



# BROADCASTING BOARD OF GOVERNORS

## 2008-2013 STRATEGIC PLAN

### INTRODUCTION

The Broadcasting Board of Governors is pleased to release the 2008-2013 Strategic Plan.

The plan is presented online as a [two-page, large-format chart](#) with printable sections. The first page describes the flow of key strategic factors from legislative mandates to measures of effectiveness. The second page publishes in full the 2008-2013 implementation strategies.

The plan reaffirms objective journalism as the BBG’s core activity and emphasizes the on-going – indeed, increased – relevance of our work in a world where extremism and authoritarianism militate daily against freedom and democracy. It also highlights the significance of improving distribution and use of technology to deliver BBG content to target audiences in the ways they prefer to consume it, and of offering audiences the interaction and dialogue with the BBG broadcasters and with one another that they seek in an increasingly networked global information environment.

This is a plan for the BBG as a whole and therefore is a framework, not a blueprint. It lays out the structure within which the BBG entities will develop and link their individual strategic plans. This process of strategic development will progressively yield a set of interconnected plans that will relate specifically how the BBG is accomplishing its mission.

The Board acknowledges the work of broadcast entity management in actively contributing to the plan, and thanks the hundreds of employees who took time to attend presentations of the plan in draft. Over the last nine months, the Board has incorporated feedback from these presentations and made other revisions based on further review of the BBG mission and implementation strategies.

A strategic plan is not only a tool of good management but also a primary source document for outside oversight bodies to understand the BBG’s mission and challenges and ultimately assess agency performance. For a quick understanding of how the BBG Strategic Plan impacts agency direction, please see the following chart outlining the plan’s five-year lifecycle. You will also see the planning process where participation at all levels of the agency affects the on-going development of the plan.

The test of any plan is whether it produces measurable results. Under the 2002-2007 plan, BBG global weekly audiences rose from 100 to 175 million. At the same time, scores for news reliability among these audiences were consistently high. The Board believes, however, that impact cannot be reduced to audience size alone or to any single variable. It is intent to develop new effectiveness measures, and thus the 2008-2013 Strategic Plan incorporates a performance indicator to assess the effect BBG programming has on enhancing audience understanding.

A successful strategic plan is a dynamic document. Annual updates are necessary to keep pace with changes in our operating environments. The Board encourages ongoing employee input. Please direct comments and questions to Bruce Sherman, BBG’s Director of Strategic Planning, at [basherma@bbg.gov](mailto:basherma@bbg.gov).

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# Strategic Plan Five-Year Lifecycle

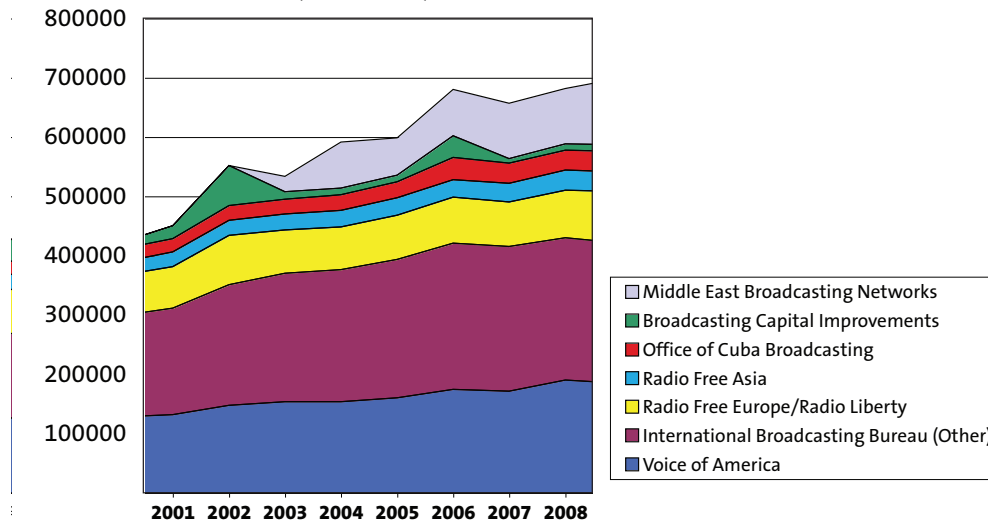
Understanding how the Strategic Plan impacts agency planning, performance, and accountability



## 2002-2008 Major Developments

The 2008-2013 Strategic Plan builds on progress from 2002-2007 – a period that saw significant growth in funding, development of a host of broadcasting initiatives, and a 75% rise in the BBG's global audience.

