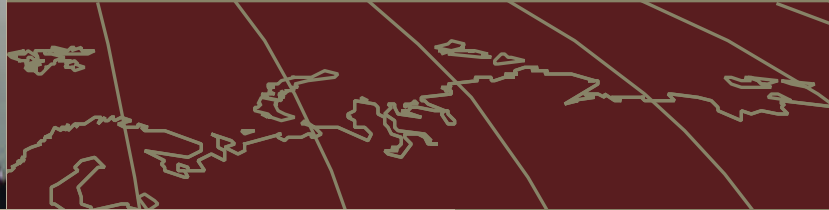


U.S. INTERNATIONAL BROADCASTING

# Working Together to Further U.S. Strategic Interests

1997 Annual Report



On Cover (from top):

First Lady Hillary Rodham Clinton at VOA headquarters to inaugurate *VOA NEWS NOW*.

Secretary of State Madeleine Albright addresses the people of Cuba via Radio Martí.

Wei Jingsheng speaks at Radio Free Asia headquarters.

Health and Human Services Secretary Donna Shalala takes part in WORLDNET 'Dialogue' with host Diane Butts.

Former Ambassador Richard Holbrooke speaks to an RFE/RL Forum on Bosnia.

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**Broadcasting Board  
of Governors**

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*Virginia*

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*Delaware*

Bette Bao Lord  
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*Florida*

Cheryl Halpern  
*New Jersey*

The Honorable Joseph Duffey  
*Director*  
*United States Information Agency*

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**To the President of the United States and the Congress of the United States**

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ON BEHALF OF THE BROADCASTING BOARD OF GOVERNORS, I AM PLEASED TO SUBMIT this report of the accomplishments of our U.S.-funded international broadcasting services—the Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Radio and TV Martí, and WORLDNET Television.

Throughout 1997, we continued to receive strong affirmation about the necessity of our broadcasts from people in the former Yugoslavia, Central Africa, Cuba, Iraq, and other countries. They told us that U.S. international broadcasting provides them with objective and accurate news about events around them. Indeed, the proliferation of new media notwithstanding, our programs are often among the few ways they can receive this essential information.

Of note in 1997, a new leadership team was appointed in three of our five services, as well as at the head of the International Broadcasting Bureau. These directors have brought new energy and vision to our operations. Among the achievements of the past year: enhanced programming to areas of strategic importance to the United States; expanded service in Arabic, Burmese, Mandarin, and other vernacular languages; increased capabilities in our technical operations; and a strengthened audience research effort.

The report is submitted in accordance with the requirement of Section 305 (a) (9) of Public Law 103-236, the U.S. International Broadcasting Act. Beyond this legal requirement, we have looked upon the creation of this report as an excellent opportunity to summarize our activities and anticipate new challenges.

With world events and technology changing continually, the Board and the entire U.S. international broadcasting community are committed to seeking ways to improve our content and technical dissemination in 1998 and beyond. We deeply appreciate the support of the President and the Congress in this endeavor and look forward to working with you to further democracy, human rights, and other fundamental freedoms around the world.

Respectfully submitted,



David W. Burke

IN A PERFECT WORLD, PEOPLE WOULD tune in their own local radio and television stations to learn the latest regional, national, and international news.

But reality is far different. Only about 20 percent of the almost 6 billion people in the world live in countries with a free press. That means that almost 4 billion people hear news that is totally or partially censored by their governments. The list includes countries in which the United States has a direct political, economic, and humanitarian stake: Bosnia, China, and Iraq, to name but a few.

A restricted local press obstructs the free flow of objective, accurate information. People know only what their government wants them to know— *unless* they have alternate media sources that provide a fuller picture of domestic and international events. Providing that fuller picture is the essential service that U.S. international broadcasting offers the world. As people hear credible and comprehensive news about their own and other countries, they become more aware of the freedoms enjoyed in the United States and elsewhere. Among the audiences who rely on U.S. international broadcasting are people living in the Balkans, Central Africa, the countries of the former Soviet Union, and other areas where progress towards democracy, freedom, and economic security is vital to U.S. strategic interests.

To target our resources where they were most needed in 1997, we increased our programming to Asia, the Middle East, and Africa. Our programming also continued to evolve to respond to events affecting the lives of



*President Clinton discussed U.S.-China relations at VOA in October 1997, introduced by VOA Director Evelyn S. Lieberman.*

listeners in Eastern Europe and the former Soviet Union. Through both content and technological innovations, we maximized the opportunities to reach our audiences at the relevant times, with a relevant message, and on the relevant media. The feedback we receive from listeners confirms that U.S. international broadcasting continues to occupy a unique niche in sustaining their dreams of democracy, struggles for basic rights, and quests for free societies and economies.

"I arrived from Cuba on May 26, 1996, and I can tell you that thanks to Radio Martí, the Cuban people keep themselves informed, from all points of view, about news, art, culture, and music."

*—Letter to the editor,  
Diario Las Americas*

“When the Iron Curtain fell, the Information Curtain did not fall with it....Those who do not know this risk repeating history....This radio station [RFE/RL] is still needed after the fall of communism because the experience now under way, during the transition to a market economy, is unique in the history of humanity.”

—Romanian President Emil Constantinescu



Africa 2000 Symposium panelists included Journalist Charlayne Hunter-Gault and Nigerian Nobel Laureate Wole Soyinka



Left to right: Latvian President Guntis Ulmanis, Lithuanian President Algirdas Brazauskas, Estonian President Lennart Meri, and RFE/RL President Tom Dine at reception for the signing of the U.S. Baltic Charter

“It is a powerful source of strength for us to know that a radio station like Radio Free Asia has been established to broadcast with absolute freedom the views of the world as well as those of the people of Burma.”

—Aung San Suu Kyi  
1991 Nobel Prize winner

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### Our Impact on the World

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Through news reports, audience call-in programs, and issue-oriented features, the five services that make up U.S. international broadcasting—Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Radio and TV Martí, and WORLDNET—made key contributions to U.S. strategic interests in 1997. A few examples, culled from many, illustrate these contributions—

- RFE/RL, WORLDNET, and VOA broadcast programs in the South Slavic languages to circumvent attempts by hardliners to control the media and derail the democratic process in Bosnia.

- As tensions with Iraq grew, VOA increased its Arabic programming to reach Iraqis during prime time so that they had access to news from sources other than through Saddam Hussein.
- Chinese dissident Wei Jingsheng talked with RFA and VOA reporters, knowing that only through international broadcasting services would the Chinese people learn of his release from prison and his and other dissidents’ continued struggles for democracy in China.
- When the authorities closed down “Svoboda,” Belarus’s last independent newspaper, RFE/RL stepped in by reading the newspaper’s articles on the air and by posting them on the RFE/RL Web site.
- In Central Africa, VOA served as the link that reunited hundreds of refugee families and informed countless others of the location of United Nations food and transit stations.

- Radio and TV Marti brought to light Cuba's year-long crackdown on dissidents and independent journalists, many of whom risked harassment and detention to telephone Radio and TV Marti from inside Cuba.
- WORLDNET and VOA's Farsi-language "Roundtable with You" call-in program became so important to Iranians that they have reported installing home satellite dishes at night to receive the program and removing the dishes before dawn to avoid detection from the authorities.

Foreign and U.S. visitors to our studios underscore the value of our programs to listeners around the world. A few of the people we hosted in 1997 included President Clinton, who chose VOA as the site for the only address he has made on China, knowing that his words in support of democracy would reach the Chinese people; the Dalai Lama, who visited RFA's headquarters to stress the value of its Tibetan service to him and to others within Tibet and in exile; and the presidents of Romania, Hungary, and Bulgaria and the chairman of the Lithuanian Parliament, who visited RFE/RL's Prague headquarters to reaffirm the importance of RFE/RL in stabilizing and encouraging democratic development in former communist countries. Many other leaders in the fields of politics, science, business, and culture were involved in our broadcasts as a way to communicate with audiences around the world.

"I listen to your program [VOA] every evening....I'd like to use this opportunity to express my gratitude to you on your effort to enforce some light in the dark media skies over Yugoslavia."

—Listener in Novi Sad, Serbia

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### Summary of the 1997 Annual Report

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This report summarizes achievements in 1997 through which U.S. international broadcasting fulfilled its mandate, as expressed by Congress in the U.S. International Broadcasting Act of 1994 (P.L. 103-236). The report is organized as follows:

Section I summarizes the mission and audience of each of the five services that make up U.S. international broadcasting, and highlights how each furthers U.S. strategic objectives in target regions throughout the world.



