

BBG 2009 Annual Report



Broadcasting  
Board of  
Governors



## table of contents

From the Board	5
BBG Overview	6
Power of Balanced and Credible Journalism	8
Voice of America	18
Radio Free Europe/Radio Liberty	24
Office of Cuba Broadcasting	28
Radio Free Asia	32
Middle East Broadcasting Networks	36
International Broadcasting Bureau	40
Broadcasting Board of Governors	44
Financial Highlights	46



**To the dedicated BBG broadcasters who provide people around the world with news and information that offer a window to America and to their own societies.**



## broadcasting in:

### **Global**

English  
(including  
*Special English &  
English to Africa*)

### **Africa**

Afan Oromo  
Amharic  
French to Africa  
Hausa  
Kinyarwanda  
Kirundi  
Ndebele  
Portuguese to Africa  
Shona  
Somali  
Swahili  
Tigrigna

### **Central Asia**

Kazakh  
Kyrgyz  
Tajik  
Turkmen  
Uzbek

### **East Asia**

Burmese  
Cantonese  
Indonesian  
Khmer  
Korean  
Lao  
Mandarin  
Thai  
Tibetan  
Uyghur  
Vietnamese

### **Eastern/ Central Europe**

Albanian  
Bosnian  
Croatian  
Greek  
Macedonian  
Montenegrin  
Romanian  
Serbian

### **Eurasia**

Armenian  
Avar  
Azerbaijani  
Bashkir  
Belarusian  
Chechen  
Circassian  
Crimean Tatar  
Georgian  
Russian  
Tatar  
Ukrainian

### **Latin America**

Creole  
Spanish

### **Near East/ North Africa**

Arabic  
Kurdish  
Turkish

### **South Asia**

Bangla  
Dari  
Hindi  
Pashto  
Persian  
Urdu

On front cover: VOA Deewa correspondent Farkhanda Wazir interviews internally displaced people in the North-West Frontier Province of Pakistan.  
Above: A woman uses her mobile phone during a mass rally in Freedom Square, Tehran to protest the Iranian Presidential election. (AP Photo/Ben Curtis)



From left to right: (1) Somali men in Mogadishu listen to President Obama's speech from Cairo University, June 4, 2009. (AP Photo/Mohamed Sheikh Nor); (2) Cameraman covering VOA's live broadcasts from Kabul for the Afghanistan elections in August 2009; (3) Customers in a cybercafé in Caracas, Venezuela. (AFP Photo/Miguel Gutierrez)



## From the Broadcasting Board of Governors

Pursuant to Section 305(a) of Public Law 103-236, the U.S. International Broadcasting Act of 1994, we are pleased to submit the annual report of the Broadcasting Board of Governors (BBG) for 2009.

This report summarizes the activities of the Agency encompassing the Voice of America, Radio Free Europe/Radio Liberty, the Office of Cuba Broadcasting, Radio Free Asia, the Middle East Broadcasting Networks, and the International Broadcasting Bureau.

In 2009, BBG broadcasters continued to provide news and information about America and the world to audiences overseas, as well as a platform to engage global audiences in on-air and on-line discussion. The BBG serves to protect and promote the fragile institution of a free press, without which democracy and civil society cannot flourish.

2009 marked 10 years since the BBG became an independent federal agency. In addition to the Agency's 2009 achievements, this annual report features highlights from U.S. international broadcasting since the Voice of America first broadcast in 1942.

The BBG is constantly adapting to the rapid changes in news gathering, production and distribution. BBG broadcasters respond to world events by ramping up programming as events require, customizing media mixes to reach audiences in the mediums they prefer, and exploiting social media to maximize audience interaction.

Our broadcasters perform these vital tasks in places where extremism and authoritarianism are rampant, threats to press freedom persist, and governments censor Internet access, harass and imprison journalists, and jam radio and television broadcasts.

As U.S. international broadcasting continues to evolve and respond to new challenges, the BBG's broadcasters share in a single, powerful mission: to promote freedom and democracy and to enhance understanding through credible, professional journalism.

**Governor Joaquin F. Blaya**  
**Governor Blanquita Walsh Cullum**  
**Governor D. Jeffrey Hirschberg**  
**Governor Steven J. Simmons**  
**Secretary of State Hillary Rodham Clinton**  
*ex-officio*

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

# Overview

The Broadcasting Board of Governors (BBG) is an independent federal agency that manages a network of government and non-government media organizations broadcasting in 60 languages to a worldwide weekly audience of 171 million people. This broad audience reach is invaluable as the U.S. seeks to promote democracy and to engage with people around the world.

During 2009, the Agency achieved significant progress on the goals set in its 2008-2013 Strategic Plan, which reaffirms objective journalism as the BBG's core activity. In a world where extremism and authoritarianism militate daily against freedom and democracy, balanced and credible journalism provides a platform to reach key audiences. The plan also highlights the significance of improving distribution and use of new technologies to deliver BBG content to target audiences in the ways

they prefer to consume it, including the interaction and dialogue they seek.

BBG broadcasters expanded their use of modern communication techniques and technologies in an increasingly networked global information environment. Coverage highlights included the grassroots protests by Uighurs in China, the green movement in Iran, and "Twitter protestors" in Moldova. Text-messaging in Nigeria and use of interactive learning English content for audiences in China are some of the many new ways for audiences to access and interact with high-quality BBG content.

To expand audience reach in regions of strategic importance, VOAs Radio Deewa — a broadcast stream aimed at the volatile Afghanistan-Pakistan border region — added three hours of local, regional, U.S., and international news. In the Middle East, the new three-hour Arabic language daily show, *Al Youm*, broadcast live from

five cities and three continents, distinguishes Alhurra TV as providing an information mix and perspectives not presented anywhere else in the region.

RFE/RL and VOA delivered breaking news, in-depth reporting, and nuanced analysis to the people of Afghanistan on the challenges facing their country, including a resurgent Taliban. Comprehensive coverage of the Afghan presidential election in August 2009 included live coverage from Kabul and the surrounding provinces, profiles of key candidates, discussions of the issues, and reactions from voters inside Afghanistan.

In Iran, VOA and RFE/RL covered the Iranian presidential campaign and, despite increased jamming efforts, documented the massive protests that followed the June vote.

Focused broadcasting to audiences of strategic priority in East Asia included the continuation of expanded VOA and RFA broadcasts to North Korea and securing transmissions on a powerful medium wave (AM) frequency.

**“...your steadfast commitment to your mission is a great message about the importance of this work. I am a big believer in smart power and in communications. We have a big job to do to reach out to get accurate information into the countries and societies that we are currently addressing, and we couldn't do it without you.”**

*Secretary of State Hillary Rodham Clinton at RFE/RL in Prague, Czech Republic*



RFA and VOA continued surge broadcasts to Burma following the crackdown on demonstrations against the military junta. VOA launched its first satellite TV program to Burma.

In Africa broadcasts were targeted to areas prone to terror incidents, genocide or failed states. VOA's Somali Service added a half-hour of programming per day and initiated FM projects in Mogadishu and Hargeisa. The Middle East Broadcasting Networks' *Afia Darfur* continued to bring news to the displaced people of Darfur. Taking advantage of the increasingly prevalent mobile technology in Africa, VOA began to offer news via text messages in Swahili to people in East and Central Africa.

VOA and Radio and TV Marti sought to expand audience reach in Latin America, developing new programming and technical improvements such as increasing technical

cooperation and content sharing between VOA Spanish and Radio and TV Marti. As of 2009, TV Marti broadcasts on both UHF and VHF via the AeroMarti airborne platform. The International Broadcasting Bureau (IBB) aligned essential support functions with Agency implementation strategies and performance goals.

IBB created an Office of New Media to direct and manage VOA's increasing use of the Internet and related digital technologies, including mobile devices and social networks, for distribution of multimedia content.

Reporting from the world's hotspots, BBG journalists continued to be subjected to threats against themselves and their families. In July, a VOA reporter's family watched as their home was blown up in retaliation for his reporting on the Taliban in Buner, Pakistan.

Jamming of radio and television signals escalated in Iran surrounding the disputed June elections, and use of the

Agency's web circumvention software surged in the face of online censorship.

U.S. international broadcasting is one of the highest yielding, low cost initiatives within public diplomacy. Over 80 percent of BBG language services cost less than \$5 million per year to operate, and over three-quarters of these cost less than \$2 million.

Independent auditors gave the BBG an unqualified "clean" opinion for the sixth straight year, reflecting the Agency's strong management and performance standards. Further information on the Agency's financial statement can be found on page 46 of this report.

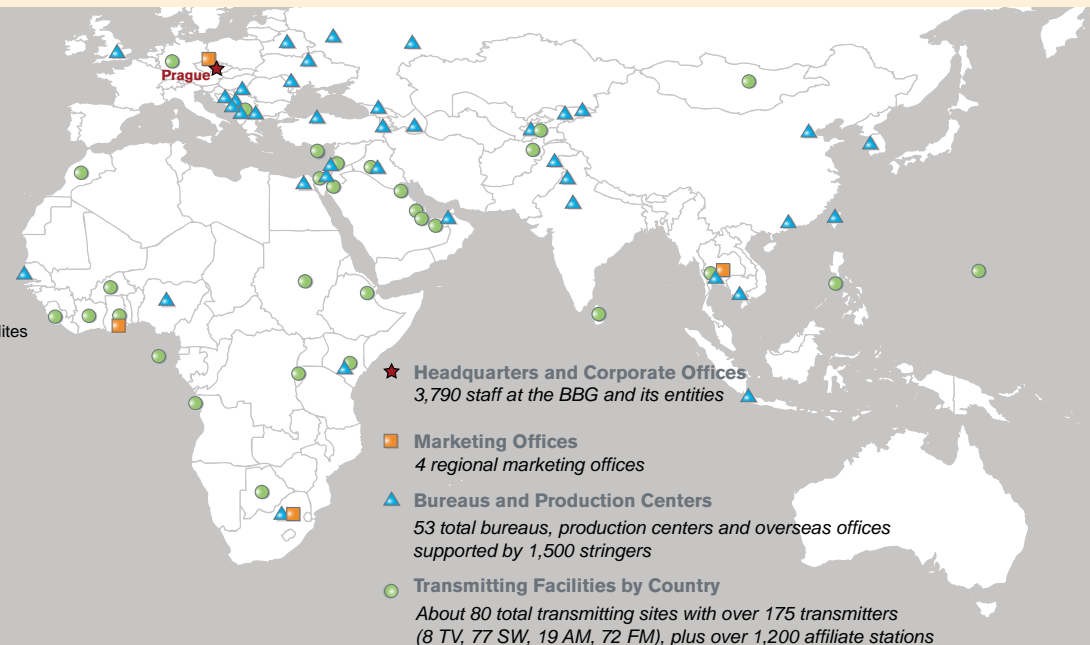
More of the challenges and accomplishments of each BBG element as well as the historic roots of its mission and examples of its ongoing importance are detailed in the following pages.

