



Broadcasting  
Board of  
Governors



**Citizens' Report:  
The FY 2008 Summary of  
Performance and Financial Results**

Voice of America • Radio/TV Marti • Radio Free Europe/Radio Liberty  
Radio Free Asia • Middle East Broadcasting Networks

## BBG Mission Statement

To promote freedom and democracy and to enhance understanding through multimedia communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas.

### BBG Broadcasting Languages



## MESSAGE FROM THE BROADCASTING BOARD OF GOVERNORS

The BBG broadcast services, comprised of Voice of America (VOA), the Office of Cuba Broadcasting (OCB - Radio and TV Marti), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN - Radio Sawa and Alhurra TV) pursue a single mission and reach a worldwide audience of over 175 million people in 60 languages via radio, television, and the Internet. All BBG broadcasters adhere to the broadcast standards and principles mandated by the International Broadcasting Act of 1994 to provide accurate, reliable, objective, and comprehensive news; balanced presentations of United States' institutions and policies; and information about events throughout the world.

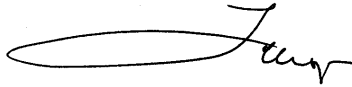
With the support of the Administration and Congress, the BBG accomplished several key broadcast and technology objectives in FY 2008. RFA and VOA Korean services launched a coordinated 10-hour daily broadcast to information-deprived North Korea. The VOA Somali Service increased broadcasts to three hours of daily news and information. Through an agreement with the Department of State, Radio Sawa launched radio broadcasting to Darfur.

In FY 2008, key BBG technology initiatives included a new central video server and data asset management system to enable VOA services to share stories more efficiently and to access central television stories; new content management systems used by RFE/RL, RFA, and OCB to provide up-to-the-minute news and information online; and the implementation of a new financial management system to improve BBG's financial and procurement processes.

In addition to achieving these goals, the BBG responded to crises worldwide, focusing on regions of strategic importance and regions with limited access to news and information:

- During the September 2007 nationwide demonstrations against the military junta and the ensuing crackdown in Burma, VOA and RFA increased broadcasts to Burma to provide additional credible news and critical information.
- In January and March 2008, VOA's Swahili Service expanded its broadcasts to Kenya in response to the crisis following the December elections and the Kenyan government's ban on media coverage of the crisis.
- In response to the March 2008 violent crackdown by Chinese authorities in Tibet, RFA and VOA Tibetan services increased their daily broadcasts.
- VOA Deewa Radio, which broadcasts to Pakistan's Afghan border region, shifted to an all news format that has proven to be very successful in engaging local populations.
- When Russia invaded Georgia in August 2008, VOA and RFE/RL Georgian services doubled their hours of programming to ensure the availability of accurate news to Georgian-speakers.

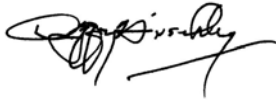
In addition to these accomplishments, we are pleased that the independent auditors have given our financial statements an unqualified (“clean”) opinion. We believe that this report and the audit results demonstrate our ability to increase program impact through prudent management of available resources and the use of modern communications tools and techniques. We are proud to report the FY 2008 BBG achievements, which directly support our mission and effectively use the resources entrusted to us by the Administration, Congress, and the public.



Joaquin F. Blaya  
Member



Blanquita W. Cullum  
Member



D. Jeffrey Hirschberg  
Member



Steven J. Simmons  
Member

## **Broadcasting Board of Governors Citizens' Report: The FY 2008 Summary of Performance and Financial Results**

The Citizens' Report offers an integrated presentation of the Broadcasting Board of Governors' (BBG) program performance, financial accountability, and managerial effectiveness. It aims to assist in assessing the BBG's performance relative to its mission and its stewardship of the resources entrusted to it.

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The BBG's performance and results by objective for FY 2008.



The Citizens' Report is a shortened version of the BBG's FY 2008 Performance and Accountability Report (PAR). The full PAR document, including expanded performance, budget, and financial information, including the FY 2008 financial statement audit, is available at on the [BBG's PAR website](#).

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## Organization, Goal, and Strategy

### Organization

The Broadcasting Board of Governors is an independent federal agency headed by a bipartisan Board overseeing all U.S. government-funded nonmilitary international broadcasting. The Board consists of eight members (four Democrats and four Republicans) who are appointed by the President and confirmed by the Senate. The ninth member, the Secretary of State, serves *ex officio*.

The agency includes five broadcast entities that broadcast in 60 languages: Voice of America (VOA); Radio Free Europe/Radio Liberty (RFE/RL); Radio Free Asia (RFA); the Office of Cuba Broadcasting (OCB - Radio and TV Marti); and the Middle East Broadcasting Networks (MBN - Radio Sawa and Alhurra TV). The BBG also includes the International Broadcasting Bureau (IBB), which provides administrative and technical support to VOA and OCB, and provides transmission services to all BBG broadcast entities.