The Dalai Lama at Radio Free Asia headquarters.



Senator Joseph Biden (D-DE) and RFE/RL President Tom Dine listen to former Ambassador Richard Holbrooke address an RFE/RL forum on Bosnia



*Razi Rizvi of VOA's Urdu Service (right) interviewing former Pakistani President Farooq Leghari at the presidential residence in Islamabad.*

This section also discusses a priority for the Broadcasting Board of Governors (BBG) in 1997: measuring effectiveness through program evaluation and audience research. This intensified research effort yielded valuable findings that broadcasters and managers are using to improve quality and best allocate resources.

Section II reports on key developments within the broadcasting services, most importantly the appointment of the senior management team who assumed leadership in 1997. This section of the report also focuses on several new and strengthened initiatives, including a series of groundbreaking fora conducted by the BBG; the training of local media designed to strengthen their news-gathering, production, and media management skills; and innovative partnerships forged with public and private sector groups to cover cutting-edge issues.

Section III describes the mix of technologies and delivery systems used by the IBB to ensure that programs reach our target audiences, whether they receive transmissions via the latest-model satellite dish or still depend on battery-operated short-wave radios. This section highlights progress in the development and implementation of digital and other advanced technologies and looks at other delivery systems that complement our longstanding radio efforts: affiliate relationships with local broadcasters, television, and the Internet.

Section IV provides a look at some of the goals for U.S. international broadcasting in 1998 and beyond.

Although one of the strengths of international broadcasting is its flexibility to respond to events as they happen, the Broadcasting Board of Governors and the individual services must also be proactive and position international broadcasting to meet the changing technical and programmatic needs of our audiences in the years ahead. This section summarizes new directions to meet these needs.

This report melds the efforts of the five services into one narrative. Readers are invited to turn to the appendices for brief biographies of the members of the BBG and a review of each individual service.



## Mission and Audience

## Making a Difference in Target Regions

## Measuring Effectiveness

THE U.S. GOVERNMENT HAS LONG USED A mix of diplomatic, military, commercial, and cultural tools to advance its strategic interests. International broadcasting is a crucial part of this mix. As the U.S. International Broadcasting Act states, "Open communication of information and ideas among the peoples of the world contributes to international peace and stability and promotion of such communication is in the interests of the United States." U.S. international broadcasting advances this open communication



through the programs of its five broadcasting entities—Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Radio and TV

Martí, and WORLDNET Film and Television Service.

From the various crises in China and Korea to the tragic ethnic conflicts in the Balkans and Central Africa, international broadcasting has been on the scene to serve the U.S. national interest by reporting and transmitting accurate, balanced news. Taken together, the programs of our five services are broadcast in English and in almost 60 other languages, on radio and on television, over 2,000 hours each week, to reach audiences in some of the most closed societies in the world today. Moreover, a strengthened research effort has enabled us to conduct quantitative and qualitative surveys with our audiences and to use the findings to measure and continually improve upon our effectiveness.

## Mission and Audience

Since 1994, the Broadcasting Board of Governors (BBG) has had responsibility for oversight of U.S. international broadcasting. The BBG, a bipartisan, nine-member board appointed by the President with the advice and consent of the Senate, has taken the lead in ensuring that the individual services consistently produce and transmit top-quality programming to meet the needs of the United States and of the world. The five services together represent 2 percent of the Federal budget spent on international affairs and .025 percent of the entire Federal budget. This investment — approximately \$425 million — pays off for the American people. U.S. international broadcasting's impressive reach is perhaps our country's most cost-effective means of communicating with people at all levels of society worldwide. Our global audience includes heads of governments, business leaders, educators, journalists, and other decision makers. It includes students and young professionals, the future leaders in the countries in which they study and work. And it includes listeners who band together in the name of freedom and democracy, strengthened by the hope and courage they gain



*Studio engineers working with broadcasters*

Afan Oromo

Afrikaans

Albanian

Amharic

Amoy

Annamese

Arabic

Armenian

Azerbaijani

Bangla

Bosnian

Bulgarian

Burmese

Byelorussian

Cambodian

Cantonese

Chinese



“Elected members of the Duma [Russian parliament]...said: ‘Senator, there is overwhelming corruption in our country, and we have no way of getting our message out except Radio Free Europe. Please, we need the radios now more than we did in the Cold War.’”

—*Senator Joseph R. Biden (D-DE)*

from the voice they hear on a radio. To reach them the services have complementary, but distinct roles to play in the global communications arena, as described below:

- Voice of America (VOA), official U.S. government broadcasting service, airs global, regional, and U.S. news and information in 52 languages. An estimated audience of 86 million people tunes in to VOA

direct shortwave and medium wave broadcasts every week, and millions more hear VOA programs through their local AM, FM, and cable stations.

- WORLDNET develops, produces, and acquires television programs for broadcast on more than 500 affiliated television networks and stations around the world, including successful programs in Arabic, Farsi, Bosnian, Serbian, Ukrainian, and other languages. In addition, a growing number of individuals in such countries as Iran use home satellite dishes to downlink the programs directly.
- Radio and TV Martí broadcast news, features, and entertainment in Spanish to the people of Cuba. Independent surveying is impossible within Cuba, but anecdotal evidence indicates an audience of approximately 2.6 million tune in to Radio and TV Martí.
- Radio Free Europe/Radio Liberty (RFE/RL) broadcasts in 23 languages to approximately 20 million

regular listeners. Its focus is on providing news and analysis through surrogate or home radio services to supplement local media in post-communist Central and Eastern Europe and the former Soviet Union.

- Radio Free Asia (RFA), which launched operations in 1996, broadcasts in the seven Asian languages mandated by Congress when it established the service. Like RFE/RL, RFA is a surrogate broadcaster. It communicates news about and to the countries in the region where the free flow of information is most needed: China, North Korea, Burma, Vietnam, Laos, Cambodia, and to the people of Tibet.

VOA, WORLDNET, and Radio and TV Martí operate under the International Broadcasting Bureau (IBB) of the U.S. Information Agency (USIA). RFE/RL and RFA are private nonprofit corporations funded through Federal grants administered by the Board of Governors. The five services maximize resources by sharing IBB engineering and technical facilities and by relying on a combination of shortwave and medium wave radio, direct satellite broadcasting, a global network of affiliates, and the Internet to transmit their programming.

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## Making a Difference in Target Regions

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International broadcasting advances U.S. strategic interests and promotes the basic rights that all Americans value: democracy, peaceful resolution of conflicts, economic security, and freedom of press and religion, to name but a few. Its ability to communicate accurate and objective information empowers people to seek the rights due them. International broadcasting today remains what it has been for more than half a century — an inexpensive, effective means of promoting and defending American interests, while encouraging the evolution of a more democratic, stable, and peaceful world.

At the height of the Cold War, our efforts emphasized reaching audiences in the communist world, and our reputation was built on our ability to do so. The 1990s require not just one target, but many. U.S. and world leaders call upon us to overcome the challenges that inhibit the free flow of information in Cuba and China, in the post-communist societies of Europe and Russia, as well as elsewhere in Africa, Asia, and the Middle East. In 1997, U.S. international broadcasting continued to meet these challenges throughout the world.

### Asia

RFA and VOA fill a critical gap in reporting to many countries in Asia, such as China, Burma, and North Korea. For example, VOA and RFA provided extensive coverage of the release of prominent Chinese political dissident Wei Jingsheng in November. Wei stressed how essential internation-



*Wei Jingsheng stressing the value of RFA and VOA to the struggle for democracy in China.*

al broadcasters are to the struggle for democracy in China because “more than anything else,” they help the Chinese people “see things clearly.”

On RFA’s inaugural Burmese-language broadcast in February, democratic leader Daw Aung San Suu Kyi publicly acknowledged the importance of providing uncensored news and a variety of opinions to the people of Burma. Similarly, RFA’s interview with two high-ranking North Korean defectors afforded their countrymen a rare look at the unscrupulous practices of the Pyongyang regime.