## Worldwide Facilities

- Headquarters**
- Washington, DC**  
 Broadcasting Board of Governors
- VOA**  
 Voice of America
-  Radio Free Europe/  
Radio Liberty Corporate Office
-  Radio Free Asia
- Springfield, VA**  
 Middle East Broadcasting Networks
- Miami, FL**  
 Radio & TV Marti
-  **Prague, Czech Republic**  
Radio Free Europe/  
Radio Liberty Broadcast Headquarters

### Satellites

- Arabsat
- AsiaSat
- Eutelsat
- Hispasat
- Intelsat
- New Skies
- Nilesat
- Telstar
- Turksat
- Other Surge Satellites



"EVERYONE HAS THE RIGHT  
TO SEEK, RECEIVE AND IMPART  
INFORMATION AND IDEAS THROUGH A  
MEDIUM OF THEIR CHOICE  
REGARDLESS OF FRONTIERS

ARTICLE 19 UNIVERSAL DECLARATION OF HUMAN RIGHTS





# The Power of Balanced and Credible Journalism

## Introduction

The Broadcasting Board of Governors (BBG) practices journalism in the finest tradition of a free and professional press, reaching a worldwide audience with news and information. The roots of U.S. international broadcasting are nearly seven decades deep and reflect its dynamism and responsiveness to world events, foreign policy challenges facing the U.S. and evolving broadcast technologies. Its broadcasters engage international audiences in relevant discussions through coverage of local, regional and international issues to deliver comprehensive news, notably in countries in conflict, in transition or without a free press.

Since its inaugural broadcasts in the 1940s, U.S. international broadcasting has grown to serve an estimated weekly audience of 171 million people in 60 languages via radio, TV, the Internet, affiliates overseas and other new media.

The BBG is the umbrella agency for all U.S. civilian international broadcasting, including the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), the Office of Cuba Broadcasting (OCB) – Radio and TV Martí, Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN) – Radio Sawa and Alhurra Television, and the International Broadcasting Bureau.

The Universal Declaration of Human Rights plaque hanging in RFE/RL's former headquarters in Prague.

## Our Roots

U.S. international broadcasting began via radio early in 1942 during the darkest days of World War II, with programming in German, French, Indonesian, Italian, and English among other languages. By January 1943, the number of languages stood at 27. Today, the number is 60, and communication is not only through radio, but also 24-hour-a-day satellite TV and a wide variety of digital platforms, including handheld devices. No matter what the medium, the underlying principle is the same: balanced and credible journalism.

**“The news may be good.  
The news may be bad.  
We shall tell you the truth.”**

*William Harlan Hale, first VOA broadcast, 1942*

## Cold War Broadcasting

After World War II, the United States faced a divided Europe, which gave rise to the Cold War. The people of Eastern Europe and Russia found themselves isolated from the rest of the world, and U.S. international broadcasting transformed to meet the new dynamic.

The U.S. Information Agency (USIA) oversaw VOA broadcasts, as well as international exchanges and other public diplomacy programs.

Radio Free Europe, which broadcast to Eastern Europe, was founded in 1950; Radio Liberty, founded in 1953, targeted the Soviet Union. These new broadcast organizations complemented VOA, which had now added Russian, Czech, Bulgarian, Romanian, Polish, Hungarian and 19 other languages.

Worldwide audiences for U.S. international broadcasting continued to grow throughout the 1970s. During that decade, two events stand out.

In 1976, President Gerald Ford signed the VOA Charter into federal law – enshrining VOA's mission to provide accurate and unbiased news and information. Also in 1976, the U.S. Central Intelligence Agency ended funding for Radio Free Europe and Radio Liberty. The two broadcasters merged into a new broadcasting corporation, RFE/RL, and were placed under the control of a new federal entity, the Board for International Broadcasting (BIB).

Meanwhile, VOA audiences continued to expand through English, French and numerous African languages. Broadcasts in Amharic, Portuguese, Hausa and Swahili attracted noteworthy audiences. Many African listeners followed their long course towards independence by clustering around radios and listening to VOA; even



today, VOA has a loyal following on the African continent currently estimated at 45.8 million people.

In response to the 1979 Islamic Revolution in Iran, VOA ramped up programming in Persian, and continues today to reach millions of Iranians through radio, TV and the Internet.

When the Soviet Union invaded and occupied Afghanistan in 1979, the Voice of America launched broadcasting to Afghanistan in Dari in 1980 and in Pashto in 1982. Today, VOA broadcasts to the region are complemented by Dari and Pashto program streams from RFE/RL. Together, VOA and RFE/RL are the most listened-to broadcasters in the country.

In 1985, as Cuba began to crack down on independent expression and a free press ceased to exist on the island, the U.S. Congress created Radio Martí to broadcast to Cuba. Five years later, Television Martí went on the air.

**“To be persuasive,  
we must be believable.**

**To be believable,  
we must be credible.**

**To be credible,  
we must be truthful.”**

*USIA Director and former newsman,  
Edward R. Murrow*

## The VOA Charter

*The long-range interests of the United States are served by communicating directly with the peoples of the world by radio. To be effective, the Voice of America 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.  
(Public Law 94-350)

1976  
President  
Gerald Ford  
signs the  
VOA Charter  
into law.



**1979**  
Islamic  
Revolution  
in Iran.  
Soviet Union  
invades  
Afghanistan.

1980

1983  
USIA launches  
WORLDNET  
Television and  
Film Service.

Aerostat blimp  
transmits  
TV Martí  
to Cuba.



1990

1976  
Radio Free  
Europe and  
Radio Liberty  
merge.

1983  
Lech Walesa, founder of the Solidarity movement in Poland, is awarded the Nobel Peace Prize. Later he tells an audience that the role played by the RFE/RL in Poland's struggle for freedom "cannot even be described. Would there be earth without the sun?"



1985  
Radio Martí begins  
broadcasts to Cuba.

1990  
TV Martí  
launches.

# Broadcasting Principles

(from the International Broadcasting Act of 1994)

U.S. publicly-funded civilian overseas broadcasts will 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
- The capability to provide a surge capacity to support United States foreign policy objectives during crises abroad
- Programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations
- Information about developments in each significant region of the world
- A variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen
- Reliable research capacity to meet the criteria under this section
- Adequate transmitter and relay capacity to support the activities described in this section
- Training and technical support for independent indigenous media through government agencies or private United States entities

## End of the Cold War

With the end of the Cold War, the White House proposed – and Congress approved – a major reorganization of international broadcasting, including consolidation of technical, transmission and other support services under a bipartisan Agency, the Broadcasting Board of Governors (BBG). With that legislation, and in the wake of the Tiananmen Square crackdown, Congress also signaled its increasing concern with the clampdown on free press and free expression in closed countries in Asia.

Radio Free Asia, a “surrogate” broadcaster in the mold of RFE/RL, was created in 1994 to report on the internal events that were being censored and controlled by the state-controlled press in the region. RFA began broadcasts in Mandarin and Tibetan in 1996, followed with Burmese, Vietnamese, Korean, Laotian and Khmer in 1997, and Cantonese and Uyghur in 1998.

President Clinton signed the International Broadcasting Act (Public Law 103-236) into law on April 30, 1994, creating the BBG. The Foreign Affairs Reform and Restructuring Act (Public Law 105-277) of 1998 mandated that the BBG become an independent federal Agency on October 1, 1999.

The BBG is charged with ensuring the credibility and independence of U.S. international broadcasts. In so doing, the Board acts as a “firewall” between those who advocate on behalf of U.S. policy – such as the Department of State – and the journalists who report on that policy, providing credible reporting for audiences across the globe.

The Act also laid out common broadcast standards and principles (see box on the left) for all BBG broadcasting. These incorporate the journalistic standards of the VOA Charter, and stress the journalistic mission and focus on underserved audiences.

**1989**

**April 14 Tiananmen Square protests begin in China.**

VOA increases transmissions to China and WORLDNET TV broadcasts first Mandarin newscasts to China.

1990

**1989**

**November 9 Berlin Wall falls.**



VOA correspondent Mollory Saleson interviews South African anti-apartheid activist Vumi Vllakazi.

His Holiness the Dalai Lama visits RFA studios.



**1994**

Radio Free Asia established for Asian countries without access to full and free news media.

**1994**

VOA launches its first website & other BBG entities soon follow

**1994**

International Broadcasting Act creates the Broadcasting Board of Governors.

The Board also ensures that the broadcasters adhere to these principles and standards, fostering consistent, reliable and authoritative reporting that is accurate, objective, and comprehensive.

An early initiative of the Board was a remarkable cooperative effort to establish a ring of transmitters capable of reaching into Serbia after the private radio stations were closed by the Milosevic regime. The increased transmissions included RFE/RL and VOA broadcasts in the languages of the former Yugoslavia and surrounding countries.

In response to changing strategic conditions, the Agency has closed some broadcast services, and created others. At the end of the Cold War, RFE/RL opened bureaus across the former Soviet bloc and moved its headquarters from Munich to Prague. By 2004, RFE/RL and VOA had ceased broadcasting to much of Eastern Europe, dropping Hungarian, Bulgarian,

Czech, Estonian, Latvian, Lithuanian, Polish, Slovak, and Slovenian.

In 2003, VOA launched broadcasts to Zimbabwe in Shona, Ndebele, and English; those broadcasts now reach 10 percent of adults each week. In 2006, VOA initiated a youth oriented radio program designed to combat the spread of HIV/AIDS. VOA started *African Music Mix* the next year, with a unique blend of music from around the continent.

More recently, U.S. international broadcasting has responded to growing restrictions on the press in Latin America by increasing broadcasts to the region. When, in 2007, the government of Venezuela closed down one of that country's oldest and most popular broadcasters, VOA Spanish launched *VOA Noticias (News)*, a daily live TV newscast. This program was supplemented in 2008 with a TV news magazine and news feeds to

Venezuela, as well as *El Mundo al Dia (The World Today)*, a daily news radio program.

Unfortunately, intimidation, arrest and detention of journalists persist in many of the countries to which BBG broadcasts. Ten BBG journalists have been killed in the line of duty since 1942, including four murdered since 2006.

**“The Voice of America has been a strong voice for the truth. Despite problems of antiquated equipment and Soviet jamming, the Voice of America has been able to extend its message of truth around the world...”**

*President Ronald Reagan in 1984*

1995  
WORLDNET's  
*Foro Interamericano*  
broadcasts to  
Latin America.



1995

1999  
VOA Albanian  
correspondent  
Ilir Ikonimi covers  
the conflict  
in Kosovo.



1999

Poland, Hungary and the Czech Republic enter NATO.