**BBG Funding Overview**  
(\$ thousands)



- **Launch of major new channels of communication:**
  - 24/7 Stream to Afghanistan- RFE/RL & VOA (2001-2002)
  - Radio Sawa (2002)
  - Radio Farda (2003)
  - Alhurra TV, Alhurra Iraq, Alhurra Europe (2004)
  - VOA Aap Ki Duniyaa (2005)
  - VOA Radio Deewa (2006)

- **Expansion of VOA TV to some 22 services**

- **Significant growth of VOA Persian TV**

- **New and expanded broadcasting in Korean, Indonesian, Somali, and other priority languages**

- **Development of new and modernized Internet services**

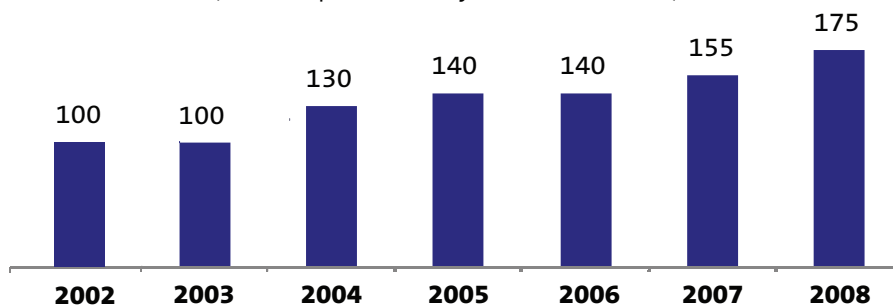
- **Redeployment of some transmission assets from shortwave to BBG-owned/operated FMs and cross-border AMs**

- **Onset of a research-driven and performance-oriented culture across the BBG with research funding increased from \$1.5 million to nearly \$10 million**