VOA and OCB are within the federal government. RFE/RL, RFA, and MBN are grantee organizations, private non-profit corporations funded entirely by BBG grants and overseen by the Board, which serves as their Boards of Directors.

The International Broadcasting Act of 1994 (P.L. 103-236) brought all radio and television resources of U.S. nonmilitary international broadcasting under the Broadcasting Board of Governors, within the U.S. Information Agency (USIA). The same legislation created RFA and established the IBB. The Foreign Affairs Reform and Restructuring Act of 1998 (P.L. 105-277) made the BBG an independent agency on October 1, 1999.

For more detailed information, see [Organizational Structure and Mission in the FY 2008 BBG PAR](#).

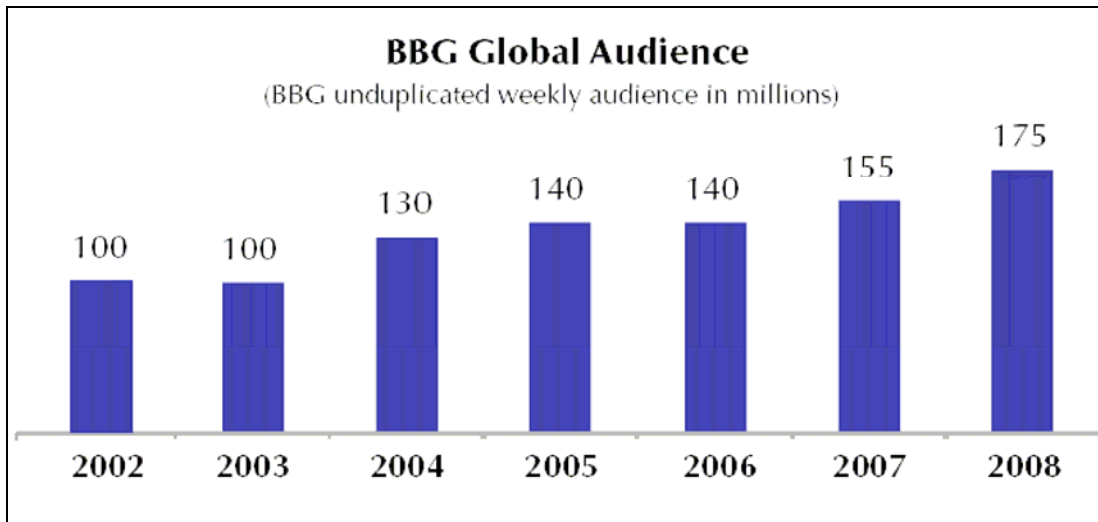


Broadcasting Board of Governors Organization Chart

### Strategic Goal

The BBG has one strategic goal for all of its entities - to create an increasingly effective and modern international broadcasting system that reaches significant audiences where most needed, in support of U.S. strategic interests. Progress towards meeting this goal is measured by established performance indicators to provide a comprehensive picture of the annual performance of the BBG.

Delivering accurate news and information to significant audiences in target countries is the BBG's core measure of success. This requires that the BBG's programs reach large numbers of people on a regular basis, and that the programs are attractive to and found to be trustworthy by the audience, as measured by program quality and program credibility scores. Additional measures include number of transmitters and affiliate stations, signal strength, satellite effectiveness, and the cost of the BBG's transmission network. These measures serve as a foundation for internal review processes.



Since 2002, BBG has increased its global audience from 100 million to 175 million people, a 75% increase.

For more detailed information, see [Strategic Goal](#) and [Performance Goals, Objectives, and Results](#) in the FY 2008 BBG PAR.



## Financial and Management Information

### Budget and Cost Effectiveness

In FY 2008, the BBG was funded through two appropriations: the International Broadcasting Operations account, providing annual operating funds, and the Broadcasting Capital Improvements account to support the BBG's capital and maintenance and repair projects required for transmission and broadcasting. The BBG received \$683.6 million in FY 2008.

#### Broadcasting Board of Governors FY 2008 Appropriations (\$ in thousands)

Account	FY 2008
International Broadcasting Operations (IBO) <sup>1</sup>	673,476
Broadcasting Capital Improvements (BCI) <sup>2</sup>	10,128
<b>Total</b>	<b>683,604</b>

In FY 2008, the BBG achieved significant savings in the overall cost of its transmission network infrastructure. The BBG regularly assesses the effectiveness of its network assets and makes changes to meet new programming requirements, to serve priority audiences, and to meet evolving media preferences. Consequently, the BBG has shifted its investments in transmission assets from shortwave to more popular media, including AM, FM, television, and Internet. In FY 2008, the BBG closed two shortwave transmitting stations, one in Delano, California, and one in Morocco. The BBG moved transmitters, antennas, and related equipment from closed stations to active stations within the BBG network, resulting in cost savings in the upgrade and replacement of equipment.