The BBG becomes an independent federal entity.  
Governors Edward Kaufman and Tom Korologos, with Evelyn Lieberman,  
Under Secretary of State for Public Diplomacy and Public Affairs  
and then Senator Joseph Biden

2000

1995  
VOA launches  
its first  
TV program  
*China Forum*.



1996  
Then First Lady  
Hillary Rodham Clinton  
speaks at the dedication  
ceremony of RFE/RL's  
headquarters in Prague.

1999  
Radio Free Asia  
interviews  
Cambodian  
opposition leader,  
Sam Rainsy.



1999  
VOA launches *Studio 7*,  
a program focused on  
Zimbabwe, broadcast  
in English, Shona  
and Ndebele.

## Broadcasting to Muslim Societies

In a comprehensive review of the events of September 11, 2001, the bi-partisan National Commission on Terrorist Attacks Upon the United States (or “9/11 Commission”) called for increased funding for U.S. international broadcasting, citing the “promising initiatives” for BBG broadcasts to Arabic-speaking countries, Iran and Afghanistan.

VOA and RFE/RL, already active in the region, dramatically expanded key language broadcasts after Sept. 11; RFE/RL launched Radio Free Afghanistan and teamed up with VOAs Pashto and Dari services for a 24-hour stream of programming into Afghanistan via shortwave and FM.

In 2002, Radio Sawa launched 24-hour Arabic language broadcasts on FM to Jordan and Kuwait, targeting the

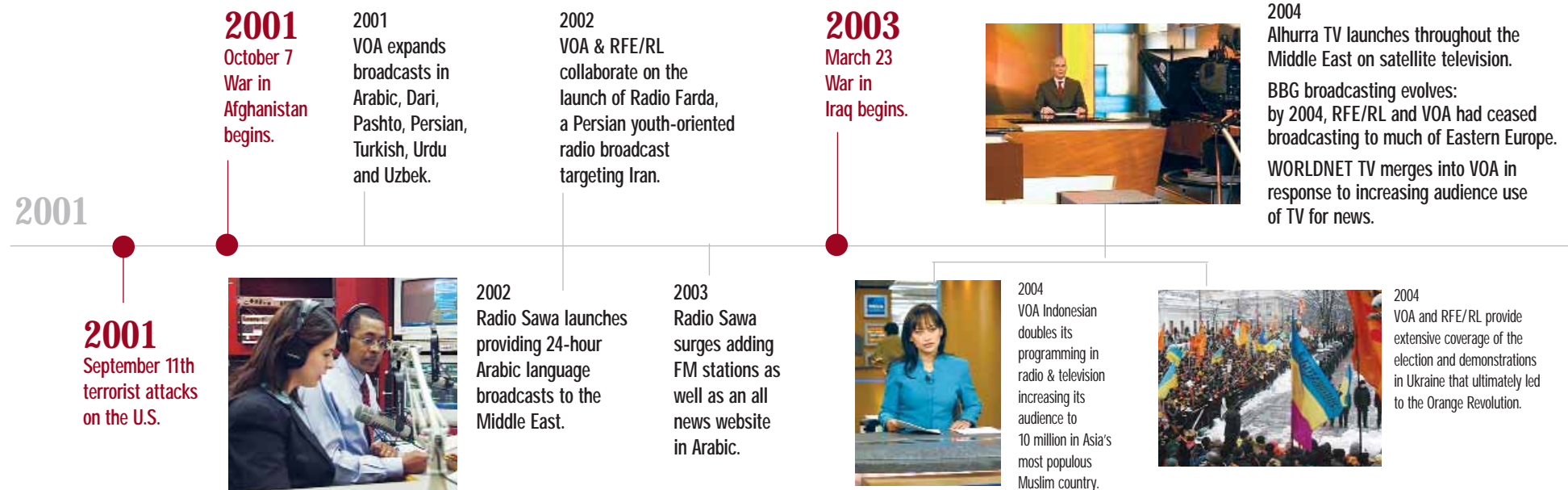
growing youth demographic in the region and eventually adding program streams for Egypt and the Gulf States. Radio Sawa revolutionized radio in the Middle East, broadcasting contemporary Western and Arabic music along with more than seven hours of accurate and objective news daily. The network quickly increased listenership particularly in its FM markets.

After the U.S.-led invasion of Iraq in March of 2003, Radio Sawa added FM stations across the country and launched an all news website in Arabic focused on Iraq. In 2004, Alhurra TV began broadcasting in Arabic via satellite and soon launched an Iraq stream available on terrestrial and satellite signals. Alhurra brings programming not found on the other Arabic-language television networks, such as programs dedicated to the rights of women, a critically acclaimed documentary on Darfur, and extensive political coverage, including televised debates between candidates.

In 2005, the Middle East Broadcasting Networks (MBN) was created to oversee the Arabic broadcasts of Radio Sawa and Alhurra TV. A 2009 highlight was the launch of *Al Youm*, the first program in the Arab world to broadcast simultaneously from five countries on three continents.

The effort to reach Muslim audiences was not limited to Arabic-speaking countries. VOA's Urdu Service entered the TV market in 2005 with a news magazine show, *Beyond the Headlines*, on Pakistan's most widely watched cable/satellite channel. VOA also introduced *TV Ashna*, a daily 60-minute TV news program (30 minutes each in Dari and Pashto), broadcast to Afghanistan via satellite and terrestrial transmitters.

Radio Farda, a youth-oriented Persian-language radio program, started as a joint VOA-RFE/RL 24-hour project. In FY 2007, all Radio Farda operations were transferred to RFE/RL.



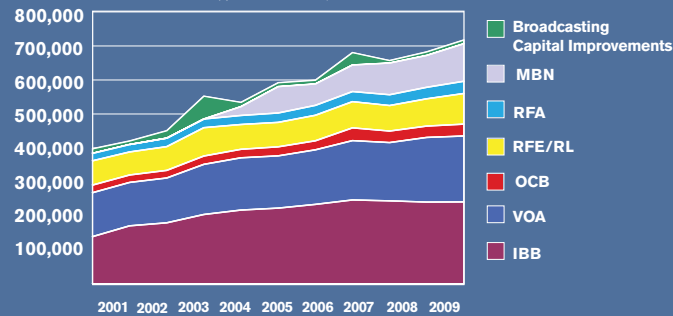
# Impact of Increased Funding & Initiatives

VOA launched the Persian News Network in 2006, with seven original hours of Persian-language telecasts daily. Today, with repeat broadcasts, PNN provides a 24/7 broadcast stream to audiences in Iran.

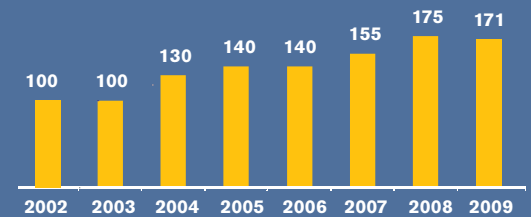
In 2007, VOA began a new daily radio broadcast in the Somali language to the Horn of Africa, supplementing its broadcasts in Amharic, Afan Oromo and Tigrigna.

In Indonesia, the largest Muslim population in the world, VOA reaches some 15 million adults each week through a network of more than 250 local FM, AM, TV and Web affiliates.

BBG Funding Overview  
(\$ thousands)



BBG Global Audience  
(BBG unduplicated weekly audience in millions)



Noteworthy developments in the Agency's history include significant growth in funding to launch major new channels of communication, development of a host of broadcasting initiatives, redeployment of transmission assets, onset of a research-driven and performance-oriented culture, and a 70% rise in the BBG's global audience.

2005  
The Middle East Broadcasting Network, Inc. is created to oversee Arabic broadcasts.

2006  
VOA launches *TV Ashna* news in Dari and Pashto to Afghanistan, and Deewa Radio to the volatile Pakistan-Afghanistan border area.



2008  
BBG broadcasters provide extensive coverage of the U.S. presidential elections. In photo, VOA Persian News Network live from the Democratic National Convention.



2008  
VOA Afghanistan service TV reporter Wakil Ehsass covers a suicide attack in Kabul, Afghanistan.

2005

2010

2005  
VOA Urdu reaches Pakistan's TV audience with the program *Beyond the Headlines* on GEO, Pakistan's most watched satellite channel.



2007  
RFA & VOA's Burmese services provide comprehensive coverage of the Saffron Revolution relying on a wide network of sources inside Burma.



2007  
Alhurra reporters provide up-to-date information to Iraqis.

2009  
Alhurra launches *Al Youm*, the first program in the Arab world to broadcast simultaneously from five countries on three continents.



## Changing Media Landscape

BBG entities have evolved from shortwave radio broadcasters to multimedia news organizations, employing multiple radio and TV platforms, the Internet, mobile devices, podcasts, and other new media, including Facebook, YouTube and Twitter.

President Obama's June 2009 speech to Muslims from Cairo was carried live with simultaneous translation in Arabic by Alhurra TV and Radio Sawa, and by RFE/RL in Iraq, in Persian by VOA and RFE/RL, in Urdu and Pashto to Pakistan by VOA and in Spanish by Radio and TV Marti.

The expansion has met resistance. Governments in China, Iran, and elsewhere invest significant resources to block websites, including those of BBG broadcasters. The Board underwrites Internet anti-censorship efforts, in which International Broadcasting Bureau (IBB) experts work in tandem with other public and private-sector organizations in combating Web censorship.

The BBG continues to operate shortwave transmitters for listeners in less developed areas of the world. However, much of the Agency's current budget supports other radio and television broadcasts as well as new media initiatives, aimed at reaching audiences using the media they prefer.

Research underpins the BBG's expansion strategies. BBG contracts with research organizations to conduct between 350 and 400 projects per year. This market research identifies the media preferences of specific target audiences and tracks three measures of effectiveness: reach, reliability and understanding. "Reach" is the same standard used by other major international broadcasters – those who "listened or viewed last week." "Reliability" is a measure of audience perceptions of trustworthiness and credibility. "Understanding" is the degree to which broadcasts enhance audience understanding of current events and American society and policies.

As new technologies emerge and listener preferences evolve, continuous market research enables BBG to plan strategically and deploy resources accordingly.

## Looking Ahead

BBG broadcasters serve as examples of a free and professional press, explain the United States and its culture to foreign audiences, and promote dialogue with audiences worldwide.

Despite the dangers of reporting on regions in conflicts and persistent threats to freedom of expression and freedom of the press, BBG's dedicated journalists are undeterred in their efforts to inform and interact with audiences in their own languages.

The BBG's Strategic Plan lays out priorities to guide Agency planning, including enhancing program distribution across all platforms and adopting the market-appropriate techniques and technologies.

Engaging as many people as possible with news and information that gains their trust and improves their lives is an essential part of that strategy.





## 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.

All BBG broadcasters share a common mission: to promote freedom and democracy and to enhance understanding by engaging audiences worldwide through the practice of credible, responsible and accurate journalism.