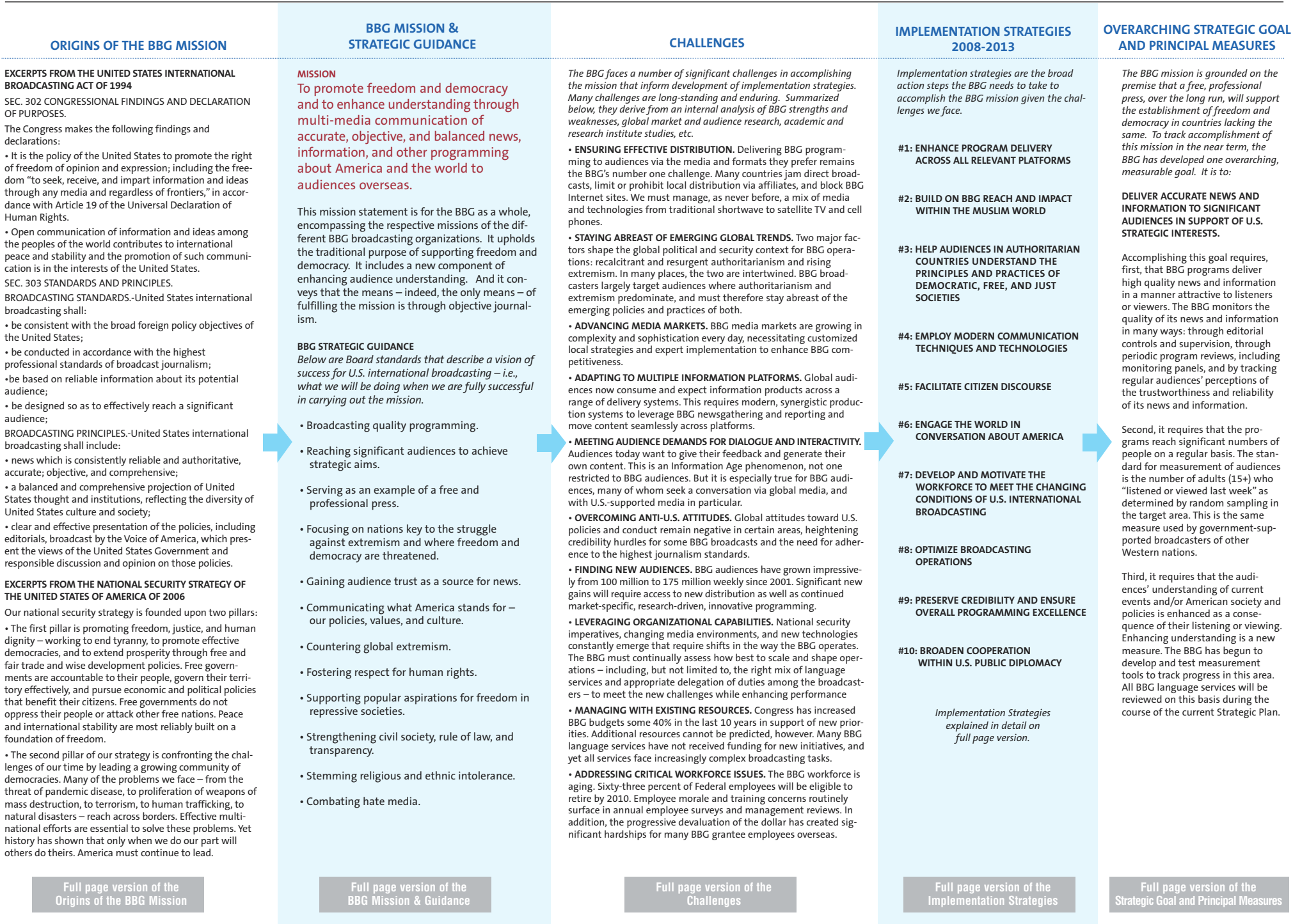
- **Audience growth concentrated in priority target areas**

**BBG Global Audience**

(BBG unduplicated weekly audience in millions)



The following chart shows the flow of ideas and connections between BBG mission and measures. Click on the button beneath each column for a printable version of the text.



**IMPLEMENTATION STRATEGIES 2008-2013**
**#1: ENHANCE PROGRAM DELIVERY ACROSS ALL RELEVANT PLATFORMS**

Securing effective distribution is the BBG's number one challenge. We must ensure that BBG content is available via the media, bands, networks, channels, and stations that audiences use – from shortwave to cell phones. There is no one solution. Discerning the right distribution strategies is a market-by-market determination. Therefore, we will:

- Sustain a global satellite network using the most popular programming “neighborhoods” to deliver TV and radio programs to BBG stations and affiliates around the world, and to offer direct-to-home service, where feasible.
- Heighten the BBG's Internet presence with broad capacity and attractive formats, rapidly deploying appropriate new technologies and aggressively countering intentional interference to BBG transmissions and web sites.
- Expand new media technologies to target audiences via the devices and platforms audiences use the most (e.g., mobile devices, cell phones, PDAs, etc.).
- Sign up affiliate stations and networks with greater audience reach (recognizing desirable affiliates will request high-quality programming and market-rate compensation for placement).
- Market and syndicate BBG content to appropriate online outlets.
- Maximize opportunities to spread content via viral marketing and use of social networking sites.
- Realign BBG transmission network resources to serve priority audiences with the most cost-effective and appropriate media, building or leasing critical new medium wave and FM facilities as needed and developing sharing arrangements with other major international broadcasters.
- Shore up BBG's surge and crisis broadcasting capability with sufficient facilities including shortwave to maintain effective communications in any scenario.
- Track emerging technologies/delivery systems and shift resources, as feasible and appropriate, to (less expensive) digital platforms.