### Europe and the former Soviet Union

With the break-up of the Soviet system, Radio Free Europe/Radio Liberty, VOA, and WORLDNET have provided those societies in transition with objective, credible information about the democratic process and fair, free-market economic systems. The services also played a key role in situations in which a government attempted to suppress honest, nonvio-

“Radio Free Asia represents a critical part of the U.S. commitment to ending human rights abuse and establishing democracy in Asia.”

—Rep. John Porter (R-IL)

"...[Y]our program is ameliorating the lives of Rwandans and Burundians who seemed abandoned by the whole world. Now is the time that America is really showing its democratic leadership by trying to build a country that was divided by conflict."

— *Rwandan listener*



*VOA reporter Cole Mallard on the scene in Ghana.*

lent dissent. For example, RFE/RL ensured that the political opposition in Tajikistan and the last independent newspaper in Belarus could reach the people. As an indication of the value of airing all points of view, the leader of the United Tajik Opposition credited RFE/RL for its contribution to the country's June 1997 peace agreement. Elsewhere in the region, in recognition of the importance that audiences in this region place on obtaining news from television, the services have launched telecasts in the South Slavic languages, Russian, and Ukrainian.

Bosnia serves as a clear example that enemies of peace and democracy can still wield considerable power, and that international broadcasting can help deter them. The director of RFE/RL's South Slavic service— which broadcasts daily in Bosnian,

Croatian, and Serbian— summed up in one word what the service attempts to accomplish: tolerance. Since 1994, more than 30,000 people from the region's different ethnic groups have expressed their opinions on the air, an impossibility on state-controlled media. "Because the state media controlled information, people did not know what was going on," said RFE/RL's South Slavic service director. "We have been able to show them that every issue has two sides." Prior to the 1997 elections in Bosnia and Serbia, VOA and RFE/RL ran extensive radio and television coverage that gave a forum to all the major candidates. After hearing one opposition leader on a VOA program, a local journalist stated, "Yesterday we witnessed an interview with a person whom we can never see on our airwaves."

### Africa

VOA is a lifeline to people in Africa. This programming, transmitted from IBB facilities and through a growing network of local affiliates, has filled a void by reporting critically needed information on health, economic, and political topics. Programming to Africa in 1997 included special reports on conflict resolution; HIV/AIDS, polio, and other infectious disease prevention; and refugee trauma. VOA established four new indigenous African language services in 1997, which have countered hate radio and served large refugee populations, particularly in Central Africa.

The work of the Kinyarwanda/Kirundi service, which broadcasts to Burundi and Rwanda, illustrates the literally life-giving gift that U.S. international broadcasting can make to our audiences. The service broadcasts the names and whereabouts of refugees who have been separated from their families. To date, more than 800 families have written to give credit for their reunification to VOA. Thousands of others located United Nations food and transit stations with the help of VOA announcements.

### Middle East

VOA's Arabic service has a key role to play in serving U.S. strategic interests in the Middle East. It continues to report objectively on U.S. and United Nations policy towards Iraq, coverage which many listeners in Iraq and other countries in the region would not otherwise hear. In addition, as is the case with other language services, VOA can increase the number of Arabic-language programming hours if a crisis situation warrants. Indeed, as tensions grew with Iraq in late 1997, VOA

stepped up its hours of broadcasting and scheduled them to reach Iraq during prime time.

On both radio and television, VOA and WORLDNET have created interactive programs in which Arabic and Farsi-speaking audiences participate. In October, for example, the services celebrated the first anniversary of "Roundtable with You," a highly popular Farsi simulcast to Iran. Iranians have gone to great lengths, often at personal risk, to erect home satellite dishes to view the show and to phone our studios to comment about human rights, the economy, and other topics of relevance in their country.

#### Latin America

The fact that people in most of the countries of Latin America now live and work in democratic societies makes the situation of the millions who live in Cuba all the more anachronistic. Over the past year, Cuba stepped up its harassment, arrest, and detention of numerous dissidents and independent journalists. Radio and TV Martí reported on this crackdown and, thanks to improvements in telephone communications, strengthened its news gathering from independent sources within Cuba. Radio and TV Martí also broadcast accurate accounts of significant U.S. Cuban policy initiatives, which Cubans would certainly not hear from their own media.

Fortunately, 1997 was a relatively peaceful year in our hemisphere. Was our broadcasting needed? "Esta Noche," produced by WORLDNET for cable stations throughout Latin America, and other programs designed for the Caribbean, including Haiti, complemented local broadcasters' abilities to provide full coverage of U.S., regional, and world events, par-

ticularly assisting broadcasters with constrained news-gathering budgets. This ongoing coverage serves as the underpinning for people to understand our country more fully and deters the misunderstandings from which crises can erupt.

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### Measuring Effectiveness

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The U.S. International Broadcasting Act charges the BBG with ensuring that all international broadcasting is "designed so as to effectively reach a significant audience" and is "based on reliable information about its potential audience." Notwithstanding the individual examples of program impact cited in the previous paragraphs, the Board made research a priority in 1997 in order to gauge the effectiveness of the programming. Through program evaluation and audience research, the broadcasting services use both qualitative and quantitative measures to determine how well they are meeting the expectations of their audiences.

#### Program Evaluation

VOA and RFE/RL each has an independent office of program review, and RFA's will be in place shortly. Through program reviews, each language service is evaluated annually for quality in both content and presentation. Senior management in each organization reviews the recommendations that result from the program reviews, and follow-up takes place to ensure that the recommendations are implemented.



*Getting ready to broadcast the Farsi radio/TV simulcast "Roundtable with You."*





*Top, VOA Correspondent Purnell Murdock, and other journalists, below, report amid fighting in the streets in Monrovia, Liberia.*

The Board of Governors is reviewing the procedures used by each service in order to establish a consistent, rigorous process. This consistency will allow for more meaningful comparisons among the services and will be an element in ensuring that international broadcasting as a whole complies with the Government Performances and Results Act of 1993.

#### **Audience Research**

Professional broadcasting requires comprehensive audience research. Broadcasting managers, to assess the effectiveness of their operations, must have reliable data on key performance indicators. Research also assists in strategic decision making regarding the future and direction of the broadcasting services. In 1997, the Board expanded the audience research effort. Coordinated by Board staff, a working group of research officers from each service now meets monthly to share information and coordinate efforts. An electronic data archive, called the Strategic Audience Research Archive, was developed to provide managers and the Board with instant access to up-to-date research findings and other data.

In addition, IBB established a research office and doubled the funding available for research studies. As a result, VOA collected “fresh” (less than one-year-old) quantitative data on three-quarters of its language services, up from only one-third of the services just one year ago, and qualitative data on one-third of the services. Audience research was undertaken for the first time in Cambodia and Vietnam and increased in the Middle East and Africa. RFE/RL worked with the Intermedia Survey Institute to carry out audience measurements in

most of the countries in its region of operation where independent opinion polling is possible. RFA is launching its research program and will initially stress qualitative research to hone the content and format of its Mandarin and Tibetan services.

Indeed, in 1997, more qualitative research of U.S. international broadcasting took place than perhaps at any other time in the history of the services. With such techniques as focus groups, listener panels, and in-depth interviews, qualitative research helps the broadcasting services gauge their effectiveness and compare their programs with those of other local and international broadcasters. Knowing the relative strengths and weaknesses of programming contributes to useful planning and priority setting. Knowing listening rates sets the language services’ priorities. In short, program evaluation and audience research not only help to measure effectiveness, but also inform the complex management tasks facing the Board of Governors and the broadcasting services.

## A New Senior Management Team

### Engaging the American People

### Training and Partnerships

TO BROADCAST THOUSANDS OF HOURS A week, in dozens of languages and on hundreds of topics, requires daily decisions about how most effectively to maximize our human and technical resources. The Broadcasting Board sets overall priorities so that staff within the individual broadcasting entities can make these decisions in a strategic and efficient manner. New heads of three of the five broadcasting services, as well as a new director for the International Broadcasting Bureau, were appointed in 1997. They are offering fresh perspectives and energy to the Board as it sets priorities in the changing environment of the late 1990s.



(Left to Right:) IBB Director Kevin Klose, VOA Director Evelyn S. Lieberman, and Radio and TV Martí Director Herminio San Roman.

In keeping with the emphasis on collaboration that characterizes successful organizations today, U.S. international broadcasting reached out to new partners in 1997 and gained new insights as a result. As this section describes, the Board conducted two successful fora in which a cross-section of Americans provided thoughtful perspectives on the future role of international broadcasting and its value to the American people. Similarly, the broadcasting services delivered sought-after media training and developed and expanded partnerships that resulted in strong programming on such topics as conflict resolution, disease prevention, and entrepreneurship.

