBC), and France Media Monde (FMM).

As China spreads its influence and encourages other countries to muzzle independent media, VOA is expanding its coverage to provide an alternate source of news. Global Mandarin's "soft launch" in FY 2020 will be followed by a full rollout of Global Mandarin content in FY 2021. In FY 2020, VOA's Global Mandarin digital channel *+1*, as part of the USAGM Global Mandarin initiative, will focus on an estimated 400 million young Mandarin speakers inside and outside of the People's Republic of China (PRC). *+1* (the country code for the United States) will tell relevant American stories and cover "hot topics" trending on Chinese social media about the United States and the rest of the world. This channel will contrast with official Chinese misinformation to provide perspectives they might not have previously considered.

Countering Violent Extremism and Radicalization of Vulnerable Populations

In FY 2020, in alignment with USAGM Impact Objective 2, VOA will begin programming to refugee populations in Libya, using USAGM FM stations in Tripoli and Misrata to broadcast in the languages spoken by migrants. The stations will reach the population of as many as one million migrants that is essentially stranded in Libya, waiting for a chance to travel into Europe across the Mediterranean. Programming will be both cautionary, warning refugees of the dangers of crossing, and orientated to home, to include audio messages from families left behind.

In the second quarter of FY 2020, VOA will release a one-hour documentary, *A Day in the Life of a Refugee*. The program chronicles a single day of refugee activities around the world. Shot by more than 100 journalists simultaneously, the program will be versioned into multiple languages and distributed globally on all VOA platforms.

In FY 2020 and FY 2021, VOA will launch FM radio stations to serve the two largest refugee camps in Kenya – Dadaab and Kakuma – where refugees have been held for more than 30 years. Programming will focus on news and information of interest to residents, including in-camp freelance journalists providing "local news" coverage, regional issues, and United States viewpoints.

A coup followed by continued instability within Sudan produced an information void in the country. In FY 2020, VOA will launch daily radio programs in Khartoum in order to provide facts to an anxious population.

VOA Hausa will begin a daily television news program for Nigeria, Chad, and Niger, all areas with active insurgencies. Coverage will include additional programming on the impact of religious extremism, including international involvement in the training and funding of the terrorist group Boko Haram and the vulnerability of displaced populations to radicalization.

VOA Somali will expand its weekly TV program, *Qubanaha*, to five days a week. *Qubanaha* will include roundtable discussions and stories focusing on ways to counter violent extremism.

With tribal and religious tensions escalating between speakers of the three major languages of Ethiopia, VOA's Horn of Africa service will add television programming in FY 2021 reinforcing the need for harmony and countering calls for violent extremism.

Expanding Digital Reach

In support of USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms, in FY 2020 and FY 2021, VOA Spanish will devote more resources to enhance digital content for its media partners in Venezuela. Additional programming will include a weekly analysis program on Venezuela for YouTube and digital media, content specifically for social media and digital publication, and analytical reporting on audio, video, and text for multiple platforms. Content will reach new platforms for distribution, including Instagram, Telegram, and WhatsApp.

In FY 2020, VOA Russian and Ukrainian will expand production and distribution of digital-first interactive content to include learning and games. The plan for FY 2021 includes enhancing data and immersive storytelling from the United States and from the target areas.

Automated Processes to Aid Original Journalism

VOA used production and workflow automation to create resources that can be devoted to the generation of more original content. On the heels of the introduction of broadcast production automation in FY 2019 and FY 2020, VOA began the rollout of a new content management system (CMS) in FY 2020. It features an installable, native mobile and desktop application experience for multiple languages.

In FY 2020, VOA also began the rollout of its home-grown artificial intelligence tool, Ipsum, promising automated transcription and translation. The tool will be fully launched in FY 2021. Ipsum automatically transcribes audio and video content into the recorded native language, and will be able to translate audio, video, and text content from one language to another.

In FY 2020, VOA will expand its use of distributed content creation hubs, increasing production in Los Angeles, where the Agency has news bureau space. In FY 2021, the planning process will begin to rebuild VOA's Los Angeles studio at the Westwood Federal Building, which was heavily damaged by a fire in FY 2017. The move in is anticipated by the General Services Administration to occur in FY 2024.

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Office of Cuba Broadcasting (OCB)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 28,749	$ 20,973	$ 12,973

Overview

The Office of Cuba Broadcasting (OCB) administers Radio and Television Martí programs, the radiotelevisionmarti.com website, and social media platforms from its headquarters in Miami, Florida. Radio and TV Martí broadcast 24 hours per day to the people of Cuba. OCB also administers USAGM's shortwave transmitting station in Greenville, North Carolina.

OCB aims to deliver a multimedia service of professional, accurate, and unbiased news and information to Cuba. Radio and TV Martí aim to inform and engage the people of Cuba by providing credible news and information that encourages freedom and democracy through programs that focus on human rights, individual freedoms, entrepreneurship, and other democratic values. OCB uses shortwave, medium wave, direct-to-home satellite, satellite radio, internet, social media, flash drives, and DVDs to help reach audiences in Cuba.

Radio and TV Martí work daily with independent journalists as well as encouraging citizens to create user generated content. According to official data, almost 40% of the Cuban population has limited access to internet. In a population of over 11 million inhabitants, there are currently an estimated 4.5 million cellular phones in Cuba. OCB's social media presence has increased to serve the substantial number of Cubans who are now using Facebook and other social media platforms.

FY 2019 Accomplishments

Cuba Investigative Series

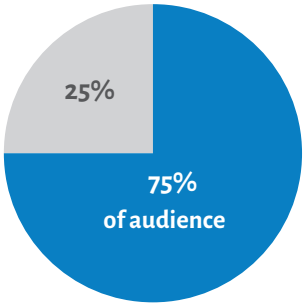
In FY 2019, OCB aired new investigative and historical series called *Cuba 60 Años*, consisting of seven one-hour programs for TV, and thirty-five one-hour radio shows that captured the history of Cuba from January 1, 1959, to January 1, 2019. The series spotlighted the longest running authoritarian government in modern history in the Western hemisphere, and included more than 200 interviews and hours of historical videos and audio.

In March 2019, OCB began producing another historical and investigative series called *The Church that Grew with the Cuban Exile*. The series, which aired in May 2019, documented the role of the Catholic Church in assisting Cubans leaving the island, facilitating the largest migration of unaccompanied children in modern history. The series included eight one-hour episodes and 12 half-hour radio shows, and was broadcast on all social media platforms.

To coincide with the 500th anniversary of the founding of Havana, OCB produced an investigative series called *Havana-Miami*. The series, which aired in August, consisted of twenty half-hour radio shows and three one-hour TV shows. The series focused on the socioeconomic success of Miami versus the dire situation of the capital city of Cuba. Independent journalists and Cuban citizens from Havana collaborated in the series.

In FY 2019, OCB also produced and aired a series of ten radio shows focusing on climate change and the effects of rising sea levels. The series describes how climate change harms both Cuba and Florida, and what the two sides of the Straits of Florida are doing to prepare for its deleterious effects on weather, agriculture, and quality of life.

OCB HELPS FORM OPINIONS ON IMPORTANT TOPICS



Weighted percentage of weekly audience that says OCB content helps them form opinions on important topics.

Telling the American Story

In July 2019, OCB aired a special programming series titled *United States in Martí*. Throughout the month, Radio Martí aired two special radio shows that focused on the history of the United States. The show told the story of the United States from independence onwards, with a special emphasis on the rights and duties that the Constitution grants residents of the United States. OCB also aired a daily show about Cubans who achieved the American dream through hard work and dedication.

Original Broadcasting

In July 2019, OCB aired a special programming series titled United States in Martí. Throughout the month, Radio Martí aired two special radio shows that focused on the history of the United States. The show told the story of the United States from independence onwards, with a special emphasis on the rights and duties that the Constitution grants residents of the United States. OCB also aired a daily show about Cubans who achieved the American dream through hard work and dedication.

FY 2020 and FY 2021 Initiatives

In FY 2020 and FY 2021, OCB will work to ensure that its content production, workforce structure, and skillset align with on-going reforms aimed at improving content quality, strengthening journalistic integrity, and effectively reaching Cuban audiences – including younger audiences – through new media campaigns. OCB will continue its modernization efforts to enhance its digital presence online using its website as well as its Facebook, Instagram, and Twitter platforms to increase reach in Cuba. OCB will layer this digital content on top of vital TV and radio programming, which will be restructured to better meet audience demands.

> *Regarding Radio Martí, the station came through in such a way that whatever happens is of national and international news. I love all of them. To all my eternal thanks and God bless you.*

Guillermo del Sol

Cuban activist

OCB will begin transmitting on a new satellite system, which features better coverage of Cuba and allows OCB to deliver digital files via one-way transmission to audiences on the island, in addition to satellite TV. As a result, Cubans will have access to a larger news network using smaller satellite dishes. Both the digital expansion and the satellite migration support USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms.

In FY 2020 and FY 2021, TV Martí will create diverse programs that attract younger viewers as well as retain traditional audience. One such project will be *Cubans throughout the World*, which shares the experiences of Cubans living around the world to those on the island. Martí journalists will produce this programming using a multimedia approach that will encompass audio, video, and digital media. TV Martí also looks to rehire freelance journalists in Cuba to increase production values, content creation, and original programming from the island.

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International Broadcasting Bureau

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 52,879	$ 45,291	$ 42,800

Overview

USAGM's International Broadcasting Bureau (IBB) provides support services to the Federal Entities of USAGM and, in some cases, to Non-Federal Entities as well. IBB personnel manage the day-to-day implementation of the CEO's strategic vision, while enabling USAGM to deliver programs to diverse global audiences. IBB personnel also provide programming support and management services.

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

FY 2019 Accomplishments

Policy and Research

In FY 2019, USAGM relaunched its Strategic Management and Audience Research Tool (SMART 2.0), making it available, for the first time, to key stakeholders across the government, including the Department of State and the United States Agency for International Development. SMART 2.0 is designed as a one-stop source of USAGM information showcasing the business intelligence, research, and strategy of all five networks. The tool is now hosted on the Agency's data lake platform (data.usagm.gov) and accessible to Agency, network, and interagency personnel with login.gov credentials.

The Agency also reinforced its program review process by developing and disseminating common standards across all of its networks. Program reviews are

evaluations of the quality of a selection of programming of each language service based upon feedback from journalism experts both internal and external to each language service's editorial chain. The review aims to provide network leadership and USAGM with an independent evaluation of the work of each language service and identify areas where further attention is needed to achieve the service's goals.

In FY 2019, USAGM's Digital Governance Council defined two data standards for the Agency. The Council defined a metadata standard, based on the European Broadcast Union (EBU) standards, to describe audio, video, and other media for use in archives, production, and content sharing. The Council also created and defined a data specification standard for agency owned and branded digital platforms. The data specification standard defines terms, classifications, attributes, and guidance enforcement, resulting in normalized data and implementation expectations.

Records Management

In FY 2019, USAGM devoted time and resources to its record management policies and practices, in order to develop a 21st Century framework for the management of government records. This effort included establishing a formal records management occupational series and hiring a full-time records officer to manage the Agency's records program. The records officer position oversees the management, storage, and disposal of all Agency records in accordance with the Federal Records Act and the procedures established by the National Archives and Records Administration (NARA). USAGM also implemented an Agency-wide policy for the management of permanent and temporary email records in an accessible electronic format under the Capstone approach. The Capstone policy identifies individuals who are likely to create or receive permanently valuable Federal records. Finally, USAGM established new records schedules to cover substantial organizational and management files across the entire Agency, and was able to transfer over 1,000 boxes to NARA's Federal Record Center, disposing over two and a half tons of paper records that reached the end of their retention dates.

Workforce Development

In FY 2019, following an upgrade to the Agency's Learning Management System (AgLearn) the Office of Workforce Support and Development (OWSD) facilitated Agency-wide training opportunities including:

- Training 1,798 USAGM employees on the journalistic firewalls in an effort to support independent reporting.
- Completing 878 classroom trainings in other areas of workforce development. USAGM employees completed the interactive Prevention of Sexual

Harassment training and 72 additional staff members participated in a "Respect and Civility in the Workplace" training. Staff also completed 1,387 online developmental, certification, and compliance courses.

- Participating in the Poynter Institute's "Balanced and Bias-Free Reporting" class, bringing the Agency total to 739 reporters trained. Voice of America also trained an additional 50 employees in "Writing and Story Telling for Journalists."
- Funding 230 training opportunities to provide members of the USAGM workforce with career-specific and developmental learning.

FY 2020 and FY 2021 Initiatives

Modernizing the USAGM Research Program

In support of USAGM Agility Objective 3: Enable greater impact and accountability through rigorous assessment and evaluation, in FY 2020 and FY 2021, USAGM will continue to modernize the research operation that enables the agency and its networks to commission original audience research in 160 markets around the world. Employing an array of methodologies, including media panels, nationally representative surveys, focus groups, and data modeling, USAGM research generates audience reach measures, digital metrics, public opinion research, media usage statistics, and—increasingly—original research on defector and refugee populations. The USAGM research modernization effort is focused on several key initiatives:

- Experimenting with industry-standard data modeling techniques to integrate data from survey research, digital analytics, and market research. This data modeling will provide more efficient updates on the reach of USAGM digital content and enable the Agency to better utilize a variety of open-source and proprietary data sources.
- Building back up the number of surveys conducted in high-priority markets that had been reduced in recent years. Surveys are the gold standard for assessing impact and changing patterns of media consumption.
- Continuing to strategically supplement full media impact surveys with short modules on omnibus surveys that can provide more frequent audience research estimates, thus making reach a more dynamic indicator for broadcasters.
- Applying experimental research techniques to assess the effectiveness of content in engaging audiences.

- Developing data visualization products that integrate digital analytics, business intelligence, and survey research. These products will better support leadership in making evidence-based decisions about Agency operations, and enable media providers to better optimize content.

Records Management

In FY 2020 and FY 2021, USAGM is enhancing its records management network to align with NARA standards and meet NARA/OMB's goal mandated in White House Memorandum M-19-21. The newly established records management standards require agencies to focus on the transition to electronic management systems, and move away from a paper-based records program. USAGM plans to employ Active Navigation file analysis software to clean, tag, and organize data. Active Navigation will allow the Agency to address NARA's recommendations by increasing information governance, risk mitigation, reducing file storage space, promoting cloud migration, and ultimately adhere to requirements established in M-19-21.

Workforce Development

In support of USAGM Agility Objective 4: Foster employee engagement, development, and productivity, in FY 2020 and FY 2021, USAGM will align with the 2019 President's Management Agenda by strengthening workforce development efforts. Training programs that expand and enhance skill sets, as well as development programs that address specific program areas including mentoring, journalism, and technology, will allow staff to remain industry-relevant, and broadcasters to remain competitive globally.

Agency senior leaders are identifying updated mission needs and responding by offering appropriate training opportunities for the workforce. USAGM is also prioritizing continual journalist and newsroom management training for all staff responsible for news operations.

For customer support staff, as well as those who are responsible for information technology and cyber-security, USAGM will provide opportunities for certification and continual learning credits. These will include classroom and online learning, as well as discussion groups and self-directed learning.

For managers and supervisors, USAGM will offer coaching opportunities and leadership support. USAGM will launch a formal mentoring program and add opportunities for informal and situational mentoring. USAGM will also update training policies in the Broadcast Administrative Manual and develop a formal training strategy. These changes will strengthen the workforce, helping Agency employees manage new initiatives in FY 2020 and FY 2021.

Notable Program Changes

OWSD is charged with skill development and career enhancement for the Agency, with the goal of allowing USAGM to remain competitive in the global media market. The 2019 Federal Employment Viewpoint Survey Annual Employee Survey Report indicates 63% of USAGM employees are age 50 and older. This data also shows that 28% of employees plan to leave the Agency in the next year and another 27% indicated they would retire within the next 5 years.

This potential turnover, combined with evolving media markets and news consumption trends, provides a sizeable challenge to reskill an effective journalism workforce. USAGM must quickly develop training opportunities that empower the next generation of Agency journalists and support staff to fulfill their mission. Effective journalism techniques and production skills, along with leadership development opportunities, are vital to the success of multi-platform media organizations.

USAGM is now operating far beyond the traditional broadcast mediums of television and radio, to include digital and mobile platforms. The new name reflects the Agency's modernization, shift to digital platforms, and forward momentum, while honoring the Agency's enduring mission to inform, engage, and connect people around the world in support of freedom and democracy. Shifting to digital media platforms, along with continuing growth in television, has changed the means and delivery of much of USAGM programming. This rapidly changing technological environment directly affects the workforce needs. For example, in 2014, roughly one-in-five International Broadcasters (IBs) in VOA encumbered positions focused on digital platforms (19%), with 16% encumbering positions tied to legacy platforms, such as radio. However, USAGM has been adapting. In less than four years, VOA has nearly doubled the percent of its IBs encumbering positions focused on digital platforms (36%), while simultaneously reducing the percent of its IBs encumbering positions tied to legacy platforms by half (8%). Still, a number of fully qualified and competent broadcasters, producers, and technical staff, as well as employees in support functions such as procurement, administration, computer applications, and project management, do not possess the level or combinations of knowledge and skills necessary to operate in, adapt to, or support these new media and new technology formats effectively and efficiently. USAGM plans to use VERA and VSIPs to continue restructuring its workforce. Vacancies created by attrition, buyouts, or other means, will be filled as appropriate by hiring individuals who possess the needed combinations and levels of knowledge and skills. Through this process, USAGM plans to eliminate obsolete positions, further reduce positions descriptions tied to legacy media technologies, and update position description to reflect the skillsets and rapidly changing technological environment of a modern media organization.

As such, OWSD proposes the following:

Employee Training and Development

OWSD is working with the managers of IBB, Voice of America, and the Office of Cuba Broadcasting to implement formal training programs in key areas including; leadership development, journalism, employee development, and media-specific technical training.

Mentoring Program Relaunch

OWSD has awarded a contract to a mentoring company and is working on details of the program launch, scheduled for March 2020 for 40 participants (20 mentors, 20 mentees.) In addition to seminars on career development, emotional intelligence, and crafting Individual Development Plans, the program will include participant specific classes, conferences, or career-relevant resources.

Training Program Details

- JOURNALISM: Trainings to include Contemporary Journalism Techniques, Reporting from the Field, and Reporting in Hostile Environments.
- MEDIA SKILLS TRAINING: Trainings include On-Camera and Voice Presentation, Photojournalism, and Adobe Editing. As part of this program, OWSD will equip a small off-line studio for media skills development.
- LEADERSHIP: Trainings include increased opportunities for the Aspiring Leader Program (Graduate School USA), New Leader Program (Graduate School USA), Executive Leadership Program (Graduate School USA), Excellence in Government Fellows, Leadership Excellence for Acquisition Professionals (LEAP), CXO Fellowship, and a Newsroom Management Program (VOA-designed curriculum).
- EMPLOYEE DEVELOPMENT: Mentoring programs with incentives for personal and professional development opportunities.

USAGM

Office of Internet Freedom (OIF)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2019 ENACTED	FY 2021 REQUEST
$ 6,058	$ -	$ -

Overview

Since 2002, USAGM 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. In 2016, USAGM established the Office of Internet Freedom (OIF) to conduct governance and oversight of USAGM internet freedom activities.

FY 2019 Accomplishments

In FY 2019, OIF continued to refine processes for strategic initiatives and the governance and oversight of the USAGM Internet Freedom Program. These efforts included the compliance and evaluation of all USAGM-funded internet freedom projects, and the provision of appropriate anti-censorship technologies and services. Efforts such as citizen education and training across USAGM's broadcasting regions allowed USAGM journalists to safely create, access, and share digital news and other information without fear of repressive censorship or surveillance.

OIF worked in coordination with USAGM language services to extend the deployment of USAGM-funded anti-censorship technologies in their broadcasting regions in order to enable citizens and journalists to safely access and share USAGM news information and other online content. OIF increased the number of circumvention tools available to USAGM networks from one, Psiphon, to three. OIF has added two new circumvention tools, NewNode and nthLink.

OIF created anti-censorship training materials in-house and conducted several educational and training exercises for USAGM's broadcasting and network services and affiliates. Trainings focused on the existence and use of anti-censorship technologies to safely access and share online information, as well as, the security of digital communications. OIF also assisted USAGM networks in finding internet freedom tools that best fit their needs based on region and specific issues, while ensuring that the tools fit within Office of Internet Freedom's Congressional mandate.

In coordination with relevant USAGM anti-censorship vendors, OIF also created promotional materials in multiple languages to raise awareness and promote USAGM-funded circumvention tools across USAGM broadcasting regions.

Notable Program Changes

Going forward, OIF will not implement or manage internet freedom projects or contracts. The Open Technology Fund (OTF), a non-federal, independent entity, will implement the internet freedom program. More details about this transition are included later in the OTF section of this congressional budget request. OIF will continue to perform critical oversight to ensure OTF compliance with relevant rules and regulations in the execution of congressionally mandated use of internet freedom funds for technology projects and training of USAGM entities. The Director of the OIF will participate in the OTF proposal review process as a member of the OTF Advisory Council and have full access to the proposal vetting lifecycle. OTF is demonstrably successful and an industry leader in identifying, soliciting, vetting, and fostering projects from Proof of Concept to a Minimal Viable Product and beyond.

Technology, Services, and Innovation (TSI)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 183,263	$ 180,591	$ 152,347

Overview

The Office of Technology, Services, and Innovation (TSI) oversees and manages a broad array of technical and infrastructure functions to deliver program content for all USAGM networks and provide information technology support to much of the Agency. TSI initiatives support the implementation of USAGM's 2018-2022 Strategic Plan and further the Agency's mission "to inform, engage, and connect people around the world in support of freedom and democracy," especially in the area of technology support. In particular, TSI supports USAGM Agility Objective 1: Run USAGM as a nimble, resilient, cost-effective, and state-of-the-art media enterprise.

FY 2019 Accomplishments

Consolidating and Modernizing IT Infrastructure

TSI is transitioning the Agency from linear content distribution to file-based content distribution in order to consolidate and take advantage of the economies of scale offered by hybrid cloud.

In FY 2019, TSI enabled further consolidation of the Agency's global network operations by implementing improved automated monitoring and Unified Communication (UC) technologies. Further investments in these capabilities in FY 2020 and FY 2021 will allow USAGM to leverage its global workforce and new tools to provide 24/7 network monitoring and IT assistance services even more efficiently.

Cybersecurity Focus

USAGM continued to bolster its IT security posture to protect USAGM from persistent threats from nation-state actors seeking to attack government institutions like the Voice of America. In FY 2019, TSI's Information Security Policy and Compliance Division and Information Security Management Division leveraged offerings from the Department of Homeland Security (DHS) and key vendors to further strengthen USAGM's IT security defenses.

In FY 2019, TSI matured USAGM's Information Security Program by developing key IT security policies and enhancing and updating USAGM's documentation templates. TSI also completed security assessments and continued developing a comprehensive Information Security Architecture.

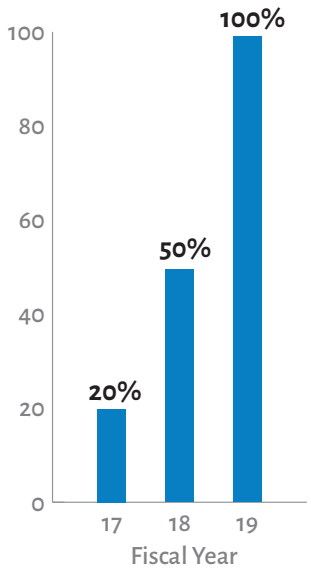
USAGM'S Global Distribution Realignment

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

In FY 2019, USAGM terminated an expensive lease for a frequently-jammed medium wave (MW) transmission of RFE/RL's Radio Farda to Iran. TSI also terminated an expensive MW transmitter lease in Cyprus that broadcast Radio Sawa programming to the Levant. Sawa programming to the Levant is now broadcast on MW from TSI's Kuwait Transmitting Station, for a fraction of the cost. USAGM also officially closed its transmission facility in Poro, Philippines in FY 2019 after undergoing the lengthy formal termination process with the Government of Philippines' entity that owns the lease.

USAGM's legacy content distribution system was developed over many years, incorporating new technologies as they emerged, and has resulted in a complex and expensive network. Today, satellite service providers offer a coordinated stack of services that simplify distribution from content creators' master control rooms directly to satellites. As a result, USAGM can move away from operating its own costly global fiber optic network, teleports and leased satellite space segments. In FY 2019, USAGM began working with a satellite operator to allow the Agency access to global network solutions with increased reliability and lower costs. These new capabilities allow the Agency to serve new markets and expand its footprint with minimal investment, as well as to counter the ongoing threat of intentional interference with USAGM broadcasts. In FY 2019 TSI identified satellite services to continue providing satellite TV and radio service to China, including Tibet, after previous satellite services were discontinued. USAGM simultaneously distributed high definition (HD) and standard definition (SD) TV programming and capitalized on the migration of Chinese audiences to HDTV, while not stranding legacy SD viewers.

VIDEO STREAMS TRANSMITTED IN HD



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

FM Radio Expansion

FM radio remains a very popular platform in many media markets. Since 2015, USAGM's global weekly radio audiences have risen by 36% to 139 million people, largely due to the Agency's strong presence on FM radio. USAGM provides 24/7 FM radio programming in over 30 markets across Africa. In FY 2019, USAGM placed new FM systems in Lomé, Togo and Mombasa, Kenya. While USAGM places radio content on FM affiliates, USAGM-owned FM systems help ensure that broadcasts remain on the air even in times of censorship.

TSI also aided MBN's refocus of Radio Sawa FM broadcasts to the critical regions of Iraq, Syria and the Levant, and Sudan. VOA took over programming of some of Radio Sawa's FM transmitters, including those in Mauritania and Libya. TSI enabled the technical changes and shut down the FM systems in Bahrain, Qatar, and the UAE.

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

Since FY 2018, when USAGM's CEO issued a delegation of authority to the CIO in the interest of continuing to ensure that the Agency has the best possible cybersecurity posture and Information Resource Management (IRM), the Office of the CIO (OCIO) has formalized its promotion of IT management best practices across the Agency. Policies are socialized and promoted through the CIO Council, chaired by the CIO and attended by CIOs or equivalent representatives from the USAGM's broadcast networks.

Office of Business Development

Research shows that as much as two-thirds of the Agency's weekly broadcast audience consume USAGM's content via an extensive network of nearly 3,000 affiliate partners. The Office of Business Development continued growing this extremely valuable syndication network, providing more opportunities for strategic placement of USAGM programming. The International Training Division within Business Development continued supporting USAGM affiliates that distribute USAGM content around the world, as training is a valuable tool to help develop and retain affiliate stations.

In FY 2019 USAGM Business Development implemented the Salesforce customer relationship management (CRM) tool to improve data tracking and management of its affiliate information and relationships.