**#2: BUILD ON BBG REACH AND IMPACT WITHIN THE MUSLIM WORLD**

The BBG has taken significant strides toward better reaching the Muslim world since 9/11, launching 24/7

broadcasting and other initiatives valued at more than \$125 million annually – with increases in weekly audiences in excess of 50 million people. Most Muslim-majority countries exercise strict control over media. Rumor, speculation, distortion, censorship, and self-censorship are common. Media hate speech persists in some quarters. Anti-Americanism predominates. Extremism can breed more easily in such contexts. Pan-Arab satellite TV channels and other regional outlets have provided alternatives to state-controlled sources. But BBG broadcasters play a key role to ensure accurate and balanced reporting; to be a forum for open debate, discussion, and dialogue; and to enhance understanding of American policies and actions.

Therefore, we will:

- Ensure broadcast credibility and authoritativeness for often-skeptical audiences by exemplifying a free, professional press, thereby serving the information needs of local audiences as well as helping to dispel distortions and misconceptions of America.
- Augment newsgathering, reporting, and programming for Alhurra TV and Radio Sawa.
- Expand TV, radio, and Internet service to Iran, including minority languages.
- Explore new targets of opportunity.
- Broaden and deepen the overall coverage of Islam.
- Foster intra-Islamic dialogue, including discussion of Islam and modernity and Islam and democracy, and ensure the participation of mainstream Muslim voices.

**#3: HELP AUDIENCES IN AUTHORITARIAN COUNTRIES UNDERSTAND THE PRINCIPLES AND PRACTICES OF DEMOCRATIC, FREE, AND JUST SOCIETIES**

Freedom and democracy were on the march around the world after the end of the Cold War but are suffering serious challenges now. “The year 2007 was marked by a notable setback for global freedom,” notes Freedom House, with reversals in one-fifth of the world's countries. It notes further that declines in press freedom outnumbered gains by a two-to-one margin from 2006-2007, the sixth consecutive year of overall decline. Reaching audiences in countries where authoritarianism persists or is resurgent is a perennial BBG priority. Therefore, we will:

- Boost service, where feasible, to higher priority authoritarian states.
- Fill in the gaps in current news coverage that occur when authoritarian regimes do not permit domestic media to broadcast or print – consistent with comprehensive and balanced news and information products.
- Serve as an authoritative source of expert analysis and commentary.
- Draw on the experiences/histories of the world's many models of free societies to permit intellectually curious listeners to arrive at their own reasoned political views.
- Optimize use of emerging new media technologies as complementary or alternative distribution platforms.

**#4: EMPLOY MODERN COMMUNICATION TECHNIQUES AND TECHNOLOGIES**

Congress has stipulated that BBG broadcasts “be designed so as to effectively reach a significant audience” – a very different challenge in 2008 than in 1998. Over the next five years, audiences will be increasingly using mobile phones, podcasts, and other new media to obtain news and information. We must stay on the cutting-edge of emerging technologies. We must continue to differentiate across markets, avoiding a one-size-fits-all approach, to adopt formats and delivery means consistent with local circumstances and audience needs. The aim is to expand audience reach while preserving the core mission of disseminating factual news and information.

Therefore, we will:

- Sharpen audience segmentation and targeting.
- Tailor content to audience needs, addressing key local concerns.
- Match formats and presentation styles to audience preferences and market conditions
- Optimize the media mix country by country, ensuring the right balance of TV, radio, Internet, and related new media platforms such as mobile phones.
- Modernize broadcasting facilities to support growing TV production and other needs.
- Integrate and digitize all content – e.g., text, audio, photos, graphics, and video – to facilitate use across platforms and ready syndication to external outlets.

• Maximize opportunities for audience interactivity.

• Heighten effective requisition and utilization of audience and market research.

**#5: FACILITATE CITIZEN DISCOURSE**

Technology – PCs, the Internet, and cell phones coupled with email, chat rooms, and blogs – is empowering unprecedented participatory discourse among ordinary citizens. Savvy media today use their news and information to fuel citizen discourse (e.g., emailing and follow-up discussion of news stories) and develop new channels for citizens to engage in discussion (e.g., media-sponsored blogs and interactive channels). BBG services have several advantages: we operate in relatively less well-developed information environments, and we are often among the few, credible news sources in vernacular languages. There is thus a major opportunity for us to fulfill the BBG core mission by democratizing information exchange and discourse.