## A New Senior Management Team

The new team of leaders that joined in 1997 worked with the more veteran members of our services to position U.S. international broadcasting to respond to the evolving needs of its audiences. These professionals bring diverse experience in the fields

of communications, law, and public service to their new posts. In common, however, they share a consistent commitment with their staffs and with the Board to strive for and practice the broadcasting

standards and principles embodied in the International Broadcasting Act.

- In March, 1997, Kevin Klose became director of the International Broadcasting Bureau, responsible for VOA, WORLDNET, Radio and TV Martí, and the Office of Engineering and Technical Operations. He was president of RFE/RL and director of Radio Liberty before coming to the IBB and previously worked as a national correspondent and chief of the Moscow bureau for *The Washington Post*.
- In March, Evelyn S. Lieberman assumed her duties as director of VOA, drawing upon a long career in communications within and outside the government. She was deputy

Creole

Croatian

Czech

Danish

Dari

Dutch

English

Estonian

Farsi

Finnish

Flemish

French

Georgian

German

Greek

Gujarati

Hakka



RFA President Richard Richter



RFE/RL President Thomas A. Dine



John Lennon, Acting Director of  
WORLDNET Television

“...U.S. international broadcasting has consistently served as an inexpensive, effective tool for encouraging peaceful change and democracy...What excites me most about our broadcast entities is that, despite budget reductions of over 30 percent over the past four years, U.S. international broadcasting is engaged with its audience.”

—Kevin Klose, Director, IBB

chief of staff and deputy press secretary for operations at the White House and press secretary for Sen. Joseph Biden. She also served as public affairs director for the Children’s Defense Fund and communications director for the National Urban Coalition.

of the new directions described in this report are a result of fresh perspectives of this top-notch senior management team working with their staffs and with the Board.

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### Engaging the American People

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- In March, Herminio San Roman became director of Radio and TV Martí in the Office of Cuba Broadcasting (OCB). He had been an attorney in south Florida working on local, state, national, and international government issues and has overseen the completion of OCB’s move to its new Miami headquarters.
- In May, Thomas A. Dine was appointed the president of RFE/RL. Dine had been assistant administrator for Europe and the New Independent States at the U.S. Agency for International Development since 1994 and headed the American Israel Public Affairs Committee from 1980 to 1993.

Through the U.S. International Broadcasting Act of 1994, Congress requested that the Broadcasting Board of Governors direct, supervise, and evaluate U.S. international broadcasting. In 1997, as part of this mandate, the Board chose to engage the American people in providing input, as BBG members stated, to “assist the Board in focusing its mission at the dawn of a new century.”

The Board conducted two public fora in 1997: the first at North Carolina State University in July and the second at the University of Southern California in November. At both events, a cross-section of Americans learned about international broadcasting and, more importantly, conveyed to the Board their views on what they felt our country’s broadcasting should accomplish. Members of the international affairs community, broadcasters and other journalists, students, educa-

Along with Richard Richter, the president of RFA appointed in 1996, these top professionals provide U.S. international broadcasting with experienced and visionary leadership. Many



tors, politicians, business leaders, members of ethnic and emigre groups, and others were asked to draw upon their expertise and perspectives to help chart the direction of U.S. international broadcasting. Sen. Jesse Helms in North Carolina and Representatives Howard L. Berman, Nancy Pelosi, and Ed Royce in California agreed to take leading roles, thereby increasing the visibility and success of the two fora.

these wide-ranging topics.

Consistent with their mission to work with local media, RFE/RL and VOA conduct training programs for local journalists.



### Training and Partnerships

Our broadcasts promote democracy, encourage trade and investment, educate about health, expose human rights abuses, and set an example of the power of a free press for the world. More and more, the broadcasting services are working with local media and with diverse public and private sector organizations to cover

*Above:*  
Board Members Tom Korologos (foreground), Carl Spielvogel, Chairman David Burke, and Chief of Staff Kathleen Harrington.

*Left:* Senator Jesse Helms (R-NC), Chairman, Senate Foreign Relations Committee, at the North Carolina forum in July 1997.

"I can't imagine a better privilege than to lead the Voice of America...As [President Clinton] said, the Voice of America has a critical role to play in an ever-changing world: as a lifeline of reliable reporting, a wellspring of culture, and a tool for education. The Voice of America is the voice of democracy."

— VOA Director  
Evelyn S. Lieberman

## The Legacy of Charles Kuralt



The BBG's North Carolina forum took place a week after the death of Charles Kuralt, the beloved journalist who always prized his North Carolina roots. Indeed, many participants evoked Kuralt's professionalism in articulating their views of the goals of U.S. international broadcasting. Young journalists interested in entering the field will now have a very tangible way of honoring that legacy. At the forum, Sen. Jesse

Helms announced the creation of the Charles Kuralt Fellowship in International Broadcasting, which will be awarded annually to a graduate of Kuralt's alma mater, the School of Journalism and Mass Communication at the University of North Carolina.



*Conflict Resolution in South Asia forum participants: (left to right) Kevin Clements, Gowher Rizvi, Chief of Urdu Service Brian Silver, Robert Boggs, and Walter Andersen*

“From Central Europe to the Pacific, from the Baltic to the Black Sea, from Russia to the Persian Gulf, RFE/RL provides objective news, analysis, and discussion of domestic and regional issues crucial to successful democratic and free-market transformations, strengthening civil societies by projecting democratic values.”

— **Thomas A. Dine**  
*President of RFE/RL*

RFE/RL has developed a program at its Prague headquarters to work with promising young journalists from throughout its listening area. The IBB’s International Media Training Center con-

ducts both U.S.-based and overseas workshops and coordinated two university placement programs for foreign journalists. Committed to the development of a free and independent media throughout the world, the training provides practical, non-politicized workshops in English and in local languages. And journalists are putting their training to use. For example, a Bulgarian journalist who launched a ground-breaking morning talk show on Bulgarian television credited an IBB workshop with the ideas and techniques she needed to launch the program.

Partnerships with a range of organizations in 1997 illustrate the changing role and realities of international broadcasting. These new and diverse partners — who provided funding, in-kind resources and/or technical assistance — worked with the broadcasting services to extend their reach in terms of both topics and audiences. For example, money from the U.S. Agency for International Development (USAID) and the Carnegie Corporation funded the work of 20 VOA reporters to report on conflict resolution in Africa and in the former Yugoslavia.

Another grant from USAID is being used to enhance reporting on polio eradication and other infectious diseases that pose threats in the developing world. And Harvard University’s School of Public Health contacted VOA’s Kinyarwanda/Kirundi service to request that it translate and broadcast a series of twelve features written by a refugee trauma team. Since the series broadcast, several thousand listeners have contacted VOA to request that the series be repeated.

VOA reporting has also increasingly focused on economic and business issues, because listeners around the world tell us they look to the United States to understand the underlying thinking and the how-to skills that have made the U.S. economy so robust. RFE/RL provides extensive economic coverage to its post-communist audience, who are struggling to institutionalize free and fair market systems after decades of state control. WORLDNET developed a popular series called “The Entrepreneurs,” which examined how entrepreneurs in the United States and in Central Europe successfully launched and maintain their businesses.

## Strengthening Our Technical Competitiveness

### Affiliates Expand the Audience

### Television as an Alternative

### Use of the Internet

WITH THE ACCELERATION OF TECHNOLOGY, IBB has looked at the most pressing technical issue of its future: through what medium should we communicate to the people of the world? Digital technology and direct broadcast satellite enhance the clarity of our programs for the growing numbers of people able to receive transmissions through these means. Internet and television are providing us with alternative ways to deliver program content to our audiences. Yet many people, particularly in the developing world, do not have access to a telephone, much less the Internet or a satellite dish. Therefore, shortwave and long-distance AM play a crucial role in program delivery to Africa, South Asia, China, and rural areas of the former Soviet Union. Direct broadcasts are complemented by the growing number of local AM and FM affiliates that use our programming, expanding our reach to people who tune in to their local stations for their news.