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<sup>1</sup> The IBO FY 2008 appropriation of \$673.5 million includes \$12 million designated as emergency supplemental funds in P.L. 110-161, funding pursuant to the FY 2008 Supplemental Appropriations Act P.L. 110-252 (\$2 million), a \$.5 million transfer from the BCI account, and a transfer of \$.4 million to the Buying Power Maintenance Fund. Funding for the Office of Cuba Broadcasting (\$33.4 million) was appropriated in IBO.

<sup>2</sup> Includes a transfer of \$.5 million to the IBO Account.



## Financial Highlights

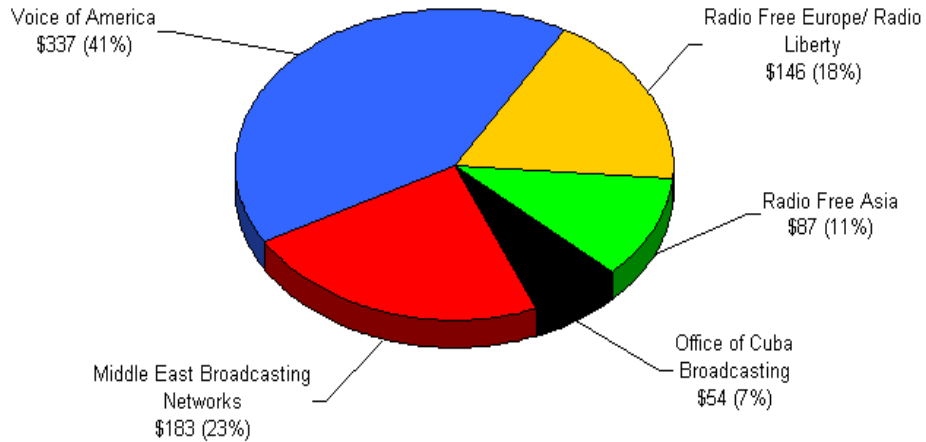
The FY 2008 BBG financial statements are the fifth set of annual statements prepared for the agency. The independent accounting firm, Leonard G. Birnbaum and Company, LLP conducted the FY 2008 financial statement audit and issued an unqualified (“clean”) opinion on the BBG’s Principal Financial Statements. This is the best possible audit result.

Preparing financial statements allows the BBG to improve its financial management process and provide accurate and reliable information to Congress, the President, and the taxpayer. BBG management is responsible for the integrity and objectivity of the financial information presented in the statements.

The financial statements and financial data presented have been prepared from the accounting records of the BBG in conformity with generally accepted accounting principles (GAAP).

FINANCIAL HIGHLIGHTS		
(Dollars in Thousands)	2008	2007
<b>At End of Year:</b>		
<b>Condensed Balance Sheet Data:</b>		
Fund Balance with U.S.	\$151,853	\$199,002
Accounts Receivable	4,205	3,088
Property, Plant, and Equipment	138,033	213,470
Other	2,589	1,591
<b>TOTAL ASSETS</b>	<b><u>\$296,680</u></b>	<b><u>\$417,151</u></b>
Accounts Payable	956	9,476
Retirement and Payroll	33,353	29,940
<b>TOTAL LIABILITIES</b>	<b><u>\$34,309</u></b>	<b><u>\$39,416</u></b>
Unexpended Appropriations	118,228	157,510
Cumulative Results of Operations	144,143	220,225
<b>TOTAL NET POSITION</b>	<b><u>\$262,371</u></b>	<b><u>\$377,735</u></b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b><u>\$296,680</u></b>	<b><u>\$417,151</u></b>
<b>For the Year:</b>		
Total Cost	810,035	688,370
Total Earned Revenue	(3,535)	(2,883)
<b>TOTAL NET COST OF OPERATIONS</b>	<b><u>\$806,500</u></b>	<b><u>\$685,487</u></b>

**Allocation of the BBG FY 2008 Net Cost of Operations  
(in millions)  
Total: \$806 million**



**Summary of Financial Statement, Audit, and Management Assurances**

The BBG utilizes internal controls to ensure the proper conduct of business, accomplishment of management objectives, and accurate recording and accounting of financial transactions. The Summary of Management Assurances below summarizes the results of the financial audit and the agency’s review of its internal controls and financial management system. The audit and review did not identify any material weaknesses.<sup>3</sup>

**Summary of Financial Statement Audit**

Audit Opinion	Unqualified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
<i>Total Material Weaknesses</i>	<i>0</i>				<i>0</i>

<sup>3</sup> A material weakness is a significant deficiency, or combination of significant deficiencies, that results in a more than remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the agency’s internal controls.