Therefore, we will:

- Take advantage of common language groups to facilitate conversations across smaller regional communities.
- Utilize *lingua franca* to facilitate regional dialogue.
- Unite in dialogue ethnic and linguistic communities that are separated geographically.
- Bring together minority-language speakers between and among countries.

**#6: ENGAGE THE WORLD IN CONVERSATION ABOUT AMERICA**

The positions and policies of the U.S. elicit strong international reactions. Many turn to protest against America. Many others seek a conversation with America. Research suggests dialogue, not monologue, is the approach we should use. Meeting the demand for dialogue is a mission imperative, especially for the Voice of America. BBG international call-in programs show how readily audiences respond to opportunities to talk with us. But the strategy needs to go beyond any particular program format. We need to seek out every opportunity to prompt two-way communication, using interactive web sites, blogs, and new media devices. Engaging audiences, and allowing them to engage us, is the BBG's best

means of communicating what America is and stands for.

Therefore, we will:

- Concentrate on aspects of America that research shows interest individual audiences.
- Present accurate and comprehensive information to counteract misinformation and disinformation about the United States – our policies, values, and culture.
- Explore alternative two-way vehicles, including Q and A formats, to complement the existing VOA editorials.
- Improve VOA's Internet portal to America with state-of-the-art web site interactivity and rich content and features.
- Produce town hall exchanges linking American communities with counterparts abroad.
- Continue to use English-language instruction as a unique means of engaging audiences.
- Satisfy the global interest in American politics with informed coverage and analysis of national elections and coverage of other political events and activity to impart the news and to elucidate the political process.

**#7: DEVELOP AND MOTIVATE THE WORKFORCE TO MEET THE CHANGING CONDITIONS OF U.S. INTERNATIONAL BROADCASTING**

BBG has identified employee skills, training, and morale as critical issues for advancing the mission. Changes in language service priorities and programming, reallocation of resources, and advancements in technology all impact the manner in which BBG broadcasting is done and the competencies required of employees. At the same time, the Federal workforce in particular will soon face unprecedented attrition. All broadcasters need to attract employees with up-to-date technical skills suited to producing the multi-platform programming required in today's global media environments.

Therefore, we will:

- Prepare for the coming wave of Federal retirements.
- Take necessary and appropriate measures to improve employee morale.
- Step up recruitment of language-qualified talent and those with skills critical for multi-media and retain them with an attractive combination

of compensation, training, and a positive work environment in the U.S. and at overseas locations.

- Offer training across disciplines to enhance productivity and advancement.
- Promote opportunities for job growth and promotion.
- Communicate regularly and openly with employees about BBG priorities, plans, and problems.
- Maintain a safe and secure work environment for all employees.

**#8: OPTIMIZE BROADCASTING OPERATIONS**

Consistent with the requirements of the U.S. International Broadcasting Act, the BBG has acted to consolidate global transmissions and program delivery and has eliminated or reduced lower priority language services and expanded higher priority services. BBG recognizes the necessity of continuing to evaluate options to realign its resources to meet the mission in the most effective and efficient manner possible. This evaluation will incorporate the annual language service review as well as input from other government entities.

Therefore, we will:

- Consult with stakeholders to help assess the shape and scope of broadcasting operations in light of emerging priorities.
- Expand intra-agency action on critical BBG-wide concerns – e.g., cyber security.
- Continue to address dual language services while honoring statutory mandates.
- Formulate new BBG media strategies – for TV, in particular – to achieve appropriate divisions of labor within the BBG and to maximize respective broadcast entity comparative advantages market by market.

**#9: PRESERVE CREDIBILITY AND ENSURE OVERALL PROGRAMMING EXCELLENCE**

Credibility is key to success in objective journalism, and it is the BBG's greatest asset. If audiences do not find the BBG's broadcasts to be credible, they will not tune us in. We must therefore appreciate and overcome the impediments to being credible with any given audience. We must also resist any efforts to sway news coverage or otherwise interfere with

the content of BBG broadcasts.