### Strengthening Our Technical Competitiveness

The U.S. International Broadcasting Act consolidated the engineering and technical operations of the five broadcasting services under the IBB. By reducing duplicative services and facilities, consolidation has saved tens of millions of dollars. For example, it streamlined VOA and RFE/RL shortwave broadcasting to Central and Eastern Europe and Russia and eliminated redundant transmitting sites while using surplus equipment to enhance the capabilities of relay stations around the world.

### Digital Advances

Modernization of IBB production facilities is necessary in order to continue to transmit programs to our millions of listeners successfully. The Digital Broadcasting Project (DBP) addresses this imperative. It brings together all the analog system replacement work required to bring our broadcasting up to world standards. Digital production produces better quality sound, reduces the use of expensive audio tapes, facilitates editing, and enhances program storage and retrieval. RFE/RL and RFA have led the way in this regard. When RFE/RL moved from Munich to Prague in 1995 and when RFA launched operations in 1996, they set up digital audio editing systems, so that their broadcasters now produce and record their own programs.

Conversely, VOA and WORLDNET still use increasingly obsolete analog equipment and systems, for which spare components and consumable items such as tapes are difficult to obtain and expensive to buy. As just one example, the System for News and Programming (SNAP), the central element of VOA's multilingual program production, is considered so outdated in the industry that the supplier terminated the service contract.

Progress continued in 1997 on the six key elements of the DBP: replace-



Hausa

Hebrew

Hindi

Hungarian

Icelandic

Indonesian

Italian

Japanese

Javanese

Khmer

Kirundi

Kinyarwanda

Korean

Kurdish

Lao

Latvian

Lithuanian

“Dari [VOA] air shows are received in Kabul loud and clear. Your scientific, cultural, and informative programs certainly help us gain scientific knowledge. Your call-in show covers a range of interesting subjects and your broadcast policy is appropriate as it contains material fit for the needs of our society.”

—*Listener in Kabul, Afghanistan*



*Rigger maintains shortwave antenna using an IBB-designed cage.*

ment of SNAP, replacement of VOA’s Master Control routing switcher and central recording facility, conversion of VOA to a digital audio editing system, upgrading of existing studios to digital audio, replacement of the in-house Monitron system (through which program departments can tune in to broadcasts), and upgrading of the IBB Local Area Network. Successful completion of the DBP will ensure that VOA production matches the technical standards not only of RFA and RFE/RL, but also of most other professional broadcasters in the country.

Digital technology plays a role in signal transmission, in addition to program production. In 1997, IBB continued to upgrade its satellite circuits in 1997 from analog to digital format, as described more fully below. In addition, IBB has taken a leading role in experimenting with digital transmission of shortwave broadcasts. In May, the IBB and engineers from the Jet Propulsion Laboratory conducted field trials on a system that uses digital signals to improve shortwave performance. The results were promising in eliminating the noise and fading associated with long-distance shortwave broadcasting. The test is part of an overall project to work with the radio industry to produce a digital

receiver available to consumers at a reasonable cost.

### Enhancing the Base

At the same time as IBB pursues these digital advances, its engineering staff maintains and supports an underlying infrastructure of facilities without which our broadcasts could not reach their audiences. This worldwide field structure, which represents a national resource valued at over one billion dollars, includes two U.S. and eleven overseas relay station facilities, over 1,000 satellite earth stations that deliver radio and television programs, nine radio monitoring posts, and several on-site project construction offices.

To further its goal of maintaining and enhancing a strong, efficient, and flexible technical network, IBB accomplished the following in 1997:

- **Improved satellite coverage.** IBB began using the AsiaSatII satellite for signal delivery. AsiaSatII is a widely used, high-powered satellite that reaches over 60 percent of the world’s population. The IBB also began to construct two satellite uplink facilities, one in Washington, DC, and one in Kuwait, which will replace expensive leased facilities.
- **Upgraded satellite circuits.** Continuing efforts begun in 1996, IBB converted its international satellite circuits to a more economical “compressed digital” format. Conversions made in 1997 involved circuits that carry feeds to Central America, Africa, Europe, and portions of the Middle East. This conversion increased the capacity and quality of our global network coverage.

- Upgraded high-power AM transmitters. In 1997, improvements were made to transmitters in Greece, the Philippines, and Thailand. Work also began to improve the power efficiency and reliability of our transmitter in Botswana, which serves as an important vehicle for broadcasting throughout Southern Africa.
- Enhanced shortwave coverage. Construction progressed on a new relay station on Tinian in the Commonwealth of the Northern Mariana Islands. When completed, the station will strengthen RFA's and VOA's reach into vast stretches of China and East and Southeast Asia. In addition, construction resumed on upgrades to our Sri Lankan relay station, after a damaging fire halted work in late 1996.
- Obtained ratification of an agreement with Greece. In February 1997, after years of negotiation, the Greek Parliament ratified a new country-to-country agreement with the United States. The agreement allows the IBB to continue radio rebroadcasting in Greece and permits us to modernize our transmitting facilities there. The Greece Relay Station's AM and shortwave transmitters deliver programs to key areas in Eastern Europe, Russia, and the Middle East.
- Reduced operating costs. New solid state modulators were installed in facilities in California, Germany, and the Philippines. These modulators, with their benefits of increased electrical power efficiency and improved reliability of equipment, significantly reduce transmitter operating costs.

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### Ensuring Technical Quality

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The best programs in the world cannot affect an audience if they cannot be heard. IBB deploys a network of monitors responsible for gathering and analyzing data to verify technical reception. If the transmissions are not being heard, IBB engineering staff coordinate efforts between Washington and the relay stations to correct the problem. In 1997, progress continued on an Internet-based monitoring system that enables



*Satellite dish used for high-quality program feed undergoes maintenance*

## WHEN TO USE WHAT?

Why not just use shortwave? Why not go totally digital? The IBB uses different methods of transmission in keeping with the realities of our listeners and viewers. A brief explanation of four modes of signal transmission, and the pluses and minuses of each, follows:

FM offers high-fidelity transmission but is limited in range. The maximum range of FM transmission is from the line of sight to the horizon—about 25 to 125 kilometers, or 15 to 75 miles depending on the height of the transmitting antenna.

AM transmission can range further than FM—from about 50 to 300 kilometers (60 to 180 miles)—but has lesser audio quality than FM. At night, AM transmissions can increase to distances of up to 1,500 kilometers (900 miles).

Shortwave transmissions use the reflective properties of the ionosphere to carry signals over long distances, up to 7,000 kilometers (4200 miles) using a “two-hop” shortwave transmission. Although shortwave is subject to periodic and often unpredictable atmospheric disturbances, its ability to cover such long distance is useful to countries where we do not have closer relay stations or, even more importantly, across closed borders.

Direct broadcast satellite uses satellite systems to feed audio and video broadcast signals to IBB relay stations and affiliates and directly to individual users and cable systems around the world. Technical quality is usually excellent. Satellite dishes are now relatively small and inexpensive, which allows more private homes to have direct access to broadcast signals, but are still unavailable for many members of our target audience.



*TV monitoring by IBB technician.*

“Hermianchuk [editor of Belarus’ Svoboda newspaper] and his colleagues aren’t giving up. Their Internet provider got scared and took away their Web site, but Radio Free Europe/Radio Liberty — still essential in so much of the world — offered a temporary cyber home.”

—*Op-ed column by Washington Post reporter Fred Hiatt*

IBB to collect data more quickly and efficiently and can include verifying how affiliates are using U.S.-provided programming.

Jamming, in which a country intentionally transmits interference on the same frequency as one of our programs, is unfortunately still around. During the height of the Cold War, most jamming took place in the former Soviet Union. In 1997, IBB technical monitoring confirmed that China, Cuba, Iran, Iraq, North Korea, and Vietnam attempted to jam our programming. IBB responded by changing frequencies, increasing signal strength, augmenting transmitter selection, and other measures to attempt to circumvent the jamming.

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### Affiliates Expand the Audience

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VOA, WORLDNET, and RFE/RL have developed a network of affiliate stations to complement direct broadcasting. These local radio and television stations use our programs as part of their daily broadcasts, thus extending their content to people who tune in to local—rather than, or in addition to, international—broadcasters. An affiliate relationship benefits listeners, who have a local outlet on which to hear our programs; the stations, which receive high-quality programming at no charge; and the United States, which transmits to millions more people than it could relying on its own direct broadcasts.