## Summary of Management Assurances

<b>Effectiveness of Internal Control over Financial Reporting</b>					
Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
	0				0
<i>Total Material Weaknesses</i>	<i>0</i>				<i>0</i>
<b>Effectiveness of Internal Control over Operations</b>					
Statement of Assurance	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
	0	0			0
<i>Total Material Weaknesses</i>	<i>0</i>	<i>0</i>			<i>0</i>
<b>Conformance with financial management system requirements</b>					
Statement of Assurance	Systems generally conforms to financial management system requirements				
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Ending Balance
Elements Developed from Sources other than GL	✓				✓
Codify Financial Operations Operating Procedures	✓		✓		
Overseas Accounts Payable Reconciliation	✓				✓
<i>Total Non-Conformances</i>	<i>3</i>		<i>1</i>		<i>2</i>
<b>Compliance with Federal Financial Management Improvement Act (FFMIA)</b>					
	Agency			Auditor	
Overall Substantial Compliance	Yes			Yes	
1. System requirements	Yes				
2. Accounting Standards	Yes				
3. USSGL at Transaction Level	Yes				

New: New material weaknesses identified during fiscal year.  
 Resolved: Material weaknesses that have improved sufficiently during the fiscal year.  
 Consolidated: Two or more material weaknesses that have been combined.

## Management Challenges

Each year, the BBG strives to achieve its mission as effectively and efficiently as possible, seeks continuous improvement, and focuses on specific areas of management. As a 21<sup>st</sup> century broadcast organization often functioning in hostile areas of the world and amidst unforeseeable global crises, the BBG faces several unique challenges. In FY 2008, the Office of the Inspector General (OIG) and the Government Accountability Office (GAO) reviewed specific areas of BBG, and provided recommendations for improvement. The PAR, the PART, and annual performance reports focus on the BBG's annual achievements and challenges that the BBG must address to achieve its mission.



**Radio Sawa began new broadcasts to Darfur in September 2008.**



**Burmese broadcasters at VOA and RFA increased live broadcasts and rebroadcasts during Burmese crises.**



**BBG Language Services produce online programs delivered as podcasts.**

### Broadcast Environment

The BBG must act quickly and decisively when current events affect broadcast priorities, whether responding to a natural disaster or an international crisis. It must also respond to authoritarian regimes in target broadcast areas that jam broadcasts or pressure affiliate stations to stop carrying BBG broadcasts, requiring creativity and flexibility to shift to new forms of media or techniques. To improve audience reach, the BBG broadcasters use the technology and media preferred by their target audiences, which ranges from shortwave radio to television to the Internet. The broadcasters seek to introduce new media to the broadcast mix while maintaining tried and true news formats and media methods. These unpredictable and fast-moving changes present ongoing challenges to the BBG as it plans for the future.

In FY 2008, the BBG surged broadcasts in nine languages, increasing broadcast hours to specific regions of the world in response to crises. Five of these languages will continue surge broadcasting past the end of FY 2008. The BBG has met the need for immediate surge broadcasting by adjusting broadcast schedules, work hours, and resources as global events warrant.

As some target audiences' preferences have expanded beyond radio, the BBG has fostered a diversification of media platforms across its entities. The BBG maintains its shortwave broadcasts while developing Internet and television technology to support audiences' preferences. The BBG has also used a combination of tools to develop a workforce skilled in television and online production.

### Management

OIG and the GAO FY 2008 evaluations reviewed BBG and VOA reorganizations, internal communication and leadership, journalistic integrity, and contracting processes. The BBG is actively addressing OIG and GAO recommendations regarding contracting practices, internal communication, training and management development, streamlined administrative processes, and improved efficiency.

The BBG also continues to monitor and improve the effectiveness of internal controls as reported in the Federal Managers' Financial Integrity Act (FMFIA), with actions such as updating the agency's manual of operations and streamlining property accountability. A complete report of outside evaluations and internal controls issues and resolutions is available in the [Program Evaluations section of the FY 2008 PAR](#). In addition, the BBG is evaluated using the Performance Assessment Rating Tool (PART) and all BBG programs' most recent evaluations are at a rank of "Effective," the highest rating possible. For more information on the PART assessment of BBG programs, see the [FY 2008 PAR](#) and [BBG's rating on ExpectMore.gov](#).

## Performance Indicators and Outcomes

The BBG sets annual targets for performance based on audience, program delivery, and program quality. This table presents the targets for FY 2008, and the actual performance achieved from 2005 to 2008. The following pages provide explanations for the changes in performance.