## International Audience Research Program

### In Brief:

- BBG manages an international audience research program, conducted independently through InterMedia Research.
- 350-400 new projects per year, across all broadcast entities: VOA, RFE/RL, OCB, RFA and MBN.
- Field work done by local firms worldwide.

### Functions:

- Audience measurement, segmentation, and targeting analysis
- Media behavior assessment and environment tracking
- Competition analysis
- Program quality control

### Performance Measures:

- **Reach:** who “listened or viewed last week” – same standard of as that of other major international broadcasters.
- **Reliability:** audience perceptions of trustworthiness and credibility.
- **Understanding:** degree to which broadcasts enhance audience understanding of current events and American society and policies.



From left to right: (1) Badiaa Mansouri and Munir Nasser work on Radio Sawa's all news website, www.RadioSawa.com; (2) VOA launched an interactive English learning site GoEnglish.me in Mandarin and Persian; (3) RFA maintains a variety of blogs on their website, like this one focused on Burma; (4) VOA currently has 17 mobile websites upgrading to include a full range of graphics, audio and video news content; (5) RFE/RL's Zoom In presents slices of life from around the region as RFE/RL's video journalists go in search of stories that don't make the headlines; (6) TV Marti promotes their website on the air; (7) Alhurra, along with all BBG entities, interacts with their audience through social media, including Facebook.

# on the ground



# VOA



**The Voice of America** is a dynamic international broadcaster that, since its first shortwave radio broadcast in 1942, has evolved into a multimedia organization reaching a weekly audience of approximately 125 million people in the medium of their choice.

VOA continues to broadcast on shortwave and medium-wave frequencies where these delivery methods are popular and effective, but it has also been successful in broadcasting on FM via local affiliates or dedicated transmitters.

In 2009, VOA's Deewa Radio was able to quickly and effectively add three hours of daily morning programming in Pashto to the critical Pakistan-Afghanistan border region. At a time of escalating violence in Somalia in June, VOA added a 30-minute

From left to right: (1) Live from Kabul, VOA's Ekram Shinwari, Ahad Azzada and Shaista Sadat report on Afghanistan's presidential election; (2) VOA Mandarin's Peggy Chang reports live from the roof of VOA at President Barack Obama's Inauguration; (3) Ayaz Gul with Pakistani troops files reports from Pakistan's Swat Valley.

morning news program to its three-hour Somali radio broadcasts. In the past year, VOA also expanded broadcasts to Kenya, Burma, Pakistan, and Venezuela, and strengthened its programming to Iraq, Afghanistan, North Korea, China, Indonesia, and Russia.

Responding to world events and covering regional hotspots are dangerous work. In Afghanistan, Taliban leaders threatened to kill VOA reporters and their families in retribution for reporting on Taliban violence. One reporter's home was blown up and he was subsequently attacked by masked men claiming they were seeking Taliban retaliation. In Somalia, several reporters received threats from the Islamist insurgent group Al-Shabab. Two fled to safety and one was arrested for covering stories for VOA.

To stay competitive in target countries, VOA has significantly enhanced its TV programming. In the past eight years VOA increased its weekly television

audience from 10 million viewers in 12 languages to 56 million in 25 languages.

VOA has expanded its use of Internet and related digital platforms. In 2009, traffic to *VOANews.com* registered 95 million visits, up 21 percent from 2008. In addition, there were approximately 13 million visits to VOA proxy servers and sites. Audiences also reached VOA through new branded pages on YouTube, Facebook, Twitter, and podcasts on iTunes.

The success of VOA's multimedia strategy is reflected in the international research firm Newsknife's ranking of *VOANews.com* among the top ten percent of websites worldwide. It ranked sixth in the overall percentage of stories that appeared in the Google News home page.

## 2009 Highlights:

- More than 200 VOA journalists covered President Obama's inauguration with multiple live television and radio positions across the city. The inaugural speech was broadcast in 45 languages and available on radio, television, and the Internet. VOA also provided special coverage of the President when he traveled to Ankara, Cairo, Moscow, and Accra.
- VOA's Deewa Radio now reaches Pashto-speaking listeners in the Afghanistan-Pakistan border region nine hours a day. On-the-ground coverage included stories on the military campaign against the Taliban and the flood of people displaced by the fighting.
- VOA launched two 30-minute daily radio Urdu programs for broadcast on Pakistan Broadcasting Corporation's 11 FM stations and began placing audio news headline feeds on Zong Mobile in Pakistan.



# covering regional ho

- With an audience share of more than 30 percent in Afghanistan, VOA provided extensive, live television and radio coverage before, during and after the August presidential election, with on-the-scene reports from throughout the country.

- With a weekly TV audience share of about 30 percent, VOA's Persian News Network (PNN) covered every aspect of the election crisis in Iran, adding a one-hour morning show to its seven-hour daily schedule as well as a one-hour "special report" in the evening. Iranian "citizen journalists" sent VOA 300 videos daily, along with thousands of still pictures, e-mails and telephone calls. PNN used Twitter, blogs, Facebook and YouTube pages to inform Iranians about developments inside their country, and website traffic from Iran increased by 500 percent in June.

- VOA's Kurdish Service started producing video reports for Internet audiences in the two main Kurdish dialects, Sorani and Kurmanji.

- To improve its reach in Somalia, VOA expanded programming and installed an FM transmitter in Hargeisa.

- VOA's headline and breaking news in Swahili via SMS messages to cell phone users in East and Central Africa generated close to 5,000 subscribers within two months.

- Reaching 47 percent of the Hausa-speakers in Nigeria via shortwave radio, VOA gained 300,000 news headline mobile phone subscribers since inaugurating the service in November 2009. Successful town hall meetings organized by VOA on health issues in Nigeria attracted 1,600 people in Yola and about 1,000 people in Kano.

- With a 70 percent audience reach in Rwanda, VOA's Central Africa Service, broadcasting in Kirundi and Kinyarwanda, provided on the ground coverage of major national and regional issues, including post-genocide transitional justice and conflict in the neighboring Democratic Republic of Congo.

**“...if Deewa was not here, IDPs (internally displaced persons) would have been disgraced, destroyed, unknown to the world. It is Deewa which talks about IDP problems...”**

*An internally displaced person, participating in one of Deewa's call-in shows, which average about 300 calls a day.*



From left to right: (1) Taliban militants destroyed the family home of VOA Deewa correspondent Rahman Bunaree in retaliation for his reports on the Taliban in Pakistan; (2) President Barack Obama and First Lady Michelle Obama greet the crowds along Pennsylvania Avenue as they walk to the White House on Inauguration Day; (3) VOA Dari reporter, Najiba Salam interviews singer Smokey Robinson during Inauguration festivities; (4) Deewa Radio correspondent Ifikhar Hussain interviews Senator Orrin Hatch; (5) VOA Correspondent Al Pessin (holding microphone) and other members of the Pentagon Press Corps interview Defense Secretary Robert Gates on his aircraft en route to Japan, October, 2009. (DoD Photo); (6) VOA's Ahad Azizzada interviews Afghan presidential candidate Ashraf Ghani; (7) VOA interviews an internally displaced person at Pakistan's Mardan Camp; (8) VOA's PNN featured Roxana Saberi, an American journalist detained by Iran under espionage charges and released months later under international pressure.

- Broadcasting five hours of radio daily, VOA's Korean Service dramatically improved its reach through an unprecedented arrangement with a South Korea-based medium wave broadcaster.
- In February, VOA expanded its 3.5 hours of daily radio broadcasts to the information-deprived people of Burma by launching a weekly satellite TV program.
- VOA's Mandarin Service continued to find new ways to reach audiences by placing content on mobile phones sold in China and launching an interactive learning English website called goEnglish.me. VOA Mandarin reports are broadcast by dozens of Chinese radio and TV stations, and republished in newspapers and magazines.
- VOA Chinese provided exclusive TV, radio and Internet coverage of the 20th anniversary of the Tiananmen Square crackdown, including interviews with Bao Tong, former Political Secretary to the 1989 CCP Secretary General, dissidents, including Wang Dan, the protest movement's leader, and U.S. officials.

- VOA's Khmer Service, reaching a record 29.5 percent of Cambodian adults weekly on radio, began producing five weekly news features for Television Kampuchea, the official Cambodian national TV network.
- Research among Tibetan travelers indicates that 8.6 percent of those surveyed had tuned in to VOA TV or radio on a regular basis. VOA Tibetan regularly offers Web-based video feeds, and website visits increased to 40,000 visitors a month in 2009 from 14,500 a month in 2007.
- Responding to the decline of shortwave listening and the loss of most VOA radio and TV affiliates in Russia, VOA converted to a multimedia Web-based program strategy that is proving to be successful. Monthly Web visitors increased from 51,000 in August to 171,000 in October. VOA Russian's YouTube videos also attracted more than 100,000 views in December, and more than 300 Russian websites republished VOA articles.

- VOA's multimedia coverage of the 20th anniversary of the fall of the Berlin Wall came from correspondents in the United States, Europe and Africa. A series of reports examined the fall of the Berlin Wall in 1989 which set a dramatically new course for the world. VOA interviewed key newsmakers including James Baker, the U.S. Secretary of State at the time, and Eduard Shevardnadze, the former foreign minister of the Soviet Union.
- The Armenian Service's weekly TV reach soared to 42 percent in 2009 from 26 percent the previous year.
- In June, VOA Spanish unveiled a redesigned, highly interactive website, *VOANoticias.com*, with video and audio streaming including the prime time news program *El Mundo al Dia*. In May 2009, the Service launched *ArteKultura*, a 10-minute weekend TV and Web video product showcasing America's cultural scene that has become a hit on YouTube.



# engaging audiences

## Awards:

- TV host Myroslava Gongadze was named one of the “100 most influential women of Ukraine” by the Ukrainian news magazine *Focus*.
- PNN received a world bronze medal at the 2009 New York Festival Awards for design work on a program about the U.S. presidential election.
- Freelance reporters Slavica Lukic, Goran Vezic, and Lada Stipic-Niseteo won Croatian Journalists’ Association awards, the highest annual journalistic awards given in Croatia, for the overall quality of their work.
- Uzbek Service broadcaster Navbahor Imamova received the “Young Alumnus Award” from Ball State University’s Department of Journalism in Indiana.

- Arash Sigarchi, a PNN producer, received the prestigious Hellman/Hammett grant awarded to writers who have been targets of political persecution.
- Mark Ona Essangui, a reporter for VOA’s French-to-Africa Service, received a Goldman Environmental Prize for exposing government contracts that could damage the country’s environment.