The number of local stations requesting to be affiliates grows each year. More than 1,300 local AM and FM stations around the world are VOA affiliates, nearly 100 of whom joined on in 1997. RFE/RL affiliates include nationwide networks in Bulgaria, the Czech Republic,

### A TWIST ON THE ORAL TRADITION

A VOA journalist and a USAID staff member, traveling in Guinea Bissau to cover the two agencies’ polio eradication campaign, went by car, foot, and canoe to arrive at a small village near the Senegalese border. When they arrived, they observed a group of people surrounding an elderly man. He was holding a small radio up to his ear, tuned to VOA’s Portuguese to Africa Service. Every minute or so, he would turn to the group and translate what he had heard into the local language. New technologies have their place in getting the word out to our listeners. But the centuries-old oral tradition, helped with a shortwave radio and a pair of batteries, also has a role.

Slovakia, Ukraine, Latvia, Lithuania, Estonia, Georgia, Azerbaijan, Moldova, Kyrgyzstan, Kazakhstan, Russia, and the countries of the former Yugoslavia. In addition, 525 television networks and stations are WORLDNET affiliates.

To support the affiliates' network, the IBB leases satellite circuits and, where necessary, has provided satellite receiving dishes and related equipment to affiliates to downlink the programming. A newsletter and Web site provide updates to affiliates about programs, schedule changes, training opportunities, and satellite information. These services are a small investment when measured against the millions of additional listeners and viewers we gain as a result of our affiliate relationships.

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### Television as an Alternative

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The "radios" are looking at how to deliver more content via television to serve the needs of their audiences. The Farsi "Roundtable with You" radio/TV simulcast, a cooperative effort of VOA and WORLDNET,

celebrated its first anniversary on the air in October 1997 and has been extremely well received by the Iranian people. RFE/RL broadcasts a weekly news program on a Bosnian network once a week during prime time. VOA and WORLDNET launched programs in 1997 that are on local TV in Bosnia and Serbia. In all these programs, broadcasters provide a voice for those seeking democracy and peace, often in difficult circumstances.

WORLDNET also produces "Window on America," shown on prime time on Ukrainian National Television, and "Esta Noche," a six-hour block of Spanish and English programming carried by cable outlets across Latin America.

To facilitate the use of more on-the-scene televised reports, an IBB engineer developed a video conferencing system that uses a personal computer and a video camera to create an overseas television studio. This desktop system permits a lan-

"The fact that mainland China has jammed Radio Free Asia in this way really proves that your station's broadcasts have hit the Communist Party where it hurts."

—*Listener from China*



Above, VOA/WORLDNET simulcast. Left, Thomas F. "Mack" McLarty III and host Mario Martinez discuss the upcoming Summit of the Americas during a WORLDNET Dialogue broadcast.



RFA Newsroom

guage service to use live video from an overseas location at very low cost. In 1997, for the first time, VOA took in and rebroadcast real-time video reports from Bosnia and Hong Kong.

In 1997, VOA and WORLDNET facilities were consolidated into one building with

shared studio space. This move has meant further opportunities for joint television reporting. Moreover, the Broadcasting Board of Governors set the tone for development of a wider strategy for the future of IBB's television service through the transfer of WORLDNET's Dialogues and other policy-oriented programs to USIA and encouraging WORLDNET and VOA to collaborate more closely on news programs.

Below, IBB's web site (<http://www.ibb.gov>) provides a new means of disseminating information.




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## Use of the Internet

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As it has in many other applications, the Internet provides U.S. international broadcasting with a new avenue of communication, one that complements program delivery through direct and affiliate broadcasting.

Although far from a universal technology, particularly in the developing world, the Internet gives us new opportunities, particularly to reach decision makers and other elites. Via their Web sites, both RFE/RL and VOA distribute text and audio news files that are constantly updated throughout the day. Although RFA did not have a full Web presence in 1997, it launched a home page with basic information about its programming, which it will supplement with a more comprehensive site in 1998.

Two illustrations serve to show how radio and Internet can team up to circumvent restrictions on the free flow of information. When VOA learned that its Web site was blocked by the Chinese authorities, it responded by announcing on its radio programs that it would establish a service to e-mail VOA scripts and texts directly to those requesting them. On the first day that the service was announced, VOA received messages from 400 Chinese listeners providing their e-mail addresses, and the numbers have grown ever since. And when authorities in Belarus closed down "Svoboda," the country's last independent newspaper, RFE/RL broadcast the newspaper's articles on the air and posted them on the RFE/RL Web site.



AS THIS REPORT WENT TO PRESS, THE men and women of U.S. international broadcasting were already deeply immersed in covering the events of 1998. U.S. and other world leaders were seeking ways to enforce Iraq's compliance with United Nations requirements; Asian economies were dealing with deep economic crises; and the Cuban people were preparing for a historic visit by Pope John Paul II. Peace in Bosnia was tentatively holding. In all these situations and more, the journalists have been out on the front lines, reporting on the news and sharing their expertise. Their ability to communicate accurate and objective information empowers people to seek the rights they are due and that all Americans value: human rights, democracy, peaceful resolution of conflicts, economic security, freedom of press and religion, and the right to a healthy future.



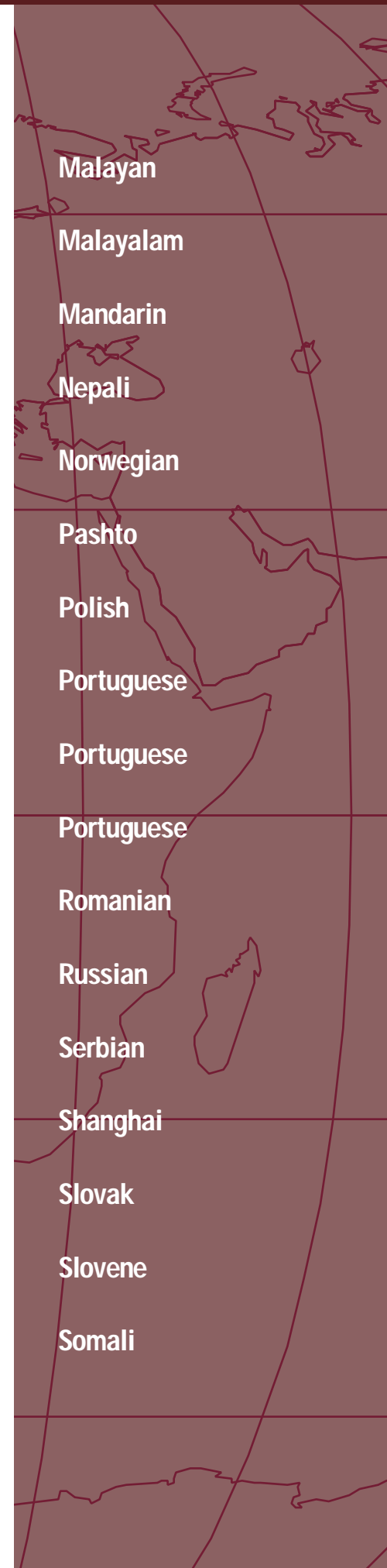
*VOA Chinese-language television simulcast.*

The five broadcasting services will continue to make objective, accurate news a top priority. By definition, one of the strengths of international

broadcasting is its flexibility to respond to events as they happen, indeed almost instantaneously. Nonetheless, the Broadcasting Board of Governors and the individual services must also be proactive and position international broadcasting to meet changing technical and programmatic needs in the years ahead. The broadcasting services will tackle new concerns in the coming year, including —

- **Enhanced programming to China**  
Both Congress and the President have expressed their desire to expand to 24 hours broadcasting to China. RFA is expanding its operations to meet this request by increasing daily broadcast hours in Mandarin and Tibetan and will inaugurate broadcasts in Cantonese and Wu (Shanghaiese). VOA will also increase its daily schedule in Mandarin, Tibetan, and Cantonese, as well as provide other expansions of its current service, including original Mandarin television productions and direct e-mail of Chinese language scripts.

- **Increased television service**  
VOA and WORLDNET will continue to coordinate and increase the televising of VOA programs, particularly to areas where research shows the majority of people prefer to get their news from TV, rather than radio. For example, a live radio/TV simulcast in Russian is planned, which will allow us to work with 10 new affiliates with a



"I welcome your call for increased funding to expand U.S.-supported international broadcasting into China....I therefore pledge to work with you and others in the Congress to obtain additional support for Radio Free Asia and the Voice of America, to provide 24 hours of Mandarin broadcasting services daily to China and appropriate broadcasting in other dialects."