	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Target	FY 2008 Actual
<b>Regular Listening/Viewing Audiences:</b> Number of people (in millions) in target areas listening or viewing at least weekly by program element					
VOA (Radio)	87	85.2	77	76.4	76.4
VOA (TV)	25	41.8	48.8	49.5	71.9
VOA (Radio + TV)	107	117.7	118.6	119.4	136.5
MBN (Radio Sawa)	20.8	20.8	NA	16.6	17.2
MBN (Alhurra)	21.3	21.3	NA	25.0	25.8
OCB	NA	NA	NA	NA	NA
RFE/RL	31	34.7	28.6	29.2	25.9
RFA	NA	NA	NA	NA	NA
<b>Affiliations and Transmitters:</b> The count of high impact and high quality radio and TV stations regularly carrying US government programming, and of IBB-owned and -operated local transmitters, TV, FM, and AM.					
VOA (Radio) – Affiliates	215	226	237	246	220
VOA (Radio) – Transmitters	20	28	30	30	32
VOA (TV) – Affiliates	106	111	117	117	90
MBN (Radio Sawa) – Transmitters	21	28	36	44	38
MBN (Alhurra) - TV Transmitters	2	4	4	4	5
RFE/RL – Affiliates	63	61	55	70	39
RFE/RL – Transmitters	10	16	17	20	19
RFA – Affiliates	0	2	3	3	3
<b>Program Quality:</b> Assesses the U.S. interest, content, balance, accuracy, and quality of presentation of program material. Score is percent of services whose programs overall are rated "good or better".					
VOA (Radio)	98	100	100	100	100
VOA (TV)	NA	NA	NA	100	100
MBN (Radio Sawa)	100	NA	100	NA	NA
MBN (Alhurra)	NA	NA	NA	NA	NA
RFE/RL	100	100	100	100	100
RFA	100	100	100	100	100
OCB	100	100	100	100	100
<b>Program Credibility:</b> Consists of the percent of those listening at least once a week who consider the station's news and information "very trustworthy/reliable" or "somewhat trustworthy/reliable" in an annual survey. Revised in 2004 and in 2005.					
VOA (radio only)	90	90	89	90	94
MBN (Radio Sawa)	NA	70	79	80	83
MBN (Alhurra)	NA	74	73	75	72
RFE/RL	84	86	83	85	87
RFA	80	NA	95	90	94
OCB	NA	NA	NA	NA	NA
<b>Radio Signal Strength Index:</b> This overall network level indicator applies only to cross-border SW and MW radio signals, and measures whether programs can be heard by target audiences. Based on a 5-point scale					
BBG	2.84	2.79	2.78	2.70	2.65
<b>Satellite Effectiveness Index:</b> Assesses whether the BBG satellite delivery is keeping pace with global media developments					
BBG	9	10	10	9.8	9.8
<b>Transmission Network Consumable Expense:</b> The cost (in millions) of power and parts to operate the IBO transmitter					
BBG	\$32	\$27	\$30	\$31	\$34

## Summary of FY 2008 Performance Indicator Targets and Outcomes

For more detailed analysis, see [Performance Results in the FY 2008 BBG PAR](#).

**Regular Listening/Viewing Audience (Overall Weekly Audiences):** This indicator measures the number of people in target areas listening to or viewing BBG programming on a weekly basis. The measure is obtained for each language service in countries that receive BBG programming, and is defined as all adults listening or viewing at least once a week, determined by an audience survey that has an adequately designed sample.

**All BBG entities met or exceeded their 2008 targets, with the exception of RFE/RL.** RFE/RL primarily broadcasts in radio, and an increase in RFE/RL's radio audiences in Afghanistan and Ukraine were offset by losses in RFE/RL's radio audience in Iran and Iraq, as people increasingly preferred or gained access to television. Due to the closed nature of certain societies, it is difficult to conduct the required survey research for OCB and RFA to accurately estimate the listening/viewing audiences.

**Affiliations and Transmitters:** As shortwave radio usage wanes in parts of the world, the importance of affiliations with local AM and FM stations grows. Types and degrees of affiliations are many, ranging from live simulcasts at scheduled times to occasional use of taped segments of programs. Transmitters are also measured to gauge the delivery of BBG's programming to critical audiences in strategic areas.

**VOA Radio and TV and RFE/RL affiliates were impacted by pressure from the Russian Government largely centered around a new "enforcement" of licensing regulations.** In some cases, outright threats against affiliate owners and managers have caused erosion in the Russian affiliate network. Both VOA and RFA met or exceeded their target numbers of affiliates and transmitters in FY 2008.

**The number of MBN's Radio Sawa and Alhurra transmitters and RFE/RL's transmitters to the Middle East has increased from 2007 to 2008.** The 2008 targets were not reached largely because of political, security, and regulatory constraints that have held up construction on some new facilities in the Middle East.

**Program Quality:** This indicator presents the percentage of an entity's language services whose programming is assessed as being of good-or-better quality. Ratings are based upon complex algorithms that evaluate *content* and *presentation*. The *content* criterion includes evaluations of accuracy, reliability, authoritativeness, objectivity, comprehensiveness, and other variables reflecting distinct statutory, policy, and mission mandates for the different stations. The *presentation* criterion involves separate sub-criteria for each production unit unique to its media and the program.

**All BBG language services in each entity achieved good or excellent ratings in 2008.**

**Program Credibility:** This indicator is determined by the audience survey question about "trustworthiness of news and information" of those sampled respondents who



listened at least once a week to each station. The credibility index is the percent of those answering the question who endorsed BBG programming as very or somewhat trustworthy.

**All BBG entities exceeded their ambitious targets with the exception of MBN (Alhurra).** Although there was a slight decline from 2007, Alhurra's credibility remains at a high level of over 70% of viewers for the entire Arabic speaking region.