In FY 2019, TSI successfully signed new digital, TV, and radio affiliates in many key markets. Strengthening relationships with affiliates pays dividends. By the time the VOA Africa division launched a new program FY 2019 called "Our Voices" that features African women, Business Development had already placed the program on two dozen affiliates, more than had ever agreed to take a brand-new show from VOA before. Among these affiliates is eTV South, a network seen in over 40 countries across Africa.

Placement of Current Time, the 24/7 Russian-language channel led by RFE/RL in cooperation with VOA, also expanded. As of the end of FY 2019, Current Time is carried on over 90 distributors in 20 countries, with more than 50 affiliates in 14 countries airing one or more Current Time programs. Current Time will continue to grow its digital reach, and will also look to build on its 12 affiliates inside Russia by expanding its presence on OTT platforms and pushing for licensing agreements that would allow it greater access to satellite and cable distribution. Current Time is also seeking distribution in relatively untapped markets like Belarus and Uzbekistan. It is also pursuing placement in hotel TV packages in Turkey, Egypt, Israel, and European countries that draw large numbers of Russian tourists.

In FY 2019, the Cambodian government granted VOA a license to operate journalistically in Cambodia. USAGM hopes this will lead to the restoration of VOA and RFA programming on local affiliates. In FY 2020 and FY 2021, TSI will continue to work to reestablish and expand affiliate relationships in Cambodia and elsewhere in the region.

As the political crisis in Venezuela continued, Business Development sought many ways to expand existing affiliate relationships and find new opportunities to distribute USAGM content targeting Venezuelan audiences. Business Development began discussions with USAID and received funding for TSI to launch transmissions with signal coverage into Venezuela, which VOA will utilize to broadcast targeted Spanish language news and information programming. In FY 2019, Business Development's International Training and Development Division organized and delivered journalism training for hundreds of reporters, editors, and producers who work for USAGM affiliates, including some in Venezuela and Nicaragua.

FY 2020 and FY 2021 Initiatives

IT Modernization and Transformation

USAGM's Chief Information Officer (CIO) will drive USAGM's IT modernization and transformation initiative. Consolidation will include the standardization of IT platforms and data centers, leveraging the Agency's international presence to make network operations and help desk functions more efficient, and enhancing enterprise networks and content distribution platforms. This initiative will facilitate seamless collaboration among USAGM's five networks by supporting the development of improved capabilities for content sharing and co-creation.

In FY 2020, TSI will utilize an off-site data center and Wide Area Network (WAN) hub in Ashburn, VA, creating a faster and more reliable third-party distribution network. This will allow USAGM ensure better, more consistent, and more economical access to its content for audiences and affiliates. The new Ashburn site will allow USAGM to be more agile, uplinking services to new potential target markets, affiliates, and audiences more quickly.

USAGM will launch its first phase of consolidation, extending USAGM network connectivity for MBN and RFA to a new data center in Virginia. This will enable VOA, MBN, and RFA to share content, content distribution platforms, and enterprise services in a hybrid cloud environment. Consolidating IT infrastructure will also be the first step in standardizing and transitioning the Agency's content distribution and enterprise platforms and storage enclaves into the Cloud. Investing in cloud infrastructure as a service (IaaS) offerings for storage and virtual servers will provide USAGM with the agility to adjust and extend services more quickly and at less expense. TSI will host these services in a secure and compliant data center environment, supporting USAGM's cybersecurity posture.

Continued Focus on Cybersecurity

USAGM's cybersecurity efforts will continue in FY 2020 and FY 2021 to further compliance with the Federal Information Security Management Act (FISMA) goal of achieving a "Consistently Implemented" maturity level of information security in FY 2020. In FY 2020, USAGM plans to utilize DHS's Continuous Diagnostics and Mitigation (CDM) tools for hardware and software asset management, configuration baselines, and vulnerability management.

In FY 2020, TSI will implement multi-factor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services. The Agency will also secure its accounts by deploying a new tool to minimize risk to information

resources available in privileged administration accounts, and introducing monitoring of sensitive information to protect from accidental loss or malicious exfiltration and misuse.

As part of USAGM's Information Security Program, TSI will increase its forensic and investigative capabilities in FY 2020. TSI will collaborate with the USAGM Risk Management Office to integrate information security and privacy concerns and review into enterprise-level contingency and disaster recovery solutions.

Streamlining Business Processes

To support USAGM's IT Modernization program, the Agency CIO and TSI's IT Directorate will coordinate and streamline Agency information resource management processes. These processes include IT governance, ensuring standardization on common platforms, and developing an enterprise approach to IT procurements. IT modernization also requires a well-developed Enterprise Architecture (EA) that integrates all IT planning among the Agency's networks and supports a defined IT investment decision-making process. This process is well supported by the Agency's CIO and FISMA-compliant IT management policies and procedures.

The Agency will continue to invest in information resource management applications, IT system monitoring tools, and professional services to capture and share system designs, functionalities, and configurations. These tools will help track the costs of IT investments and system lifecycle management, as well as improve USAGM's cyber-situational awareness by standardizing and integrating all security testing, evaluations, monitoring, and certifications of Agency systems.

Other key projects in FY 2020 and FY 2021 include:

- In FY 2020, TSI will continue to support the use and integration of Artificial Intelligence (AI) and machine-learning tools into its operations and research to streamline processes, provide enhanced business analysis and services, and improve the speed and quality of journalistic outputs.
- TSI will provide user help, security, and streaming support for the ongoing deployment of VOA's new Content Management System, as well as other production support systems.
- In FY 2020 TSI will roll out its upgraded media asset management system, Dalet Galaxy, for VOA. Dalet Galaxy will provide VOA with native support for HD video and several other technical improvements.
- Centralization and modernization are required to face USAGM's significant IT challenges, including increasing demand for new technologies and services, limited interoperability that reduces information sharing and collaboration,

evolving potential cybersecurity vulnerabilities, and addressing skill gaps. In FY 2020, TSI will unveil its new Help Center, integrating broader support of TSI-related services to users across the Agency.

- TSI will continue to support a number of Agency-wide business process systems, including the introduction of a new HR business management system. In FY 2021, TSI will undertake IT and distribution modernization efforts to support USAGM's objective of utilizing technology to streamline business processes, provide enhanced media analysis and services, and improve the speed and quality of journalistic outputs.

Global Distribution Realignment

TSI will continue to realign USAGM's global distribution network by replacing global fiber optic networks, teleports, and leased satellite space segments with integrated, highly targeted platform solutions that offer increased reliability at a lower cost. Network realignment is focused on using the most cost-effective direct transmissions while shifting resources to updated technologies.

USAGM will continue its systematic and thorough review of all transmission leases in FY 2020 and FY 2021 to identify further opportunities for reductions and modernization.

In FY 2021, TSI will complete modifications to the Kuwait Transmitting Station—the most economical station in USAGM's network—that pave the way for TSI to reduce usage of more expensive facilities and leases.

FY 2020 will also see major reconstruction efforts continue at the USAGM transmitting station on the Commonwealth of Northern Mariana Islands (CNMI). TSI began repairs in FY 2019 following the impact of Super Typhoon Yutu in October 2018. The storm knocked out all station transmissions to North Korea, China, and other countries across East Asia. Recovery efforts started immediately following the storm. Crews restored approximately a third of the site's transmissions in FY 2019, using salvaged and spare materials. Some transmissions were moved to other sites, including leased sites, but additional repairs are needed to restore USAGM programming to the region at pre-Typhoon Yutu levels of quality.

Beyond Kuwait and CNMI, TSI's spending on USAGM's shortwave and medium wave network will be limited to maintenance and repairs required to ensure functionality and the safety and security of personnel and property at these transmitting sites. As TSI shifts USAGM away from traditional cross-border radio transmissions, it will invest more in other delivery systems that are more effective and less expensive to operate, such as FM radio, DTH (direct-to-home) satellite, internet streaming, mobile, and social media.

New Distribution Efforts

In FY 2020, TSI will provide direct-to-home satellite support and digital streams for social media and internet-based platforms to expand the distribution of new offerings. In FY 2020 and FY 2021, TSI will continue its rollout of a direct-to-consumer video-on-demand platform. The platform allows audiences around the world to watch USAGM content on more than a dozen different devices, including Roku, Samsung Smart TVs, Apple TV, Amazon Fire, Sony, Philips and other Android-based connected televisions, and Apple and Android mobile phones and tablets. Plans call for a major upgrade to the user interface, additional language rollout (currently at 13), and deployment on additional devices.

TSI supports VOA television efforts more broadly by enhancing the infrastructure required to produce and archive programs. TSI also supported VOA in its FY 2019 launch of High Definition (HD) audio and video programming across key markets. Rollout of all HD video streaming for online platforms will be complete in early FY 2020.

Risk Management

USAGM's IT Risk Management program will continue to mature in FY 2020 and FY 2021, implementing policies and procedures that ensure new technology investments are aligned with the Agency mission and are not duplicating previously deployed investments, as well as ensuring that Agency IT policies and systems are consistently developed and implemented.

Office of Business Development

The Office of Business Development will continue to expand the affiliate network in FY 2020 and 2021. The Training Division will also continue to seek partnerships and funding with other U.S. government entities to deliver journalism training on a range of important issues, such as battling official corruption and promoting HIV/AIDS education.

Looking ahead to the rest of FY 2020 and FY 2021, Business Development will further gains made in FY 2019, including but not limited to the following initiatives:

Build on Record Audiences through Affiliate Engagement

In FY 2020 system enhancements to the Salesforce customer relationship manager (CRM) tool will include several internal workflow integrations to expand contact management into the offices of USAGM Public Affairs, Congressional Affairs, and the Office of Policy and Research. In FY 2021, Business Development will request

additional user licenses to expand access to the CRM to the language services. This will foster improved affiliate customer coordination and communications about affiliate activities between language services, USAGM Business Development, and USAGM management.

Continue to Grow Distribution Channels for Current Time

In FY 2020 and FY 2021, Business Development aims to expand Current Time's reach, focusing on new content offerings, participating in Moscow, Minsk, and Ukraine trade shows, and broadening Current Time's reach in underserved markets.

Continued Support in Venezuela and Central America

Business Development will continue efforts to launch transmissions with signal coverage into Venezuela and to strengthen its partnerships in other Latin American countries facing political or other destabilizing factors through FY 2020 and FY 2021.

Expand Affiliate Networks in Southeast Asia

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

In FY 2020 and FY 2021, Business Development will continue to monitor the media landscape in Southeast Asia. USAGM will also build upon a new journalistic license in Cambodia to restore VOA and RFA programming to local affiliates.

Improved Digital Distribution Platform

The Agency's affiliate distribution portal, USAGM Direct (www.usagmdirect.com), is a cost-effective way to distribute content to affiliates. In FY 2020, TSI will make critical technical adjustments to improve the functionality of the platform and allow for faster, larger file transfers, even for affiliates with relatively poor internet connectivity.

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Radio Free Europe/Radio Liberty (RFE/RL)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 124,511	$ 125,306	$ 87,261

Overview

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit multimedia news corporation that serves as a critical media source in countries where a free press is either banned by the government or not fully established. RFE/RL broadcasts in local languages across Eastern and Central Europe, Central Asia, and Southwest Asia. RFE/RL also reaches Russian-speaking audiences globally via the Current Time TV and digital network, which it leads in cooperation with VOA. The scope of RFE/RL's newsgathering operations is unmatched in the region, featuring a vast network of local news bureaus and an extensive freelance network. RFE/RL's proximity to its audiences allows RFE/RL to produce compelling, locally-oriented programming in a cost-effective manner.

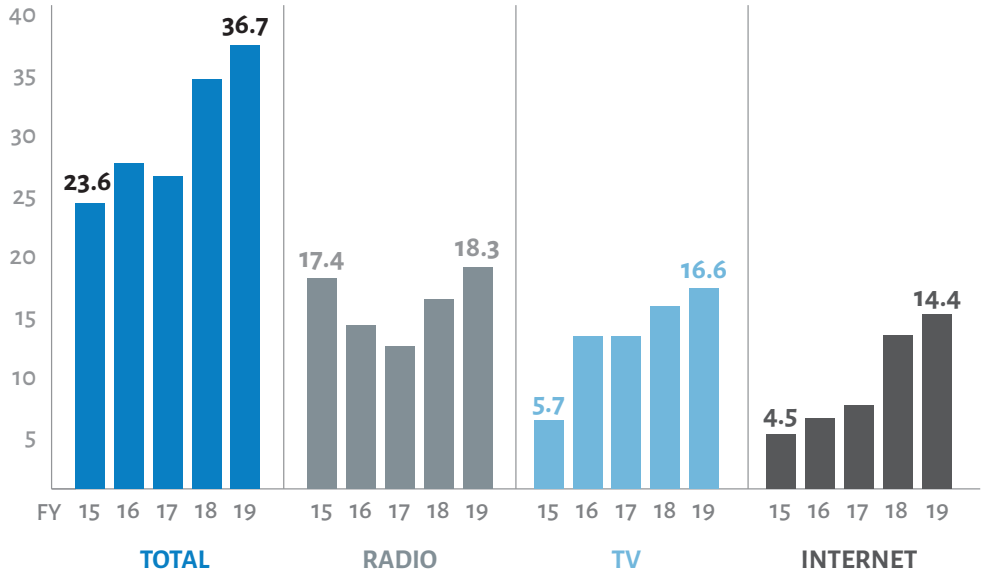
Based on the conviction that a major requirement of democracy is a well-informed citizenry:

- RFE/RL's independent journalism provides fair and objective news, analysis, and discussion of domestic, regional, and international issues crucial to healthy democracies and free markets.
- RFE/RL strengthens civil societies by projecting democratic and pluralistic values.
- RFE/RL combats intolerance and promotes mutual understanding among peoples.
- RFE/RL provides a model for local media, assists in training to enhance media professionalism and independence, and develops partnerships with local media outlets.

In carrying out these activities, RFE/RL supports USAGM Impact Objective 6: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

RFE/RL WEEKLY AUDIENCE BY PLATFORM

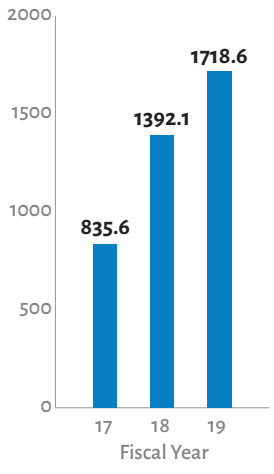
(in millions)



RFE/RL operates on digital platforms, as well as TV and radio – matching the modality to the market. This approach gets results. In FY 2019, 37.6 million adults consumed RFE/RL programming weekly via digital, TV, and radio platforms, according to survey work conducted under USAGM's International Audience Research Program. This is an increase of almost four million from FY 2018. Iranian audiences make up the largest portion of the RFE/RL weekly audience, with 26% of RFE/RL's overall audience located in Iran. The Russian Federation, Afghanistan, and Ukraine are also significant sources of audience share, demonstrating the importance of RFE/RL reporting in these countries.

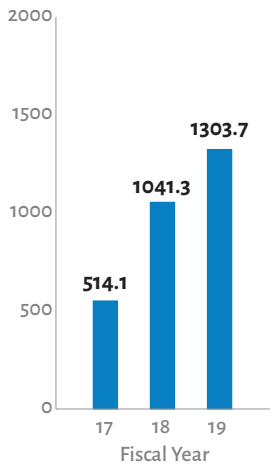
RFE/RL VIDEO VIEWS ON FACEBOOK

(in millions)



RFE/RL VIDEO VIEWS ON YOUTUBE

(in millions)



This audience measurement via nationally representative surveys is further bolstered by gains tracked through analytics on digital media platforms. In FY 2019, RFE/RL language service websites were visited 554 million times and received 1 billion page views, increases of 9% and 3% respectively compared to FY 2018. On Facebook, 1.7 billion video views were recorded in FY 2019, 23% more than the in the previous

fiscal year. The number of video views across RFE/RL YouTube channels increased by 25%, reaching more than 1.3 billion views on the platform in FY 2019. On Instagram and IGTV, RFE/RL garnered 629 million video views in FY 2019.

RFE/RL endeavors to set the news agenda in many of its markets, with its work being reprinted or quoted by hundreds of media outlets weekly across the region. In several of RFE/RL's markets, RFE/RL journalists are the primary source of independent news and information available to those national audiences, creating space for debate and coverage of topics otherwise unavailable to audiences.

FY 2019 Accomplishments

In FY 2019, RFE/RL demonstrated impact with major reporting accomplishments in countering disinformation, strengthening democratic institutions, and reaching closed markets in its coverage region.

An Alternative to Kremlin Disinformation

RFE/RL provides an alternative to Kremlin-controlled media both in Russia and in countries where Russia seeks to expand its influence. The 24/7 Current Time TV and digital network – led by RFE/RL in cooperation with VOA – provides Russian speakers across Russia, Ukraine, Central Asia, the Caucasus, the Baltics, Eastern Europe, and as far away as Israel with access to factual, accurate, topical and trustworthy information.

In August and September 2019, Current Time informed global Russian-speaking audiences about a violent police crackdown on the biggest opposition protests in Moscow since 2011, prompted by a decision to bar independent candidates from local elections. Overall, Current Time videos based on the channel's street-level live coverage from the protests were viewed more than six million times, providing audiences with news and analysis that were entirely absent from state-run channels. Footage from Current Time was picked up by not only regional media outlets but also by international outlets.

RFE/RL's Russian Service, Radio Svoboda, is on the forefront of reporting on the socio-political environment inside of the Russian Federation, relying on a vast network of regional correspondents. The service provides in-depth political analysis of domestic, regional, and international events, adding context to global current affairs for Russian audiences. Radio Svoboda regularly features interviews with opposition figures and civil society actors, presenting a diverse range of viewpoints to its audiences. In FY 2019, RFE/RL's Russian Service made headlines with investigative reporting on the mysterious nuclear blast in northern Russia, Kremlin-sponsored mercenary groups

in Africa and Syria, and ties between the U.K. Novichok poisonings and Russia's GRU military intelligence. Much of this reporting was cited or picked up by dozens of news outlets in Russia and internationally.

In recent years, RFE/RL has also experienced tremendous success with its regional websites oriented toward local audiences in Siberia, the North Caucasus, and the Volga-Ural region. In September 2019, RFE/RL launched a regional reporting site on the northwestern part of Russia, which has had high impact, scoring more than 360,000 visits in its first month of operations. Regional reporting on the Volga-Ural region and North Caucasus region has similarly had impact in exposing attempts by Russian authorities to suppress minority ethnic groups.

Strengthening Democratic Institutions and Values

RFE/RL serves an important role in strengthening democratic institutions around its broadcast region by providing wide-ranging election coverage and insightful analysis, exposing the destabilizing effects of extremism in communities and society at large, and bolstering local media by serving as model of professional independent media. RFE/RL is often able to cover topics that are deemed too risky or off limits for local media, who face harassment, financial pressure, or potential closure. In doing so, RFE/RL supports USAGM Impact Objective 2: Reach and engage audiences in key strategic areas, including the information-denied, underserved, and targets of disinformation and extremist rhetoric.

RFE/RL's language services provided comprehensive election coverage across its broadcast region during an elections-heavy year. In Ukraine, which held both parliamentary and presidential elections in 2019, both Current Time (in Russian) and RFE/RL's Ukrainian Service (in Ukrainian) offered continuous coverage, providing detailed reporting and also putting the vote into a broader regional context. Live coverage of both elections,including legitimate political debates, a first of their kind in much of the post-Soviet space,received millions of views on social media, through Current Time, and ensured news of the elections reached audiences in Russia that were otherwise deprived of objective reporting on these elections. The Ukrainian Service also collaborated with external TV outlets, with RFE/RL correspondents appearing across multiple national channels. From its Kyiv studio, the Service conducted high profile interviews with key figures in the race – and then within the newly elected government – which were picked up and cited by hundreds of local and regional news outlets. The Ukrainian Service also invested significant resources into debunking fake news and verifying candidate claims in a highly politicized electoral season; the service's investigative program Schemes dove deep into the candidates' campaigns, including exposing corruption and shady dealings among the political elite. RFE/RL also led a fact-checking initiative, #ElectionsWithoutLies, which was a

joint project with participation from multiple prominent Ukrainian outlets. The fact-checking effort was singled out as a valuable resource by experts who monitored the campaign for the Council of Europe.

In Afghanistan, a lack of effective governance, an underdeveloped media market, and territorial gains by the Taliban have led to increased vulnerabilities in the country's already fragile social and governance structures. RFE/RL reporting serves to expose the destabilizing effects of extremism and create a bridge between people and authorities on major societal issues. In 2019, RFE/RL's Afghan Service reported extensively on the potential U.S.-Taliban peace deal, exposing realities faced by those under the Taliban's rule, airing women's voices and concerns, and showcasing Western voices and analysis of a potential deal. RFE/RL's strengths in field reporting were highlighted during the September 2019 presidential elections, when Afghan Service correspondents provided reporting from 33 of 34 of the country's provinces.

In Central Asia, RFE/RL's reporting frequently highlights corruption and holds governments to account. A multi-year investigation by RFE/RL's Kyrgyz Service into a major money-laundering network that smuggled more than $700 million out of Kyrgyzstan sparked public protests calling on parliament and the Kyrgyz president to investigate the massive corruption. In Kazakhstan, high-quality coverage of the ongoing anti-government protests in the wake of the shocking resignation of Nursultan Nazarbaev, who had ruled the oil-rich country for nearly 30 years, caused the Kazakh Service's Kazakh-language Facebook and YouTube pages to triple in video views in FY 2019, and also led to an increase in harassment of RFE/RL's journalists and multiple attempts by Kazakh authorities attempting to obstruct RFE/RL.

Engaging Iranian Audiences

Iranians turn to RFE/RL's Radio Farda on digital platforms, satellite TV, and radio for objective, professional reporting that fact-checks and analyzes the leading stories of the day, and for the opportunity to engage in responsible, robust discussion of stories that are not fully covered by media inside Iran.

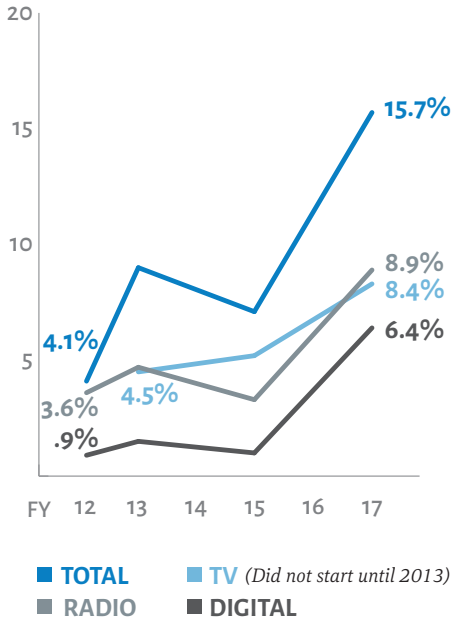
Radio Farda is a leader on digital platforms. Although RFE/RL's website is officially blocked within Iran, Radio Farda received 159 million visits to its websites and news app, as well as 75 million video views across social media networks in FY 2019. Most notably, Farda sharply increased engagement on Instagram in FY 2019, garnering more than 60 million interactions.

On radio, Radio Farda informs and engages audiences with its 12 hours of news and information. This programming proved critical in 2019, as the Iranian government completely disconnected citizens from the internet during major protests. The high quality of Farda's radio features were also recognized by external organizations,

including at the 2019 New York Festivals Radio Awards where an investigative radio featurette entitled Dervishes in Prison received honors.

In 2019, Radio Farda joined the USAGM's revamped 24/7 Persian-language television channel VOA365, which is led by VOA in cooperation with RFE/RL. RFE/RL reformatted its morning news program, Breakfast with News, with a wider variety of topics, including health and technology, which appeal to younger news consumers. This restructuring allowed RFE/RL to improve its production values to compete with other Persian-language media. Despite being barred from any reporting presence on the ground, Farda is one of the few news organizations that effectively employs in-country sources and user-generated content to report news from inside Iran.

WEEKLY REACH FIGURES FOR RADIO FARDA IN IRAN*



*Audience accesses content on more than one platform.

FY 2020 and FY 2021 Initiatives

From intensified attacks against independent media and civil society to corruption at the highest levels of governments, RFE/RL language services focus attention on underreported issues across the region. That credible reporting is a beacon of freedom to audiences living under corruption and underscores the importance of fundamental individual liberties for RFE/RL's global audiences. Throughout FY 2020 and FY 2021, RFE/RL will seek to further expand audience engagement across its target markets and content platforms in order to continue to excel in its mission.

Increasing Digital Engagement

As audiences increasingly turn to digital distribution platforms, in FY 2021, RFE/RL will conduct a strategic assessment of organization-wide practices and digital performance. RFE/RL will prioritize the digital work of the language services and ensure that training, staffing, and best practices related to digital journalism are adequately resourced and supported across the organization.

Working across its language services, RFE/RL will increase audience engagement via social media and digital platforms, providing them with highly curated, personalized

news experiences based on individual's news consumption tastes and tailored to platform best practices. RFE/RL will also set targets for audience growth among key demographics with an aim to amplify impact and grow audiences beyond the RFE/RL's traditional base. Enhancing cost-effective video production and increasing remote production capabilities will allow RFE/RL to stay atop live news coverage on social media.

Promoting High-Impact Investigative Reporting

RFE/RL will take concrete steps to promote investigative reporting, efforts to counter disinformation, and reporting on China, Western Europe, and gender equity. RFE/RL will partner with other networks to obtain reporting on global events of interest to RFE/RL's audiences.

Exposing corruption is central to RFE/RL's mission and RFE/RL will build on the success of its impactful investigative reporting on Kyrgyz customs corruption, Central Asian migrant abuse in Scandinavia, and the continued presence of EU companies in Russia-occupied Crimea in spite of sanctions. RFE/RL plans to bolster its investigative capabilities through enhanced training, technical and IT security, and partnership with established investigative projects in its operating region.

In response to continuing democratic rollbacks in Central Europe, RFE/RL will build on 2019's return to programming in Romania and Bulgaria, by re-launching services to Hungary - all three countries being members of the EU. Hungary has seen a sharp drop in media freedoms in the past several years. As part of its commitment to new media platforms, RFE/RL's return to Hungary will be digital-only, with an emphasis on rich regional reporting, data mining, infographics, and engaging social content.

One key initiative of FY 2020 and FY 2021 will be an increased focus on China-related reporting, as China seeks to expand its influence in Central Asia, Russia, Belarus, the Balkans, and elsewhere across the region. RFE/RL services are increasingly covering the role of China in the countries in which they operate. Several services have launched digital platforms to highlight their reporting on China. RFE/RL's enhanced reporting on the topic will contribute to broader USAGM efforts to cover China-related issues more effectively.