—*Letter from President Bill Clinton to Speaker of House Newt Gingrich (R-GA)*



Among the guests interviewed in 1997: Gospel singer Cece Winan, and Donna Shalala, Secretary of Health and Human Services.

an essential part of our efforts to promote democracy and advance America's interests abroad. Their effectiveness depends up their credibility with their audiences. My BBG colleagues and I are committed to helping safeguard that credibility and effectiveness in support of the Administration's foreign policy interests."

This past year has been an eventful and challenging one for U.S. international broadcasting. Throughout the world, in a number of critical situations, our reporting has made a decisive difference. It has made the difference between whether people remain in an information vacuum or whether they have access to one of their most fundamental rights as citizens of the world — the right to receive a free flow of information in order to determine their own destiny.

"Since we are almost on the verge of entering the 21st century, there is a great need now for exchange of perception regarding all issues, political and cultural. It is only through the news media that we can keep abreast of all that is changing so rapidly around us."

—*Listener in Allahabad, India*

potential additional audience of 1.5 million people.

- **Further application of research**

In 1997, we significantly increased the capacity to conduct cutting-edge research. The next step is further application of that research to improve programming of all services.

- **Improved transmission quality**

IBB will continue to take advantage of new technologies, including digital circuits and the Internet. Relay stations in Sri Lanka and Tinian should be on line in 1998, greatly enhancing RFA and VOA transmissions to Asia, and Radio and TV Martí operations are scheduled to be consolidated in Miami in spring of 1998.

- **Strengthened role for the Broadcasting Board of Governors**

The Board looks forward to the challenges and opportunities that the future will bring. As stated by BBG chairman David Burke, U.S. international broadcasting programs "have been and will remain

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 Broadcasting Board of Governors
 

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**David W. Burke, Chairman**

Mr. Burke is a Director and Trustee of various Dreyfus Funds. He is the former president of CBS News, and has served as both Vice President and Executive Vice President of ABC News.

**Tom C. Korologos**

Mr. Korologos is the President of Timmons & Company, a government relations consulting firm. He formerly served as the Chairman of the United States Advisory Commission on Public Diplomacy and as a member of the Board of Directors of the International Media Fund.

**Edward E. Kaufman**

Mr. Kaufman is President of Public Strategies, a political and management consulting firm in Wilmington, Delaware. He is the former Chief of Staff to Senator Joseph Biden and a Senior Lecturing Fellow at Duke University School of Law and the Fugua School of Business.

**Carl Spielvogel**

Mr. Spielvogel is the Chairman, Chief Executive Officer of Carl Spielvogel Associates, Inc., a global investment and communications company. Mr. Spielvogel is the former Chairman and Chief Executive Officer of Backer Spielvogel Bates Worldwide, Inc., one of the world's largest marketing, communications, and advertising companies. Earlier, he was a reporter and columnist at The New York Times for eight years.

**Bette Bao Lord**

Ms. Lord is a recognized author and lecturer whose works include *Legacies: A Chinese Mosaic*, which was chosen by *Time* magazine as one of the ten best non-fiction books of

1990, and *Spring Moon*, a *New York Times* bestseller and nominee for the American Book Award. She is also Chair of the Freedom House Board of Trustees.

**Alberto Mora**

Mr. Mora is an attorney in private practice in Washington, D.C., where his focus is international law. From 1989 to 1993, he served as General Counsel for the United States Information Agency.

**Marc B. Nathanson**

Mr. Nathanson is Chairman and Chief Executive Officer of Falcon Cable TV, which serves in excess of one million subscribers in over 700 communities in 27 states. Mr. Nathanson is a 26-year veteran of the cable TV industry and was elected member of "Cable Pioneers" in 1982.

**Cheryl Halpern**

Ms. Halpern has participated extensively in community activities on the national, state, and local levels. She has served on the Executive Board of the Washington Institute for Near East Policy, the Executive Committee of the New Jersey Regional Advisory Board of the Anti-Defamation League of B'nai B'rith. From 1990 to 1995, Ms. Halpern served as a member of the Board for International Broadcasting, the predecessor to the Broadcasting Board of Governors.

**The Honorable Joseph Duffey**

Dr. Duffey, Director of the United States Information Agency, serves as an ex-officio member of the bipartisan Board.

Spanish

Spanish

Swahili

Swatow

Swedish

Tagalog

Tamil

Tatar

Telegu

Thai

Tibetan

Tigrigna

Turkish

Ukrainian

Urdu

Uzbek

Vietnamese



“My colleagues were congratulating me on working for an organization that is willing and able to cross boundaries in Bosnia and bring people and different views together.”

— *VOA Stringer in Sarajevo*

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## Voice of America

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FY 1998 Budget: \$102,478,000

Total Employment: 1,143

Number of Languages: 52

Weekly Broadcast Hours: 881

Headquarters: Washington, DC

Director: Evelyn S. Lieberman

### 1997 Highlights

- Hosted President Clinton, who used VOA as the site for a major policy address on China, just before the state visit of Chinese President Jiang Zemin.
- Broadcast a live interview with Miodrag Zivanovic, a moderate opposition leader from the

Republic of Srpska, and otherwise expanded reporting to Bosnia, Croatia, and Serbia to support the electoral process.

- Increased Arabic programming to Iraq during prime listening hours and covered UN sanctions policy extensively.
- Through its Family Unification Program, broadcast names of Central African refugees separated from their families, which resulted in more than 800 people giving credit to VOA for their families' reunification.
- Signed an agreement with the largest private radio network in Africa, ensuring its preeminence as the strongest international broadcaster in Central Africa.
- Established an e-mail service to China to get around Chinese interference with VOA's Web site.
- Interviewed Chinese dissident Wei Jingsheng in his first exclusive international media interview.
- Rebroadcast real-time video from Bosnia and Hong Kong.
- Pioneered a Russian-language news program and signed agreements with fourteen local television networks in Russia to take further VOA programming.
- Established a four-channel, 24-hour-a-day network in English, including the creation of VOA Express, a cost-effective alternative to VOA Europe, which ceased operations in January 1997.

## VOA CHARTER

The long-range interests of the United States are served by communicating with the peoples of the world by radio. To be effective, the Voice of America (the broadcasting service of the United States Information Agency) must win the attention and respect of listeners. These principles will therefore govern Voice of America (VOA) broadcasts.

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

*Gerald R. Ford, President of the United States  
Signed July 12, 1976  
Public Law 94-350*

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**Office of Cuba Broadcasting**

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FY 1998 Budget: \$22,095,000

Total Employment: 213

Language: Spanish

Weekly Broadcast Hours:

90 (radio);

31.5 (television)

Headquarters: Miami, Florida

Director: Herminio San Roman

**1997 Highlights**

- Developed and broadcast a series of programs to discuss the Clinton administration's January 1997 policy paper "Support for a Democratic Transition in Cuba."
- Reported on the harassment, detention, arrest, and incarceration of Cuban independent journalists, as well as on condemnation by international press organizations of this wave of repression.
- Broadcast other specific cases of human rights abuses in Cuba and condemnation of those abuses by international organizations.
- Provided information and analysis on President Clinton's public statements regarding U.S.-Cuban relations, including a statement that commemorated the first anniversary of the shooting down of two Brothers to the Rescue planes by Cuban MiGs.
- Launched an initiative to enable Cubans to participate in live call-in shows to discuss issues on the air, thanks to improvements in telephone communication.
- Obtained special permission from the Cuban government to transmit game 5 of the World Series in which Liván Hernández, who defected from Cuba two years ago, was the starting pitcher for the Florida Marlins.
- Provided coverage of the December 1997 defection of Hernández' brother Orlando, also formerly one of Cuba's top pitchers.
- Tested a system that uses a UHF channel to transmit TV Martí into Cuba.