**Radio Signal Strength Index:** This statistic refers exclusively to radio signal monitoring by IBB staff of cross-border shortwave and medium wave signals in or near target areas. Signal strength is an important register of whether the programs are capable of being heard by the target audiences.

**The actual performance is within the same range of "fair to average" as the FY 2008 target and the 2007 index.** Due to unanticipated demands for shortwave transmissions resulting from temporary surge requirements, new programs, and the continuation of shortwave broadcasts that were anticipated to end in FY 2008, the average signal strength declined slightly. The BBG continues to seek effective and economical alternative capacity by working with other international broadcasters to share available facilities where feasible.

**Satellite Effectiveness Index:** This index provides a quantitative measure of the ability of BBG's satellite network to reach the desired population of TV households around the world. The measure accounts for TV population, total satellite network capacity, signal strength, and primetime flexibility.

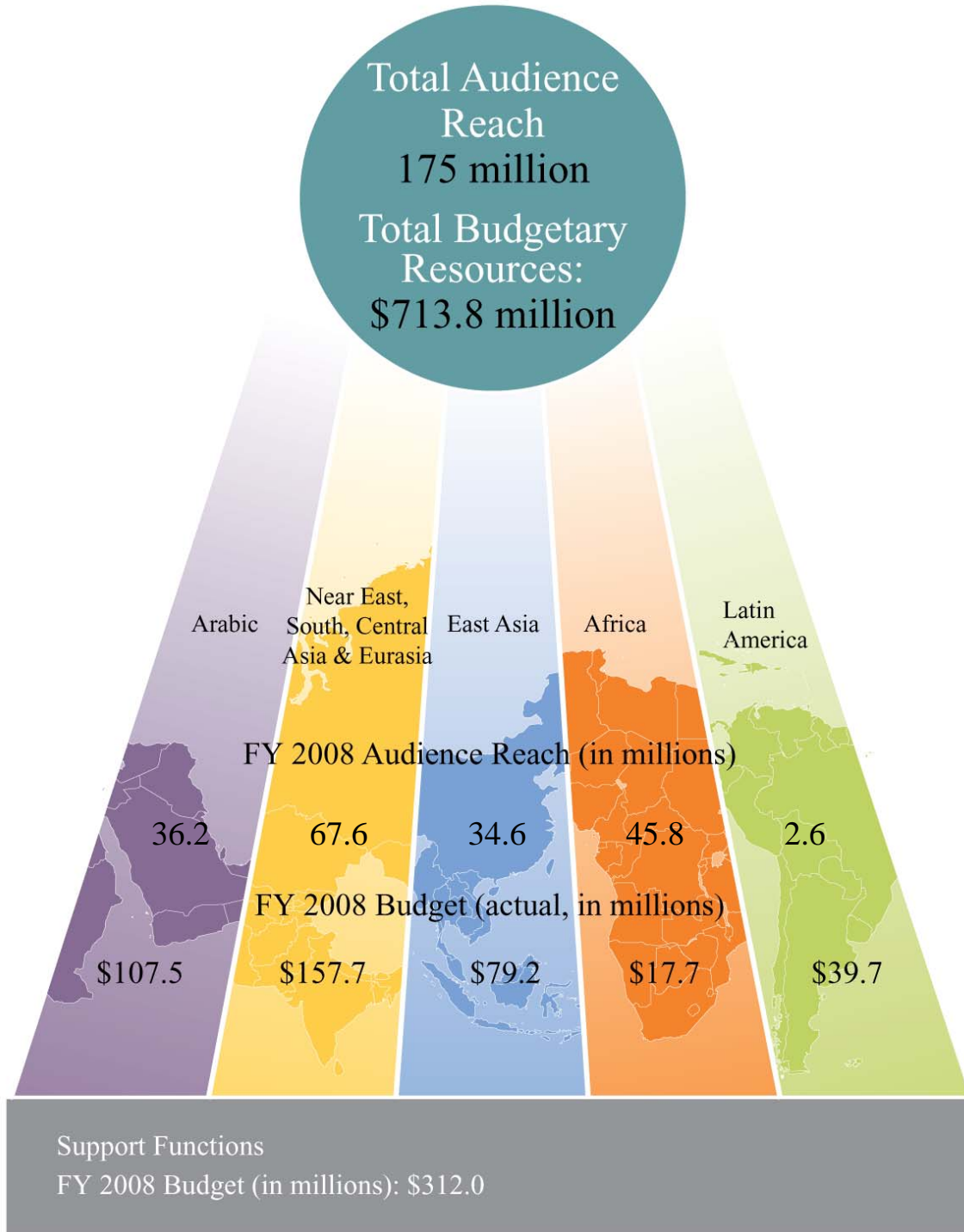
**The Satellite Effectiveness Index reached the target of 9.8 in FY 2008.** IBB has been able to maintain a modern and effective satellite distribution network by the use of digital links where possible. IBB is exploring new digital transmission standards that promise greater capacity and effectiveness in key applications.