Therefore, we will:

- Sustain a rigid editorial firewall to safeguard the integrity and impartiality of broadcast content.
- Pay special attention to research findings on audience perceptions of the credibility of BBG broadcasts and make any warranted changes.
- Update and enforce journalism standards on a regular basis.
- Sustain program reviews of all broadcast services, at least annually, to gauge overall programming quality and impact.
- Undertake ad hoc programming assessments, as warranted, to assess specific content areas for accuracy and balance.

**#10: BROADEN COOPERATION WITHIN U.S. PUBLIC DIPLOMACY**

While maintaining an editorial firewall, the BBG is mandated to operate consistent with the broad foreign policy objectives of the U.S. As the U.S. seeks to counter extremism and continues the struggle for freedom and democracy, it is important for the BBG to be aware of broader U.S. public diplomacy planning and program activity and, where advisable, to coordinate BBG strategies with those of other agencies.

Therefore, we will:

- Play an active role in inter-agency strategic planning.
- Pursue mutually beneficial joint projects – e.g., USAID-funded VOA programs in Nigeria and Zimbabwe.
- Facilitate the exchange of relevant research data with other government agencies.
- Develop partnerships with like-minded institutes and foundations outside of government.

## ORIGINS OF THE BBG MISSION

### EXCERPTS FROM THE UNITED STATES INTERNATIONAL BROADCASTING ACT OF 1994

#### SEC. 302 CONGRESSIONAL FINDINGS AND DECLARATION OF PURPOSES.

The Congress makes the following findings and declarations:

- It is the policy of the United States to promote the right of freedom of opinion and expression; including the freedom “to seek, receive, and impart information and ideas through any media and regardless of frontiers,” in accordance with Article 19 of the Universal Declaration of Human Rights.
- Open communication of information and ideas among the peoples of the world contributes to international peace and stability and the promotion of such communication is in the interests of the United States.

#### SEC. 303 STANDARDS AND PRINCIPLES.

BROADCASTING STANDARDS.-United States international broadcasting shall:

- be consistent with the broad foreign policy objectives of the United States;
- be conducted in accordance with the highest professional standards of broadcast journalism;
- be based on reliable information about its potential audience;
- be designed so as to effectively reach a significant audience;

BROADCASTING PRINCIPLES.-United States international broadcasting shall include:

- news which is consistently reliable and authoritative, accurate; objective, and comprehensive;
- a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;
- clear and effective presentation of the policies, including editorials, broadcast by the Voice of America, which present the views of the United States Government and responsible discussion and opinion on those policies.

### EXCERPTS FROM THE NATIONAL SECURITY STRATEGY OF THE UNITED STATES OF AMERICA OF 2006

Our national security strategy is founded upon two pillars:

- The first pillar is promoting freedom, justice, and human dignity – working to end tyranny, to promote effective democracies, and to extend prosperity through free and fair trade and wise development policies. Free governments are accountable to their people, govern their territory effectively, and pursue economic and political policies that benefit their citizens. Free governments do not oppress their people or attack other free nations. Peace and international stability are most reliably built on a foundation of freedom.
- The second pillar of our strategy is confronting the challenges of our time by leading a growing community of democracies. Many of the problems we face – from the threat of pandemic disease, to proliferation of weapons of mass destruction, to terrorism, to human trafficking, to natural disasters – reach across borders. Effective multi-national efforts are essential to solve these problems. Yet history has shown that only when we do our part will others do theirs. America must continue to lead.

## BBG MISSION & STRATEGIC GUIDANCE

### MISSION

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

This mission statement is for the BBG as a whole, encompassing the respective missions of the different BBG broadcasting organizations. It upholds the traditional purpose of supporting freedom and democracy. It includes a new component of enhancing audience understanding. And it conveys that the means – indeed, the only means – of fulfilling the mission is through objective journalism.

### BBG STRATEGIC GUIDANCE

*Below are Board standards that describe a vision of success for U.S. international broadcasting – i.e., what we will be doing when we are fully successful in carrying out the mission.*

- Broadcasting quality programming.
- Reaching significant audiences to achieve strategic aims.
- Serving as an example of a free and professional press.
- Focusing on nations key to the struggle against extremism and where freedom and democracy are threatened.
- Gaining audience trust as a source for news.
- Communicating what America stands for – our policies, values, and culture.
- Countering global extremism.
- Fostering respect for human rights.
- Supporting popular aspirations for freedom in repressive societies.
- Strengthening civil society, rule of law, and transparency.
- Stemming religious and ethnic intolerance.
- Combating hate media.