From left to right: (1) VOA’s Kurdish website offers video and text reports in the Sorani and Kurmanji dialects; (2) VOA launches an FM station in Hargeisa, Somaliland with a panel discussion that brought together journalists, government officials and local activists to discuss “A Free Press in a Democracy”; (3) VOA town hall meetings in Nigeria attracted thousands to discuss health issues; (4) Tibetan monks watch a VOA Tibetan TV newscast; (5) VOA Indonesia’s Patsy Widakuswara interviews Dr. Maya Soetoro-Ng, President Barack Obama’s sister; (6) VOA’s *NewsFlash* TV news correspondent Ivica Puljic interviews the Croatian President; (7) VOA audiences can access VOA video reports on VOA’s branded YouTube site; (8) VOA Russian interview with Henry Kissinger, former U.S. Secretary of State.

“**I survived torture, physical and mental pain because I knew my story was being told on your airwaves. I had hope that the people would know the truth. Thank you for being the voice of justice.**”

*Uzbek human rights advocate Mutabar Tajibayeva after receiving the State Department’s Women of Courage Award.*



# across media





# Depth coverage



**RadioFreeEurope  
RadioLiberty**

## **Radio Free Europe/Radio Liberty**

(RFE/RL), operating under a grant from the BBG, broadcasts uncensored news and information in 28 languages to countries where a free press is either banned by the government or not fully established. RFE/RL's broadcasts are heard across 11 time zones each week, by nearly 18 million listeners in 21 countries including Iran, Iraq, Afghanistan, Pakistan and Russia. RFE/RL produces more than 1,000 hours of content each week from its broadcast headquarters in Prague, Czech Republic and its 19 regional bureaus.

In order to reach people in some of the most closed societies on earth, RFE/RL is using the latest technologies to deliver the news – the Internet, SMS text messaging, satellite radio, Facebook, and Twitter. With more than 60 years of surrogate broadcasting experience, RFE/RL continues to bring audiences the rich, immediate, and interactive content they seek.

From left to right: (1) Radio Azadi reporter, Hamid Pazhman, interviews woman protester in Afghanistan; (2) During Afghanistan's presidential election, RFE/RL's Radio Azadi hosted the only presidential debate featuring President Hamid Karzai (far right) and his two main challengers.

FY 2009 Budget \$92.3 million | 481 Employees | 1,039 Hours Broadcast Weekly | 28 Languages

## 2009 Highlights

- Millions of Iranians voted in a hotly disputed presidential election in June. Post-election protests have grown into the most serious challenge to Iran's theocratic rulers in the past 30 years. Despite the government's intense efforts to jam broadcasts and block access to its website, RFE/RL's Radio Farda was a vital source of up-to-the-minute, independent news for Iranians about the protests and government crackdown. Media outlets such as CNN, Fox News, and Sky News turned to RFE/RL's Iran experts for insight into the protest movement.
- Just days before Afghanistan's August presidential election, RFE/RL's Radio Free Afghanistan – the country's most popular news source – hosted the first live presidential debate in Afghan history. The debate capped Radio Free Afghanistan's unique and comprehensive reporting on the election campaign during which it organized roundtables and interviews with all 41 candidates.

- Despite a ban on local rebroadcasting, the Azerbaijani Service used its website and innovative marketing strategies to deliver hard-hitting news. Reporters in Baku obtained video clips of election fraud and reported on eyewitness accounts of fraud during the controversial March referendum that abolished presidential term limits. The service's coverage earned it the 2009 Association for International Broadcasting (AIB) Media Excellence Award for "Best Radio Coverage of a Single News Event"
- In Russia, RFE/RL continued to serve as a vital resource for audiences seeking news not shaped by the Kremlin. Throughout the year, RFE/RL's Russian Service provided balanced news and analysis on the relations between President Dmitry Medvedev and Prime Minister Vladimir Putin and covered the epidemic of kidnappings and killings in Chechnya.
- In November, RFE/RL launched "Echo of the Caucasus," a daily hour-long news program in Russian to the breakaway Georgian regions of

South Ossetia and Abkhazia. It also features a Russian-language website with news, photos, audio, and video.

- In late 2009, RFE/RL prepared for the January 2010 launch of Pashto-language programming to Pakistan and the border regions between Afghanistan and Pakistan. The new station – called *Radio Mashaal (Torch)* offers an alternative to the growing number of Islamic extremist radio stations in the region.
- In February, RFE/RL aired its first program from a new, state-of-the-art broadcast headquarters in Prague. The five-story, 236,000 square-foot center features multimedia recording studios, interlinking offices, and a modern newsroom.
- The number of visits and page views on RFE/RL's Internet websites nearly doubled in 2009, thanks to the full implementation of a new Web content management system that offers visitors more interactivity, more video and graphic content, and more user-generated content. RFE/RL also expanded into social networking, with



a source of indepen

Radio Farda's Farsi-language fan page becoming one of Facebook's most popular Iran-related pages.

## Awards

- The updated website of RFE/RL's Kazakh Service won an Online News Association (ONA) award in November for excellence in online journalism. Radio Free Afghanistan's redesigned website had a 400 percent increase in page views, with most of its visits coming from the region – Afghanistan, Pakistan, and Iran.
- In April, the Moldova Service used radio, video, and photos to cover the so-called "Twitter Revolution," when thousands of young demonstrators clashed with police and ransacked government buildings to protest the Communist Party's victory in national elections. Three Chisinau-based correspondents received the Eurasia Foundation's Journalism Prize for providing the most "balanced" and "comprehensive" coverage of the elections.

- Azerbaijani Service reporter Malahat Nasibova received the Rafto Prize for her reporting on human rights violations and abuses of power in her native province of Nakhichevan.

From left to right: (1) Radio Free Iraq broadcast from RFE/RL's recently completed Prague headquarters. The news bulletin was part of RFE/RL's 17 hours of daily programming to Iraq; (2) U.S. Special Envoy to Afghanistan and Pakistan Richard Holbrooke spoke at an RFE/RL event marking the launch of a new initiative to broadcast six daily hours of programming to Pashto speakers along the Afghanistan-Pakistan border; (3) RFE/RL obtained an exclusive interview with Chechen president Ramzan Kadyrov that was later cited by the *New York Times*, *The Economist* and other major news outlets; (4) Radio Azadi interviews Karl Eikenberry, the U.S. ambassador to Afghanistan; (5) General David Petraeus, the commander of U.S. Central Command, sat down with RFE/RL Central Newsroom Director Jay Tolson; (6) Estonian President Toomas Hendrik Ilves spoke with RFE/RL about his country's vulnerability after weeks of cyberattacks and Estonia's relations with Russia.; (7) U.S. Vice President Joe Biden spoke with RFE/RL about the administration's policy on Russia, the Caucasus, Afghanistan, Pakistan, and Iran.; (8) Voters cast ballots in Azerbaijan's controversial March referendum to amend the constitution to allow President Ilham Aliyev to rule for life.

“**Radio Free Iraq programs have increased people’s awareness of their rights and responsibilities as citizens and... empowered citizens to oversee and evaluate their government’s performance.**”

*Listener comment*



# dent news



OCT



## **The Office of Cuba Broadcasting**

(OCB) oversees the operations of Radio and TV Marti from its headquarters in Miami, Florida. Radio and TV Marti serve as consistently reliable and authoritative sources of accurate, objective, and comprehensive news for people in Cuba, where media are controlled and highly censored by the authorities.

Radio Marti provided groundbreaking reporting on local events across Cuba, through its expanded outreach to a growing community of Cuban bloggers and independent journalists and by capitalizing on cell phone access. Along with U.S. and world news, OCB's hallmarks include human rights topics such as marches by the "Ladies in White" (relatives of political prisoners in Cuba) and the harassment and imprisonment of independent journalists by the Cuban government. Radio Marti broadcasts breaking news and analysis programs seven days a week, 24 hours a day by shortwave and medium wave.

From left to right: (1) Members of The Ladies in White human rights group take part in a march organized to commemorate Human Rights Day in Havana, Dec. 10, 2009. (AP Photo/Javier Galeano); (2) Government supporters surround Reinaldo Escobar, background, the husband of Cuban blogger Yoani Sanchez, in Havana, Nov. 20, 2009. Escobar was punched, slapped and shouted down by a pro-government mob in downtown Havana. (AP Photo/Javier Galeano)

# “ Radio Martí breaks the information blockade that the Castro dictatorship has on the Cuban people and the internal opposition. ”

*Juan Francisco Sigler Amaya,  
Matanzas Cuba, Alternative  
Option Board member.*

TV Martí broadcasts 24 hours per day, seven days a week on the Hispasat satellite; two and a half hours per day, five days a week from a modified aircraft, AeroMartí, on VHF and UHF frequencies, and three hours per day, five days a week on DirecTV satellite.

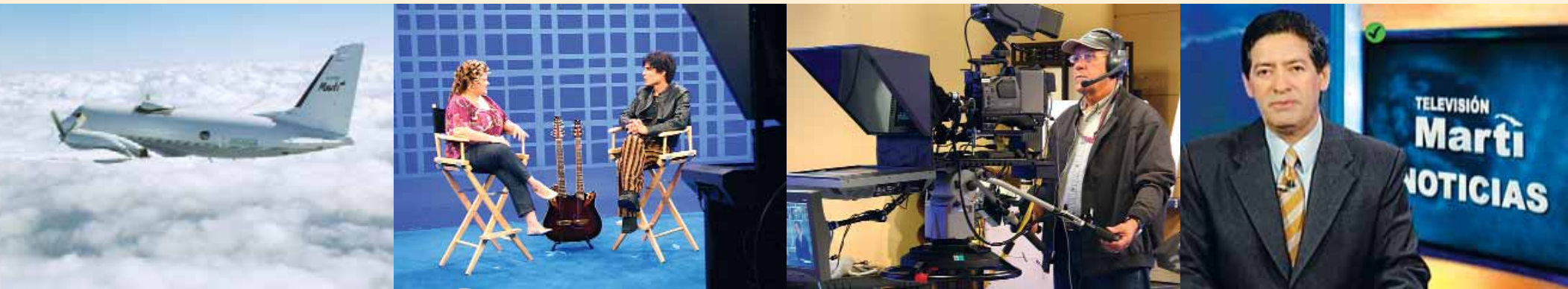
Approximately ten hours of original, contemporary, fast-paced TV programs are produced in-house weekly.

In addition, Radio and TV Martí are streamed live at [Martínoticias.com](http://Martínoticias.com).

These broadcasts face Cuban government jamming as well as press censorship and intimidation. Audience surveys, which must be done by telephone rather than face-to-face interviews can provide only a limited perspective on audience levels, given that less than a fifth of Cuban adults have published phone numbers and that interviewees may be wary of admitting in a telephone call to listening to or watching the Martí's. Interviews with Cubans who have recently arrived in the U.S. provide anecdotal information of higher audience rates than reflected in the telephone surveys.