RFE/RL strives to give a voice to minorities and other underrepresented groups. To that end, RFE/RL will enhance programming aimed at raising the profile of women's issues across its broadcast area. From Afghanistan, where achievements in women's education and social rights are threatened, to Central Asia, where bride kidnapping, prejudicial law enforcement, and lapsed welfare systems have left girls and women vulnerable to abuse, violence, and neglect, women's issues share common characteristics across the RFE/RL broadcast space. As a result, women's programming

has the potential to travel seamlessly across geographic borders and programming platforms, with all content acting as a force multiplier as it generates multi-country conversations and problem-solving. Improved packaging and distribution strategy will also help RFE/RL reach potential female audiences across its target space, enabling not only the promotion of gender parity but also larger and more diverse audiences across the board.

Fighting Disinformation

Across all of RFE/RL's coverage area, languages services will increase their focus on fighting against the efforts of authoritarian regimes to spread conspiracy theories and undermine fact-based reporting and analysis. RFE/RL will prioritize countering disinformation across its entire coverage area and develop new tools and formats to support these efforts.

In Russia, RFE/RL will look for opportunities to expand audience reach and will work to ensure that its reporting remains accessible within the Russian Federation as Russia's government seeks to implement a sovereign internet and increase legal restrictions on journalists working for organizations with "foreign agent" designations.

Current Time will continue to enhance live and breaking news coverage, capitalize on the shortage of unbiased reporting and fact-checking initiatives, and experiment with different storytelling formats. Current Time will seek to expand production of its successful Footage vs. Footage, a weekly program dedicated to media literacy and disinformation awareness, producing daily segments for quick turnaround and serving as a central hub for RFE/RL's counter-disinformation efforts.

The Russian Service will continue to focus on ensuring that local news that is underreported in the Russian Federation is available to audiences. This includes continuing the "Realii" strategic regional reporting projects for Siberia, the North Caucasus, and the Volga-Ural and northwestern regions of Russia. This strategy will ensure that vulnerable local populations retain access to news and information that Russian state-controlled media seeks to suppress.

Farda will continue to enhance its contributions to VOA365, the 24/7 Persian channel, including expanding Breakfast with News and launching additional programming. It will also prioritize digital operations, including enhanced breaking news reporting on the internet and increased social media content for the two main platforms inside Iran - Telegram and Instagram. Farda will work to ensure continued access to increasingly isolated audiences inside Iran by maximizing satellite exposure and making best use of circumvention tools to avoid further moves by Iranian authorities to block internet access.

Countering Violent Extremism

RFE/RL will also emphasize reporting on the impact of radical Islamic extremism on people in Southwest and Central Asia, the Balkans, and across RFE/RL's coverage area. In Afghanistan, for example, where extremism continues to threaten Afghans' lives and livelihoods, RFE/RL's Afghan Service will continue to offer in-depth reporting on terrorism. Insurgents often present the international presence in Afghanistan as an occupation and exaggerate their own progress; RFE/RL's reporting performs a critical function on the frontlines working against such false narratives. Across Central Asia, where jihadism leaves families broken and devastated, RFE/RL will remain a professional voice of truth – reporting on the tragedy and false promises of radicalism. Similarly, in the Balkans, RFE/RL will reach and engage audiences in discussion about radicalization in society, including reporting on returning ISIS fighters and their reintegration into their home communities and countries.

Protecting RFE/RL Staff and Audiences' Access to Information

Efforts to compromise RFE/RL reporting are on the rise, as those who seek to suppress the free flow of information launch increasingly sophisticated cyber-attacks and make moves to restrict audiences' access to the internet. In FY 2021, RFE/RL will strengthen its crisis management programs, optimizing funding and resourcing to provide the highest level of digital security protection, reduce the organization's vulnerability to cyber threats, and react to detected risks quickly. RFE/RL will continue to prioritize the safety and security of its employees and freelancers and engage at all levels with governments and nongovernmental organizations to assist RFE/RL journalists when they come under pressure or harassment.

Notable Program Changes

RFE/RL will review its organizational structure to ensure proper staffing and alignment of departments and functional areas, including ensuring that RFE/RL retains a high-quality workforce and remains a competitive employer in its markets.

Rising costs of technological services make news reporting more costly each year. RFE/RL will promote more efficient use of resources by increasing content sharing between services and shifting to lower-cost platforms where possible – namely digital rather than TV or radio. In markets where TV has a more significant market share, RFE/RL will promote efficiency by creating better synergy between digital and TV platforms. In doing so, it will modernize news products to make them more appealing to audiences. RFE/RL will draw on market data and existing research to make informed choices about programming and platform priorities to maximize high-impact projects and to establish objective metrics for success. To achieve cost

savings in FY 2021, RFE/RL will take a programmatic reduction as well as look at shifting some editorial operations from its broadcast headquarters in Prague to its news bureaus in the region where appropriate. This will allow RFE/RL to be nimbler and more efficient with news coverage while being conservative about expenditures.

Radio Free Asia (RFA)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUESTED
$ 45,195	$ 44,223	$ 39,519

Overview

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

RFA is an authoritative source of East and Southeast Asian news and is frequently cited by local, regional, and global media outlets. This includes RFA-generated content that is republished on well-trafficked global and regional blogs and diaspora media outlets. These media pickups, particularly by large syndicates and wire services, amplify RFA's reach into its target countries and to relevant diaspora communities.

FY 2019 Accomplishments

Mandarin and Cantonese Service

RFA has provided a platform for Chinese citizens to challenge Beijing's tight censorship regime. RFA's Chinese services, broadcast to both Mainland Chinese and Hong Kong populations, and have been at the forefront of covering the ongoing, and sometimes violent protests against Chinese rule in Hong Kong. In 2019, RFA Mandarin's YouTube channel had more than 10 million video views and 88,000 engagement actions, and now has more than 119,000 subscribers. On RFA Mandarin's website, RFA has garnered more than 27.3 million page views, 12.9 million visits, and 5.4 million unique visitors in 2019. Other key 2019 growth numbers include: 20% growth in page views, 50% growth in visits, 59% growth in unique visitors, and 61% growth in audio clicks. The RFA Mandarin Service was named the winner of the prestigious 2019 National Edward R. Murrow Awards. This is the first time RFA

has received this honor, presented by the Radio Television Digital News Association (RTDNA) for outstanding journalism.

Uyghur Service

The RFA Uyghur Service is a primary source news reporting on the detention of millions of Uyghurs in internment camps. Despite the detention of RFA Uyghur reporters' families since 2017 and ongoing direct threats, the Service continues to serve as the most credible news source on the Chinese government's crackdown. In FY 2019, RFA's Uyghur Service produced exclusive radio and television interviews with internment camp survivors and broadcast reports confirming China's attack on Uyghur language, culture, religion, traditions, customs, and values. In addition to RFA's radio shows "Bright Shores" and "History and Today," in 2019, the Uyghur Service added a new radio show, "Fresh Air" and TV talk show, "The View," to its successful programming line-up. The service also broadcast exclusive one-on-one interviews with high-level U.S. government officials, including Deputy Assistant Secretary Scott Busby, Ambassador-at-Large for International Religious Freedom Sam Brownback, and Ambassador-at-Large for Counterterrorism Nathan Sales. RFA Uyghur has been widely cited as the critical news outlet informing the world about the detention of millions of Uyghurs in internment camps, by outlets including The Economist, The Washington Post, The New York Times, NPR, CBS, NBC, The Guardian, and major wire services, among many others. RFA Uyghur Service work also helped inform the Uyghur Human Rights Policy Act, which passed the Senate on September 11, 2019. Staff were asked to testify at hearings to share both their expertise on conditions in XUAR and their own personal stories.

Korean Service

As the leading source of North Korean (DPRK) news in and outside the country, RFA Korean's exclusive and breaking reports are closely followed by other media, as well as by the South Korean government, the North Korean regime, and North Korean defectors living in South Korea. RFA Korean covered the unscheduled one-hour live-coverage session with President Trump and Kim Jong Un at the DMZ, released an investigative series examining the lives of North Korean workers in Russia, and provided extensive coverage of the sanctions on North Korea. In FY 2019, RFA launched new radio shows on health and medical issues, food culture in South Korea, and mobile phone usage in North Korea; and reported on North Korean human rights from a defector's standpoint.

RFA's Korean Service expanded the use of social media to amplify its reach and leverage the phenomenon of human proxies bringing information from the outside into North Korea. In 2019, RFA Korean Facebook fans had 49K engagements on

Facebook, almost doubling from 29,000 over the same period in 2018. The Korean Service has dedicated increasing time and energy to developing video content as well, and video views reached 638,000 on the RFA Korean YouTube channel. Viewfinder, the joint RFA and VOA YouTube channel, also had 1.4 million views in 2019, a 540% increase from the previous year.

Tibetan Service: The RFA Tibetan Service marked the 60th anniversary of the Dalai Lama's exile with a series of six documentary television programs highlighting subjects such as His Holiness' global accomplishments and leadership in the last six decades, the destruction of Tibetan identity in Tibet under the Chinese Communist Party's rule, and the denial of Tibetan people's basic rights since his exile. RFA has been a primary source of information on protests inside Tibet, including the 148 public self-immolations to highlight Chinese repression.

Vietnamese Service

In FY 2019, RFA Vietnamese shifted to online delivery of its content to ensure that the Vietnamese population could access its content despite government censorship. Despite being officially banned in Vietnam, in FY 2019 RFA's social media interactions grew: the service garnered 18% more fans on Facebook and 71% more subscribers on YouTube. RFA Vietnamese leveraged a rare opportunity for official access to Vietnam to break an important story during the U.S.-North Korea summit in Hanoi in February 2019: RFA reported exclusively on how the Vietnamese government confined dissidents to their homes during the summit.

Burmese Service

In FY 2019, the RFA Burmese Facebook following rose to 5.6 million, and YouTube subscribers nearly doubled in 2019. RFA exclusive video reports on escalating ethnic conflicts in August 2019 resulted in 5.9 million engagement actions on Facebook and 81,000 engagement actions on YouTube – up from 1.7 million on Facebook and 3,800 on YouTube during the same period in 2018. After nearly a year off the air because of a dispute with the government over use of the word "Rohingya," RFA Burmese has returned to terrestrial television in Burma on the Democratic Voice of Burma network without compromising its editorial standards. It airs a weekly feature show, "Here & Now," a current affairs talk show from Yangon, and a new weekly political show from a new studio in Naypyitaw.

> *Our villagers would not tune in to radio stations, except RFA. Other radio stations are not independent and have failed to broadcast the voice of the voiceless. We had to pay local reporters sometimes up to 200 dollars to get our concerns heard on air. Our concerns are covered by RFA free of charge. RFA alone is the trusted and most reliable radio station that we, the victims of land grabbing, love to listen to.*

Listener from Lor Peang village

Kampong Chhnang province, Cambodia, where authorities reprimanded villagers for relaying RFA by loudspeaker.

Cambodian Service

Despite being officially shut out of Cambodia, in FY 2019, RFA's Khmer Service produced two hours of radio and a 30 minute video webcast daily using contributions from citizen journalists, freelancers outside the country, and reporting from DC-based staff. In a country of 16 million people, the service has a Facebook following of 6.7 million. RFA Khmer reported extensively on the oppression of the political opposition, corruption and land grabs, and the growing influence of China. During FY 2019, YouTube subscribers rose by 193% to 648,000, and the total number of video views over the year was 144.9 million, an increase of 397% from FY 2018.

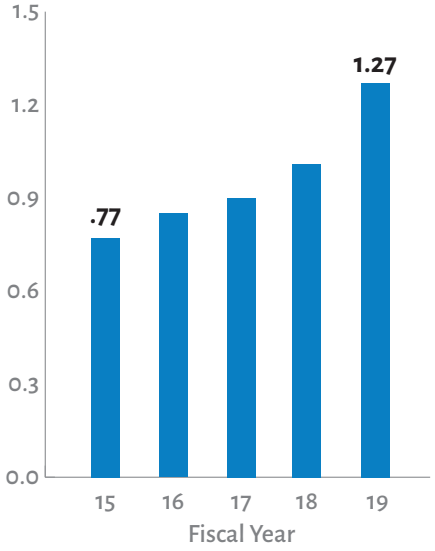
Lao Service

In FY 2019, RFA Lao broke stories on the arrests of dissidents, land disputes, hydropower projects, and the impact of a growing tide of Chinese economic investment on villagers. While RFA Lao continues to broadcast daily on shortwave radio and via FM affiliates in Thailand, in FY 2019, the service focused on publishing more video content, driving a spike in the service's online audience. On Facebook, RFA Lao stories earned 86,400 audience interactions – reactions, comments and shares – during the month of October 2019, compared with 34,800 interactions in October 2018, an increase of nearly 150%.

FY 2020 and FY 2021 Initiatives

In FY 2020 and FY 2021, RFA plans to expand training programs and opportunities to further improve its programs and develop multimedia skills among journalists. Additional training will help journalists more effectively communicate with their audiences via social media, allowing them to adapt to emerging platforms that dominate the media user landscape.

RFA WEEKLY AVERAGE WEB AND MOBILE VISITS
(in millions)



Global Mandarin

The Chinese Communist Party's propaganda is not confined within China's borders. In fact, the Party is actively spreading CCP-approved messages and information across the globe using all possible means of mass communication. From Chinese state media, to CCP regime-friendly media to paid content in overseas outlets, China floods the diaspora with consistent pro-PRC messages. Diaspora Chinese are a vulnerable target largely because there have been no real options for uncensored news and information in these communities.

In FY 2020, RFA will launch its new Mandarin-language brand, WAINAO, a platform to provide Mandarin speakers worldwide with news content that is otherwise censored or manipulated by the Chinese government. The platform will use innovative and strong visual elements, cutting-edge production, in-depth articles, and discussions to offer readers an alternative way of thinking. WAINAO will provide audiences with evidence and answers to questions that Chinese media purposefully avoids. Content will be focused in three categories: WAINAO Reads (articles and photo stories); WAINAO Sees (videos and shows); and WAINAO Talks (opinions and discussions), covering five beats: Life and Lifestyle, Art and Culture, Identities, Society, and Education, Environment and Health, and Science and Technology.

In FY 2021, WAINAO's full-time staff will expand to 19 with 10 additional freelancers and contributors. Staff positions include writers, editors, digital content producers, web editors, graphic/photo designers. In FY 2021, new staff members will populate the fully launched site and social platforms with fresh text, photos, graphics, animation and video content updated regularly. WAINAO plans to produce and publish monthly special in-depth projects, weekly video features, and extensive infographic content.

Uyghur Service

As the only Uyghur language news outlet for the Xinjiang Uyghur Autonomous Region (XUAR), RFA Uyghur will continue to broaden its current programming from radio to television and web videos to incorporate stories that inspire and induce discussion among newsmakers, experts, and the general population. In FY 2021, the service will produce more video, audio and infographic content for social media platforms which have proven to be very popular among the Uyghur exile community and shared by that community back to XUAR. The service will continue its investigative feature series that showcases the Uyghurs' struggles to protect their identity, culture, and lives in today's XUAR. Detailed initiatives include:

- Doubling its original content as demanded by audiences reached in the recent Uyghur refugee and travelers survey.
- Engaging diaspora audiences in Turkey and Central Asia through online content and social media by increasing coverage of those who have escaped XUAR. RFA Uyghur will establish a three-person video team focused on producing video clips and programs customized to social media platforms most widely used in the diaspora; the team will also produce content that can be uploaded to popular in-country messaging platforms. Content will be published in Cyrillic, Arabic, and Roman alphabets to reach all diaspora audiences.
- Expanding the reporting capacity in Turkey, the most critical area for Uyghur affairs outside of the XUAR. RFA Uyghur reporting will focus on stories from the influx of Uyghur refugees, whose number are expected to grow as Uyghurs leave internment camps.

Korean Service

In the face of rapidly shifting dynamics on the Korean Peninsula, RFA Korean will expand coverage on North Korea domestic news on all digital platforms, in addition to continuing successful shortwave and medium wave radio programs. RFA Korean will continue producing modern reality TV focused on the lives of North Korean defectors in South Korea to counter false narratives and expand fact-based understanding of North Korean experiences outside of the country. The RFA Korean Service will continue to report exclusive news items from sources inside North Korea, providing breaking news to media outlets in South Korea and abroad.

In FY 2021, RFA Korean will integrate short form news videos, infographics, photos, and illustrations with news content and feature stories to create content specifically tailored for popular social media platforms. RFA Korean will leverage its position as

a major source of trusted news and information to audiences in the DPRK to keep citizens informed about issues of interest that have relevance to their daily lives. Detailed initiatives include:

- Highlighting the important role played by North Korea's younger "Jangmadang (market) Generation." Given the declining role of a state-led planned economy, the RFA Korean Service will strengthen its emphasis on the voices of a younger generation who have participated in North Korea's informal markets, which serve as platforms for major economic activities.
- Expanding the use of sources inside China, including adding freelancers in the border areas and making more use of ethnic Korean media sources inside China. These sources offer important contacts and tips on developments within the DPRK.
- Expanding the reach of RFA content in secondary markets through YouTube, Facebook and over-the-top apps, providing unique, visual content to enhance credibility and delivery over mobile and TV networks. This effort takes place in conjunction with efforts to pursue opportunities to provide visual content to North Koreans inside North Korea.
- Training staff in Washington on feature reporting and writing for video to help produce on-location, documentary-style programs with the in-depth news team. To accomplish this, RFA Korean will hire another D.C. staff member specializing in video editing and infographics. Other team members will continue to create well-researched, high-impact infographics and videos for use on social media.
- Continuing production of new episodes of three different video series successfully launched in FY 2019: Health Plan B, Korean-Korean Dictionary, and the Quiz Show. Each program was designed for uniquely resonant appeal to North Korean viewers.

Tibetan Service

In FY 2021, RFA Tibetan Service will continue to produce investigative reports inside Tibet on efforts to preserve Tibetan identity, culture, language, natural environment, and history, in addition to breaking day-to-day stories on the suppression of fundamental human rights. China's monitoring of Tibetans increasingly relies on the same digital technologies that are omnipresent in Uyghur regions. RFA is paying particular attention to the growing forced resettlements of nomadic Tibetans into urban areas and evidence of more invasive control of Tibetans outside the Tibetan Autonomous Region (TAR).

In FY 2021, another key focus of the RFA Tibetan Service will be the next Sikyong (presidential) and parliamentary election to be conducted by the Tibetan exile government or the Central Tibetan Administration in March 2021. The RFA Tibetan Service will expand popular TV programming and social media platforms to deliver timely, balanced, and objective coverage on the election from the exile administration in Dharamsala, other parts of India, and Tibetan exile communities around the world. Detailed initiatives include:

- Expanding the pool of sources inside Tibet. RFA Tibetan will prioritize hiring freelancers with strong in-country networks. RFA Tibetan also will explore opportunities to use satellite imagery to track detention centers, prisons, and large Chinese infrastructure projects such as railroads, tunnels, dams, and mining operations, all of which are dislocating local Tibetan nomads.
- Working with the Open Technology Fund to use the most effective tools to communicate with sources inside Tibet safely.
- Developing election content that is easily distributed on social media platforms, such as short videos and infographics to reach Tibetans in the digital space.
- Increasing training of India-based reporters on covering elections to effectively cover Tibet's next elections. RFA is planning extensive profiles of the candidates as well as hosting a number of forums and debates.

Burmese Service

In FY 2020, RFA Burmese will focus on Burma's 2020 national elections. Despite recent incidents of press intimidation, RFA Burmese will station reporters around the country to cover the issues unique to each region and how the various parties plan to respond to them – before, during, and after the next elections. RFA Burmese continues to report on issues that the domestic media avoids covering, including ethnic conflict and civilian deaths at the hands of the military.

To effectively cover the elections, the RFA Burmese bureau in Yangon will move to a new downtown location that will improve efficiency in newsgathering and content delivery. RFA will increase its livestream coverage of election-related events across the country and integrate more video content into its daily news broadcasts. RFA Burmese will expand production of content in the main seven minority languages in Myanmar, producing at least two stories per month in Karen, Karenni, Rakhine, Mon, Kachin, Chin, and Shan using local journalists fluent in each language. These efforts will build RFA's audience among marginalized ethnic minorities and give voice to their concerns in the run-up to the election. To facilitate crossover to RFA Burmese's wider audience and foster mutual understanding, each story will be subtitled into the Burmese language.

Lao Service

In FY 2020 and FY 2021, RFA Lao will continue growing its video content and viewership. Specific initiatives include:

- Scrutinizing the impact of hydropower development in the Mekong basin as major dams enter operation. RFA will monitor the impact of the dams on rural populations in Laos, neighboring Thailand, and downstream in Cambodia and Vietnam, with reporting from dam sites and rural communities.
- Pressing Lao authorities to be more accountable and responsive to the needs of the Lao people by reporting on economic and social problems that are ignored by the state-controlled media.
- Improving the quality of video products posted on the RFA Lao website, Facebook, and YouTube. RFA Lao will also expand the use of verified, user-generated content to provide more visual content of events inside Laos as access to Internet grows.
- Training Bangkok-based reporters on shooting, editing, and video-storytelling, and providing opportunities for reporters to travel inside Laos. RFA will also continue training DC-based staff in video editing and customizing content for social media, including captioned videos and infographics.

Notable Program and Pricing Changes

RFA actively works with USAGM's Open Technology Fund (OTF), which RFA had previously managed until OTF became an independent non-federal entity in November 2019. RFA continues to collaborate with OTF on internet freedom initiatives supporting RFA's mission.

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Middle East Broadcasting Networks, Inc. (MBN)

Funding *($ in thousands)*

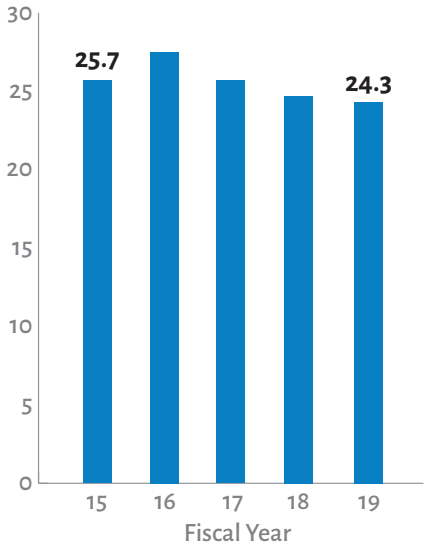
FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
$ 110,060	$ 110,312	$ 96,773

Overview

Middle East Broadcasting Networks, Inc. (MBN) is a private, nonprofit, multimedia corporation that provides the United States with a direct line of communication with Arabic-speaking people of the Middle East and North Africa. MBN is fully funded through a grant agreement with USAGM. MBN's mission reflects a combination of traditional surrogate broadcasting as well as providing international news and unmet perspectives. MBN is the only Arabic-language programming funded by USAGM.

MBN's mission is to expand the spectrum of ideas, opinions, and perspectives available in the media of the Middle East and North Africa; provide objective, accurate, and relevant news and information; and accurately represent America, Americans, and American policies. Through its multimedia broadcasts, MBN seeks to inform, engage, and connect with the regions' people in support of universal freedoms.

MBN WEEKLY REACH*
(in millions)



**FY 2019 does not reflect MBN's post-transformation research.*

MBN produces programming at its headquarters in Northern Virginia and production outlets in Washington, D.C., the United Arab Emirates (UAE), Iraq, Lebanon, Egypt, Israel, Morocco, and Tunisia. Television and radio programming is broadcast via USAGM's global transmission network. MBN also engages directly with audiences across a range of social media platforms.

Alhurra

Alhurra's Pan-Arab news and information channel was launched in February 2004 to provide a reliable source of objective television news and information across the Middle East. Alhurra-Iraq was launched in April 2004 to provide targeted local news and programming to the people of Iraq. Alhurra is unique within the Middle East satellite television market in its ability to provide audiences with the American perspective, giving context to American policies as well as insight from diverse voices throughout the broad United States public policy community, and from the people of the United States. Both Alhurra channels were relaunched in early FY 2019 with refocused and strengthened programming and impact. Alhurra's 24/7 channels are distributed via satellite and additionally via terrestrial transmitters in Iraq. Alhurra can be streamed on its news and information website, Alhurra.com, and content is distributed through digital platforms, including YouTube, Facebook, Twitter, and mobile apps.

Radio Sawa

Radio Sawa was launched in 2002 and grew to broadcast on eight separate programming streams targeted to the sub-regions of the Middle East, providing audiences news and information programming interspersed with a mix of Middle Eastern and American music. In 2019, MBN refocused and reduced Radio Sawa radio programming. Radio Sawa now broadcasts on two, targeted streams to engage specifically with the people of Iraq and the Levant (including Syria, Lebanon, Jordan, and the West Bank) primarily through call-in shows, providing rich news and information content. A new, similar stream designed for audiences in Sudan will be launched in FY 2020.

MBN Digital

MBN has established several digital properties targeted to engage Pan-Arab and specific country audiences, including Alhurra.com, Aswat Magharibyya (for the Maghreb), Irfaa Sawtak (for Iraq), and Elsaha (for Egypt). The digital properties span Facebook, Twitter, YouTube, Instagram, and websites.

FY 2019 Accomplishments

In FY 2019, MBN made great strides in a strategic, multi-year transformation plan. MBN made enormous changes to staff both domestically and abroad in all departments to improve programming and operations, including, but not limited to:

Covering the Region

MBN provided a clear view and objective voice with extensive and unique coverage of the political unrest and uprisings across the Middle East including those in:

- ALGERIA: MBN's correspondents were there to provide the latest news and analysis as demonstrators turned out in the streets of Algeria for mass protests to speak out against the political system and ailing President Abdelaziz Bouteflika's bid for a fifth term. Aswat Magharibyya followed the role of women in the protests and the reaction from the Algerian youth. The website's correspondents were on the scene reporting as journalists protested against the media blackout that the government was trying to impose.
- SUDAN: Throughout the months-long demonstrations, Alhurra provided daily updates and extensive coverage of protests and anger over the state of the country during Bashir's 30-year-rule. MBN frequently hosted opposition and pro-government guests to discuss the protests across the nation.
- LIBYA: MBN covered the escalation of violence surrounding the Libyan capital of Tripoli, as the self-proclaimed Libyan National Army launched a major offensive to capture the capital. MBN has reporters on both sides of the conflict, in Tripoli, Benghazi, and on the Libyan/Tunisian border to provide updates on the evolving situation.
- YEMEN: Alhurra Television, Radio Sawa and their respective digital properties (Alhurra.com and RadioSawa.com) have provided robust and extensive coverage of the situation in Yemen since fighting broke out four years ago. Nearly every day, Alhurra's primetime newscasts include updates on the latest clashes and developments from the country.
- LEBANON: As hundreds of thousands took the streets to speak out against corruption and mismanagement in the government, Alhurra and Radio Sawa had correspondents in the streets and comprehensive coverage of the protesters demands and reaction from the Lebanese government. The spark was ignited after Prime Minister Hariri announced economic reforms that were to help revive the economy. Sawa Levant hosted female protesters and activists for an in-depth discussion of the role of women in the protests. Sawa

Levant also interviewed Members of Parliament, the resigned Minister of Social Affairs, the resigned Minister of Labor and activists as part of its daily news coverage.