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### WORLDNET Television and Film Service

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FY 1998 Budget: \$19,933,000

Total Employment: 240

Headquarters: Washington, DC

Director: John Lennon, Acting

#### 1997 Highlights

- Increased to 525 the number of affiliates using WORLDNET programming. These affiliates include 25 stations in Serbia and Bosnia that rebroadcast daily VOA-WORLDNET news programs, Ukrainian National Television, and cable networks throughout Latin America.
- Expanded its broadcast capabilities and products by televising VOA programming in Arabic, Farsi, Serbian, Bosnian, and other languages.
- Celebrated the first anniversary of "Roundtable with You," a weekly call-in program in Farsi that connects viewers in Iran with guests in Washington.
- Partnered with two Egyptian broadcasters, NILE TV and ART TV, on a six-part series on topics that ranged from U.S./Middle East relations to AIDS. Both television networks aired the show during prime time.
- Provided USIA with interactive video conferencing capability, bringing U.S. officials and private sector experts together with their overseas counterparts and foreign media. Guests in 1997 included members of Congress and the Executive Branch, health experts, human rights specialists, and many others.
- Developed special series, including "By the People," which promotes participation in the political process, and "The Entrepreneurs," which examines successes in emerging free markets throughout Central and Eastern Europe and in the United States.
- Moved operations to the IBB headquarters building, with no loss of air time, and began cooperating more closely with VOA on radio/television simulcasts.

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## Radio Free Europe/Radio Liberty

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FY 1998 Budget: \$68,419,000

Total Employment: 440

Number of Languages: 23

Weekly Broadcast Hours: 700

Headquarters:

Prague, the Czech Republic

President: Thomas A. Dine

### 1997 Highlights

- Hosted the presidents of Romania, Hungary, and Bulgaria and the Chairman of the Lithuanian Parliament in official visits to the Prague broadcasting center, where each, in news conferences, reaffirmed the importance of RFE/RL programming in stabilizing and encouraging democratic development in former communist countries.
- Promoted understanding of the peace process and free and fair elections in Bosnia, Serbia/Montenegro, and Croatia through its South Slavic service's multiethnic programs.
- Cooperated with responsible local broadcasters in Bosnia, Croatia, and Serbia/Montenegro to encourage the development of independent media in the region.
- Provided balanced, comprehensive election coverage in Russia, contributing to respect of electoral procedures by local authorities and to a better-informed Russian electorate.
- Reported extensively on corruption in Ukraine and how it deters foreign investment.
- Compensated for official censorship in Tajikistan, allowing the political opposition to make its views public and receiving credit from opposition leaders for its role in the June 1997 peace agreement.
- Covered human rights violations in Kyrgyzstan that helped gain acquittals and reductions of prison terms for independent journalists and opposition leaders.
- Intensified coverage of an increasingly authoritarian situation in Belarus and aired reports from "Svoboda," when this independent newspaper was shut down by the government.



"We can write or speak a lot about some very important issues. But unfortunately Uzbek officials just ignore them. But if RFE/RL's Uzbek broadcasts say only one word about the same issues, it will be immediately heard and taken into account. So you have a real power to influence the decision-making process in Uzbekistan."

— *Khurshid Dostmuhammad, Editor-in-chief of Tashkent's "Hurriyat," the only independent newspaper in the country*



“You can say that your program speaks to our hearts and in the middle of the long lingering night, it lets us see the hope of a free China. History will never forget you—Radio Free Asia—and the Chinese people who live under dictatorial rule and long for freedom and democracy will thank you.”

—Middle school history teacher, Yunnan Province

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## Radio Free Asia

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FY 1998 Budget: \$24,100,000

Total Employment: 224

Number of Languages: 8

Weekly Broadcast Hours: 196

Headquarters: Washington, DC

President: Richard Richter

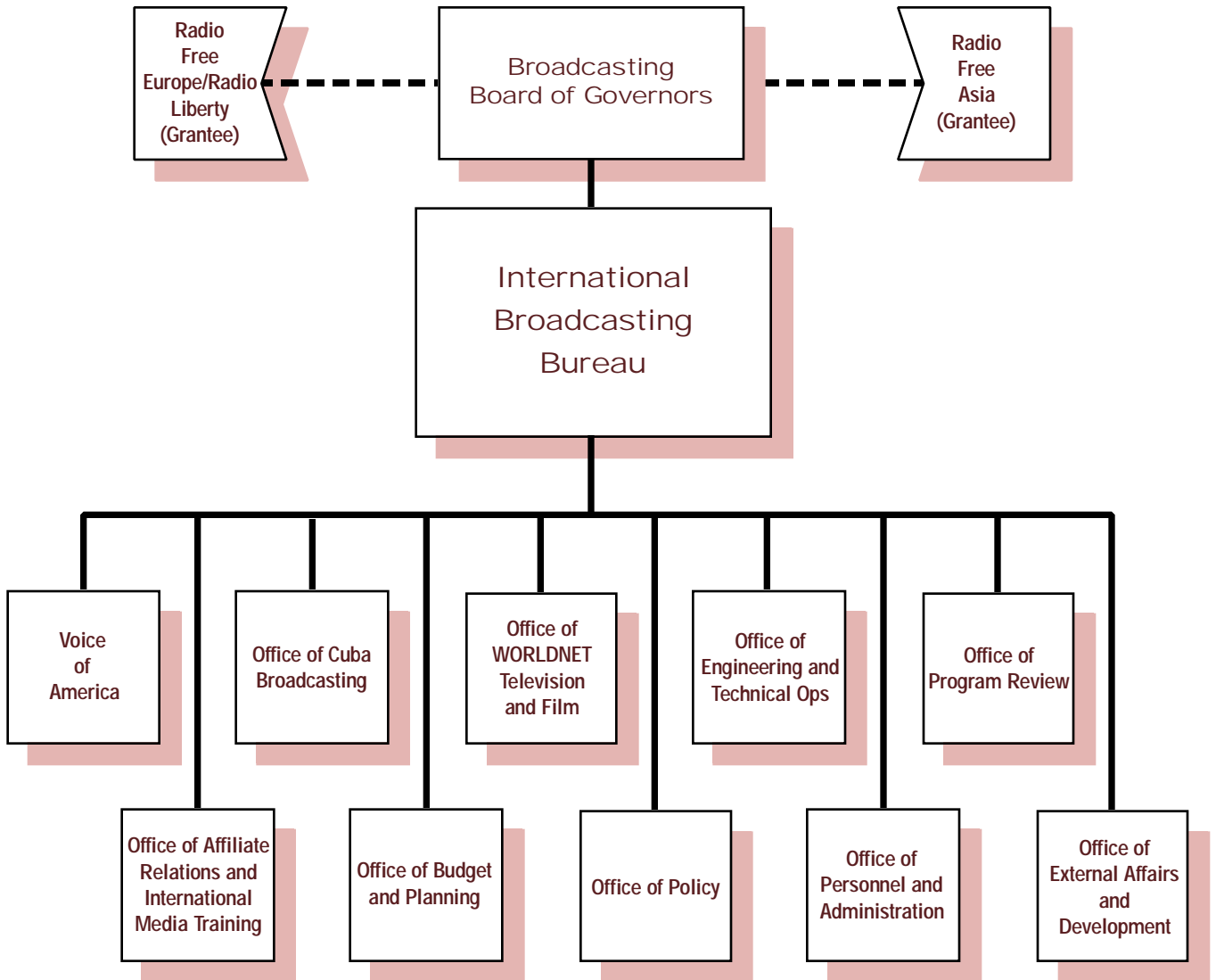
### 1997 Highlights

- One year after launch of operations, completed the establishment of services in all the languages mandated by Congress—Mandarin, Burmese, Tibetan, Korean, Vietnamese, Lao, and Khmer.
- Hosted a visit by the Dalai Lama, who stressed the importance of the Tibetan service to him and to others within Tibet and in exile.
- Led the way among international broadcasters with in-depth coverage of peasant uprisings in the Thai Binh Province - northern Vietnam. Only after RFA’s reports aired did the government admit that the disturbances had occurred.
- Opened offices in Phnom Penh, Cambodia, in Dharamsala, India (headquarters of the Dalai Lama), Tokyo, Japan, and Taipei, Taiwan.
- Reported live on the July 1997 handover of Hong Kong to the Chinese.

- Provided extensive coverage of the state visit of President Jiang Zemin and of Wei Jingsheng’s release from prison and arrival in the United States.
- Broadcast exclusive interviews with Choi Joo-Hwal and Ko Young-Kwan, two high-level defectors from North Korea, who provided North Koreans with a behind-the-scenes look at how their government operates.
- Produced special programming to mark the 50th anniversary of Burma’s independence from Great Britain.



# United States Information Agency



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