## 2009 Highlights

- Radio Martí leveraged new media tools to capture and broadcast news live from the scene via cell phone including a live broadcast of the results of the first blogging awards contest in Cuba.
- Comprehensive coverage of human rights issues included a five part series on the growth of the blogging community in Cuba with online features at [Martínoticias.com](http://Martínoticias.com) and on YouTube. Related reporting included:
  - an exclusive interview with blogger Yoani Sanchez on her e-mail exchange with President Barack Obama;
  - live statements by Cuban bloggers who were beaten in November as they prepared for a peaceful demonstration; and



# confronting censors

- live coverage as the Cuban government arrested a number of dissidents and pro-government mobs disrupted a peaceful march in Havana to commemorate International Human Rights Day.

- Both Radio and TV Martí provided extensive news of changes in U.S. policy towards Cuba announced by President Obama in April including reactions from inside Cuba, from dissidents, members of Congress, and Cuban affairs experts.

- In-depth reporting on the African-American intellectual and civic leaders' "Statement of Conscience" that called for the Cuban government to halt racial discrimination and to free imprisoned black dissidents. In an interview with Radio Martí, Oscar Elías Biscet, an Afro-Cuban activist serving a 25 year sentence, said he heard the news via Radio Martí and called the letter a breakthrough.

- Beginning in September, Radio Martí expanded coverage of H1N1 in contrast to the paucity of information available in Cuban media about prevention and outbreaks.

- Radio and TV Martí continue to increase cooperation with the Latin America Division of the Voice of America. Effective use of assets from both organizations have led to extensive collaboration, sharing of stories, programs and features on a daily basis.

**“ If it wasn't for Radio Martí the Cuban people will not know the truth of what goes on in Cuba and the world. Radio Martí is on the Internet, and it is the media that we have had throughout many years, the first one that has helped us spread the violations of human rights in Cuba ... ”**

*Alejandrina Garcia de la Riva – Member of the Ladies in White, and wife of political prisoner Disdado Gonzalez Marrero sentenced to 20 years in jail.*



From left to right: (1) AeroMartí, the airborne transmission platform, can broadcast on UHF and VHF simultaneously; (2) Host Maria Salas interviews Pedro Suarez-Vértiz, a Peruvian singer-songwriter; (3) TV Martí cameraman Jaime Moreno; (4) TV Martí anchor Luis Covarrubias delivers the news; (5) TV Martí's control room; (6) A joint broadcast between TV Martí and VOA with (left to right) broadcaster Patricia Dalmasy, and guests Ambassador Simon Ferro and Congressional aide Ana Carbonell; (7) Radio Martí technician Osmar Martínez; (8) OCB employees Francisco Chong, Miguel Vazquez, and Eddy Cicilia recognized with Gold Medal Awards for their outstanding contributions.



# REFA





**Radio Free Asia**

**Radio Free Asia** (RFA) is a private, non-profit news organization, operating under a grant from the BBG, broadcasting daily in nine languages to listeners in Asia whose governments restrict media. RFA broadcasts accurate and timely news and information, along with a range of voices and opinions from within Asia, to demonstrate freedom of expression over the airwaves and online.

RFA focuses on news and features of unique and specific relevance to its target areas. Through shortwave, medium wave, satellite transmissions and the Internet, RFA broadcasts in Mandarin, Cantonese, Uyghur, three dialects of Tibetan, Burmese, Vietnamese, Korean, Lao, and Khmer. Headquartered in Washington, D.C., RFA has seven overseas bureaus and a vast network of stringers around the world. Call-in programs and multimedia websites provide listeners and readers with a forum in which they can express views and exchange ideas.

From left to right: (1) Thai soldiers and police escorting ethnic refugees during an operation to deport thousands of Hmong to Laos from the refugee camp at Huay Nam Khao (AFP Photo/Ho/Royal Thai Army); (2) Cambodians at the Extraordinary Chambers in the Courts of Cambodia (ECCC) trial of former Khmer Rouge prison chief Kaing Guek Eav (Duch) in Phnom Penh on November 27, 2009 (AFP Photo/Tang Chhin Solthy); (3) Uyghur residents chant during a protest in Urumqi on July 7, two days after bloody riots in the capital of China's Xinjiang region that state media said left at least 156 people dead and led to the arrests of over 1,400 people. (Kyodo via AP Images)

FY 2009 Budget \$35.9 million | 265 Employees | 301 Hours Broadcast Weekly | 9 Languages

Following strict journalistic standards of objectivity, integrity and balance, RFA serves as a model for its target countries' emerging journalistic traditions. Reaching Asian listeners from all social strata and maintaining credibility are RFA's top priorities. RFA's breaking news coverage has been singled out as authoritative by major media including *The Wall Street Journal*, Reuters, AFP, NHK, and numerous others.

## 2009 Highlights:

- During the July Uyghur demonstration, RFA closely covered events in China's northwestern Xinjiang Uyghur Autonomous Region and throughout the mainland. RFA broke the news about the Guangdong factory riot that led to the protests. Despite the media blackout enforced by Chinese authorities, RFA continued to provide solid eyewitness news coverage cited by The Associated Press, *New York Times*, *Wall Street Journal*, Reuters, and *South China Morning Post*.

- In June the Mandarin Service covered the 20th anniversary of the crackdown of protesters in Tiananmen Square with interviews of survivors and multimedia images and exclusive video online. RFA covered the one-year anniversary of the deadly Sichuan earthquake and questions that remain, as parents of the children who died in a shoddily constructed school building attempt to bring their case before a Chinese court of law.

- In June, the Cantonese Service reported on clashes between Han and ethnic minority Uyghur workers at a dormitory of a Hong Kong-owned factory in Shaoguan, Guangdong, resulting in the deaths of two Uyghurs and detention of hundreds of others. The service produced an exclusive series on child kidnapping in the region.

- The Tibetan Service continued to break news with several stories on ongoing protests and unrest in Tibet, including resistance to Chinese officials' attempts to organize Tibetan New Year celebrations.

- The Burmese Service provided extensive coverage of the trial of Nobel laureate Aung San Suu Kyi, who is under house arrest. RFA interviewed her lawyer, U Kyi Win, whose request for the trial to be open to the public was denied.

- The Korean Service aired an ongoing series of stories about official corruption in connection with the sale and export of North Korea's mineral resources. They reported extensively on Pyongyang's missile testing, and recent efforts to strengthen military ties with Burma's military junta.

- The Vietnamese Service reported on the reaction of the arrest of human rights activist Le Cong Dinh. Coverage of the ongoing dispute between the state and the Catholic Church was reproduced on blogs inside Vietnam with video from citizen reporters.

- In April, the Khmer Service began webcasts of the Khmer Rouge Tribunal along with extended broadcast coverage. The service also reported on the Cambodian



# covering local issues

government's ongoing campaign of legal intimidation against the country's journalists.

- Throughout the year, the Lao Service reported on Thai plans to forcibly repatriate 5,000 Hmong refugees back to Laos. RFA's reporting included the May pullout of Doctors Without Borders from Huay Nam Khao camp and the swift Thai military operation that emptied the camp.
- In addition to the RFA YouTube channel, all RFA services now have branded Facebook pages and Twitter accounts. RFA introduced cell-phone ready feeds for the Mandarin and Korean services and launched a special, comprehensive video series on the Mekong River ahead of the World Summit on Climate Change in Copenhagen.

## Awards:

The jury of the 2009 New York Festivals voted RFA 'Broadcaster of the Year.' RFA won an unprecedented seven medals for journalistic excellence. Four of Radio Free Asia's nine language services won top honors for excellence in journalism in the international competition, which included three gold, one silver, and three bronze medals.

“ [RFA's] broadcasts are devoted to the enlightenment of people, to letting people know what is actually happening in their country and around the world... It inspires democracies. It creates greater space for civil society. ”

*U.S. Representative Edward Royce (R-CA)*



From left to right: (1) A pastor at an unofficial Protestant church banned from holding indoor meetings by authorities in Shanghai speaks about religious freedoms at an outdoor park in November 2009 (RFA Photo); (2) Armed Chinese forces gather on the streets of Urumqi, the capital city of China's Xinjiang Uyghur Autonomous Region, days after the July 5, 2009, protest march (RFA Photo); (3) In Guangzhou, hundreds gather to protest plans to build a waste incinerator plant in their community (RFA Photo); (4) Chinese troops await further orders in Urumqi as Beijing imposes martial law on the Xinjiang Uyghur Autonomous Region (RFA Photo); (5) Two Vietnamese men don shirts contesting China's claims on disputed islands in the South China Sea following the arrest of three bloggers in Vietnam who protested the country's policies toward China (RFA Photo); (6) Cambodian and Thai officers shake hands following border talks between the two countries in May 2009. Border disputes between Cambodia and Thailand led to fighting along the border throughout the summer (RFA Photo); (7) A Vietnamese police officer restrains a woman trying to enter a Hanoi court in December 2009. Eight Catholics were on trial for disturbing public order and destroying property during land-dispute rallies (RFA Photo); (8) Nyan Win, a spokesman of the National League for Democracy (NLD) Party, talks to journalists at the party's headquarters Friday, July 31, 2009 in Yangon, Myanmar. (AP Photo/Khin Maung Win)



a balance

MBN



ed platform

# MBN

MIDDLE EAST BROADCASTING NETWORKS, INC.



## The Middle East Broadcasting Networks, Inc.

(MBN), is a non-profit news and information organization, operating under a grant from the BBG, that manages Alhurra Television and Radio Sawa. MBN broadcasts to the Middle East via television, radio and the Internet reaching 35.7 million people each week, according to independent market research.

MBN provides a balanced platform to discuss U.S. policies and engage the audience in conversation about America and common values. MBN covers topics unaddressed elsewhere in the Arabic-language media including the rights of women, human rights and freedom of speech.

From left to right: (1) A Palestinian listens to the speech of U.S. President Barack Obama at Cairo University June 4, 2009 (AFP Photo/Hazem Bader); (2) President Barack Obama speaks at Cairo University, calling for a "new beginning between the United States and Muslims" (AP Photo, Gerald Herbert); (3) *Al Youm* host Amr Khalil from the studio in Cairo.

Alhurra Television broadcasts objective and accurate Arabic-language news and information to 21 countries throughout the Middle East on the Nilesat and Arabsat satellite systems. Alhurra provides context and analysis to give viewers a broader understanding of the actions impacting the region. Correspondents at the State Department, White House, Congress and Pentagon, as well as guests from American think tanks and U.S. officials, bring a comprehensive view from the U.S. Arabic and Western press routinely cite Alhurra as a source of news.

MBN also broadcasts a channel specifically for Iraq, Alhurra-Iraq, available via satellite and terrestrial transmitters in Baghdad, Mosul, Tikrit, Al-Hillah and Basra. Alhurra-Europe brings programming to the Arabic-speaking satellite TV audience throughout Europe.