**Transmission Network Consumable Expense:** This indicator is calculated by totaling the annual cost of power and parts to operate the transmitters in the BBG network around the world. Jamming by host governments drives the number up, as does a proliferation of media in the target market areas that requires more diverse delivery systems to successfully compete there.

**The Transmission Network Consumable Expense increased from \$30 million in FY 2007 to \$34 million in FY 2008.** This is attributed to the increased cost of operating major overseas transmitting facilities due to the weakening dollar and increased power costs. IBB is continuing to move transmitters and other equipment from closed facilities to locations closer to critical target audiences, where the equipment can be operated economically and may offset the need to lease more costly facilities from other broadcasters.

## Performance and Results by Objective

The BBG identified six regional objectives in FY 2008 to support achieving its strategic goal. The chart below presents the regional objective and the FY 2008 performance measure. The pages that follow present the outcomes of initiatives planned in FY 2008. For more information, see [Performance Objectives and Outcomes in the FY 2008 BBG PAR](#).



Note: Total Audience Reach (175 million) is unduplicated audience worldwide. Regional audience reach is unduplicated by region, and does not sum to the total audience reach. The estimate does not reflect total BBG audience due to limitations on survey research in closed countries. Worldwide English audience is included in regional audience reach.

## Reach the Arabic speaking world

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### Initiatives and Outcomes

- Add a new daily 3-hour live television program to Alhurra's 24/7 stream. *MBN plans to launch in February 2009.*
- Expand overall news programming and increase reporting of local news. *All BBG Arabic broadcasters expanded overall news coverage and increased local news.*

### Performance Highlights

MBN expanded its web presence in FY 2008 as Alhurra began streaming and archiving its original programming online. Modifications to the Alhurra and Radio Sawa websites will ensure broader access to the wide array of balanced news and information.

Through an inter-agency agreement, MBN established radio broadcasting to Darfur to provide unbiased news and information about the Darfur Peace Process, the deployment of UN peacekeeping forces, human and women's rights, U.S. humanitarian relief efforts, and the scheduled 2009 elections.

RFE/RL's Radio Free Iraq provided objective, balanced coverage of Iraq with daily coverage of the activities of the Iraqi Cabinet and Parliament. Its civic-minded programming promotes national unity and the universality of human rights.

**Audience Reach:**  
**36.2 million**

**FY 2008 Funding:**  
**\$107.5 million**



*Alhurra provides balanced news and information to television audiences in the Arabic speaking world.*



## Expand audience reach in strategic locations in the Near East, South, Central Asia and Eurasia

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### Initiatives and Outcomes

- Focus efforts to reach strategic audiences in Iraq, Iran, Afghanistan, and Pakistan.  
*Continued progress in all countries.*
- Continue efforts to place RFE/RL programming on UKV frequencies, which are popular frequencies in Russia.  
*In light of the media situation in Russia, RFE/RL refocused efforts on a multimedia approach to reach Russian-speaking audiences, with radio programming and increased Internet content*

### Performance Highlights

VOA's Persian News Network (PNN) increased its TV broadcasts to seven hours a day at the end of 2007, adding the 60-minute program, *Today's Woman*. It now ranks as one of the top international broadcasters reaching Iran.

VOA and RFE/RL's Georgian services increased programming when Russia invaded the South Ossetia province in August 2008, providing coverage of the crisis from the ground and around the world.

RFE/RL's Radio Free Afghanistan delivers breaking news, in-depth reporting and analysis of the struggle to achieve democracy in the context of a resurgent Taliban. VOA's Radio Ashna continues to build on its reputation as a source of accurate and credible news for listeners in Afghanistan with its seamless 12-hour daily program, broadcast in the Dari and Pashto languages.

**Audience Reach:**  
**67.6 million**

**FY 2008 Funding:**  
**\$157.7 million**



**Secretary of State Condoleezza Rice being interviewed in the studio in Prague by Radio Farda**



## Focus broadcasting to audiences of strategic priority in East Asia

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### Initiatives and Outcomes

- Establish a 10-hour coordinated stream of VOA and RFA daily programming to North Korea, including strengthening transmission capabilities to North Korea.

*The 10-hour VOA and RFA daily program was implemented.*

### Performance Highlights

In 2008, VOA and RFA nearly doubled broadcasts to North Korea, each broadcasting five hours daily.

In late 2007, VOA and RFA doubled their daily broadcast hours to Burma, responding to the nationwide demonstrations against the military junta and the ensuing crackdown. Both services were able to provide early warning and in-depth reporting in the aftermath of Cyclone Nargis.

In response to a violent crackdown by Chinese authorities in Tibet, VOA increased its shortwave radio broadcasts from four to six hours daily in March 2008 and doubled its weekly Tibetan-language television programming from one to two hours. RFA's Tibetan Service broke the news of a peaceful protest by monks in Lhasa that was interrupted by Chinese police. In the months following the March demonstrations, the Tibetan service began broadcasting two additional hours.