- IRAN: As protests broke out in Iran, MBN provided coverage including footage from the scenes, expert analysis and reaction from the region and the world. Each day, Alhurra updates viewers with the latest news from Iran. Alhurra had extensive coverage of the White House and State Department's condemnation of the violence by the Iranian regime against the protesters
- IRAQ: Alhurra continues its comprehensive coverage of the protests in Iraq, including the growing risk of regime and militia violence as the demonstrations continue. Sawa-Iraq's newscasts had detailed reaction to the protests from across the country, interviewing activists from a variety of provinces and from the Iraqi diaspora. Irfaa Sawtak provided unique human interest content from the frontlines of Iraq's demonstrations.

> *I learned a great deal (from Islam Hurr program). The show fills a void in the religious programming market. The presenter pushes buttons; this is the show's greatest strength.*

2019 commentary from Arab media expert

who reviewed Alhurra content in depth.

Relaunch of Alhurra

MBN relaunched Alhurra television at the beginning of FY 2019. Alhurra introduced a new programming grid from a production hub in Dubai, revitalizing and redefining the channel in a hyper-competitive and saturated Arabic media market. Nearly one-third of the programming day for the Pan-Arab Alhurra channel is now generated from the region in sync with the region's news cycle. The new production grid includes a dynamic blend of news coupled with select, quality programming that drives contemplation and engagement on issues of relevance to the target audience and concerns. The relaunch redefines Alhurra as a distinctly American channel with an American voice supporting human dignity and universal rights and values.

New programs include extensive reporting from across the region and provide in-depth analysis focusing on topics not found in other Arab media outlets such as social, cultural and religious challenges. Alhurra dedicates two hours each day to news out of North Africa, a region underserved by other media outlets; additionally,

Alhurra airs a daily newscast focused on reports out of the U.S. The network also introduced a new line-up of fast paced, thought-provoking programs that will enlighten and engage viewers, as well as updating current programs to fit with the revamped network. The new programs present a range of information, viewpoints, and experiences, as seen in just these select few:

- *The Talk Is Syrian* — A weekly hour-long program that analyzes, through discussion and visual elements, the developments, human crises, and overall political situation in Syria.
- *Decision Capital* — A weekly show that displays American foreign policy with insiders who shape and influence the policies.
- *Islam Hurr* — Hosted by respected Islamic scholar Islam Bheiry, Islam Hurr is a weekly program that focuses on the modern interpretation of Islam and looking at the positives that can come from religion.
- *Word of Truth* — A weekly show hosted by prominent writer and activist Joumana Haddad that highlights controversial voices that have been suppressed in the Middle East promoting ideals such as human rights and freedom of religion.
- *Alhurra Investigates* — A weekly no-holds-barred show that highlights and encapsulates the best of original, Alhurra investigative reports produced by Alhurra's new investigative news unit. Highlights of Alhurra Investigates coverage to date include:
- *How Iran Is Defying Sanctions:* The report revealed illicit means Iran is using to circumvent U.S. sanctions and to bolster its teetering economy. The report delved deeply into how Iran is using a shifting network of front companies in Iraq for counterfeiting, money laundering, weapons smuggling, and funneling hard currency into Iran. Through interviews with officials from the Iraqi Ministry of Agriculture, Iraq's Central Bank, the Iraqi Ministry of Planning, political activists, and economic experts, the report examined how such trading in billions of dollars happens.
- *Human Trafficking of Yazidi Children:* The report delved into the shocking stories of Yazidi children being sold on the black market, one of the horrendous residual impacts left over from ISIS and one that domestic Arab press largely ignores.
- *Religious Corruption in Iraq:* The report on alleged corruption undertaken by both Sunni and Shia religious endowments outlined how religious figures were involved in phantom deals where money was paid for jobs never completed and how Iraqi judiciary has not been enforcing laws when these

clerics were charged with embezzlement of millions of Iraqi dinars. The program saw immediate reaction from media and the government, with the Iraqi government calling for the suspension of Alhurra's operations in Iraq. This was met by immediate uproar in the media and journalistic organizations alike, many of whom stated that no one was questioning the accuracy of the reports, only that Alhurra had shed light on this controversial and underreported topic.

- *Between Sam and Ammar* — A weekly show where two Us-based Arab intellectuals share their unfiltered and cutting edge views of current affairs and spotlight Washington's political and economic decisions that impact the target region.
- *Debatable* — A weekly show wherein renowned journalist and novelist Ibrahim Essa promotes critical thinking while analyzing radical Islamic ideas and raises questions on how these ideas are dictating lives and risk essential freedom.
- *Gulf Talk* — A weekly show that addresses current news and developments in the Gulf countries.
- *Inside Washington* — A weekly American current affairs program that addresses political and social issues.

In addition to the new line-up, two new limited run series were launched:

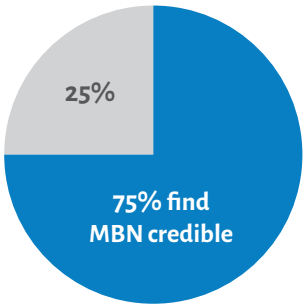
- *My Story* — an 11-part series profiling Arab-Americans who left their homeland to start a better life in the U.S., offering viewers first-hand accounts of the challenges and triumphs they faced as they left their family and friends behind to seek opportunities in a new country that offered them refuge and opportunity from a turbulent Middle East.
- *Huna America* — a 6-part series highlighting prominent people, events and locations that helped shape American history. The six-part series talked with historians and experts who shed a light on events that made the United States what it is today.

Alhurra's current affairs programs are attracting additional viewers and building their own prominent brands. Alhurra provides content audiences find trustworthy and relevant: for example, in Lebanon, Morocco, and Saudi Arabia, 83.2%-95.9% of past week Alhurra viewers said they trusted Alhurra. This is more than the percentage of past week viewers to Jazeera, RT Arabic, and Sky News Arabic who said the same about those stations.

Radio Sawa Transformation

On June 30, 2019, MBN launched the Sawa Levant stream targeting Syria, Lebanon, Jordan, the Palestinian Territories and Arabic speakers in Israel. The radio stream is modeled after the successful Iraq stream of Radio Sawa and includes long-form news and information programs, as well as a call-in program specific to the Levant. Five former streams were discontinued to fund ongoing transformation efforts.

MBN CREDIBILITY

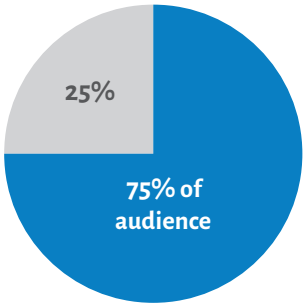


Weighted percentage of weekly audience that finds MBN information to be very or somewhat trustworthy.

Launch of Elsaha.com

In November 2018, MBN launched a new digital platform targeting Egypt. Elsaha.com highlights Egyptian stories from around the world and tells them in short compelling videos. In 2019, an Elsaha report on an Egyptian-American woman who forgave her son's killers was honored by the 2019 Webby Awards, selected by online voting as the Best Documentary: Shortform.

MBN HELPS FORM OPINIONS ON IMPORTANT TOPICS



Weighted percentage of weekly audience that says MBN content helps them form opinions on important topics.

Impact of Transformation Efforts to Date

The relaunch of MBN networks has generated significant improvements in reach and impact. Audience reach for MBN is up across the region, with especially strong increases in Iraq, the Palestinian Territories, and Morocco, according to 2019 USAGM national surveys.

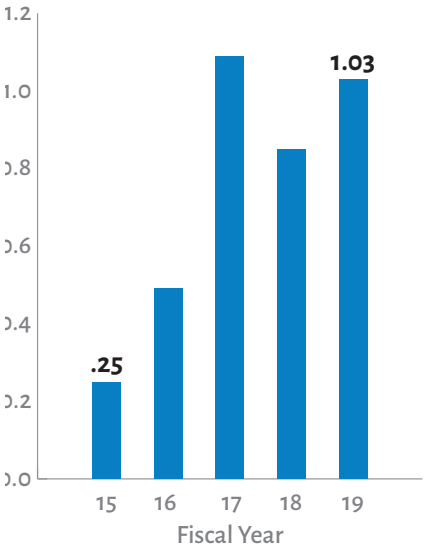
MBN's audience in Iraq is its second largest ever, with 63.2% of adults (aged 15 and older) using Alhurra, Radio Sawa, or MBN digital in the past week.[3] Past week viewership for Alhurra - at 37.2% - is almost double the last USAGM survey figure of 22.1% in 2017. In the Palestinian Territories, more than half of the population

3 2019 USAGM Survey of Iraq conducted by D3 and KA Iraq August 23-29, 2019. Telephone assisted paper interviews (TAPI); 2,000 interviews distributed proportionally among adults 18+ in 14 mostly Arab provinces; 2017 USAGM phone survey of Iraq carried out by Gallup in participation with D3/KA. Fieldwork July 10 – November 23, 2017. Survey included 2,003 individuals in all 19 provinces. Comparisons with 2017 survey included respondents only in provinces covered in August 2019 survey (n=548).

(53%) used MBN networks in past week, the third largest audience ever in the region. Alhurra and Radio Sawa are both popular in the Palestinian Territories, with 26.6% and 28.6%, respectively, using each in the past week.[4] In Morocco, 16.4% of adults used MBN networks in the past week, an increase from 9% in 2016. MBN's Aswat Magharibyya digital offerings attracted an impressive past week audience of 6.3% of adults.[5]

Alhurra is also providing content audiences find relevant. In Iraq, Lebanon, Morocco, and Saudi Arabia, at least 67.1% of past week Alhurra viewers with an opinion (in Iraq) and as many as 90.4% (in Lebanon) said Alhurra increased their understanding of news and current events.

MBN WEEKLY AVERAGE WEB AND MOBILE VISITS*
(in millions)



**MBN's digital transformation was completed in late FY 2019, and therefore these statistics do not reflect post-transformation data.*

MBN's digital content is attracting larger audiences than the past in Iraq, Lebanon, Morocco, and Saudi Arabia, with especially large increases in Iraq. Past week digital reach increased in Iraq from 8.2% (Alhurra) and 6.5% (Radio Sawa) in 2017 to 16.9% and 14.1%, respectively.

FY 2020 and FY 2021 Initiatives

MBN is committed to its multi-year, wholesale transformation of programming and operations initiated to increase its impact across the Middle East and North Africa. The following are key initiatives for FY 2020 and FY 2021.

Aggressively Increasing Digital Presence

While television is a key media source for news and information for over 80% of people in the Middle East region, digital consumption is swiftly growing, especially among younger audiences. Aligned with USAGM Impact Objective 4: Optimize program delivery by market and expand engagement on digital platforms, MBN will rebuild its digital team and operations to ensure the quality, accessibility, and efficacy of programming in support of MBN's

4 2019 USGM CAPI Survey of the Palestinian Territories carried out by D3 Systems in participation with the Palestinian Center for Public Opinion. Survey included 1,048 interviews among adults (15+) in 16 governorates and East Jerusalem. Fieldwork conducted December 19, 2018 – January 9, 2019.

5 2019 USAGM Phone Survey of Moroccan adults conducted by Sigma Conseil and managed by D3. Fieldwork conducted September 25-28, 2019 (n=1010).

mission across all relevant digital platforms. While Alhurra reaches across the region, Elsaha, Aswat Magharibyya, and Irfaa Sawtak will develop programming strategies to engage with their target audiences in Egypt, northwest Africa, and Iraq, respectively.

MBN will continue the roll out of its video-centric strategy to enable high user engagement. A new podcast team will work across properties to create new programming opportunities and further the exposure and potential impact of key programming. In coordination with USAGM, MBN will replace its current Content Management System (CMS) with an improved and more flexible platform in FY 2020 attuned to its content strategy. As the digital environment in the region continues to evolve, MBN will further assess and ensure its presence on properties most prominent in the region.

It is critical to be available on key satellites in the region. USAGM has ensured Alhurra broadcasts are made available on NileSat, in addition to Arabsat and Eutelsat-7. In FY 2020, Alhurra will be placed on additional key satellites.

Promoting Enlightened Reformism

MBN has redefined Alhurra's identity as an American channel advocating for the truth and universal freedoms. With wholesale staffing and programming changes to improve quality already in place, MBN will continue to strengthen human and technical capacity to cover breaking news and premium news not readily available elsewhere, including content about the United States. Internal and external programming sources will be explored to expand high quality content that supports the promotion of universal freedoms across the region.

Investigative reporting accomplishes Alhurra's mission directly and effectively. MBN will continue producing original investigative reporting critical to advancing broader United States interests in good governance, counter-terrorism, blunting extremist ideologies, countering the influence of regional and global bad actors, and promoting reform. Within resources available in FY 2020, MBN will seek to expand the investigative unit and programming output, which has demonstrated significant impact potential.

MBN will continue to provide coverage like no other outlet in the region can - as it has on elections and protests in the region, the death of ISIS leaders, and fallout from the Jamal Khashoggi murder.

Raising Brand Profiles in the Region

With substantial programming changes across media, MBN will continue to execute targeted media marketing campaigns and create key regional partnerships to reestablish MBN brands and increase awareness in the region. MBN has collaborated with the United States Institute of Peace (USIP) to hold a conference in Tunis on human dignity and the impact of media in building peace and reducing conflict in the MENA region. MBN sponsored Beirut's Human Dignity film festival and the Iraq Book Fair in Erbil. MBN will pursue other cost-effective alternative outreach efforts to increase brand and programming awareness in the region.

Launch of Sawa Sudan Stream

Given the endemic political crisis in Sudan that has emerged, MBN proposes to reconfigure existing assets to provide a special Khartoum-centric Arabic language FM Radio Sawa Sudan stream in FY 2020. The new FM stream will build on extensive live news focused on Sudan's crisis already being carried out by Alhurra.

The new stream will provide independent, objective radio news and current affairs programming to Sudanese citizens as a whole while also giving space to Sudan's marginalized and politically restless Arabic-speaking urban masses in a dynamic political and media environment currently dominated by pro-regime media. Within the context of internet and social media disruption by Sudan's interim military council, there is a need for unbiased and nuanced radio and television coverage of Sudan, inside Sudan, as United States policy tries to promote a peaceful transition to civilian rule in one of Africa's largest countries, which is also the third largest Arabic-speaking country in the world.

Transforming Core Technical Infrastructure

In FY 2020 and FY 2021, MBN will implement a comprehensive plan to transition technical operations to an IP-based infrastructure. The new system will update and transform internal media transfer and storage systems, increasing HD quality and improving ease and speed of transfer across the organization. It is critical that information between regions, especially the Dubai production center, and MBN headquarters is sharable, timely, and efficient. New scheduling, communications, and related core systems will ensure production quality, reliability, and operational cost-effectiveness.

Notable Programming Changes

MBN has demonstrated commitment to ensuring resources are aligned with priorities and impact potential. Initial transformation efforts required major shifts in staffing and infrastructure. In order to realign funding for the changes required to increase MBN's impact within available resources, MBN has eliminated over 80 positions globally, realigned an additional 70 positions, cut employee benefits, eliminated half of previous television current affairs shows, and ultimately eliminated five Radio Sawa programming streams.

MBN is making hard choices required to move its programming forward. MBN is committed to getting as much as possible from taxpayers' investments. MBN is reviewing workflows, communication, and programming guidelines to ensure optimal use of key content across all media platforms, avoid duplication, and extract the most value from quality programming. MBN will use both internal and external research to inform and drive further MBN programming and investment decisions.

With efficiencies attained through IT transformation efforts, in FY 2021, MBN plans to reduce ongoing operational costs supporting newsgathering operations. MBN will review its bureau operations, including but not limited to workflows, support, and staffing levels to ensure cost-effectiveness within available resources. FY 2021 estimates reflect a realignment of resources to support coverage of Iraq. Carryover funds from FY 2020 are proposed to reduce grant funds required in FY 2021.

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Open Technology Fund (OTF)

Funding *($ in thousands)*

FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUESTED
$ -	$ 20,000	$ 9,500

Overview

The Open Technology Fund works to advance internet freedom in repressive environments by supporting the research, development, implementation, and maintenance of technologies that provide secure and uncensored access to USAGM's content and the broader internet to counter attempts by authoritarian governments restrict freedom online.

The Open Technology Fund was first established as a pilot program at Radio Free Asia in 2012. Over the last seven years, OTF has supported pioneering research, development, and implementation of cutting-edge internet freedom technologies to respond to rapidly evolving censorship threats around the world. Today, over two billion people worldwide use OTF-supported technology daily, and more than two-thirds of all mobile users have OTF-incubated technology on their devices.

In September 2019, OTF was incorporated as an independent non-profit 501(c)3 organization and became a USAGM non-federal entity. As an independent entity OTF will take USAGM's internet freedom efforts into a new era. This new structure will enable OTF to support internet freedom efforts with the flexibility, speed, diligence, and strategic oversight needed to empower innovation and compete against adversaries toward a free and open internet. This will also allow OTF to increase long-term support for core internet freedom tools while expanding funding for innovative, next generation solutions to stay ahead of evolving censorship threats. With a growing percentage of USAGM's audiences relying on the internet to access news and information, this new approach will ensure that the USAGM journalists and audiences have the tools they need at all times, to safely report on sensitive issues and ensure that censored content is accessible, while investing in innovative solutions to combat emerging threats.

Recent Accomplishments

Threats to Internet freedom have escalated dramatically in recent years. Repressive regimes are deploying a new generation of advanced censorship and surveillance technology that is designed to stifle dissent, track minorities, and manipulate content online. China alone spends billions of dollars each year to maintain its complex censorship and surveillance apparatus, while Russia and Iran are each investing hundreds of millions of dollars to build what are fundamentally "national intranets." These and other efforts by repressive regimes are fundamentally re-shaping the Internet from a shared, global platform to isolated networks of censorship and control. As a result, today, over two thirds of the world's population live in a country where the Internet access is restricted, and that number is growing. This daily suppression of freedom of expression stifles the fundamental human rights of all citizens and prevents the development of open societies.

In response to these growing threats, over the last fiscal year, OTF funded over 60 innovative technology projects to combat censorship and repressive surveillance, 22 fellowships to support cutting-edge research and digital security interventions, seven labs to improve the security, usability, resiliency and interoperability of key internet freedom technologies, and over 50 rapid response interventions to address digital emergencies.

Technology to Fight Censorship and Repressive Surveillance

Over the last fiscal year, OTF supported the development and implementation of cutting-edge technologies to fight increasingly sophisticated censorship and surveillance threats, including:

- ADVANCED VPN TECHNOLOGY: Virtual Private Networks (VPNs) have become one of the most popular methods for circumventing government-imposed censorship and, as a result, have become the target of repressive governments. Unfortunately, many popular, propriety VPNs rely on underlying protocols that have numerous, widely known vulnerabilities, massive codebases, and significant performance issues. In order to meet the demand for more secure, resilient, easy-to-use VPNs, OTF has invested in better documenting the vulnerabilities in widely used VPN protocols and the privacy practices of commercial VPNs and several emerging VPN solutions, such as Wireguard. Wireguard features a lightweight codebase, extensive security review, and integration of many important security features lacking in previous VPN protocols such as a "fail-closed" feature, which forces a more secure connection by default.

- **EMERGING CIRCUMVENTION TECHNIQUES:** The Chinese government constantly updates the Great Firewall (GFW) to prevent Chinese citizens from using new circumvention techniques to access blocked content. This process of updates creates a perpetual cat-and-mouse game between Chinese censors and new circumvention techniques. In response, OTF has supported the creation of an entirely new subfield of circumvention researched that relies on machine learning techniques to constantly analyze the GFW. Through this analysis, researchers have discovered four new "species" of circumvention techniques and more than 25 distinct ways to overcome the GFW. These newly discovered techniques can rapidly evolve based on any changes made to the GFW and attempting to plug these holes in the GFW will in some cases open up new ones. The most promising mobile-friendly techniques are being pursued and developed into software kits for integration by circumvention tools. The researchers are also investigating techniques that will allow a content publisher to transmit information in ways that overcome the GFW and will allow users to access blocked content by simply pulling up the website on
  a browser.
- **ENCRYPTED SERVER NAME IDENTIFICATION (SNI):** Blocking websites through the unencrypted SNI field is an increasingly pervasive censorship tactic. This method of censorship is being used extensively in China as well as in Venezuela, which OTF-supported researchers discovered last year. Simply encrypting the SNI field would prevent censors from using this form of blocking. However, in order to encrypt SNI, browsers and website hosting providers must adopt this approach, which many have not because of a lack of standardization and difficulties related to implementation. Over the last year, OTF has supported a central actor in the IETF working group to finalize the encrypted SNI standard and create the template code to minimize any challenges associated with implementation. This will dramatically increase adoption of encrypted SNI and remove a primary blocking strategy employed by censorship regimes.
- **SECURE DOCUMENT SHARING AND STORAGE:** As part of their daily operations, journalists, media networks, and human rights organizations frequently collect, store, and share sensitive information. This information often contains multiple layers of sensitivity and requires varying forms of protection from governments that seek to surveil and censor their citizens. In order to address this threat and to protect information at rest and shared

within an organization, OTF has supported the development of several open source, secure file storage and file-sharing system designed for journalists and human rights organizations, including Globaleaks, Tahoe-LAFS, OpenArchive, and OpenAppStack.

- MOBILE SURVEILLANCE DETECTION: An international mobile subscriber identity-catcher (IMSI-catcher) is a surveillance device used to intercept mobile phone traffic and track mobile phone users. Over the last several years, repressive regimes have increasingly deployed IMSI-catchers during political protests to identify, track, and intercept the communications of protestors, journalists, and opposition groups in order to target, censor, and/or arrest them. In order to protect citizens from this repressive surveillance, OTF has supported the development of tools to detect the use of IMSI-catchers based on research conducted by the University of Washington and has piloted this technology in three Latin American cities.

Combatting Internet Shutdowns

Over the last year, governments around the world have shut down the Internet over 188 times. In order to ensure that citizens can continue to access and share digital content in the face of Internet shutdowns, OTF has invested in unique peer-to-peer technologies that enable content-sharing and communication without an Internet or cellular connection. For example, OTF has supported the development of Briar, an open¬ source, decentralized, encrypted messaging system that is designed for journalists, human rights defenders, and anyone who needs a safe and easy way to communicate when Internet connectivity is uncertain. OTF has incubated F-Droid, an alternative app store for Andriod that allows users to easily share apps with others in their vicinity without and Internet connection. In addition, OTF has supported the development of Ouinet. Ouinet is a free, open source technology which allows web content to be served with the help of an entire network of cooperating nodes using peer-to-peer routing and distributed caching of responses.

Timely, Accurate Censorship Detection

Growing levels of internet censorship has heightened the need for robust censorship detection and analysis tools. Without knowledge of what is being blocked where and the underlying technical means for doing so, it is very difficult for circumvention tool developers to understand their adversaries' capabilities and to create effective tools to respond. Recognizing this, OTF has invested in the development and implementation of leading censorship detection tools, including the Open Observatory of Network Interference (OONI) and the Internet Outage Detection and Analysis (IODA) project.

OONI is an open-source networking testing framework and testing network for detecting network interference including outright censorship. IODA is a system that monitors the Internet in near-real time to identify macroscopic Internet outages affecting the edge of the network. Collectively, these projects measure and document Internet censorship nearly every minute in more than 210 countries.

Exposing Repressive Chinese Government Surveillance

OTF has also played a key role in investigating and exposing Chinese government-affiliated apps used for repressive surveillance, including tools used by the government to target religious minority Uyghur Muslims in Xinjiang province as well as the widely used Chinese government-affiliated app, Study the Great Nation. In addition to exposing the increasingly sophisticated tactics that the Chinese government is using to surveil and control their own citizens, this research has also helped to shine a light on the types of technologies and tactics that the Chinese government is exporting to like-minded regimes around the world.

OTF conducted an audit of the "BXAQ" app that is used by Chinese police in the Xinjiang province to scan tourists' mobile phones. The audit found that the app not only scans phones but also captures users' data and send that information insecurely to a local file server for analysis. In conjunction with Human Rights Watch, OTF also supported technical researchers to analyze a data collection and analysis system, called the Integrated Joint Operations Platform (IJOP), that is used by police in the Xinjiang region to track residents. Researchers found that the system tracks the location data of phones, ID cards, and vehicles as well as the use of electricity and gas station by all residents in the region. When the IJOP system detects irregularities or deviations from the norm, the system flags these abnormalities to authorities as suspicious, which prompts an investigation. In addition, OTF supported research on the mobile application, known as Jingwang, that all residents of Xinjiang have been forced to install on their mobile phones. Researchers found that the app collects personally identifiable information, scans the device for "dangerous" files, and sends a list of all files to an unknown entity for monitoring. Research supported by OTF also tracked the export of Chinese censorship and surveillance technologies and tactics to 102 countries around the world.

Responding to Digital Emergencies

Over the last year, OTF supported rapid response interventions across the globe to help journalists and human rights defenders respond to digital attacks and other forms of online censorship, including in places such as Venezuela, Hong Kong, Iran, Egypt, Gambia, Democratic Republic of Congo, Tibet, Thailand, Bahrain, Sudan, Ethiopia, Pakistan, Vietnam, and Azerbaijan.

- **VENEZUELA:** After Venezuela's contested 2018 presidential election, the Maduro regime drastically ramped up its Internet censorship and online attacks against journalists and activists. These attacks escalated further in 2019 with authorities regularly implementing "just-in-time" censorship tactics to block media content and popular social platforms. In response to this worsening censorship environment, OTF quickly activated its networks to detect and monitor new censorship events, provide rapid response digital security assistance to journalists and activists on the ground, and deploy anti-censorship and secure communication tools for tens of thousands of citizens. OTF also provided rapid response assistance to a leading Venezuelan human rights organization and a network of Venezuelan journalists that were the targets of government-sponsored hacking attempts. These combined efforts ensured that activists and journalists were able to continue safely communicating and reporting on the situation.

- **HONG KONG:** In late 2019, protests erupted in Hong Kong in opposition to a proposed extradition law that would essentially subject its citizens to the Chinese legal system. Shortly after the protests began, Hong Kong-based journalists and human rights organizations reached out to OTF for digital security support and assistance. In response, OTF supported the creation of a tailored Chinese/English digital security guide for journalists and protesters, quickly deployed anti-censorship and secure communications tools to over 100,000 citizens, and supported the integration of OTF-incubated New Node into the popular Telegram app to improve the security and resiliency of communications.