Radio Sawa effectively reaches a significant portion of the influential under-30 population of the Middle East. Broadcasting 24/7, mostly on FM, Radio Sawa provides reliable and objective up-to-date news, information and

an upbeat blend of mainstream Western and Arabic popular music. Radio Sawa broadcasts more than seven-and-a-half hours of news and information each day and hosts an all news website with separate program streams available live.

MBN's all-news and information shortwave radio program *Afia Darfur (Radio Darfur)* focuses on the latest news from Sudan and the plight of displaced people in Darfur and eastern Chad.

### 2009 Highlights:

- In March, Alhurra launched *Al Youm*, a groundbreaking live new TV show originating simultaneously from Dubai, Beirut, Cairo, Jerusalem and Alhurra's headquarters outside of Washington, D.C. *Al Youm* tailors the American morning show format to evenings in the Middle East. The three-hour program provides a window to the world through coverage of the latest news from the Middle East, the U.S. and the world; as

well as coverage of health, entertainment news, sports, technology, social and cultural issues.

- Alhurra and Radio Sawa programming surrounding President Barack Obama's speech to the Muslim world from Cairo in June included live broadcasts with simultaneous Arabic translation and online news to millions of people throughout the region. Alhurra and Radio Sawa had extensive live coverage along with reportage on the expectations and the significance of the historic speech, and reaction from around the world.

- Alhurra's documentary program *Americans* presented a five-part series on Arab-Americans and their lives in the United States. The series examined their immigration and integration into American society and featured interviews with prominent Arab-Americans.

- Alhurra and Radio Sawa provided in-depth and extensive coverage of elections in Iraq, Lebanon, Algeria, Tunisia and Mauritania in 2009.



# promoting understa

- The Alhurra website expanded to include more news and information and broadened social media presence with a YouTube channel, Facebook pages and Twitter accounts.

- Major media such as AP, Reuters, and Alquds cited Alhurra interviews with world leaders such as Iraqi President Jalal Talibani, Iraqi Prime Minister Nuri al Maliki, Turkish President Abdullah Gul, Mauritanian President Mohamed Ould Abdel Aziz, Libyan leader Mohamar Khaddafi as well as U.S. officials Secretary of State Hillary Clinton, Secretary of Defense Robert Gates and Admiral Michael Mullen, Chairman, U.S. Joint Chiefs of Staff.

### Awards:

In 2009, MBN was honored with a number of awards for its outstanding reporting including:

- The Kulwathe Cultural Forum awarded Alhurra for the best political and cultural talk shows and named

Falah El-Thahabi best male journalist and Rafal Mahdi best female correspondent.

- Correspondent Ahmad Arram was given the "Courage in Journalism" Award by the Journalistic Freedoms Observatory in Iraq for his TV reporting on alleged fraudulent land deals by the Iraqi government.

- The Pan Arab Web Awards Academy awarded Radio Sawa first prize for website excellence in the Media-TV and Radio category.

- Correspondent Haidar Lateef Almiyahi Albadri won second place at the Thomas Foundation's Inquirer Award for his investigative TV report on conditions for Iraqi translators.

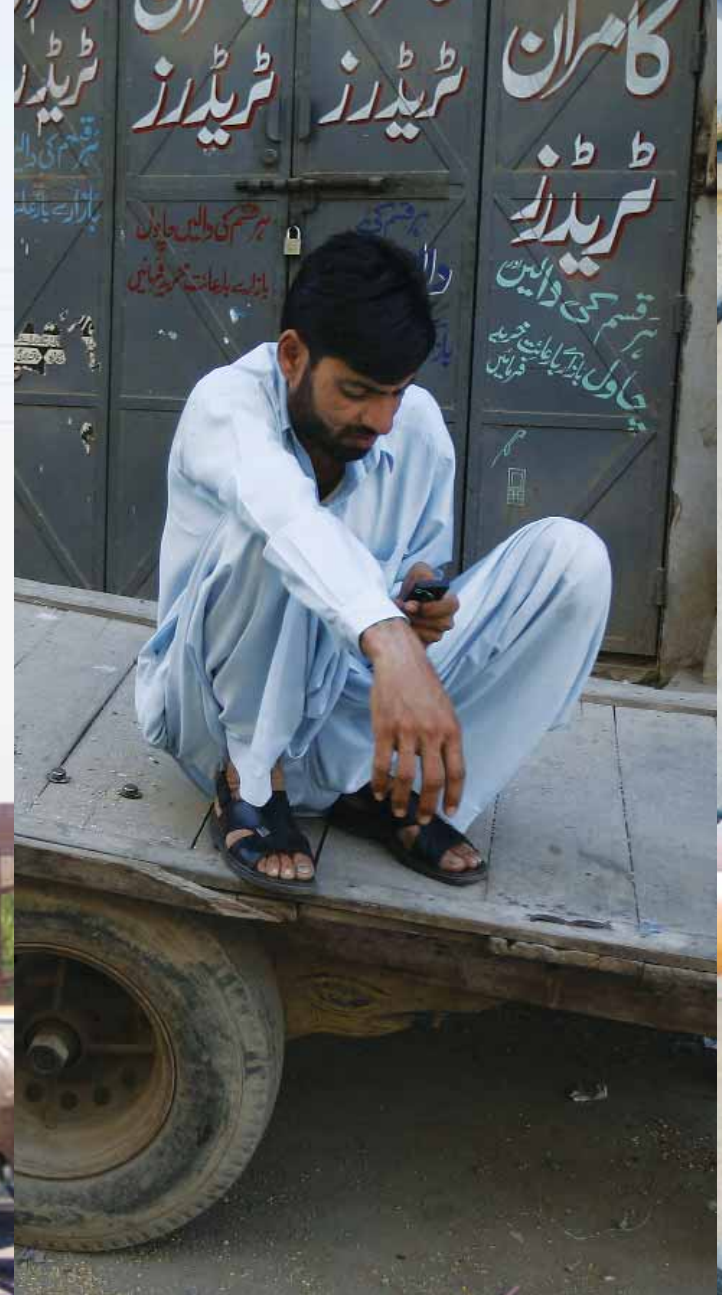
**“The most distinctive feature of [Al Youm] is that it addresses all segments of the audience, and satisfies their desires by covering various interests. This will ...result in more viewership for the channel. ”**

The popular pan-Arab newspaper *Al Hayat*.



From left to right: (1) State Department correspondent Michel Ghandour with Secretary of State Hillary Clinton in Iraq; (2) Alhurra anchor Sayed Hussein during live coverage of the U.S. Presidential inauguration; (3) Alhurra TV interview with Nouri al-Maliki, the Prime Minister of Iraq; (4) Admiral Mike Mullen, chairman of the Joint Chiefs of Staff speaks with correspondent Joe Tabet; (5) Control room used for *Al Youm* broadcast live from five countries in three continents; (6) Alhurra's Pentagon correspondent Joe Tabet interviews Secretary of Defense Robert Gates; (7) Alhurra TV hosts experts on the Middle East, U.S. foreign policy and homeland security for a frank discussion on the lasting effects of terrorism, as well as the U.S. government's outreach to the Muslim world in a Town Hall Meeting filmed at the Newseum in Washington, D.C. on September 11, 2009. (8) Iraqis watch a live Alhurra broadcast of U.S. President Barack Obama's speech in a shop in Baghdad, Iraq. (AP Photo/Karim Kadim)

ending







## International Broadcasting Bureau

**The International Broadcasting Bureau** (IBB) provides program placement and transmission services for all the Broadcasting Board of Governors' (BBG) broadcast organizations and manages a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, along with a rapidly growing Internet delivery system.

The IBB also shapes VOA's increasing use of the Internet, mobile devices, social media and other digital platforms. It provides research and manages the evaluation of broadcasts and crafting of VOA editorials. IBB support services include human resources, Equal Employment Opportunity, procurement, security, information technology, administrative, and graphics support for the Agency.

From left to right: (1) TV Ashna billboard in Kabul; (2) A man uses a mobile phone in an alley in the old city area of Rawalpindi, near Islamabad, Pakistan (AP Photo/Greg Baker); (3) Technicians repair a satellite dish at an IBB transmitting station in Tinang in the Philippines.

## 2009 Highlights

### To better employ modern communication techniques and technologies and engage the world in conversation about America, IBB has:

- Created the Office of New Media to enhance VOA's Internet presence and distribute multimedia content on digital platforms, including launch of a new content management system.
- Launched mobile projects in several locations, including Africa, where VOA journalists turned out daily text messages to more than 250,000 SMS subscribers in Nigeria; and where more than 150,000 text messages containing world and Africa news are sent daily to subscribers in Ghana. VOA content is also licensed to mobile and Internet operators worldwide.

### To expand transmission capacities and audience reach in priority countries, IBB has:

- Begun for the first time ever, transmissions of VOA Korean programs by a South Korean broadcaster on powerful transmitters that reach deep into North Korea.
- Placed VOA's new Spanish daily newscast, *El Mundo Al Dia*, on the MGM Latina Channel, a satellite and cable TV service reaching all of South and Central America.
- Obtained six major market affiliates for the new VOA TV-to-Africa program *In Focus*.
- Continued a long-term agreement with Radio-Television Afghanistan (RTA) to carry VOA Pashto/Dari's *TV Ashna* during popular viewing times.
- Established an FM station at Hargeisa and planned an FM station in Mogadishu.

- Tested *VOA Express*, a new service designed for music-intensive radio stations to launch as a stand-alone product for English to Africa and other VOA language services.

### To enhance program delivery across all relevant platforms and optimize broadcasting operations, IBB has:

- Supported new broadcasting requirements, including a news and information program to Darfur, and surge transmissions to eight countries.
- Struck deals with Internet TV start-ups, including TVU Networks, to carry live streams of BBG television programming.

### To better align essential support functions with broadcasting implementation strategies and performance goals, IBB:

- Conducted nearly 40 reviews of VOA and OCB services, recommending over 800 actions to improve



supporting the missi

programming, extended reviews to include other support operations, and developed evaluation criteria for VOA web-based programming.

- Expanded research on new media to better position VOA to evaluate new delivery methods and the impact and quality of the digitally-delivered content.
- Updated the Agency's Human Capital and Succession Plan to identify workforce challenges and strategies for recruiting, training, retaining, and leading an agile, diverse workforce.
- Improved the efficiency of different contract actions and allowed for contract/order coverage during continuing resolutions.
- Managed security background investigations with an average turnaround time of 44 days, at costs significantly less than other agencies.

**To better fulfill its mission of “present[ing] the policies of the United States clearly and effectively”:**

- Increased Policy Office editorials to two per day for 365 days with only 42 editorial repeats for the year.
- Ramped up the Policy Office Web presence to feature Rewards for Fugitives programs and provided regular posting of editorials and policy briefs to YouTube, Facebook and Twitter.

**To help audiences in authoritarian countries understand the principles and practices of democratic, free and just societies:**

- Combated censorship and signal interference through a number of innovative programs including use of multiple radio and TV broadcast frequencies and platforms and use of proxy servers and circumvention software.