## CHALLENGES

*The BBG faces a number of significant challenges in accomplishing the mission that inform development of implementation strategies. Many challenges are long-standing and enduring. Summarized below, they derive from an internal analysis of BBG strengths and weaknesses, global market and audience research, academic and research institute studies, etc.*

- **ENSURING EFFECTIVE DISTRIBUTION.** Delivering BBG programming to audiences via the media and formats they prefer remains the BBG's number one challenge. Many countries jam direct broadcasts, limit or prohibit local distribution via affiliates, and block BBG Internet sites. We must manage, as never before, a mix of media and technologies from traditional shortwave to satellite TV and cell phones.
- **STAYING ABREAST OF EMERGING GLOBAL TRENDS.** Two major factors shape the global political and security context for BBG operations: recalcitrant and resurgent authoritarianism and rising extremism. In many places, the two are intertwined. BBG broadcasters largely target audiences where authoritarianism and extremism predominate, and must therefore stay abreast of the emerging policies and practices of both.
- **ADVANCING MEDIA MARKETS.** BBG media markets are growing in complexity and sophistication every day, necessitating customized local strategies and expert implementation to enhance BBG competitiveness.
- **ADAPTING TO MULTIPLE INFORMATION PLATFORMS.** Global audiences now consume and expect information products across a range of delivery systems. This requires modern, synergistic production systems to leverage BBG newsgathering and reporting and move content seamlessly across platforms.
- **MEETING AUDIENCE DEMANDS FOR DIALOGUE AND INTERACTIVITY.** Audiences today want to give their feedback and generate their own content. This is an Information Age phenomenon, not one restricted to BBG audiences. But it is especially true for BBG audiences, many of whom seek a conversation via global media, and with U.S.-supported media in particular.
- **OVERCOMING ANTI-U.S. ATTITUDES.** Global attitudes toward U.S. policies and conduct remain negative in certain areas, heightening credibility hurdles for some BBG broadcasts and the need for adherence to the highest journalism standards.
- **FINDING NEW AUDIENCES.** BBG audiences have grown impressively from 100 million to 175 million weekly since 2001. Significant new gains will require access to new distribution as well as continued market-specific, research-driven, innovative programming.
- **LEVERAGING ORGANIZATIONAL CAPABILITIES.** National security imperatives, changing media environments, and new technologies constantly emerge that require shifts in the way the BBG operates. The BBG must continually assess how best to scale and shape operations – including, but not limited to, the right mix of language services and appropriate delegation of duties among the broadcasters – to meet the new challenges while enhancing performance.
- **MANAGING WITH EXISTING RESOURCES.** Congress has increased BBG budgets some 40% in the last 10 years in support of new priorities. Additional resources cannot be predicted, however. Many BBG language services have not received funding for new initiatives, and yet all services face increasingly complex broadcasting tasks.
- **ADDRESSING CRITICAL WORKFORCE ISSUES.** The BBG workforce is aging. Sixty-three percent of Federal employees will be eligible to retire by 2010. Employee morale and training concerns routinely surface in annual employee surveys and management reviews. In addition, the progressive devaluation of the dollar has created significant hardships for many BBG grantee employees overseas.



## IMPLEMENTATION STRATEGIES 2008-2013

*Implementation strategies are the broad action steps the BBG needs to take to accomplish the BBG mission given the challenges we face.*

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## #6: ENGAGE THE WORLD IN CONVERSATION ABOUT AMERICA

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## #7: DEVELOP AND MOTIVATE THE WORKFORCE TO MEET THE CHANGING CONDITIONS OF U.S. INTERNATIONAL BROADCASTING

BBG has identified employee skills, training, and morale as critical issues for advancing the mission. Changes in language service priorities and programming, reallocation of resources, and advancements in technology all impact the manner in which BBG broadcasting is done and the competencies required of employees. At the same time, the Federal workforce in particular will soon face unprecedented attrition. All broadcasters need to attract employees with up-to-date technical skills suited to producing the multi-platform programming required in today's global media environments.