- **IRAN:** OTF responded quickly to the Internet shutdown in Iran in November 2019. OTF-supported network measurement tools, including OONI and IODA, immediately reported the shutdown and closely monitored the situation in Iran. OTF collected this information in real-time and shared it with circumvention tool developers in order to help them update their tools accordingly and integrate new, effective circumvention techniques. OTF also shared this information with USAGM news networks to improve reporting and raise awareness about the technical aspects of the shutdown. In addition, OTF worked with the USAGM networks, the State Department, and Iranian human rights organizations to distribute the OTF-incubated Briar and F-Droid app to journalists, protestors, and civil society in Iran to enable peer-to-peer messaging during the shutdown so that users could continue to communicate and share information.

Increasing Threats, Increasing Demand

The technologies funded by OTF over the last year have played a critical role in advancing the state of the art of anti-censorship and secure communication technologies globally. However, threats to Internet freedom continue to grow exponentially as repressive regimes deploy increasingly bold and sophisticated censorship and surveillance tactics and technology. Over the last year, regimes have started to deploy artificial intelligence (AI) and machine learning to enable faster, more targeted, and more aggressive online censorship and surveillance. These new technologies have significantly decreased the cost of mass censorship and surveillance, making these tactics and techniques easily accessible to repressive regimes around the world. In many countries, repressive regimes have also begun to deploy new and nefarious technologies to create and propagate disinformation. By combining advanced censorship and surveillance technology with disinformation tactics, repressive regimes are now able to control and manipulate the online information landscape in a way they never have before. In addition to advanced and nefarious technical approaches, repressive regimes have become bolder and more aggressive in their online censorship tactics, going so far as to cut their citizens off from the Internet entirely. Over the last year, governments around the world shut down the Internet over 188 times, including in Iraq and Iran. On average, Internet shutdown cost countries over $20 million per day in GDP, demonstrating just how far repressive regimes will go to stop the free flow of information.

As threats to Internet freedom continue to increase globally, so too have the need and demand for Internet freedom projects. As a leading Internet freedom funder and trusted partner among the global technical and human rights communities, requests for support from OTF have also grown exponentially. Over the last seven years, OTF has reviewed and responded to nearly 5,000 requests for support seeking over $500 million in total. And, in just the last year, OTF reviewed and responded to over 1,400 requests for support.

FY 2020 and FY 2021 Initiatives

Historically, OTF has supported the research, development, and implementation of cutting-edge Internet freedom technologies. As an independent organization, OTF's mission has expanded to support a broader range of technologies to respond to increasingly aggressive and sophisticated censorship and surveillance threats and to provide more comprehensive and tailored support to USAGM networks.

In support of USAGM Impact Objective 3: Overcome censorship to connect audiences in closed societies, OTF will continue to work to advance internet freedom globally but, in addition to supporting the research, development, and implementation

of innovative Internet freedom technologies, OTF will also support the long-term maintenance and advancement of core internet freedom tools. This will enable OTF to provide tailored support throughout the entire technology development cycle from proof-of-concept, to on-the-ground deployments, to multi-year efforts to better support technology development at speed and scale. In addition, OTF will provide direct internet freedom assistance to USAGM's news networks to improve the digital security of USAGM entities and journalists, including making USAGM websites and applications more secure and resistant to censorship, providing customized and secure tip lines for sources, and deploying leading internet freedom technologies to ensure that audiences can access USAGM content despite increasing censorship. This expanded support will ensure that USAGM journalists and audiences have the tools they need to safely access the uncensored Internet today as well as respond to future censorship threats.

OTF will support projects to:

- PROVIDE UNCENSORED ACCESS TO THE INTERNET to individuals living in information-restrictive countries to ensure that they can safely access USAGM content. This entails supporting the development and deployment of an array of circumvention technologies that counter increasingly sophisticated censorship techniques as well as research and awareness-raising that help circumvention tools stay a step ahead of the censors.
- PROTECT JOURNALISTS, SOURCES, AND AUDIENCES FROM REPRESSIVE SURVEILLANCE and digital attacks to ensure that they can safely create and consume USAGM content. This includes support for secure communication tools, targeted digital security interventions and other forms of privacy and security technology.

OTF will solicit program ideas through a fully open and competitive application process. The OTF application process has been designed to reduce barriers to entry to make funding more accessible to qualified individuals and organizations around the world. This process has helped to attract innovative applications from groups that aren't typically able to access federal funds, including expert technologists, frontline journalists and human rights defenders, cutting-edge researchers, and digital security specialists. In order to ensure a high degree of due diligence, OTF implements a multi-stage application review process, through which successful applications are improved and refined. Through this process all proposals are reviewed by OTF staff as well as OTF's Advisory Council — a group of nearly 40 technical, regional, and subject-matter experts from a wide range of relevant disciplines — who provide feedback, guidance, and rankings for all proposals. In addition to ensuring that the most competitive and impactful projects are funded, this multistage review process also achieves substantial cost savings.

In order to fully support the technology development cycle, OTF will provide resources through a variety of implementation mechanisms to deliver tailored and comprehensive assistance to internet freedom projects. Because internet censorship technology and tactics are constantly evolving and adapting, OTF receives, reviews, and contracts projects on a continual rolling basis.

Funds

OTF will provide direct funding to support the research, development, implementation, and maintenance of technologies that enable censorship circumvention and enhance user's security and privacy online.

- INTERNET FREEDOM FUND (IFF) is the primary mechanism through which OTF provides funding for innovative global internet freedom projects. IFF projects are primarily focused on technology development and implementation, but can also include applied research and digital security projects. Through an open and transparent process OTF solicits projects proposals to the IFF every two months.
- TECHNOLOGY AT SCALE FUND is the means through which OTF supports the circumvention and secure communication technology needs of USAGM broadcast networks. The fund will solicit technology solutions to deliver USAGM content to audiences in information-restricted environments and protect USAGM journalists and sources. It will also ensure that technologies already used at scale by millions remain secure and effective. In order to ensure that technologies supported through this fund are tailored to meet the specific needs of USAGM networks, representative from each USAGM network will participate in the application review process.
- CORE INFRASTRUCTURE FUND supports the core infrastructure of everyday Internet freedom technology to ensure the resiliency of digital security and circumvention tools. This infrastructure, such as PGP, SSL, SSH, Tor, TLS, pluggable transports and code libraries, is utilized by people throughout the world to increase their access, privacy and security online. Supporting these efforts is essential to ensuring the efficacy and security of critical circumvention and security tools.
- PROTOTYPE FUND supports the rapid development of new, cutting-edge Internet freedom technology prototypes that serve the needs of independent journalists and human rights defenders. Through this fund, technologists and activists receive micro-investments to bring new, creative ideas to proof-of-concept.

- RAPID RESPONSE FUND provides a small amount of emergency support to independent media outlets, journalists, and human rights defenders who face digital attacks to help them stay safe, get back online, and mitigate future attacks.

Labs

In addition to direct funding, OTF will provide expert services through its Labs, including security audits, usability assessments, engineering support, the translation of internet freedom tools into over 200 languages, legal information and referrals for pro-bono legal support, and secure cloud storage. These services fall under six labs: the Engineering Lab, the Red Team Lab, the Usability Lab, the Community Lab, the Localization Lab, and the Legal Lab.

These services ensure that the technologies incubated and supported by OTF are as effective, secure, and usable for USAGM audiences as possible. By coordinating the provision of these services through the labs, OTF is able to achieve large economies of scale and bring down the overall cost of providing expert support to Internet freedom projects. These services are available to both OTF-funded projects, as well as other important internet freedom efforts, through applications associated with each lab.

- RESEARCH FELLOWSHIPS: OTF will support individuals to carry out cutting-edge applied research projects examining how authoritarian states are restricting the free flow of information and ways for citizens to overcome those tactics. OTF fellowships help to cultivate the next generation of internet freedom experts by creating a viable career track for those who have the skills and passion for internet freedom.
- USAGM ENTITY SUPPORT PROGRAM: OTF will also provide direct internet freedom assistance to USAGM's news networks to improve the digital security of USAGM entities and journalists, make USAGM websites and applications more secure and resistant to censorship, provide customized and secure tip lines for sources, and deploy leading internet freedom technologies to ensure that our audiences can access USAGM content despite increasing censorship.

Broadcasting Capital Improvements (BCI)

Funding *($ in thousands)*

FY 2019 ACTUALS		FY 2020 ENACTED		FY 2021 REQUEST	
$	5,053	$	11,700	$	4,520

Overview

The Broadcasting Capital Improvements (BCI) account funds large-scale capital projects and improvements and maintenance of USAGM's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation manages most of the BCI projects to benefit elements across the Agency. The BCI account also supports capital projects managed by Voice of America, the Office of Cuba Broadcasting, and the Office of Security. These USAGM offices will continue the support of essential technical operations in FY 2021 through carefully focused investments and maintenance of ongoing efforts in a number of critical areas. BCI funds support the capital and equipment aspects of these critical Agency efforts.

FY 2019 Accomplishments

In FY 2019, USAGM replaced its two enterprise-level UPS (Universal Power Supply) systems that provide redundant electricity and protect the Agency's critical electronic infrastructure from surges and other potentially damaging irregularities in commercial power.

Installation of a new fire alarm system at the Philippines Transmitting Station was completed for most of the site in FY 2019. The installation for the remainder of the site will be completed in mid-FY 2020.

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

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

- Conversion to HD master control transmission facility (eight channels).
- Installation of a hybrid HD Internet Protocol (IP)-based routing system and physical plant to save costs and more efficiently process incoming and outgoing video content.

- Installation of new VOA radio master control facilities, enabling operational efficiencies and permitting reductions in technical staffing.
- Completion of social media origination capability in user-operated studios which will enhance efficiencies and repurposing of technical staff.
- Installation of first phase of integrated media asset management system to enhance the efficient handling of HD video content.
- Completion of the London bureau's TV and radio studio upgrade.
- Completion of the IP-based switch modernizing control room traffic and delivery from analog to digital over-IP.

VOA also completed the installation of production automation equipment in VOA's five most used studios, changing workflows to allow a single operator to direct and switch the complicated live television programs.

During fiscal year 2019, OCB dedicated much of its BCI funding to the Marathon Transmission site. Most of, if not all of the problems caused by Hurricane Irma were able to be repaired. These include:

- Repair of the antenna field fencing.
- Replacement and installation of all gate openers on the site.
- Bringing a second generator online.
- Installation of a new automatic transfer switch, which will allow for the automatic cut over to the primary generator in case of a power outage.
- Purchase of new hurricane rated doors for the main building. The old doors were warped and leaking water into the building.
- Purchase and installation of a new air conditioning unit for the tuning hut.
- Purchase and installation of a new air conditioner for main building. This air conditioner has assisted in cooling off the transmitter while in 100KW mode.
- Installation of a new Burk remote control system. This remote control system allows technicians in Miami to monitor and control the transmitter along with other pertinent devices at the site.
- Funding the radio tower repair and maintenance to be completed by February 2020.

TSI FY 2020 – FY 2021 Initiatives

TSI is committed to enhancing its critical infrastructure systems and will continue to work on transmission upgrade projects started in FY 2020. TSI will also focus on BCI-funded station maintenance and repair efforts on issues that impact basic functionality and the safety and security of USAGM personnel and equipment. As part of USAGM's global network realignment, TSI is upgrading its cross-border capacity at the Kuwait Transmitting Station, to serve USAGM's legacy radio audiences in Africa and Central Asia in a more cost-effective manner. The project, which will conclude in FY 2021, will facilitate closing or reducing usage of other, costlier transmission sites while continuing to serve shortwave audiences.

TSI has begun installation and deployment of three refurbished SW transmitters at the Greenville, NC transmitting station. The transmitters being installed come from the Sri Lanka station that closed in FY 2016. TSI will replace transmitters in Greenville that are obsolete, highly inefficient and more expensive to operate. The newly installed transmitters will provide transmission capability to Cuba at a lower operational cost and greater reliability. The project will be completed in early FY 2020.

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

The replacement of Sao Tomé's medium wave (MW) tower that collapsed during a severe storm on the island in late 2018 will be completed in FY 2020.

To mitigate the risk of transmission equipment overheating and causing a fire, TSI awarded a design-build contract for the installation of two new chillers at the Greenville Transmitting Station. The design phase has started. The installation will commence once construction drawings and project submittals are approved. TSI expects the project to be completed in the third quarter of FY 2020.

TSI also awarded a contract for the fabrication of two low-band antennas for Tinian, Northern Marianas Islands Station in FY 2019. A factory visit is on schedule for FY 2020, and delivery is expected by the last quarter of FY 2020. Installation will begin in FY 2021.

Additional funding anticipated in FY 2020 will be used to purchase replacement antennas and parts to further repairs to the transmission infrastructure at the CNMI Transmitting Station destroyed by Typhoon Yutu in October 2018. FY 2019 saw close to five of the station's 16 antenna systems restored by the station crew using spare parts and salvage. Further restoration of the station's capabilities will require purchasing parts. Six more antenna systems will be repaired in FY 2020 and FY 2021.

In FY 2020 and FY 2021, TSI will focus its other BCI-funded station maintenance and repair efforts on issues that impact basic functionality, and the safety and security of USAGM personnel and equipment.

VOA will merge its radio/television master controls into a single, virtualized monitoring center with staff savings estimated at $400,000 and a two-year payback of the investment.

VOA FY 2020 – FY 2021 Initiatives

VOA will continue its five-year refresh of existing studio sets, lighting, and monitors to enhance production capabilities. As part of this effort, VOA will add video capabilities in radio-only studios, as well as merge its radio and television master controls into a single, virtual monitoring center, enabling more efficient dual-use of facilities and employee resources.

VOA will also establish a Continuity of Operations (COOP) facility to allow for the distribution of multiple simultaneous programming streams. The new facility will ensure that broadcasts continue in the event of localized disruptions that inhibit transmissions from the Washington, DC headquarters. VOA will also work with TSI to begin a three-year computer, monitor, and CPU refresh program for desktop hardware and software. Finally, VOA plans to purchase required transmission equipment for use during the 2020 Democratic and Republican Party Conventions.

OCB FY 2020 – FY 2021 Initiatives

OCB will use BCI funds to upgrade its main infrastructure at the Marathon transmitting site. Repairs include running sample lines from the main building to the towers, fixing the main generator, and replacing the corroded main power line to the building. To aid its modernization efforts, OCB will also upgrade the in-house radio frequency system from analog to digital/high definition, upgrade its storage infrastructure, and expand its network backbone from one gigabyte/second to ten gigabytes/second.

IBB FY 2020 – FY 2021 Initiatives

During FY 2020 and FY 2021, the Office of Security will use BCI funds to visit, assess, and document the security status of each of USAGM's overseas offices and facilities. USAGM transmission stations are diplomatically accredited facilities and subject to comprehensive interagency security requirements and standards. The Office of Security plans to work closely with security contractors to evaluate, develop, document, and execute security-engineering projects mandated for each overseas transmission station. The Office of Security aims to assess and document the security status of each transmission station during FY 2020 and begin security-engineering projects in FY 2021.

On a regular basis, the Office of Security plans to travel to, assess operational readiness, and document the security status of each VOA bureau on a two-year cycle. Because the transmission stations are required to comply with a more rigorous set of State Department-mandated security countermeasures, the Office of Security plans to travel to and inspect each transmission station annually. After the security infrastructure of each transmission station is brought into compliance with current interagency security standards and requirements, the Office of Security will re-evaluate each station on a three-year cycle or as otherwise required for security system and equipment replacements based upon life cycle and market-availability considerations.

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Performance Budget Information

Introduction

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

Summary of the 2018-2022 USAGM Strategic Plan

USAGM's 2018-2022 strategic plan continues an ambitious roadmap to expand the reach and impact of U.S. international media in support of American strategic interests. It also responds to new calls for institutional agility as reflected in the Administration's management priorities, which emphasize mission, service, and stewardship. The plan informs the FY 2021 budget request and continues the integration of performance, budget planning, and management of USAGM.

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

This mission is achieved through two strategic goals:

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

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

Current Context of USAGM

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

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

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

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

When U.S. international media began in 1942, programs were broadcast via shortwave. Since then, the number of transmission options has grown, and listener preferences and media access have changed. The technology to transmit and receive news and information is constantly improving and changing. USAGM has kept up with these developments, which offer extraordinary opportunities for unfiltered, direct dialogue with audiences around the world. USAGM transmits content through terrestrial and satellite television, radio (shortwave, medium wave, FM, and satellite),

the internet (websites with streaming audio and video as well as social media, such as Twitter, Facebook, and YouTube, as well as local platforms), and numerous mobile technologies, including apps and mobile Web.

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

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

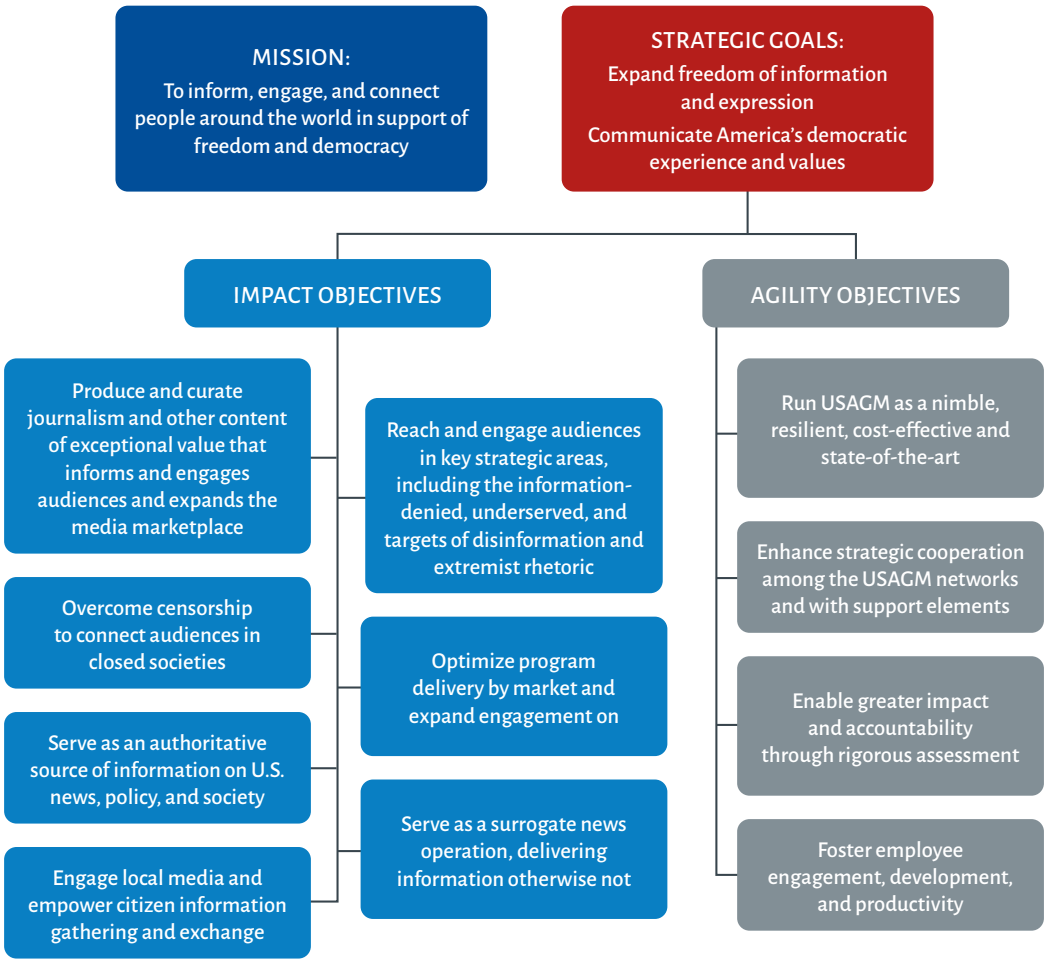
USAGM's Strategic Plan prioritizes setting the program mix and delivery platforms to meet market demand. This is critical to ensure that USAGM achieves its legislative mandate to reach as many people as possible with news and information that gains their trust and makes a difference in their lives via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

Impact Model

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

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

Impact and Agility Objectives and Performance Goals



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

Impact Objective 1:

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

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

USAGM will:

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

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

Impact Performance Goal 1.1: Reach significant audiences

MEASURED WEEKLY AUDIENCE *(in millions)*[1]						
Network	FY 2017 Actual	FY 2018 Actual	FY 2019 Target[4]	FY 2019 Actual	FY 2020 Target[5]	FY 2021 Target[5]
USAGM[2]	278	345	337	350	354	255
VOA	236.8	275.2	265.0	280.9	282.0	210.0
RFE/RL	25.8	33.9	34.2	37.6	37.7	36.0
RFA[3]	6.9	50.7	49.5	50.7	49.5	2.8
MBN	25.7	24.7	27.0	24.3	28.0	30.0
OCB	1.0	1.0	2.0	1.0	1.2	1.5

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

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

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

[4] FY 2019 targets are from the FY 2020 Congressional Budget Request and were based on significant proposed budget decreases.

[5] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. The FY 2020 and 2021 targets for VOA reflects the near-equalization of expected shifts in gains and losses across markets in part due to the realignment of flat year-to-year resources, e.g. the elimination of radio in several markets to focus on digital, the increase of video and digital content in Iran, and the competing forces of greater coverage vs. potential blocked distribution in Venezuela, recent audience gains in Afghanistan, Zimbabwe, and Mexico and losses in populous Indonesia. For RFA, loss of all FM transmission in Cambodia is expected to reduce historically large audiences there, as transmission has been limited to shortwave and online, both of which have smaller potential audiences than FM radio. Changes in the Facebook algorithm also are expected to disadvantage "publishers" which is expected to reduce audiences throughout Southeast Asia. RFA's FY 2020 target is based on the same six language services used in previous years. The FY 2021 target reflects cuts to Mandarin and Khmer. MBN targets for FY 2020 and FY 2021 are above those of previous years despite the elimination of Radio Sawa broadcasts to all except Iraq, Jordan, Lebanon, the Palestinian Territories, and Syria. FY 2020 estimates assume a loss of 4.2 million Radio Sawa listeners in Bahrain, Egypt, Morocco, Kuwait, the UAE, Qatar, and Saudi Arabia. FY 2021 estimates assume an additional loss of 1.4 million Radio Sawa listeners in Yemen and Libya. MBN expects increased reach from MBN digital and the 2018 MBN relaunch to offset Radio Sawa declines to some extent.

Indicator:

MEASURED WEEKLY AUDIENCE: This indicator comes from national surveys and measures the number of people in target areas listening to, reading, or viewing USAGM programming or online materials in the past week. The measure is obtained for each language service (except Korean, Uyghur, Tatar-Bashkir, and Tibetan) and for the countries served by USAGM that were surveyed within the past five years. It is based upon the measurement of the "regular listening audience," a statistical standard long used to report international radio audience reach. Regular listening or viewing audience (radio, TV, or internet) has over the years been consistently defined as all adults listening or viewing at least once a week, as determined by an audience survey that has an adequately designed sample. The USAGM weekly audience is unduplicated, i.e., a member of the audience is counted only once, regardless of the number of times, platforms, or networks they consume each week. USAGM does not conduct surveys in every country every year, so reach figures may in some cases reflect weekly reach measures collected from up to five years in the past. This may result in an over or underestimation of actual reach. Additionally, political restrictions or volatility in certain markets may prevent the measurement of current reach for services broadcasting to these areas.

USAGM continues to explore alternative methods for measuring audience reach, such as integrating digital analytics and commercial ratings data.

Impact Performance Goal 1.2: Provide programming that audiences find trustworthy

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	83	84	82	83	82	82
RFE/RL	80	77	77	73	74	75
RFA	93	77	77	77	76	85
MBN	80	80	80	75	80	80
OCB	97	97	100	97	97	97

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 is unlikely to show an increase in qualitative indicators, and trust in particular, with changing attitudes toward the U.S. in target countries. RFA's trust numbers have been based on data from Cambodia (where trust was 92 percent), Burma (at 87 percent) and China (at 75 percent). Because figures are weighted by audience size, China's audience perceptions predominate in FY 2018 and FY 2019 and in FY 2020 targets. RFA anticipates that increased repression in Cambodia may increase fear of voicing positive comments about RFA, which likely will deflate trust metrics there in FY 2020. Cuts to Mandarin and Khmer in the FY 2021 budget mean that the target for FY 2021 is based only on trust projections for Burma, where this indicator has been high historically. However, growing levels of disinformation are expected to impact audience perceptions negatively and bring down trust measure in Burma somewhat. Trust for MBN already is high, given the tendency of audiences in the region to be skeptical of all media, and is expected to continue but not increase.

Indicator:

PROGRAM CREDIBILITY: This indicator is determined by a question in representative surveys about trustworthiness of news and information of those sampled respondents who listened to or viewed each station in the past week. The answers are registered on a four-point scale: Trust a great deal, Trust it somewhat, Do not trust it very much, Do not trust it at all. The credibility index is a weighted average, by audience size, of the percentage of those answering the question in the survey (excluding those who did not respond or did not know) who report trusting news from the station a great deal or somewhat. Credibility estimates are not included for countries where the number of regular listeners/viewers/online users is so small (n = <50) that the estimate is unreliable.

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

UNDERSTANDING

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	81	76	75	76	75	75
RFE/RL	81	73	74	75	75	76
RFA	NA	52	54	52	53	75
MBN	71	70	70	66	70	70
OCB	96	96	100	96	80	83

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Based on recent data trends, VOA expects this metric to remain stable. For RFA, this metric has been derived from measurements in China and Burma only. RFA anticipates some growth in this metric in a planned survey in Cambodia. As with the trust metric, however, opportunities for significant growth in FY 2020 have been limited by the overwhelming size of RFA's China audience. Political risk is likely to limit opportunities to collect new data for China in FY 2020. Targets for FY 2021 are based on data for Burma only, given the cuts to Mandarin and Khmer proposed for FY 2021. MBN's understanding target increase in FY 2020 assumes improvements as a result of the MBN relaunch that focuses, in part, on greater coverage of news and current events. OCB anticipates that reduced budgetary resources will result in lower understanding scores in FY 2020 and 2021.

Indicator:

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

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

HELPS FORM OPINIONS ON IMPORTANT TOPICS

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	62	63	60	63	63	60
RFE/RL	55	52	54	56	56	57
RFA	82	87	88	87	87	87
MBN	71	71	72	75	80	80
OCB	75	75	85	75	75	75

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Based on current data trends, VOA expects this metric to remain stable. MBN's FY 2020 and 2021 targets for this measure assume improvements as a result of MBN relaunch that includes a greater focus on issues audiences cannot find in other regional media.