**“What you do here is an instrumental, essential part of everything America stands for.”**

*U.S. Secretary of State Hillary Rodham Clinton speaking at RFE/RL April 8, 2009*



From left to right: (1) Billboard in Hargeisa, Somaliland for a new VOA 24/7 FM station; (2) VOA Director and Acting IBB Deputy Director Danforth Austin testifying before Congress; (3) Media training workshop in Goma, Democratic Republic of Congo; (4) A winner of the VOA Special English 50th anniversary contest receives his prize from marketing representative Neal Lavon; (5) VOA materials distributed at a Thailand book fair; (6) VOA Hausa Service journalism training; (7) IBB shortwave transmission towers in Sri Lanka; (8) Technician at the Master Control of the Kuwait Transmitting Station.



# Broadcasting Board of Governors

The BBG is a bipartisan board comprised of nine members. Eight are appointed by the President and confirmed by the U.S. Senate; the ninth is the Secretary of State, who serves *ex officio*.



**Joaquin F. Blaya** is chairman of Blaya Media Inc. Since emigrating to the U.S. from Chile, where he worked in marketing and media, he has held a number of senior management positions with media companies. He served as chairman

of Radio Unica, a Spanish-language radio network, and as CEO of the Telemundo Group, Inc., the nation's second-largest Spanish-language television network. He also served as president of Univision Holdings, Inc., the nation's largest Spanish-language media company. He is on the Boards of Trustees of the University of Miami and the Sylvester Cancer Center.

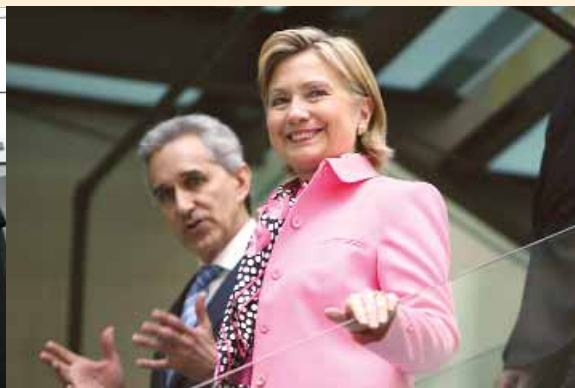


**Blanquita Walsh Cullum** is founder and president of the Young American Broadcasters. Cullum is chairwoman of the Talk Radio First Amendment Committee and served as president of the National Association of Radio Talk

Show Hosts. Her 25-year career includes serving as host and anchor for nationally syndicated talk and television shows and as a producer, reporter and political analyst. For over a decade, *Talkers Magazine* listed Cullum as one of the 100 most important Talk Show hosts in the United States.



**D. Jeffrey Hirschberg** is a Partner and Managing Director of Washington, D.C. based Kalorama Partners and serves as Senior Advisor to Ogilvy Government Relations. He retired from Ernst &



Young in 1999 as vice chairman/governmental affairs. Previously, Hirschberg worked for the U.S. Justice Department as deputy chief of the criminal division's special litigation section, where he was responsible for defense of national security electronic surveillance cases and for investigations and prosecutions under the pre-Foreign Corrupt Practices Act. He also prosecuted civil and criminal matters as an assistant U.S. Attorney in Milwaukee. Hirschberg serves on the board of Freedom House, as a director of the U.S.-Russia Business Council, and was a former director of the Center for Democracy.



**Steven J. Simmons** is Chairman and CEO of Simmons Patriot Media and Communications, LLC, which manages cable TV/Internet/digital phone companies. In 2006, Cable World named him Independent Cable Operator of the Year.

Simmons served on the board of the National Cable Television Association and was elected a Cable TV Pioneer. Simmons previously served as an Associate Director on the White House's Domestic Policy Staff and was an Associate Professor at The University of California. His writing includes *The Fairness Doctrine and the Media*, a number of articles on communications law, and the best-selling children's book, *Alice and Greta*.



**Secretary of State  
Hillary Rodham Clinton**

serves as the *ex-officio* member of the Board. Prior to becoming Secretary of State, Mrs. Clinton has served in the United States Senate as the junior senator from New York, a post she was elected to in 2000 and then re-elected in 2006. In the Senate, she served on the Armed Services Committee, the Health, Education, Labor and Pensions Committee, the Environment and

Public Works Committee, the Budget Committee and the Select Committee on Aging. Secretary Clinton was also a Commissioner on the Commission on Security and Cooperation in Europe. As a former First Lady, and previously as an attorney, Mrs. Clinton was an avid advocate for human rights, democracy and civil society. The Secretary is represented on the Board by Judith A. McHale, the Under Secretary of State for Public Diplomacy and Public Affairs.

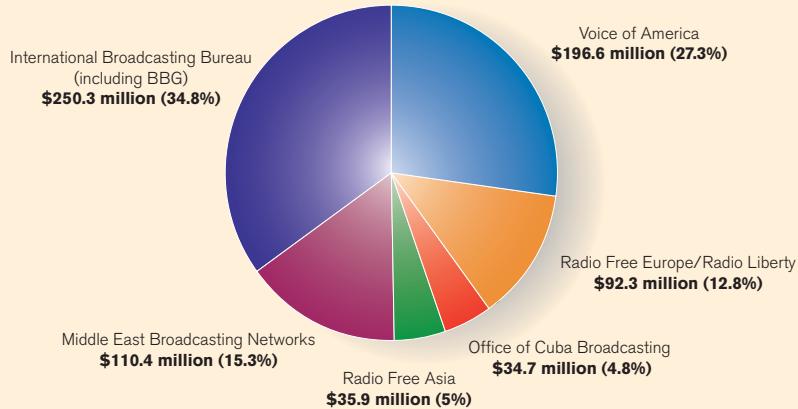
*Note: There were vacancies during the calendar year.*



From left to right: (1) Radio Free Europe/Radio Liberty (RFE/RL) formally opened its new headquarters in Prague May 12, 2009 with this ribbon cutting ceremony. From left to right RFE/RL Vice President of Finance Michael Marchetti, RFE/RL President Jeffrey Gedmin, BBG Governors Steven Simmons, Jeffrey Hirschberg, Blanquita Cullum and Joaquin Blaya, and RFE/RL Chief of Staff Elizabeth Portale; (2) Secretary of State Clinton visits RFE/RL's new Prague headquarters; (3) Governor Hirschberg with staff at RFE/RL; (4) Governor Blaya and Fran Mires on the *Al Youm* set of Alhurra television in Dubai; (5) Governor Simmons meets with the staff of VOA's Persian News Network; (6) BBG governors at town hall meeting at Alhurra TV. In photo from left to right Governor Simmons, Governor Blaya, Governor Hirschberg, Governor Cullum; (7) Governor Cullum meets with Mam Sonando, owner of "Beehive Radio" station in Cambodia, at RFA's Washington, DC offices. Sonando was arrested and imprisoned in 2005 on baseless defamation charges. In photo: RFA President Libby Liu, Governor Cullum, Mam Sonando and Phannary Huon, of Beehive Radio.

## Allocation of the BBG FY 2009 Budget Total: \$720.3 million

Entity budgets do not add to total BBG budget due to rounding.



## Financial Highlights FY 2009

The BBG summary financial statement for Fiscal Year 2009 is presented here. The independent accounting firm, Leonard G. Birnbaum and Company, LLP conducted the BBG's FY 2009 financial statement audit and issued an unqualified ("clean") opinion on the BBG's Principal Financial Statements. This is the best possible audit result.

Preparing these statements allows the BBG to improve financial management and provide accurate and reliable information to Congress, the President and U.S. taxpayers. BBG management is responsible for the integrity and objectivity of the financial information presented in the statements.

The financial data presented in this report have been prepared from the accounting records of the BBG in conformity with generally accepted accounting principles (GAAP). In addition, standards as prescribed by the Federal Accounting Standards Advisory Board (FASAB) have been applied.

## FINANCIAL HIGHLIGHTS (Dollars in Thousands)

	2009	2008
<b>At End of Year:</b>		
Condensed Balance Sheet Data:		
Fund Balance with U.S.	\$158,487	\$151,853
Accounts Receivable	2,867	4,205
Property, Plant, and Equipment	132,812	138,033
Other	4,161	2,589
<b>Total Assets</b>	<b>\$298,327</b>	<b>\$296,680</b>
Accounts Payable	17,880	956
Retirement and Payroll	35,331	33,353
<b>Total Liabilities</b>	<b>\$53,211</b>	<b>\$34,309</b>
Unexpended Appropriations	118,440	118,228
Cumulative Results of Operations	126,676	144,143
<b>Total Net Position</b>	<b>\$245,116</b>	<b>\$262,371</b>
<b>Total Liabilities And Net Position</b>	<b>\$298,327</b>	<b>\$296,680</b>
<b>For the Year:</b>		
Total Cost	766,124	810,035
Total Earned Revenue	(1,304)	(3,535)
<b>Total Net Cost Of Operations</b>	<b>\$764,819</b>	<b>\$806,500</b>

## BBG Entities

### Voice of America

330 Independence Avenue, SW  
Washington, DC 20037  
Tel.: 202-203-4959  
Fax: 202-203-4960  
www.VOANews.com

### Radio Free Europe/Radio Liberty

1201 Connecticut Avenue, NW  
Washington, DC 20036  
Telephone: 202-457-6900  
Fax: 202-457-6992

Broadcast Headquarters:  
Vinohradska 159A  
CZ-100 00 Prague 10  
Czech Republic  
Telephone: 420-221-121-111  
Fax: 420-221-123-013  
www.rferl.org

### Office of Cuba Broadcasting

(Radio and TV Marti)  
4201 NW 77th Avenue  
Miami, FL 33166  
Telephone: 305-437-7000  
Fax: 305-437-7016  
www.martifnoticias.com

### Radio Free Asia

2025 M Street, NW  
Washington, DC 20036  
Telephone: 202-530-4900  
Fax: 202-530-7794  
www.rfa.org

### Middle East Broadcasting Networks, Inc.

(Alhurra Television  
and Radio Sawa)  
7600 Boston Boulevard  
Springfield, VA 22153  
Telephone: 703-852-9000  
Fax: 703-852-9002  
www.alhurra.com  
www.radiosawa.com

“Every day, U.S. international broadcasters provide news and information about America and the world to millions of people living in societies not yet free or that struggle to consolidate recently-won freedoms... The news you provide, whether about America or about events in foreign lands, empowers your audiences”

*Vice-President, then Senator, Joe Biden speaking at the commemoration of the BBG's independence in 1999*

On back cover: Africans shop for mobile phones at a market in Abidjan, Ivory Coast. Since 2002, the African market for mobile telephones has shown the “fastest growth rate in the world.” (AFP Photo/Issouf Sanogo)





**Broadcasting  
Board of  
Governors**

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