VOA continues to expand and diversify its programming to Indonesia, the world's most populous Muslim nation. In 2008, VOA Indonesian produced nearly eight hours of original radio programming per day for over 200 affiliates throughout Indonesia. According to a January 2008 survey, VOA Indonesian TV or radio broadcasts reach more than 20 million Indonesian adults each week.



*Tibetan monks in India listen to shortwave radio during a march to the Tibet border.*

**Audience Reach:  
34.6 million**

**FY 2008 Funding:  
\$79.2 million**







## Target African broadcasting to areas prone to terror incidents, genocide, or failed states

### Initiatives and Outcomes

- Sustain a VOA Somali Service to provide 30 minutes of daily radio programming.  
*VOA Somali Service expanded to three hours of daily radio programming.*
- Broadcast local news in support of democratic reforms in countries with restricted press and political freedom.  
*Local news was expanded and provided accurate news and information for audience members in critical areas of Africa.*

### Performance Highlights

In March 2008, VOA Swahili further expanded its broadcasts by adding a half-hour long weekday program with news from a network of stringers in the region and interviews with ruling and opposition party representatives.

The VOA Amharic Service launched a new morning radio show in March 2008, adding a half-hour of up-to-the-minute news and information program broadcast to millions of VOA listeners throughout Ethiopia. The new morning show features on-the-ground news reports, the latest U.S. and world news, cultural highlights, and in-depth coverage of social, political and economic issues directly affecting Ethiopians.

In response to the deepening political crisis in Zimbabwe, in June 2008, VOA doubled its radio broadcasts in English, Shona, and Ndebele by repeating its Studio 7 evening program on shortwave to provide listeners additional opportunities to tune in to broadcasts that have been jammed on medium wave since mid-2006.

**Audience Reach:  
45.8 million**

**FY 2008 Funding:  
\$17.7 million**



**44% of Nigeria's primarily Muslim Hausa-speaking population listens to VOA at least once a week. Above: Billboard in Nigeria**



## Expand audience reach in strategic locations of Latin America



### Initiatives and Outcomes

- Add OCB transmission capability and enhance Radio and TV Marti programming to Cuba.  
*OCB continued the development of VHF transmission capability and programming on DirectTV.*
- Add VOA Spanish 30-minute interactive music program to Cuba.  
*Appropriated resources did not support the request for the 30-minute interactive music program, but VOA Spanish continues the 60-minute daily Cuba-focused radio program and covers issues relevant to Cuba in their weekly radio call-in program.*
- Convert all production equipment from analog to digital in the daily operation for TV Marti.  
*Appropriated resources were not sufficient to enable OCB to complete the requested conversion in FY 2008.*
- Increase VOA programming and program delivery in Venezuela.  
*VOA Spanish launched a new 30-minute television program featuring news from the Andean region, the United States, and the world.*

**Audience Reach:**  
**2.6 million**

**FY 2008 Funding:**  
**\$39.7 million**

### Performance Highlights

In June 2008, VOA Spanish launched *El Mundo al Dia* (*The World Today*), a 30-minute television program featuring news from the region, the United States, and the world. The programs air live Monday through Friday and are broadcast via satellite, cable TV, and local terrestrial TV stations.

VOA and OCB continue to expand the use of the Internet to make broadcast programming available to Cuban and Latin American audiences. The OCB web page has been redesigned for multimedia with a broader outlook for text, sound, and video.



(clockwise from top left) VOA Spanish's *El Mundo Al Dia* host; OCB's airborne broadcast platform, *AeroMarti*; in the studio at *Radio Marti*; VOA Spanish's *El Mundo Al Dia* host.





## **Align essential support functions with broadcasting implementation strategies and performance goals.**

### **Initiatives and Updates**

- Address BBG’s most critical broadcast equipment maintenance and repair requirements.  
*BBG aligned resources to address priority equipment maintenance and repair requirements.*
- Support all increases in programming with appropriate program delivery and administrative means.  
*Planning and implementation for increased programming included appropriate and adequate support.*
- Increase awareness of BBG programs in high priority markets through advertising and promotion.  
*The BBG, through the Office of Marketing and Program Placement, ensured that advertising and promotion resources were aligned with high priority markets.*
- Use research to identify appropriate target audiences; the preferred media, including TV; and the formats and content that would appeal to them.  
*Comprehensive audience research and analysis was available to BBG language services and managers for planning and measuring performance.*
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.  
*Annual program reviews were conducted by each broadcasting entity with 100% of all broadcasting services rated as “good or better” by the program quality scores.*
- Support the President’s Management Agenda, including budget and performance integration and improved financial, travel and payroll systems.  
*The new financial system was implemented in June 2008 and significantly improved BBG’s ability to integrate financial and procurement management.*
- Maintain and retain a skilled workforce with training and awards.  
*The FY 2008 employee development initiative addressed critical BBG training and employee recognition programs.*

**Audience Reach:  
Supports all BBG  
broadcast entities**

**FY 2008 Funding:  
\$312.0 million**



**BBG Engineering maintains the agency’s global telecommunications network.**