Indicator:

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

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

- Original investigative reporting by USAGM networks
- Citations of USAGM reporting in influential news outlets
- Producing or curating content on issues important to audiences, such as health, technology, and human rights

Impact Objective 2:

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

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

USAGM will:

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

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

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

Country or Region	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
Iraq[3]	42.6% (Jan 2016)	42.6% (Jan 2016)	44%	35.0% (Jul 2017)	45%	49%
Nigeria	21.0% (Feb 2016)	21.0% (Feb 2016)	21%	19.2% (Jul 2018)	19.2%	20%
Afghanistan	38.5% (Nov 2016)	38.5% (Nov 2016)	30%	69.3% (Jul 2018)	69.3%	57%
Pakistan (excluding FATA and Gilgit Baltistan)	2.9% (Aug 2016)	2.9% (Aug 2016)	4%	5.3% (Jan 2019)	5.3%	3.4%
Former FATA region [4]	26.4% (Jun 2015)	26.4% (Jun 2015)	27%	26.4% (Jun 2015)	26.4%	26.4%
Central Asia[5]	3.9 million	3.9 million	4.1 million	4.3 million	4.3 million	4.3 million

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. For Afghanistan, the 2019 estimates were unusually high, likely due to factors unrelated to USAGM content or distribution changes, and are unlikely to be sustained, particularly with reduced resources.

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

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

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

[5] Includes data from Kazakhstan (Nov 2016), Kyrgyzstan (Oct 2018), Tajikistan (June 2017), Turkmenistan (June 2019), Uzbekistan (May

Indicator:

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

Impact Performance Goal 2.2: Reach audiences in information-denied environments

Country	FY 2017 Actual	FY 2018 Actual	FY 2019 Target[1]	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
China	0.28% (June 2014)	6.2% (Aug. 2017)	6.2%	6.2% (Aug 2017)	6.2%	4.6%
Vietnam	3.6% (Jul 2016)	3.6% (Jul 2016)	3.6%	3.6% (Jul 2016)	3.6%	3.7%
Laos	2.4% (Sep 2016)	2.4% (Sep 2016)	2.4%	2.4% (Sep 2016)	2.4%	2.5%
Turkmenistan	NA	NA	2.5%	6.1% (Jun 2019)	6.1%	6.1%
Uzbekistan	1.6% (May 2017)	1.6% (May 2017)	2.0%	1.6% (May 2017)	2.0%	2.0%
Iran	14.9% (Aug 2015)	23.4% (Sep. 2017)	23%	23.4% (Sep 2017)	23%	18%
Azerbaijan	3.5% (Dec 2015)	3.5% (Dec 2015)	3.5%	3.5% (Dec 2015)	3.5%	3.5%
Cuba	11.1% (Mar 2017)	11.1% (Mar 2017)	20%	11.1% (Mar 2017)	13%	17%

Continue to serve and monitor information-denied environments lacking representative survey data, including North Korea, Eritrea, Syria, Tibet, and Xinjiang Uyghur Autonomous Region.

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

Indicator:

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

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

Country	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
INCREASE OR MAINTAIN WEEKLY AUDIENCES IN:[2]						
The Russian Federation	4.9% (Jun 2016)	7.7% (May 2018)[3]	8%	7.7% (May 2018)	9%	9%
Ukraine	18.0% (Jun 2016)	18.0% (Jun 2016)	20%	18.0% (Jun 2016)	20%	20%
Moldova[4]	32.1% (Feb 2016)	32.1% (Feb 2016)	32%	32.1% (Feb 2016)	15%	15%
Kazakhstan	9.6% (Nov 2016)	9.6% (Nov 2016)	10%	9.6% (Nov 2016)	10%	10%
Tajikistan	10.8% (Jun 2017)	10.8% (Jun 2017)	11%	10.8% (Jun 2017)	11%	11%
Estonia	5.1% (Jun 2016)	5.1% (Jun 2016)	7%	5.1% (Jun 2016)	7%	8%
Latvia	5.2% (Jul 2016)	5.2% (Jul 2016)	7%	5.2% (Jul 2016)	7%	8%
Lithuania	10.0% (Jul 2016)	10.0% (Jul 2016)	10%	10.0% (Jul 2016)	10%	10%

[1]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

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

[3]The FY 2018 Actual for weekly audience in the Russian Federation was incorrectly reported as 7.5% in the FY 2019 PAR and FY 2020 Congressional Budget Justification. It has been corrected here to 7.7%.

[4] RFE/RL is forecasting audience declines in Moldova due to decreased cooperation with local partners, which had been an important audience driver in the February 2016 national survey. Journalists from RFE/RL's Moldovan Service had appeared each week in popular news programs on local TV stations. Since that time, one partner ended its cooperation with RFE/RL and the frequency of appearing was reduced by the other partner.

Indicator:

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

Contextual Indicators:

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

Reporters Without Borders Rankings	# of USAGM target countries ranked as:				
	Very Bad	Bad	Problematic	Fairly Good	Good
2019 WORLD PRESS FREEDOM INDEX	19	48	46	9	3

Note: Freedom House discontinued its Freedom of the Press Rankings in 2018. USAGM is now using Reporters Without Borders' World Press Freedom Index to track press freedom in its target countries.

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

- News reports or audience descriptions of USAGM impact in environments subject to extremism, information withholding, and disinformation campaigns
- Programming targeting groups underrepresented in USAGM audiences, including youth and women
- Programming responding to crisis situations
- High-profile international news pickups of USAGM reporting from inside closed societies

Impact Objective 3:

Overcome censorship to connect audiences in closed societies

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

USAGM will:

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

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

Impact Performance Goal 3.1: Increase usage of internet freedom products

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
Weekly unique users on Psiphon	649,040	967,763	1,000,000	621,392	615,000	645,000
Weekly unique users on NthLink	NA	NA	NA	NA	30,000	33,000
Weekly visits to USAGM web sites through Psiphon	8,794,243	8,452,100	13,125,000	7,092,592	3,725,000	4,000,000
Weekly visits to USAGM web sites through NthLink	NA	NA	NA	NA	180,000	199,000
Weekly visits to USAGM web sites through NewNode	NA	NA	NA	NA	200,000	212,000
Proxy traffic through Psiphon	15,402 TB	21,725 TB	24,000 TB	15,875 TB	17,500 TB	18,250 TB
Proxy traffic through NthLink	NA	NA	NA	NA	1,000 TB	1,100TB

Note: In FY 2019, USAGM incorporated the Open Technology Fund (OTF), previously housed at RFA, as a non-federal entity. Beginning in FY 2020, OTF will take over the management of USAGM-sponsored proxy tools, including the deployment of two new proxy tools, NthLink and NewNode.

[1]Factors contributing to FY 2020 and 2021 targets include evaluations of internet censorship changes in target countries, audience metrics and surveys from USAGM broadcasters, as well as projections based on usage trends from previous years.

Indicators:

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

Contextual Indicator:

Freedom House Rankings	# of countries with customized USAGM-sponsored circumvention tools ranked as:		
	Not Free	Partly Free	Not Ranked
2019 FREEDOM ON THE NET	11	1	4

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

- Development of new technologies and activities to counter internet censorship and blocking
- Education about and promotion of circumvention and digital security technologies

Impact Objective 4

Optimize program delivery by market and expand engagement on digital platforms

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

USAGM will:

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

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

Impact Performance Goal 4.1: Increase web traffic

AVERAGE WEEKLY VISITS TO WEBSITES[1]						
Network	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target (increase over FY 19)[2]	FY 2021 Target (increase over FY 20)[2]
VOA	8,810,700	8,850,000	9,027,000	9,383,700	2%	2%
RFE/RL	8,464,600	9,751,200	10,238,800	10,990,200	5%	5%
RFA	901,200	1,010,900	1,061,400	1,267,000	5%	3%
MBN	1,092,400	854,500	982,700	1,028,100	15%	10%
OCB	172,500	142,600	156,900	136,100	10%	25%

[1] Data in the chart above should be compared across years and not across broadcasters, in part because broadcasters are measuring different numbers of websites and languages. Numbers do not include some proxy visits. These figures include some, but not all, traffic to apps. Traffic to social media sites (Facebook, Twitter, etc.) is also not included here.

[2] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, specifically linear regression of past performance and industry forecasts of digital media access across target regions. Projected growth is lowest for VOA due to the relative linguistic diversity of the audience it must cover. Estimates for MBN include data prior to MBN's November 2018 relaunch. Not surprisingly, there was a lag in audience growth for several months after the relaunch. In recent months, MBN's average weekly traffic has steadily increased, a trend expected to continue.

Indicator:

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

Impact Performance Goal 4.2: Increase audience interaction via social media

DIGITAL ENGAGEMENT ACTIONS							
Network	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual (excluding Instagram)[1]	FY 2019 Actual (including Instagram)[1]	FY 2020 Target (increase over FY19)[2]	FY 2021 Target (increase over FY20)[2]
VOA	4,937,600	4,126,700	4,209,200	3,520,500	5,494,700	4%	4%
RFE/RL	2,106,100	2,261,300	2,283,900	2,131,100	4,100,800	5%	5%
RFA	1,125,300	823,200	831,400	1,130,900	1,130,900	4%	4%
MBN	646,700	883,000	1,015,500	501,000	516,400	2%	5%
OCB[3]	32,200	70,700	77,800	69,900	70,000	10%	20%

[1]Beginning with the FY 2019 Actuals in this budget, USAGM is including digital engagement actions on Instagram, in addition to the three platforms previously tracked (Facebook, Twitter, and YouTube). FY 2019 Actuals, excluding Instagram, as reported in the FY 2019 PAR, are included for context.

[1]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. Changes in the Facebook algorithm favoring posts from friends and family over those of "publishers" reduced the number of USAGM posts that appear in people's Facebook feeds. Qualitative research for RFA suggests growing fear of engaging on Facebook with sensitive news content in Southeast Asia. In recent years, RFA's digital growth in key markets, especially Burma, has helped offset some of the losses from algorithm changes. MBN numbers also obscure differences in performance among MBN social media sites. Maghreb Voices' weekly Facebook engagement, for example, has been exceptional over the past year. Maghreb Voices' audience is also much more engaged in Maghreb Voices content than competitors' audiences are in their content. MBN still needs to boost social media engagement for Alhurra, Irfaasawtak, and other pages, which will be a priority for the coming year.

[2]OCB's FY 2018 Actual was previously reported incorrectly in the FY 2018 Performance and Accountability Report and FY 2020 Congressional Budget Justification, due to a calculation error; it has been corrected here.

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Indicator:

DIGITAL ENGAGEMENT ACTIONS: This indicator measures the weekly average number of engagement actions on currently measurable platforms, currently Facebook, Twitter, YouTube, and, beginning with the FY 2019 Actuals in this budget, Instagram. Engagement actions include measurable actions that demonstrate an activity beyond just consuming content: liking or "favoriting" or reacting to a USAGM post, commenting on a USAGM post, sharing/retweeting a USAGM post, liking or following a USAGM account or profile for the first time (i.e. this is counted only once, during the first week someone follows a USAGM account.) These actions are tracked through online analytics by a third party vendor (Socialbakers).

Impact Performance Goal 4.3: Build strong affiliate relationships

NUMBER OF AFFILIATIONS						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
USAGM[2]				3,729	3,850	3,950
VOA[3]	2,411	2,247	2,000	3,151	3,200	3,250
RFE/RL	798	777	815	1,140	1,200	1,250
RFA	7	11	9	10	11	12

[1] Factors contributing to FY 2020 and FY 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources, as well as a previous restructuring of the affiliate database system which resulted in a lower affiliate count, with a focus on larger high-impact affiliates within that count.

[2] USAGM is reporting a consolidated number of affiliations for the first time in FY 2019. This number is unduplicated, meaning that a station or outlet is counted only once, even if it retransmits content from more than one USAGM network. For this reason, the total number of USAGM affiliations is lower than the sum of the individual network affiliations.

[3] The FY 2019 Actual for VOA presented here includes previously unreported stations or outlets that also retransmit RFE/RL or RFA content. In FY 2019, the number of USAGM affiliates that retransmitted only VOA content was 2,586, as reported in the PAR. Going forward, USAGM will report the full number of VOA affiliations, bringing it in line with the other networks.

Indicator:

AFFILIATIONS: Affiliates – broadcast stations and digital platforms that carry USAGM content – are a primary gatekeeper between the USAGM networks and their end users. Counting the number of affiliates, then, offers a measure of the appeal of the programming to these vital gatekeepers and distributors of the USAGM networks' content. As shortwave usage wanes in parts of the world, the importance of affiliations with local medium wave and FM radio and television stations grows. With the growth of digital and mobile technology, there are new forms of affiliations, including online and mobile. The affiliation indicator counts all stations or outlets that regularly retransmit content from the USAGM networks.

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

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

Impact Objective 5

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

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

USAGM will:

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

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

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

UNDERSTANDING OF AMERICAN SOCIETY

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	67	62	61	56	56	58
MBN	44	42	50	44	55	55
OCB	85	85	90	85	85	90

[1]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in some qualitative indicators, such as understanding of American society, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may lead to a temporal increase in this indicator as reported in 2021. MBN expects moderate increases in this indicator as a result of greater U.S.-focused programming, despite the fact that most audiences do not closely follow U.S. news and events.

Indicator:

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

UNDERSTANDING OF U.S. FOREIGN POLICY

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	68	60	60	54	54	55
MBN	43	42	50	44	55	55
OCB	89	89	90	89	90	95

[1]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in qualitative indicators, such as understanding of U.S. foreign policy, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may result in a temporal increase in this indicator. MBN expects moderate increases in this indicator as a result of greater U.S.-focused programming, despite the fact that most audiences do not closely follow U.S. news and events.

Indicator:

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

Impact Performance Goal 5.2: Provide exceptional news and information

UNIQUENESS[1]

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[2]	FY 2021 Target[2]
VOA	29	31	29	28	27	28

[1]Uniquenessscores for the other networks are presented in Impact Performance Goal 6.2: Serve as a surrogate news operation, delivering information otherwise not available in local markets.

[2]Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. VOA expects that new data arriving in FY 2020 and 2021 may show an erosion in qualitative indicators, such as exceptionality, with changing attitudes toward the U.S. in target countries. However, coverage of the U.S. general election in late 2020 may result in a temporal increase in this indicator.

Indicator:

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

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

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

Impact Objective 6

Serve as a surrogate news operation, delivering information otherwise not available in local markets

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

USAGM will:

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

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

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

UNDERSTANDING OF CURRENT EVENTS IN TARGET COUNTRY [1]

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[2]	FY 2021 Target[2]
RFE/RL	83	77	78	75	76	77
RFA	86	83	84	83	84	77
MBN						
OCB						
VOA in relevant markets to be determined						

[1] This was a new measure in FY 2018. Actuals are only available for a small number of language services for FY 2017 through FY 2019. The question will be incorporated into the core USAGM questionnaire going forward.

[2] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. . RFA's FY2021 target is based on Burma only, rather than Burma and Cambodia, because of proposed cuts to Khmer.

Indicator:

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

Impact Performance Goal 6.2: Provide exceptional news and information

UNIQUENESS

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[2]	FY 2021 Target[2]
RFE/RL	22	25	25	26	26	27
RFA	82	40	50	40	50	42
MBN[1]	20	32	48	29	40	40
OCB	78	78	85	78	80	85

[1]For FY 2017, the MBN estimate was based on Libya only.

2Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. RFA's measure for this indicator continues to be derived only from Burma data, where the rapidly changing media landscape and negative responses to Rohingya coverage may have influenced this figure. RFA's FY 2019 target was based on an assumption of new data from Cambodia, which now are anticipated in FY 2020. RFA's FY 2020 target assumes additional data from the Cambodia national survey and other upcoming surveys. RFA's FY 2021 target reverts to Burma only because of proposed cuts to Khmer. MBN expects modest increases in this indicator as a result of increased focus on content not available in other regional media.

Indicator:

THE UNIQUENESS INDICATOR is defined above under Impact Performance Goal 5.2.

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

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

Impact Objective 7

Engage local media and empower citizen information gathering and exchange

Local media affiliates are the primary means through which the USAGM networks now reach their target audiences in most markets. However, the relationship with these media partners is about much more than just content delivery. By developing these media networks and connecting our affiliates to one another, USAGM fosters rich, open media ecosystems. USAGM leads by example in its journalistic practices, but it also increasingly partners with affiliates on content co-creation, sometimes even participating in daily editorial meetings. USAGM also provides training to indigenous media on topics ranging from journalism principles to business practices. In a similar way, USAGM works to connect audiences to one another, and to foster the free flow of information, often through a wide array of web, mobile, and social media tools. These tools have made media personal, moving the power from centralized broadcasters to a new class of bloggers, activists, videographers, and a content-generating public. They are using media not only to tell their stories on a digital world stage but also to connect with one another to chart the future of their communities and build new forms of civil society.

USAGM will:

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

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

Impact Performance Goal 7.1: Increase engagement with local media outlets

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
Number of USAGM affiliates with national reach that air custom or interactive segments during primetime[2]	50	60	65	68		
Number of USAGM radio and TV affiliates that serve multiple markets[2]				452	475	500
Number of USAGM affiliates that air custom or interactive segments[2]				80	85	90
Number of weekly downloads from affiliate content distribution portal, Direct	1,650	2,750	3,000	2,815	3,250	3,500

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources.

[2] In FY 2019, USAGM changed the performance metrics for this goal to emphasize affiliates that are multi-market, rather than national, and to focus on those who air custom or interactive segments.

Indicators:

THE INDICATORS FOR INCREASING ENGAGEMENT WITH LOCAL MEDIA OUTLETS INCLUDE: the number of USAGM radio and TV affiliates that serve multiple markets, the number of USAGM affiliates that air custom or interactive segments, and the average number of weekly downloads (audio, video, text, or photos) from Direct, the affiliate content distribution portal. USAGM is discontinuing use of the metric measuring the number of USAGM affiliates (radio or TV) with national reach that air custom or interactive segments (also known as "bureau" reports, produced jointly with the USAGM networks) during primetime.

Impact Performance Goal 7.2: Increase sharing of USAGM programming

SHARING

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

NETWORK	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target[1]	FY 2021 Target[1]
VOA	45	46	45	49	49	45
RFE/RL	48	44	48	41	45	50
RFA	49	41	42	41	42	43
MBN	67	67	67	62	55	55
OCB	56	56	70	56	60	65

[1] Factors contributing to FY 2020 and 2021 targets include current positioning in the media market, anticipated future trends, and proposed budgetary resources. For RFA, qualitative research suggests a growing fear of sharing news content on social media in Cambodia and Burma, especially around domestic topics heavily featured in RFA, including coverage of the Rohingya crisis in Burma. MBN expects a decrease in this measure in FY 2020 due to the increased use of digital media in the MENA and the reluctance of audiences to share information via digital media.

Indicator:

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

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

- Substantive engagement with key local media affiliates
- Citizen journalism and user-generated content
- USAGM-facilitated dialogue across religious, national and ethnic groups

Agility Objective 1

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

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

USAGM will:

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

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

Agility Performance Goal 1.1: Streamline program delivery

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Transition to internet and fiber optic content distribution to stations and uplinks, migrating away from more costly satellite distribution	50% of satellite-based distribution feeds transferred to terrestrial circuits.	USAGM is in the process of transferring these feeds and expects 75% of satellite-based distribution feeds transferred to terrestrial circuits by Q3 FY 2019. 50% of MPLS network transferred from Hub and Spoke to any-to-any mesh network. 40% of contribution feeds are now leveraging public internet for Primary or Back-up.	100% of satellite-based distribution feeds converted to terrestrial circuits. 75% of contribution feeds moved off satellite for either primary or secondary connections. If secondary, costly satellite back-up is eliminated.	100% of satellite-based distribution feeds converted to terrestrial circuits. 75% of contribution feeds moved off satellite for either primary or secondary connections; costly satellite backups eliminated where possible.	100% of satellite contribution feeds converted to terrestrial circuits. 100% of DTH (direct-to-home) content migrated to DTH multiplex platforms housed with like news and current affairs services in same language.	NA – transition completed

(Goal 1.1 continued)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Optimize remaining shortwave distribution, taking advantage of the strategic location and lower operating cost of Kuwait Transmitting Station	Closed Sri Lanka Transmitting Station	Poro Transmitting Station closed; handover pending final action by Filipino government. Installation of new antenna at Kuwait Transmitting Station underway, expected to be complete in Q2 FY 2019.	Final handover of Poro Transmitting Station. Complete installation of new antenna at Kuwait Transmitting Station. Continue to invest in the expansion of the Kuwait Transmitting Station, utilizing whatever resources may be available, in order to realize longer-term savings. Restore CNMI Transmitting Station with whatever resources may be available. Review all transmission leases to identify further opportunities for savings.	Poro Transmitting Station handed over in September 2019. The installation of the new SW antenna at Kuwait Transmitting Station has been delayed due to contracting and logistical issues. It is now expected in Q3 FY 2020. Restored 4 (of 16) antennas on CNMI Transmitting Station to service.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property. Complete design and installation of new SW arrays at Kuwait Transmitting Station to serve Africa Restore 4 more (total 8 of 16) antennas on CNMI Transmitting Station to service. Review all transmission leases to identify further opportunities for savings.	Maintenance and repair efforts to USAGM transmission facilities focused on functionality and protecting human life and property. Restore 4 more (total 12 of 16) antennas on CNMI Transmitting Station to service. Review all transmission leases to identify further opportunities for savings.
Expand FM transmissions, to match audience preferences	All 5 FMs in progress; contract actions completed, installations will fall into FY 2018.	New FMs installed in Brazzaville and Pointe Noire, Rep. of Congo; Mbuji-Mayi and Katanga, DRC. Mogadishu FM is underway, expected on air in Q1 FY 2019.	Install FM transmitters in key cities: Mogadishu, Somalia; Lome, Togo; potential FMs in Kampala, Uganda; Mombasa, Kenya, and Lusaka, Zambia currently being pursued; Maputo, Mozambique Harare, Zimbabwe under consideration.	FMs successfully installed in Mogadishu, Somalia; Lomé, Togo; and Mombasa, Kenya.	FMs installed in Lusaka, Zambia and in refugee camps in NE Kenya. Additional FM erected in eastern Democratic Republic of Congo. Full-time lease established in Kampala, Uganda.	Continue to pursue FM opportunities in key markets, mostly in Africa and SE Asia.

Agility Performance Goal 1.2: Automate and streamline key business processes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Complete business process reengineering and automation of business and media workflows	Completed integration of payroll and time and attendance systems. Completed rollout of electronic performance management system. Deployed electronic invoice payment system for domestic invoices; foreign invoices to be added in FY 2018.	Consolidation of support team efforts, including IT help desk, building facilities, Network Control Center, and telecoms, into integrated Solutions Center (now named TSI Help Center) began.	Complete consolidation of support efforts into TSI Help Center. Participate in Agency effort to identify a new HR management system. The current system, provided through a partnership with the Department of Defense, is being discontinued in 2019. Roll out unified communications capability to 67% of Agency users.	Majority of Help Center services consolidated. Full rollout not achieved due to new requirement to support VOA technology suite. Continued to participate in effort to identify a new HR management system. Agency transitioned to Teams unified communications tools across 100% of agency desktops and mobile devices. Telephony integrated with Teams rolled out for 20% of workforce.	Help Center 100% consolidated. Replacement of help desk tracking and assignment tool, Footprints, with a more robust, adaptable tool to help improve outcomes and response times. Continue to refine and improve USAGM's suite of key business process tools.	Continue to refine and improve USAGM's suite of key business process tools

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

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Migrate onsite systems to cloud for enhanced effectiveness and efficiency	Transitioned onsite digital archive system to a private cloud with recovery capability. Completed migration of intranet content to cloud-based platform. Upgraded IT infrastructure with more storage, bandwidth, and security.	Migration of onsite workstation/ user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile nearly complete (80%). Full completion expected in Q2 FY 2019. Transition of some broadcast operations to cloud-based playout and switching systems has not yet begun.	Complete migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continue transition of radio broadcast operations to cloud-based playout and switching systems. Begin implementing off-site, carrier neutral Data Center. Implement high availability and high capacity metro fiber ring between USAGM headquarters and Data Center. Relocate WAN and all connections to new Data Center. Increase capacity to the internet tenfold and implement high-speed cloud connections. Mature and expand support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making. .	Completed migration of onsite workstation/user storage to cloud for enhanced portability and a more robust backup/disaster recovery profile. Continued transition of radio broadcast operations to cloud-based playout and switching systems. Implementation of off-site, carrier neutral Data Center approximately 50% complete. Implemented high availability and high capacity metro fiber ring between USAGM headquarters and Data Center. Relocated WAN and all connections to new Data Center. Increased capacity to the internet tenfold and implemented high-speed cloud connections. Matured and expanded support for business analytics suite that drives USAGM increased utilization of data-driven strategy and decision-making.	Relocate USAGM headquarters network core to offsite data center to replace current core and to facilitate potential building relocation. Leverage Data Center-hosted storage systems to replace current on-premises storage. Implement Managed Service Provider (MSP) service model for 24 x 7 x 365 network support. Complete transition of radio broadcast operations to cloud-based playout and switching systems. Extend business analytics suite and AI to assist journalists by automating a number of translation and simple story posting tasks.	Migrate 100% of IT requirements to hosted solutions, supported by managed services provider. Adjust service level agreements (SLA) to broadcast networks, lowering IT operating costs while raising SLA success rates.

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

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strengthen USAGM's cybersecurity posture	USAGM implemented cybersecurity measures that extend high-level DHS cybersecurity protection to agency-specific gaps, such as email, the network, and end points.	Made progress toward defined level of maturity of IT Information Security Program. Piloted DHS CDM tools to enhance the Agency's ability to identify and mitigate the impact of cyber threats. Full rollout expected in Q1 FY 2019.	Continue to develop IT Information Security Program policies and strategies. Start to implement Multi-Factor Authentication for all users. Enhance controls for system access; enhancing cloud system identity management; and enhancing protection of sensitive data and addressing privacy concerns.	Completed, received approval for, and published several dozen information security and privacy strategies, policies, and procedures. Completed first phase of multifactor authentication (MFA), as well as deployment of DHS monitoring tools and dashboard.	Continue to mature IT Information Security Program policies and strategies. Implement SSL traffic monitoring capabilities and defenses. Pilot DHS's Privileged Account Management and Usage Monitoring Program. Implement multifactor authentication (MFA) for all users accessing the Agency network, systems, applications, and cloud services.	USAGM's information security program achieves "consistently implemented" maturity. All systems are deployed per specified security baseline configurations; and multifactor authentication is fully implemented for all access to Agency networks and applications.