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- Promote opportunities for job growth and promotion.
- Communicate regularly and openly with employees about BBG priorities, plans, and problems.
- Maintain a safe and secure work environment for all employees.

## #8: OPTIMIZE BROADCASTING OPERATIONS

Consistent with the requirements of the U.S. International Broadcasting Act, the BBG has acted to consolidate global transmissions and program delivery and has eliminated or reduced lower priority language services and expanded higher priority services. BBG recognizes the necessity of continuing to evaluate options to re-align its resources to meet the mission in the most effective and efficient manner possible. This evaluation will incorporate the annual language service review as well as input from other government entities.

Therefore, we will:

- Consult with stakeholders to help assess the shape and scope of broadcasting operations in light of emerging priorities.
- Expand intra-agency action on critical BBG-wide concerns – e.g., cyber security.
- Continue to address dual language services while honoring statutory mandates.
- Formulate new BBG media strategies – for TV, in particular – to achieve appropriate divisions of labor within the BBG and to maximize respective broadcast entity comparative advantages market by market.

## #9: PRESERVE CREDIBILITY AND ENSURE OVERALL PROGRAMMING EXCELLENCE

Credibility is key to success in objective journalism, and it is the BBG's greatest asset. If audiences do not find the BBG's broadcasts to be credible, they will not tune us in. We must therefore appreciate and overcome the impediments to being credible with any given audience. We must also resist any efforts to sway news coverage or otherwise interfere with the content of BBG broadcasts.

Therefore, we will:

- Sustain a rigid editorial firewall to safeguard the integrity and impartiality of broadcast content.
- Pay special attention to research findings on audience perceptions of the credibility of BBG broadcasts and make any warranted changes.
- Update and enforce journalism standards on a regular basis.
- Sustain program reviews of all broadcast services, at least annually, to gauge overall programming quality and impact.
- Undertake ad hoc programming assessments, as warranted, to assess specific content areas for accuracy and balance.

## #10: BROADEN COOPERATION WITHIN U.S. PUBLIC DIPLOMACY

While maintaining an editorial firewall, the BBG is mandated to operate consistent with the broad foreign policy objectives of the U.S. As the U.S. seeks to counter extremism and continues the struggle for freedom and democracy, it is important for the BBG to be aware of broader U.S. public diplomacy planning and program activity and, where advisable, to coordinate BBG strategies with those of other agencies.

Therefore, we will:

- Play an active role in inter-agency strategic planning.
- Pursue mutually beneficial joint projects – e.g., USAID-funded VOA programs in Nigeria and Zimbabwe.
- Facilitate the exchange of relevant research data with other government agencies.
- Develop partnerships with like-minded institutes and foundations outside of government.

## OVERARCHING STRATEGIC GOAL AND PRINCIPAL MEASURES

*The BBG mission is grounded on the premise that a free, professional press, over the long run, will support the establishment of freedom and democracy in countries lacking the same. To track accomplishment of this mission in the near term, the BBG has developed one overarching, measurable goal. It is to:*

### **DELIVER ACCURATE NEWS AND INFORMATION TO SIGNIFICANT AUDIENCES IN SUPPORT OF U.S. STRATEGIC INTERESTS.**

Accomplishing this goal requires, first, that BBG programs deliver high quality news and information in a manner attractive to listeners or viewers. The BBG monitors the quality of its news and information in many ways: through editorial controls and supervision, through periodic program reviews, including monitoring panels, and by tracking regular audiences' perceptions of the trustworthiness and reliability of its news and information.

Second, it requires that the programs reach significant numbers of people on a regular basis. The standard for measurement of audiences is the number of adults (15+) who "listened or viewed last week" as determined by random sampling in the target area. This is the same measure used by government-supported broadcasters of other Western nations.

Third, it requires that the audiences' understanding of current events and/or American society and policies is enhanced as a consequence of their listening or viewing. Enhancing understanding is a new measure. The BBG has begun to develop and test measurement tools to track progress in this area. All BBG language services will be reviewed on this basis during the course of the current Strategic Plan.