(Goal 1.4 continued)

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Use Enterprise Risk Management[1] to manage risks and optimize costs related to the achievement of USAGM objective	USAGM created an IT risk management division within the Office of the CIO.	USAGM created an agency-level ERM framework, governance structure, and risk identification process.	Identify, assess and analyze enterprise risks and develop a profile that reflects significant risks to achievement of agency mission.	Identified, assessed and analyzed enterprise risks and developed the Agency's FY 2019 ERM Risk Profile that reflects significant risks to the achievement of USAGM's mission. The risk owners developed and implemented appropriate risk responses and corresponding efforts and performance measures to the profile risks. Drafted, documented, and received approval for Agency-wide Information Security Risk Management (ISRM) Strategy and Framework in accordance with FISMA and NIST guidelines.	Continue the implementation of the FY 2019 Risk Profile risk response strategies, and analyze performance measures to track their progress and effectiveness. Implement Agency-wide ISRM strategy and framework, including the development of an Agency-wide FY 2020 IT risk register. Develop Agency-wide business continuity and disaster recovery plans to mitigate disruption to Agency's operations during and after unforeseen events. Identify, assess and analyze enterprise risks and develop the FY 2020 ERM Risk Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the Risk Profile.	Continue the ERM Cycle for FY 2020 through implementation and monitoring of risk response strategies. Continue the implementation of the Agency-wide ISRM strategy and framework and develop an Agency-wide FY 2021 IT risk register. Identify, assess and analyze enterprise risks and develop the Agency's FY 2021 ERM Risk Profile that reflects significant risks to the achievement of Agency mission and determine appropriate responses to the Risk Profile. Advance the development of the agency-wide business continuity and disaster recovery programs to mitigate disruption to Agency's operations during and after unforeseen events.

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

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

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Upgrade program production and delivery systems to HD capable	All TV studios fully HD capable. Automated HD TV channel set up for testing.	Both satellite and terrestrial network have been modified to incorporate HD delivery capability. Preparations completed to enable upgrade of Digital Asset Management System to make HD production and archiving more efficient. Onsite storage capacity to accommodate HD files expanded and upgraded. Global delivery of HD content direct-to-home and to affiliates enabled.	Complete upgrade of Media Asset Management System to make news orchestration, HD production and archiving more efficient. Begin working with USAGM broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings. Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Completed all IT infrastructure and preparatory training required to transition to upgraded Media Asset Management system, Galaxy. Through the USAGM CIO Office, the CIO Council, and the Digital Governance Council directed by the Agency's Chief Technology Officer, began working with broadcast networks to identify more IT services and systems that can be shared and unified in order to gain efficiencies and cost savings. Continued to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems.	Launch the new Dalet Galaxy system and, within six months of launch, migrate the entire Agency. This clears the path for a complete integrated workflow between the Galaxy Archive and Production systems. Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems. Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.	Continue to evolve global network and agency IT environment utilizing the most cost-effective mix of onsite technology infrastructure with cloud-based and other services to maximize compatibility, sustainability, security, serviceability, reliability, and global accessibility of IT systems. Unify IT systems and services across the Agency where possible in order to gain efficiencies and cost savings.
% of video streams transmitted in HD[1]	20%	50%	100%	100%	NA – transition completed	NA – transition completed

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

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

- Ability to nimbly react to a rapidly changing environment
- Resilience in the face of cyber threats

Agility Objective 2

Enhance strategic cooperation among USAGM networks and with support elements

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

USAGM will:

- Ensure coordinated and complementary mission-driven operations and content in markets served by two USAGM media entities.
- Build and sustain internal content-sharing mechanisms, aligning internal editorial support and coordination, as needed.
- Employ new bridge editors and other content-sharing mechanisms to channel original reporting from the language services to the central newsrooms and across USAGM to get maximum mileage out of the content the Agency currently produces.
- Better leverage news gathering, including stringer and correspondent networks or rotating correspondents, across USAGM to ensure required editorial coordination and avoid redundancy.
- Align all support functions to USAGM priorities, strategies, and goals.
- Participate in inter-agency meetings, committees, and strategies in support of U.S. government priorities to ensure that USAGM capabilities, expertise, actions, and impact are fully and accurately shared with other government entities.

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

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

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Establish and employ systems for sharing content across language services and networks, including bridge editors and rotating correspondents	Establish editorial coordinating committee	Launched a joint reporting project on China, *The Dragon's Reach*, involving all five networks	Launch VOA-RFE/RL joint news network for Iran	VOA and RFE/RL launched 24/7 Persian language news channel.	Begin modernization of network Content Management Systems (CMS), starting with VOA.	Roll out updated CMS to additional networks.

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

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Building on ICC success, establish cross-agency working groups to leverage resources and expertise across networks and support offices	Editorial coordinating committee established.	CIO Council and Digital Governance Council established; CTO appointed.	Establish working group on acquired programming. Establish data taxonomy standards through Digital Governance Council.	Acquired programming working group established. Data taxonomy standards established through Digital Governance Council.	Review of acquired programming across networks by working group. Implement data taxonomy standards.	Continue and extend cross-agency working groups, as needed.

Agility Performance Goal 2.3: Ensure complementary coverage in markets served by more than one USAGM network.

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Conduct periodic content analysis of services that serve the same market	Conducted content analysis of VOA and RFE/RL coverage in Iran.	Conducted content analysis of VOA and RFA coverage in Burma.	Conduct content analyses of OCB and VOA coverage in Spanish-language markets.	Conducted external content review of OCB programming in Spanish.	Conduct content analyses in other markets served by multiple networks.	Conduct content analyses in other markets served by multiple networks.

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

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

Agility Objective 3:

Enable greater impact and accountability through rigorous assessment and evaluation

USAGM's mission is more than reaching audiences. The Agency utilizes a comprehensive Impact Model to capture effects of USAGM programming on audience members, the local media sector, and foreign governments. The Impact Model comprises a set of indicators tied to the Agency mission, including: uniqueness of information, opinions on content trustworthiness, likelihood of content sharing and use, changes in understanding of current events, improvements in journalistic practices, and attention from public officials. In addition to continuous data collection, successful deployment of the Impact Model includes providing results to decision-makers and content providers throughout the Agency and its networks.

Even as it holds networks accountable for advancing the USAGM Mission, the Agency simultaneously implements rigorous employee oversight. USAGM has renewed its focus on federal personnel appraisals and is currently undertaking several initiatives that will strengthen this important accountability tool.

USAGM will:

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

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

Agility Performance Goal 3.1: Strengthen research and evaluation program

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2019 Estimate	FY 2020 Target	FY 2021 Target
Number of USAGM target countries with full USAGM media surveys conducted in the current or prior fiscal year	**33**	**18**	**22**	**15**	**12**	**11**
Percentage of surveys used to report performance data that were conducted in the current or prior fiscal year	**71%**	**19%**	**25%**	**26%**	**50%**	**80%**

Note: USAGM is currently rebalancing the range of research methods that it employs, including surveys, commercial ratings, and digital analytics. The first indicator above shows only full USAGM media surveys; the second includes omnibus surveys as well. The expected increase in omnibus surveys over the next two fiscal years is the result of research funded in FY 2019.

Agility Performance Goal 3.2: Improve personnel evaluation processes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strengthen personnel evaluation processes and compliance in the federal workforce	Transitioned to 5-tier electronic personnel system, 40% of employees have personnel evaluations completed. Provide managers with training on performance management.	77% of managers trained in performance management. Additional training for remaining managers scheduled for Q1 FY 2019. 76% of employees had personnel evaluations completed.	Continuous refresher on performance management mandated in development plans for managers and supervisors. 100% of all employees have personnel evaluations completed on-time.	82% of all eligible employees had personnel evaluations completed on-time.	92% of all eligible employees have personnel evaluations completed on-time.	97% of all eligible employees have personnel evaluations completed on-time.
Implement 360 feedback tools for managers in the federal workforce (reviews to be scheduled every three years)	Curriculum finalized.	90% of managers and supervisors reviewed. 50% of managers and supervisors with development plans in place.	90% of managers and supervisors reviewed. 80% of managers and supervisors with development plans in place	USAGM has discontinued use of 360 reviews for managers.	NA	NA

Agility Performance Goal 3.3: Improve performance culture of agency

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX *(from Federal Employee Viewpoint Survey)*						
	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
USAGM	48	51	53	51	51	52
Government-wide (for comparison)	54	56		57		

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

- Modernization of USAGM research methods, including updates to impact metrics and survey design
- Pilot projects to bring research data and evaluation products to senior leaders, interagency partners, and other key decision makers

Agility Objective 4

Foster employee engagement, development, and productivity

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

USAGM will:

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

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

Agility Performance Goal 4.1: Strengthen internal communications

	FY 2017 Baseline	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Establish/ enhance two-way communication channels for better lateral and vertical communication	Improved communication by establishing and promoting internal social media, town halls, suggestion boxes, and focus groups.	Maintained communication over established channels and introduced an internal social media channel accessible to staff at all five networks.	Strengthen communication and engagement by maximizing use of established communication channels and networking events.	90% of USAGM network staff using agency-wide communication channels for networking and events.	95% of USAGM network staff using agency-wide communication channels for networking and events.	Maintain 95% of USAGM network staff using agency-wide communication channels for networking and events.
Improve transparency and accountability using internal communication initiatives	Provided an intranet page, weekly internal newsletter, and regular senior leadership announcements to all staff.	Increased visits to CEO intranet page with weekly CEO Flash Report. Hosted internal networking events to strengthen engagement and communication.	Continue to strengthen transparency and accountability by expanding and fortifying internal communication processes.	3 out of 5 USAGM broadcast network senior managers use the channels to raise awareness and share agency news.	Continue to evaluate and manage internal communication processes to increase staff morale and engagement.	Improve messaging based on platform data and employee feedback.

Agility Performance Goal 4.2: Improve employee training and development

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
USAGM	**56**	**70**	**73**	**71**	**73**	**75**
Government-wide (for comparison)	**71**	**80**		**81**		

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

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

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

- Employee training and development
- Mentoring program relaunch

Performance Budget Appendix: Information on Impact Indicators

To demonstrate the impact of broadcasting activities, USAGM maintains a robust research program comprising national surveys, omnibus surveys, panels, interviews, and focus groups. Nationally representative (or close-to nationally representative) surveys, conducted in accordance with the highest professional standards by local market research firms, are the primary source for the agency's impact indicators. Survey response rates vary by country, with higher response rates generally in Africa and lowest response rates in Eurasia. Further information on the USAGM research program and methodology can be found on the USAGM website at: https://www.usagm.gov/strategy-and-performance/performance-accountability/

Several impact indicators (including program credibility, understanding of current events, uniqueness, understanding of American society, understanding of U.S. foreign policy, understanding of current events in target country, and sharing of programming) are based on a subset of surveyed markets. This is due either to weekly audience being too small for analysis ($n < 50$) or to the question not being asked due to survey space limitations—only true in cases where USAGM buys space on third party surveys or, in rarer instances, where country conditions limit data collection to shorter interviews over the phone.

Since FY 2017, the Agency has employed a more accurate method of calculating impact scores. Prior to the change, these impact scores were simple averages of audience figures by country. With the revised method, impact scores are averaged across countries, weighted by audience size. Although scores from FY 2016 and prior years are not comparable to the FY 2017, the current weighted calculation more accurately reflects individual views.

Verification and Validation of Data

USAGM and its research vendors follow standards set by the Conference of International Broadcasting Audience Researchers, ESOMAR, and other international organizations that lead the market research industry in ethical, professional research practice.

Once data has been collected, all research vendors must send their data to a third-party vendor hired by the Agency for the sole purpose of performing data quality assurance protocols. After thorough review, and—if necessary—several rounds of critical feedback with vendors, USAGM determines whether data warrants new fieldwork or is acceptable.

Every survey commissioned by USAGM requires research vendors to produce a technical report, detailing the sampling plan, population weights, problems encountered in the field, and resolution methods. This information about data collection conditions is a critical component of ensuring the design effects are included in computations.

Before research projects can conclude, the USAGM research team—some combination of USAGM research staff and analysts, network research directors, and project managers—agree on the validity of reach figures and impact metrics

Appendix A: Budget Charts

U.S. AGENCY FOR GLOBAL MEDIA

VOICE OF AMERICA

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

VOICE OF AMERICA	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
VOA DIRECTOR			
VOA Director Office/Resource Management/Research/PR	$ 12,026	$ 7,047	$ 5,047
Digital Office, Strategy, and Audience Engagement	$ 1,269	$ 1,000	$ 1,500
Contract Journalists and Other Support	$ 10,225		
SUBTOTAL, VOA DIRECTOR	**$ 23,520**	**$ 8,047**	**$ 6,547**
OFFICE OF GLOBAL PRODUCTS AND TECHNOLOGY	**$ 5,311**	**$ 5,331**	**$ 2,331**
ASSOCIATE DIRECTOR, PROGRAMMING DIRECTORATE	**$ 5,995**	**$ 9,814**	**$ 9,814**
STUDIO AND PRODUCTION OPERATIONS			
Director, Studio, and Production Operations	$ 889	$ 3,118	$ 3,345
Central Production Services Division	$ 20,414	$ 9,531	$ 8,829
Operations Support Division	$ 18,948	$ 25,498	$ 14,498
Technical Support Division	$ 13,019	$ 7,772	$ 7,772
SUBTOTAL, STUDIO, AND PRODUCTION OPERATIONS	**$ 53,270**	**$ 45,919**	**$ 34,444**
AFRICA DIVISION			
Division Chief	$ 3,393	$ 4,017	$ 4,505
Bambara Service	$ -	$ 307	$ 318
Central Africa (Kinyarwanda, Kirundi)	$ 1,503	$ 1,365	$ 2,365
English to Africa	$ 5,854	$ 5,594	$ 6,906
French To Africa Service	$ 4,214	$ 4,415	$ 4,815
Hausa Service	$ 1,688	$ 3,424	$ 4,924
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	$ 2,851	$ 2,785	$ 2,950
Portuguese Service	$ 1,205	$ 1,434	$ 2,484
Somali Service	$ 2,251	$ 2,382	$ 2,482
Swahili Service	$ 1,767	$ 1,694	$ 2,794
Zimbabwe/Shona/Ndebele/English	$ 755	$ 1,186	$ 1,236
SUBTOTAL, AFRICA DIVISION	**$ 25,481**	**$ 28,603**	**$ 35,779**

(continued)

VOICE OF AMERICA	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
EAST ASIA AND PACIFIC DIVISION			
Division Chief	$ 2,820	$ 2,150	$ 2,455
Burmese Service	$ 3,220	$ 3,168	$ 3,238
Cantonese Service	$ 843	$ 1,187	$ 187
English to Asia	$ -	$ 228	$ 528
Indonesian Service	$ 5,003	$ 6,173	$ 5,173
Khmer Service	$ 2,581	$ 2,431	$ 2,501
Korean Service	$ 4,873	$ 6,327	$ 2,327
Lao Service	$ 803	$ 754	$ 779
Mandarin Service	$ 11,702	$ 12,342	$ 5,342
Thai Service	$ 848	$ 922	$ 922
Tibetan Service	$ 3,538	$ 3,344	$ 3,544
Vietnamese Service	$ 1,926	$ 2,241	$ 2,241
SUBTOTAL, EAST ASIA AND PACIFIC DIVISION	**$ 38,157**	**$ 41,267**	**$ 29,237**
EURASIA DIVISION			
Division Chief	$ 2,500	$ 2,791	$ 2,915
Albanian Service	$ 1,797	$ 1,355	$ 2,090
Armenian Service	$ 496	$ 545	$ 555
Bosnian Service	$ 1,016	$ 835	$ 880
Georgian Service	$ 676	$ 600	$ 676
Macedonian Service	$ 499	$ 352	$ 477
Russian Service	$ 7,900	$ 10,085	$ 4,085
Serbian Service	$ 1,411	$ 1,248	$ 1,308
Ukrainian Service	$ 1,989	$ 2,601	$ 2,626
SUBTOTAL, EURASIA DIVISION	**$ 18,284**	**$ 20,412**	**$ 15,612**
LATIN AMERICA DIVISION			
Division Chief	$ 2,008	$ 606	$ 682
Creole Service	$ 1,192	$ 2,169	$ 1,169
Spanish Service	$ 5,295	$ 5,369	$ 3,293
Production Unit			
SUBTOTAL, LATIN AMERICA DIVISION	**$ 8,495**	**$ 8,144**	**$ 5,144**

(continued)

VOICE OF AMERICA	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
SOUTH ASIA DIVISION			
Division Chief (South Asia and NECA)	$ 2,649	$ 3,034	$ 3,263
Afghanistan Service	$ 8,672	$ 8,015	$ 5,015
VOA Radio Deewa (Pashto)	$ 2,794	$ 5,083	$ 4,083
Azerbaijani Service	$ 867	$ 669	$ 894
Bangla Service	$ 1,694	$ 1,538	$ 1,538
Kurdish Service	$ 3,315	$ 4,571	$ 4,571
Turkish Service	$ 2,629	$ 3,420	$ 3,420
Urdu Service	$ 4,646	$ 5,661	$ 3,661
Uzbek Service	$ 846	$ 698	$ 773
SUBTOTAL, SOUTH ASIA DIVISION	**$ 28,112**	**$ 32,689**	**$ 27,218**
VOA PERSIAN	**$ 13,122**	**$ 17,714**	**$ 10,714**
CENTRAL NEWS			
VOA Central News	$ 24,272	$ 25,805	$ 10,975
Home Leave and Transfer (HLT)	$ 137	$ 207	$ 207
SUBTOTAL, CENTRAL NEWS	**$ 24,409**	**$ 26,012**	**$ 11,182**
DOMESTIC BUREAUS			
Los Angeles	$ 532	$ 317	$ 317
New York	$ 345	$ 840	$ 840
Silicon Valley	$ 142	$ 295	$ 295
SUBTOTAL, DOMESTIC BUREAUS	**$ 1,019**	**$ 1,452**	**$ 1,452**
OVERSEAS BUREAUS AND NEWS CENTERS			
Bangkok	$ 591	$ 958	$ -
Beijing	$ 675	$ 724	$ -
Dakar	$ 26	$ 299	$ -
Hong Kong	$ 232	$ 220	$ -
Islamabad	$ 478	$ 373	$ -
Istanbul	$ 419	$ 318	$ -
Jakarta	$ 486	$ 450	$ -
Johannesburg	$ 240	$ 238	$ -
London	$ 1,099	$ 1,674	$ 1,674
Moscow	$ 163	$ 340	$ -
Nairobi	$ 794	$ 411	$ 411
Seoul	$ 213	$ 591	$ -
SUBTOTAL, OVERSEAS BUREAUS	**$ 5,416**	**$ 6,596**	**$ 2,085**
GRAND TOTAL, VOA	**$ 250,591**	**$ 252,000**	**$ 191,559**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF CUBA BROADCASTING (OCB)
Summary of Appropriated Funds
FY 2019 - FY 2021

(in thousands)

OFFICE OF CUBA BROADCASTING	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
OCB Directorate and Advisory Board	$ 820	$ 820	$ 820
Administration	$ 3,507	$ 3,506	$ 3,507
Radio Marti	$ 4,892	$ 2,696	$ 1,236
New Media	$ 1,234	$ 1,234	$ 1,234
Central News	$ 4,218	$ 2,695	$ 1,236
TV Marti	$ 6,251	$ 2,695	$ 1,235
Technical Operations	$ 3,195	$ 2,695	$ 1,235
Computer Services	$ 1,211	$ 1,211	$ 1,235
Greenville Transmitting Station	$ 3,421	$ 3,421	$ 1,235
GRAND TOTAL, OCB	**$ 28,749**	**$ 20,973**	**$ 12,973**

U.S. AGENCY FOR GLOBAL MEDIA

INTERNATIONAL BROADCASTING BUREAU (IBB)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

INTERNATIONAL BROADCASTING BUREAU	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
USAGM Chief Executive Officer and Director	$ 2,212	$ 2,651	$ 2,368
Office of Management Services	$ 4,619	$ 3,237	$ 3,127
Office of Chief Financial Officer	$ 11,883	$ 13,279	$ 12,286
Office of Policy and Research	$ 8,195	$ 7,053	$ 7,053
Office of Communications and External Affairs	$ 2,182	$ 1,471	$ 1,305
Office of General Counsel	$ 1,839	$ 2,234	$ 1,972
Office of Contracting and Procurement	$ 3,383	$ 3,915	$ 3,628
Office of Human Resources	$ 6,677	$ 6,050	$ 6,553
Office of Workforce Support and Development	$ 1,641	$ 1,102	$ 1,714
Office of Civil Rights	$ 1,098	$ 1,067	$ 1,166
Office of Policy	$ 895	$ 939	$ 955
Office of Security	$ 2,197	$ 2,127	$ 2,334
Office of Internet Freedom	$ 6,058	$ 166	$ 210
SUBTOTAL, IBB	**$ 52,879**	**$ 45,291**	**$ 44,671**
PROGRAM DECREASES			
Administrative and Organizational Efficiencies			$ (1,871)
GRAND TOTAL, IBB	**$ 52,879**	**$ 45,291**	**$ 42,800**

U.S. AGENCY FOR GLOBAL MEDIA

OFFICE OF TECHNOLOGY, SERVICES, AND INNOVATION (TSI)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

TECHNOLOGY, SERVICES, AND INNOVATION	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
TECHNOLOGY, SERVICES, AND INNOVATION DIRECTOR			
Director	$ 214	$ 215	$ 218
Home Leave & Transfer (HLT)	$ 426	$ 412	$ 430
SUBTOTAL, TSI DIRECTOR	**$ 640**	**$ 627**	**$ 648**
OFFICE OF THE CIO	$ 10,176	$ 10,601	$ 12,573
Global Networks Division	$ 11,417	$ 9,742	$ 8,334
Satellites	$ 16,839	$ 16,982	$ 20,708
Satellites Carryover (X0206)	$ -	$ 3,726	$ -
SUBTOTAL, OFFICE OF THE CIO	**$ 38,432**	**$ 41,051**	**$ 41,615**
INFORMATION TECHNOLOGY DIRECTORATE	**$ 15,268**	**$ 15,573**	**$ 16,226**
TECHNOLOGY SUPPORT DIRECTORATE	**$ 10,181**	**$ 8,045**	**$ 9,122**
OFFICE OF BUSINESS DEVELOPMENT	$ 2,740	$ 3,621	$ 1,979
Regional Marketing Offices	$ 10,175	$ 10,965	$ 10,203
SUBTOTAL, OFFICE OF BUSINESS DEVELOPMENT	**$ 12,915**	**$ 14,586**	**$ 12,182**
RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	$ 2,867	$ 2,768	$ 2,966
Project Management	$ 586	$ 862	$ 1,388
Facilities Management	$ 35,128	$ 34,907	$ 35,872
Administrative and Organizational Efficiencies	$ -	$ -	$ -
SUBTOTAL, RESOURCE AND PROJECT MANAGEMENT DIRECTORATE	**$ 38,581**	**$ 38,537**	**$ 40,226**
BROADCAST TECHNOLOGIES DIVISION	$ 1,725	$ 1,961	$ 2,260
Leased Transmissions	$ 3,643	$ 3,653	$ 3,722
FM Transmissions	$ 1,570	$ 2,848	$ 1,000
SUBTOTAL, BROADCAST TECHNOLOGIES DIVISION	**$ 6,938**	**$ 8,462**	**$ 6,982**

(continued)

TECHNOLOGY, SERVICES AND INNOVATION	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
OPERATIONS DIVISION	$ 2,022	$ 1,987	$ 2,419
Worldwide Procurement (WWP)	$ 4,830	$ 3,474	$ 2,932
SUBTOTAL, OPERATIONS DIVISION	**$ 6,852**	**$ 5,461**	**$ 5,351**
STATIONS DIVISION			
DOMESTIC TRANSMITTING STATIONS			
Tinian	$ 6,729	$ 6,652	$ 5,805
SUBTOTAL, DOMESTIC STATIONS	**$ 6,729**	**$ 6,652**	**$ 5,805**
OVERSEAS TRANSMITTING STATIONS			
Afghanistan	$ 3,572	$ 3,739	$ 3,806
Botswana	$ 2,651	$ 2,624	$ 2,633
Germany	$ 12,920	$ 10,195	$ 9,534
Kuwait	$ 12,766	$ 12,828	$ 13,564
Philippines	$ 6,033	$ 6,022	$ 6,498
Sao Tome	$ 4,003	$ 4,362	$ 4,363
Thailand	$ 4,038	$ 4,799	$ 4,311
Radio transmission reductions	$ -	$ -	$ -
RECONCILATION TO APPROPRIATION	**$ -**	**$ -**	**$ -**
Satellite Carryover	$ -	$ (3,726)	$ -
PROGRAM DECREASES			
Radio Transmission Reductions	$ -	$ -	$ (23,938)
Global Network Realignment	$ -	$ -	$ (2,846)
Administrative and Organizational Efficiencies	$ -	$ -	$ (4,611)
GRAND TOTAL, TSI	**$ 183,263**	**$ 180,591**	**$ 152,347**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
PROGRAMMING DIVISION			
Director	$ 2,502	$ 2,665	$ 2,938
Marketing and Affiliates	$ 938	$ 1,153	$ 1,038
LANGUAGE SERVICES			
Armenian	$ 1,953	$ 1,911	$ 1,843
Azerbaijani	$ 1,970	$ 1,910	$ 1,821
Balkans (Bosnian, Macedonian, Serbian, Albanian, Montenegrin, Croatian)	$ 5,450	$ 4,820	$ 2,585
Belarusian	$ 2,362	$ 2,307	$ 2,085
Bulgarian	$ 347	$ 514	$ 471
Current Time TV and Digital	$ 11,546	$ 11,593	$ 4,686
Georgian	$ 2,674	$ 2,425	$ -
Hungarian	$ -	$ 471	$ 500
Kazakh	$ 1,803	$ 1,633	$ 1,152
Kyrgyz	$ 2,283	$ 2,206	$ 1,638
Radio Farda (Persian)	$ 8,567	$ 10,507	$ 5,329
Radio Free Afghanistan (Dari and Pashto)	$ 5,238	$ 5,203	$ 5,023
Radio Mashaal (Pashto)	$ 3,312	$ 3,254	$ -
Romanian to Moldova and Romania	$ 2,383	$ 2,450	$ 1,799
Russian	$ 8,278	$ 8,426	$ 4,776
North Caucasus (Chechen)	$ 1,263	$ 1,227	$ -
Tajik	$ 2,089	$ 1,976	$ 1,264
Tatar-Bashkir	$ 1,368	$ 1,503	$ -
Turkmen	$ 829	$ 809	$ 659
Ukrainian	$ 5,067	$ 4,710	$ 5,046
Uzbek	$ 1,842	$ 1,552	$ 1,544
News and Current Affairs	$ 4,445	$ 4,821	$ 3,496
Multimedia Strategy, Development, and Training	$ 2,090	$ 2,080	$ 1,093
SUBTOTAL, PROGRAMMING DIVISION	**$ 80,599**	**$ 82,126**	**$ 50,786**

(continued)

RADIO FREE EUROPE/RADIO LIBERTY	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
ADMINISTRATION, MANAGEMENT, AND FINANCE			
Office of President	$ 6,045	$ 7,476	$ 5,871
Human Resources Division	$ 2,732	$ 2,347	$ 1,836
Finance Division	$ 2,442	$ 7,309	$ 5,803
Technology Division	$ 33,600	$ 35,822	$ 23,685
SUBTOTAL, ADMIN., MANAGEMENT, AND FINANCE	**$ 44,819**	**$ 52,954**	**$ 37,195**
SUBTOTAL, RFE/RL	**$ 125,418**	**$ 135,080**	**$ 87,981**
(-) Balances In - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran/Iraq Final Return	$ (792)	$ (760)	$ (720)
FY 2015 - Bureau Improvements	$ (167)	$ -	$ -
FY 2017 - Current Time Research - OCO Funds - Transfer from USAID	$ (124)	$ (124)	$ -
FY 2017 - Relocation/Upgrades/Infrastructure	$ (131)	$ (131)	$ -
FY 2017 - Current Time Ukraine Advertising	$ (20)	$ (17)	$ -
FY 2017 - Raise Your Voice	$ (233)	$ -	$ -
FY 2017 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI	$ (94)	$ -	$ -
FY 2017 - Next Generation Influencers	$ (2,744)	$ -	$ -
FY 2017 - TV/Video Infrastructure Improvement and Storage	$ (324)	$ -	$ -
FY 2017 - Video Storage	$ (438)	$ -	$ -
FY 2018 - Return of Funds (CEEMC)	$ (1,170)	$ (370)	$ -
FY 2018 - FY 2019 Q1 of Radio Baltic Waves Belarus and Russia AM Transmission from TSI	$ (43)	$ -	$ -
FY 2018 - New Initiatives Startup Costs - Bulgaria	$ (200)	$ -	$ -
FY 2018 - New Initiatives Startup Costs - Romania	$ (200)	$ -	$ -
FY 2018 - Current Time Content	$ (656)	$ -	$ -
FY 2018 - Persian 24/7 Initiative	$ (3,786)	$ (2,550)	$ -
FY 2018 - Georgian Perveli TV Pilot Project Funding from TSI	$ (169)	$ (69)	$ -
FY 2018 - Ukrainian TV Pilot Funding from TSI	$ (110)	$ -	$ -
(+) Balances Out - Prior Year Balances			
Pre-FY 2014 - Bureau Regularization/Security/Munich/Iran/Iraq Final Return	$ 760	$ 720	$ -
FY 2017 - Current Time Research - OCO Funds - Transfer from USAID	$ 124	$ -	$ -
FY 2017 - Relocation/Upgrades/Infrastructure	$ 131	$ -	$ -
FY 2017 - Current Time Ukraine Advertising	$ 17	$ -	$ -
FY 2018 - Georgian Green Wave Perveli TV Pilot Project Funding from TSI	$ 69	$ -	$ -
FY 2018 - Persian 24/7 Initiative - Reallocated to Prague Basement Studio Improvements	$ 2,550	$ -	$ -
FY 2018 - Return of Funds (CEEMC)	$ 370	$ -	$ -
FY 2019 - Internet Freedom Funds from IBB	$ 500	$ (500)	$ -
FY 2019 - Prague Basement Studio Improvements Funding from TSI	$ 800	$ (800)	$ -
FY 2019 - Hungarian Re-Launch Research Funding from IBB	$ 80	$ (80)	$ -
FY 2019 - Dalet Archive System Funding from TSI	$ 180	$ (180)	$ -
FY 2019 - Persian 24/7 Initiative - Prague Basement Studio Improvements	$ 1,859	$ (1,859)	$ -
FY 2019 - Signiant Fast File Transfer System	$ 455	$ (455)	$ -
FY 2019 - Hungarian Service Launch	$ 957	$ (957)	$ -
FY 2019 - Critical Needs	$ 210	$ (210)	$ -
FY 2019 - Prague Basement Studio Improvements - Funding from Currency Gains	$ 206	$ (206)	$ -
FY 2019 - Currency Gains for Critical Needs	$ 1,226	$ (1,226)	$ -
GRAND TOTAL, RFE/RL	**$ 124,511**	**$ 125,306**	**$ 87,261**

U.S. AGENCY FOR GLOBAL MEDIA

RADIO FREE ASIA (RFA)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

RADIO FREE ASIA	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
PROGRAMMING DIVISION			
Executive Editor	$ 2,481	$ 2,379	$ 2,489
PROGRAM SERVICES			
Burmese Service	$ 1,878	$ 1,831	$ 1,911
Cambodian Service	$ 1,701	$ 1,795	$ -
Cantonese Service	$ 1,128	$ 1,115	$ 1,128
Korean Service	$ 2,757	$ 2,912	$ 3,044
Korea DPRK TV	$ 1,083	$ 798	$ -
Laotian Service	$ 1,435	$ 1,487	$ 1,557
Mandarin Service	$ 4,359	$ 4,212	$ -
Global Mandarin	$ 25	$ 375	$ 2,309
Tibetan Service	$ 4,407	$ 4,473	$ 4,693
Uyghur Service	$ 1,357	$ 1,519	$ 1,587
Vietnamese Service	$ 1,259	$ 1,233	$ -
PROGRAM OFFICES			
Bangkok Office	$ 109	$ 123	$ 123
Dharamsala Office	$ 121	$ 104	$ 104
Hong Kong Office	$ 1,063	$ 1,189	$ 1,063
Seoul Office	$ 689	$ 1,108	$ 1,129
Taipei Office	$ 491	$ 566	$ 617
Yangon Office	$ 491	$ 525	$ 533
SUBTOTAL, PROGRAMMING DIVISION	**$ 26,834**	**$ 27,744**	**$ 22,287**
OFFICE OF THE PRESIDENT	$ 965	$ 811	$ 847
Internet Freedom Salaries (Open Technology Fund)	$ 1,200	$ 1,200	$ -
Research, Training, and Evaluation	$ 663	$ 863	$ 777
Technical Operations	$ 7,984	$ 8,469	$ 8,262
HQ Facilities	$ 4,349	$ 4,227	$ 4,538
Communications	$ 347	$ 293	$ 306
Finance	$ 1,844	$ 1,990	$ 2,076
Human Resources	$ 313	$ 405	$ 426
SUBTOTAL, ADMINISTRATION, MANAGEMENT, AND FINANCE	**$ 17,665**	**$ 18,258**	**$ 17,232**
SUBTOTAL, RFA	**$ 44,499**	**$ 46,002**	**$ 39,519**
(-) Balances In - Prior Year Balances	$ -	$ -	$ -
FY 2018 Korean/DPRK	$ (1,083)	$ (798)	$ -
FY 2019 Internet Freedom	$ -	$ (500)	$ -
FY 2019 Global Mandarin	$ -	$ (375)	$ -
FY 2019 Research	$ -	$ (106)	$ -
(+) Balances Out - Prior Year Balances			
FY 2019 Korean/DPRK	$ 798	$ -	$ -
FY 2019 Internet Freedom	$ 500	$ -	$ -
FY 2019 Global Mandarin	$ 375	$ -	$ -
FY 2019 Research	$ 106	$ -	$ -
GRAND TOTAL, RFA	**$ 45,195**	**$ 44,223**	**$ 39,519**

U.S. AGENCY FOR GLOBAL MEDIA

MIDDLE EAST BROADCASTING NETWORKS (MBN)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

MIDDLE EAST BROADCASTING NETWORKS	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
PROGRAMMING			
Alhurra Television	$ 27,078	$ 32,874	$ 24,815
Radio Sawa	$ 6,363	$ 5,697	$ 5,658
MBN Digital	$ 6,921	$ 10,548	$ 11,380
SUBTOTAL, PROGRAMMING	**$ 40,362**	**$ 49,119**	**$ 41,853**
OVERSEAS OFFICES			
IRAQ	**$ 5,396**	**$ 5,937**	**$ 2,253**
PAN ARAB	**$ 13,047**	**$ 16,356**	**$ 16,253**
Beirut	$ 2,397	$ 3,291	$ 3,233
Cairo	$ 747	$ 998	$ 985
Dubai	$ 8,628	$ 11,027	$ 11,003
Jerusalem	$ 1,275	$ 1,040	$ 1,032
MAGHREB	**$ 940**	**$ 1,092**	**$ 1,068**
Rabat	$ 789	$ 827	$ 810
Tunis	$ 151	$ 265	$ 258
SUBTOTAL, OVERSEAS OFFICES	**$ 19,383**	**$ 23,385**	**$ 19,574**
Technical Operations	$ 38,039	$ 35,057	$ 23,236
Administration	$ 11,370	$ 12,444	$ 10,697
Creative Services	$ 3,766	$ 5,540	$ 3,913
SUBTOTAL, MBN	**$ 112,920**	**$ 125,545**	**$ 99,273**
(-) Balances In - Prior Year Balances			
FY 2011 Carryover	$ (176)	$ -	$ -
FY 2012 Carryover	$ (1,485)	$ -	$ -
FY 2013 Carryover	$ (1,005)	$ -	$ -
FY 2014 Carryover	$ (1,226)	$ -	$ -
FY 2015 Carryover	$ (470)	$ -	$ -
FY 2016 Carryover	$ (687)	$ -	$ -
FY 2017 Carryover	$ (771)	$ -	$ -
FY 2018 Infrastructure/Equipment	$ (14,100)	$ -	$ -
FY 2018 Advertising Carryover	$ (673)	$ -	$ -
FY 2019 Base Operations Carryover	$ -	$ (2,500)	$ -
FY 2019 Technical Infrastructure Upgrade	$ -	$ (9,250)	$ -
FY 2019 Programming/CMS/Marketing/System Upgrades	$ -	$ (4,833)	$ -
FY 2019 Satellite Capacity	$ -	$ (650)	$ -
FY 2019 Internet Freedom	$ -	$ (500)	$ -
FY 2020 Carryover	$ -	$ -	$ (2,500)
(+) Balances Out - Prior Year Balances	$ -	$ -	$ -
FY 2019 Base Operations Carryover	$ 2,500	$ -	$ -
FY 2019 Technical Infrastructure Upgrade	$ 9,250	$ -	$ -
FY 2019 Programming/CMS/Marketing/System Upgrades	$ 4,833	$ -	$ -
FY 2019 Satellite Capacity	$ 650	$ -	$ -
FY 2019 Internet Freedom	$ 500	$ -	$ -
FY 2020 Carryover	$ -	$ 2,500	$ -
GRAND TOTAL, MBN	**$ 110,060**	**$ 110,312**	**$ 96,773**

BROADCASTING BOARD OF GOVERNORS

OPEN TECHNOLOGY FUND (OTF)

Summary of Appropriated Funds

FY 2019 - FY 2021

(in thousands)

OPEN TECHNOLOGY FUND	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
Open Technology Fund Programs	$ -	$ 20,000	$ 8,300
Open Technology Fund Staff and Operations	$ -	$ -	$ 1,200
GRAND TOTAL, OTF		**$ 20,000**	**$ 9,500**

BROADCASTING BOARD OF GOVERNORS

BROADCASTING CAPITAL IMPROVEMENTS (BCI)
Summary of Appropriated Funds
FY 2019 - FY 2021

(in thousands)

BROADCASTING CAPITAL IMPROVEMENTS	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
MAINTENANCE, IMPROVEMENTS, REPLACE AND REPAIR (MIRR)			
Continuing M&R	$ 2,318	$ 4,222	$ 1,952
VOA TV M&R	$ 297	$ 615	$ 539
Security M&R	$ 840	$ 582	$ 510
HVAC System M&R	$ 531	$ 554	$ 486
Office of Cuba Broadcasting	$ 164	$ 143	$ 125
UPGRADE OF EXISTING FACILITIES PROJECTS	$ 82	$ 4,550	$ -
SATELLITES			
Satellite & Terrestrial Program Feeds	$ 821	$ 1,034	$ 908
GRAND TOTAL, BCI	**$ 5,053**	**$ 11,700**	**$ 4,520**

U.S. AGENCY FOR GLOBAL MEDIA

Funding from Outside Sources (estimated)

FY 2019 - FY 2021

($ in whole dollars)

FY 2015/20 FUNDS	FY 2018/19 FUNDS	FY 2019 FUNDS	FY 2015/20 FUNDS	FY 2019/20 FUNDS	FY 2020 FUNDS	FY 2021 FUNDS	TOTALS
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)	$ 66,525	$ 1,500,000	$ -	$ -	$ -	$ -	**$ 1,566,525**
DEPARTMENT OF STATE (DOS)	$ 2,431,762	$ 103,051	$ 2,546,000	$ -	$ -	$ -	**$ 5,080,813**
CENTERS FOR DISEASE CONTROL (CDC)	$ 200,000	$ 155,000	$ -	$ 240,000	$ -	$ -	**$ 595,000**
UNITED STATED PACIFIC COMMAND (PACOM)	$ -	$ 2,225,000	$ -	$ -	$ 2,030,000	$ -	**$ 4,255,000**
GRAND TOTAL	**$ 2,698,287**	**$ 3,983,051**	**$ 2,546,000**	**$ 240,000**	**$ 2,030,000**	**$ -**	**$ 11,497,338**

Appendix B: Broadcast Hours

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
VOICE OF AMERICA			
AFRICA DIVISION			
Bambara Service	8.00	8.00	8.00
Central Africa (Kinyarwanda, Kirundi)	40.14	40.14	40.14
English to Africa Service	260.25	260.25	260.25
French to Africa and the Trans Sahel	176.50	176.50	176.50
Hausa Service	16.50	16.50	16.50
Horn Of Africa (Amharic, Tigrigna, Afaan Oromoo)	34.50	34.50	34.50
Portuguese Service	10.25	10.25	10.25
Somali Service	31.41	31.41	31.41
Swahili Service	16.78	16.78	16.78
Zimbabwe/Shona/Ndebele/English	17.00	17.00	17.00
TOTAL, AFRICA DIVISION	**611.33**	**611.33**	**611.33**
EAST ASIA AND PACIFIC DIVISION			
Burmese Service	59.75	59.75	58.50
Cantonese Service	54.67	54.67	0.67
English to Asia Programs	6.23	6.23	6.23
Indonesian Service	58.87	58.87	34.67
Khmer Service	11.24	11.24	11.24
Korean Service	52.50	52.50	21.00
Lao Service	4.67	4.67	4.67
Mandarin Service	185.50	185.50	94.76
Thai Service	6.62	6.62	6.62
Tibetan Service	204.00	204.00	204.00
Vietnamese Service	7.00	7.00	7.00
TOTAL, EAST ASIA AND PACIFIC DIVISION	**651.05**	**651.05**	**449.36**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
VOICE OF AMERICA - CONTINUED			
EURASIA DIVISION			
Albanian Service	3.67	3.67	3.67
Armenian Service	1.58	1.58	1.58
Bosnian Service	2.58	2.58	2.58
Georgian Service	1.42	1.42	1.42
Macedonian Service	1.05	1.05	1.05
Russian Service	11.17	11.17	5.54
Serbian Service	2.75	2.75	2.75
Ukrainian Service	2.83	2.83	2.83
TOTAL, EURASIA DIVISION	**27.05**	**27.05**	**21.42**
LATIN AMERICA DIVISION			
Creole Service	17.83	17.83	11.16
Spanish Service	187.49	187.49	2.60
TOTAL, LATIN AMERICA DIVISION	**205.32**	**205.32**	**13.76**
SOUTH ASIA DIVISION			
Dari	31.67	31.67	3.38
Pashto	31.67	31.67	3.38
VOA Radio Deewa (Pashto)	63.33	63.33	49.33
Azerbaijani Service	3.75	3.75	3.75
Bangla Service	11.02	11.02	11.02
Kurdish Service	65.10	65.10	65.10
Turkish Service	13.16	13.16	13.16
Urdu Service	78.04	78.04	66.64
Uzbek Service	4.50	4.50	4.50
TOTAL, SOUTH ASIA DIVISION	**302.24**	**302.24**	**220.26**

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
VOICE OF AMERICA - CONTINUED			
PERSIAN NEWS NETWORK	**168.00**	**168.00**	**100.80**
ENGLISH DIVISION			
Music (FM Team/Programming)	178.00	178.00	178.00
Learning English (VOA Programming)	91.53	91.53	91.53
English News (News Center)	132.92	132.92	132.92
TOTAL, ENGLISH DIVISION	**402.45**	**402.45**	**402.45**
TOTAL, VOA	**2,367.44**	**2,367.44**	**1,819.38**
OFFICE OF CUBA BROADCASTING			
Radio Marti	100.00	100.00	100.00
TV Marti	92.00	92.00	92.00
TOTAL, OCB	**192.00**	**192.00**	**192.00**
RADIO FREE EUROPE/RADIO LIBERTY			
Armenian	107.58	107.60	107.60
Azerbaijani	74.58	74.60	74.60
Balkans (Bosnian, Serbian, Albanian, Macedonian, Montenegrin, Croatian)	73.92	73.88	68.50
Belarusian	168.00	168.00	168.00
Bulgarian	-	-	-
Current Time TV and Digital	158.50	158.50	123.50
Georgian	32.58	32.60	-
Hungarian	-	-	-
Kazakh	0.50	0.50	0.50
Kyrgyz	68.58	68.60	68.60
Radio Farda (Persian)	168.00	168.00	158.00
Radio Free Afghanistan (Dari and Pashto)	84.00	84.00	84.00
Radio Mashaal (Pashto)	63.00	63.00	-
Romania (Romanian to Moldova)	17.18	17.20	17.20
Russian	168.00	168.00	35.00
North Caucasus (Chechen)	-	-	-

U.S. AGENCY FOR GLOBAL MEDIA

Broadcast Hours

FY 2019 - FY 2021

LANGUAGE SERVICE	FY 2019 ACTUALS	FY 2020 ENACTED	FY 2021 REQUEST
RADIO FREE EUROPE/RADIO LIBERTY - CONTINUED			
Tajik	42.00	42.00	42.00
Tatar-Bashkir	-	-	-
Turkmen	56.00	56.00	56.00
Ukrainian	60.57	60.60	60.60
Uzbek	168.00	168.00	168.00
TOTAL, RFE/RL	**1,511.00**	**1,511.08**	**1,232.10**
RADIO FREE ASIA			
Burmese Service	77.00	63.00	63.00
Cambodian Service	59.50	-	-
Cantonese Service	49.00	49.00	49.00
Korean Service	63.00	63.00	63.00
Laotian Service	42.00	42.00	42.00
Mandarin Service	154.00	-	-
Tibetan Service	154.00	154.00	154.00
Uyghur Service	42.00	42.00	42.00
Vietnamese Service	-	-	-
TOTAL, RFA	**640.50**	**413.00**	**413.00**
MIDDLE EAST BROADCASTING NETWORK			
Alhurra	168.00	168.00	168.00
Radio Sawa	168.00	168.00	168.00
MBN Digital	168.00	168.00	168.00
TOTAL, MBN	**504.00**	**504.00**	**504.00**

Appendix C: Good Accounting Obligation in Government Act

U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
GAO-18-365	Freedom of Information Act: Agencies are Implementing Requirements, but Additional Actions Are Needed	6/1/2018	3	The Chief Executive Officer and Director of the Broadcasting Board of Governors should update and publish comprehensive FOIA regulations that include requirements established by law and Justice guidance.	The Agency concurs with the recommendation and has drafted an update to its FOIA regulations. Due to departure of the Agency's former FOIA counsel, the regulations are still under internal review. The Agency's new FOIA counsel currently working to update the regulation.	FY 2020	GAO report, therefore not listed in OIG SAR.
AUD-FM-IB-18-28	Management Assistance Report: The Broadcasting Board of Governors Did Not Fully Address Invalid Unliquidated Obligations Identified During the FY 2016 Financial Statements Audit	2/21/2018	1	OIG recommends that the Broadcasting Board of Governors develop and implement annual training for allotment holders emphasizing their responsibility to monitor and deobligate invalid unliquidated obligations, as prescribed in the Broadcasting Administrative Manual.	Resolved. USAGM is developing the annual training program.	FY 2020	
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	1	OIG recommends that the Broadcasting Board of Governors improve guidance and procedures in the Broadcasting Administrative Manual for Contracting Officers related to entering accurate and complete procurement award transaction data into the Federal Procurement Data System–Next Generation.	Resolved. USAGM has drafted an update to the relevant section of the Broadcasting Administrative Manual, which is currently under internal review.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	2	OIG recommends that the Broadcasting Board of Governors develop and issue guidance and procedures in the Broadcasting Administrative Manual for personnel responsible for entering accurate and complete financial assistance award transaction data into the Award Submission Portal.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	Implemented.	
AUD-FM-IB-18-04	Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014	11/7/2017	3	OIG recommends that the Broadcasting Board of Governors formally document quality control procedures to include (a) explaining how the Digital Accountability and Transparency Act Files are created, (b) recording reconciliation results, and (c) reviewing of the accuracy of data contained in DATA Act Files D1 and D2 generated from the Federal Procurement Data System–Next Generation and the Award Submission Portal.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	Implemented.	
ISP-IB-17-21	Inspection of Radio Free Europe/ Radio Liberty	5/19/2017	6	The Broadcasting Board of Governors should revise its grant agreement with Radio Free Europe/Radio Liberty to include specific requirements for security policies.	Resolved. USAGM is working with RFE/RL on language to revise the grant agreement. USAGM expects to close this recommendation with the FY2020 grant agreement to RFE/RL.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
ISP-IB-17-21	Inspection of Radio Free Europe/ Radio Liberty	5/19/2017	7	The International Broadcasting Bureau, in coordination with Radio Free Europe/Radio Liberty, should establish a written protocol on background investigations to comply with the grant agreement.	Resolved. USAGM is working with RFE/RL on a protocol that recognizes new EU Privacy laws. USAGM expects to close this recommendation with the FY2020 grant agreement to RFE/RL.	FY 2020	
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	1	The International Broadcasting Bureau Office of the Chief Financial Officer, in coordination with the Middle East Broadcasting Networks, should implement a schedule to review the approximately $6,226,940 in unliquidated obligations and deobligate those funds that are no longer required.	Closed.	Implemented.	The Fall SAR listed Recommendation 1 in this report as open. OIG closed this recommendation on 11/12/2019.
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	2	The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants.	Resolved. USAGM is developing an action plan to close out expired grants.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
ISP-IB-17-09	Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks	2/8/2017	8	The International Broadcasting Bureau Office of Security, in coordination with the Middle East Broadcasting Networks, should establish a written protocol to comply with Article X of the grant agreement.	Resolved. USAGM is working with each of the three broadcast network non-federal entities on security protocols to be included in grant agreements. USAGM expects to close this recommendation with the FY2020 grant agreement to MBN.	FY 2020	
AUD-IT-IB-16-25	Management Assistance Report: Broadcasting Board of Governors Incident Response and Reporting	1/15/2016	1	OIG recommends that the Broadcasting Board of Governors Office of Technology, Services, and Innovation amend and implement the Computer Security Incident Response Policy and the Computer Security Incident Response Procedure to reflect all elements of an effective incident response and reporting program in accordance with National Institute of Standards and Technology Special Publication 800-61, Revision 2.	Resolved. USAGM has taken recommended action and is awaiting OIG response.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-FM-IB-15-24	Audit of Radio Free Asia Expenditures	6/11/2015	21	OIG recommends that the Broadcasting Board of Governors (BBG) work collaboratively with Radio Free Asia (RFA) to perform a comparability study of RFA salaries and benefits and determine whether the salaries and benefits offered by RFA violate the requirements of the grant agreement. If they do, BBG should direct RFA to bring salaries and benefits into compliance with the grant agreement.	Resolved. USAGM is currently conducting a comparability study on all three USAGM broadcast network non-federal entities.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	5	(U) OIG recommends that the Director of Global Operations approve and implement a continuous monitoring policy that assesses the security state of information systems and is consistent with National Institute of Standards and Technology Special Publication 800-53, Revision 4.	Resolved. USAGM is working to develop the continuous monitoring policy.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	8	(U) OIG recommends that the Director of Global Operations update server and workstation baseline procedures to include all of the U.S. Government Configuration Baseline configuration settings as required by the National Institute of Standards and Technology Special Publication 800-53, Revision 4.	Resolved. USAGM is working to implement the recommendation.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	9	(U) OIG recommends that the Director of Global Operations remediate all critical vulnerabilities as they are identified through periodic scanning.	Resolved. USAGM is working to implement the recommendation.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	10	(U) OIG recommends that the Director of Global Operations enforce the Broadcasting Board of Governors (BBG) Change Management Policy for all changes within the BBG environment.	Resolved. USAGM is working to implement the recommendation.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	13	(U) OIG recommends that the Chief Information Security Officer, in coordination with the system owners and the Office of the Chief Information Officer, ensure that Broadcasting Board of Governors' Plans of Action and Milestones (POA&M) include all required elements in accordance with the Information Security POA&M Policy, to include severity of the weakness, responsible organization, estimated funding resources, completion date, key milestones and changes, source of the weakness, and the latest status.	Resolved. USAGM has developed Plans of Action and Milestones, and is working to include them in the Broadcasting Administrative Manual (BAM).	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	14	(U) OIG recommends that the Enterprise Networks and Storage Division implement procedures to assess the adequacy of the security configurations of remote computers that request access to the Broadcasting Board of Governors' (BBG) network and grant access only to properly configured and patched devices, as required by BBG's Virtual Private Network (VPN) policy and VPN Access Acceptance Form.	Resolved. USAGM's new Risk Management Office developed a risk assessment that will test network access.	FY 2020	

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U.S. AGENCY FOR GLOBAL MEDIA

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT

Report Number	Report Title	Issue Date	Record Number	Recommendation	Implementation Status, Potential Budget Implications, and Reason Final Action Has Not Yet Been Taken	Timeline For Implementation	Any Discrepancy From OIG Semiannual Report
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	16	(U) OIG recommends that the Director of Global Operations and system owners ensure that user accounts are properly maintained in accordance with Broadcasting Board of Governors' Identification and Authentication Policy.	Resolved. USAGM is developing a system to properly maintain user accounts.	FY 2020	
AUD-IT-IB-15-13	Audit of the Broadcasting Board of Governors Information Security Program	10/30/2014	17	(U) OIG recommends that the Director of Global Operations, in coordination with the Office of Security, complete the issuance of Personal Identity Verification cards as required by Homeland Security Presidential Directive 12 and Office of Management and Budget guidelines.	Resolved. USAGM is working on issuing Personal Identity Verification cards as required.	FY 2020	

U.S. AGENCY FOR GLOBAL MEDIA

UNITED STATES BROADCASTING BOARD OF GOVERNORS

VOICE OF AMERICA

RadioFreeEurope RadioLiberty

Office of Cuba Broadcasting

Radio Free Asia

MIDDLE EAST BROADCASTING NETWORKS, INC. MBN

OPEN TECHNOLOGY FUND

PUBLIC SERVICE MEDIA

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