

represent only their own experiences and cannot be used to estimate media behaviors among larger Cuban populations.

FY 2009 – FY 2010 Highlights and Program Accomplishments

Launch of OCB's Newly Redesigned Website

In December 2008, OCB launched its newly redesigned website, *Martínoticias.com*, with live streaming of radio and television programming.

TV Martí Now Broadcast on VHF

In mid-December 2008, OCB began broadcasting TV Martí on VHF (Channel 13) by using one of the two AeroMartí aircraft. After completing additional upgrades and repairs to the aircraft, TV Martí is now capable of simulcasting on UHF and VHF. On January 20, 2009, TV Martí completed its first successful simulcast broadcast (on VHF Channel 13 and UHF Channel 20) in its five-hour coverage of President Barack Obama's inauguration.

Inauguration Coverage

Radio and TV Martí provided live coverage of the inauguration of President Barack Obama with news anchors in Miami and Washington. Coverage included experts who gave insights into the historical significance of the day and the challenges facing the new President. Through OCB's collaboration with the United States Interest Section in Havana, independent journalists, dissidents and human rights activists, viewers were able to both see the broadcast and participate by providing comments during Radio Martí's special coverage. TV Martí also prepared three specials about the event, and special segments were published on *Martínoticias.com*.

New OCB Transmitter

In February 2009, OCB successfully installed a new 100kW medium wave transmitter at its Marathon Transmitting Station, replacing two older transmitters that had been in use since 1985.

Summit of the Americas Coverage

Radio and TV Martí joined with the Voice of America to cover the Summit of the Americas in Trinidad and Tobago where the political situation in Cuba was at the top of the agenda. Radio and TV Martí provided live broadcasts of the opening ceremonies, including President Obama's speech, and both covered his press conference held at the end of the summit.

Coverage of Changes in U.S. Policy Towards Cuba

Radio and TV Martí provided extensive coverage of changes in U.S. policy towards Cuba. On April 13, 2009 President Obama announced a series of changes in U.S. policy towards Cuba in an effort to promote people-to-people exchanges. The measures included lifting restrictions on travel and remittances to Cuba by Cuban-Americans. Extensive coverage of the White House announcement included reactions from inside Cuba, as well as reactions from well known members of the blogger community such as Yoani Sanchez, Cuban dissidents, members of Congress, academics, and observers of Cuban affairs.

Coverage of Congressional Black Caucus Trip to Cuba

Radio and TV Martí provided extensive coverage of a Congressional Black Caucus delegation's fact finding mission in Cuba. Radio Martí covered the group's statements in Cuba as well as the press conference after their arrival in the United States, and also interviewed Congressman Melvin Watts, Democrat from North Carolina.

Radio Martí Aired Five Part Series on Blogging in Cuba

In May 2009, Radio Martí aired a five-part series on the growth of the blogging community in Cuba. The series featured five bloggers: Yoani Sanchez of Generation Y, poet Claudia Cadelo of Octavo Circle, Eugenio Legal, author of the blog Veritas, Dimas Castellanos, author of El Blog de Dimas and Manuel Aguirre Lavarrera, author of the blog Makandal which specializes in issues of racial discrimination. The series was featured on Martínoticias.com and OCB's YouTube Channel and Twitter channels.

Reports on the H1N1 Virus in Cuba

On October 9, 2009 the Cuban government officially recognized the death of three pregnant women due to the H1N1 virus. Radio Martí News broke the story on September 2, 2009, confirming the death of one of the women in the province of Matanzas. Given the lack of information in Cuban media surrounding the H1N1 virus Radio Martí increased its coverage of H1N1 during the month of September. Reports included information on H1N1, interviews with officials from the Pan American Health Organization who confirmed the spread of the virus and also reports from independent journalists on the lack of information and concern amongst the population. Reports also included an interview with a doctor in Cuba who confirmed that patients are arriving at the hospitals with what appear to be symptoms of H1N1.

Coverage of Crisis in Haiti

Radio and TV Martí have provided extensive coverage of the crisis in Haiti. Radio Martí News interrupted regular programming to cover the earthquake in Haiti immediately after the story was confirmed. Live interviews from Haiti included a spokesperson for the U.S. National Security Council, the Deputy Undersecretary of State for the Western Hemisphere, a general secretary of the Haitian workers' union, as well as other activists who spoke with Radio Martí from Port au Prince. Also interviewed live on Radio Martí were officials from the Red Cross, the U.S. Southern command, other U.S. and international NGOs, Haitian leaders in Miami and the Dominican Republic's head of civil defense.

TV Martí also provided support for VOA's surge broadcasts in Haiti. TV Martí anchors covered the reaction in "Little Haiti," a predominantly Haitian-speaking community in Miami, Florida, and provided live reports to the VOA Latin America newscast. In addition, TV Martí produced a half hour program that was also broadcast by VOA Latin America. TV Martí anchors provided coverage of the press conferences by Miami-based Congressmen Lincoln Diaz Balart and Mario Diaz Balart as well as Congresswoman Ileana Ros Lehtinen.

Coverage of Crisis in Iran

Both Radio and TV Martí provided up-to-the-minute extensive coverage of the crisis surrounding the elections in Iran. Coverage included reports from stringers in Europe, reactions from the White House, the State Department, members of Congress, human rights organizations such as Reporters Without Borders, and the Committee to Protect Journalists.

Coverage of Crisis in Honduras

Radio and TV Martí provided extensive coverage of the Honduran political crisis. Coverage included live reports from journalists in Honduras, members of the parliament, experts and academics, as well as statements on U.S. policy towards Honduras, with special emphasis on the statements by President Obama and Secretary of State Clinton. Radio Martí also broadcast reactions from Cuban dissidents who all called for the respect of democratic institutions.

Close Working Relationship with Voice of America

Radio and TV Martí continue to increase cooperation with the Latin America Division of the Voice of America in order to combine resources and effectively use assets from both organizations. Both Radio and TV Martí now participate in the daily VOA editorial meeting, and there is extensive collaboration, sharing of stories, programs and features between both organizations on a daily basis.

Prominent African-Americans Call on Cuban Government to End Racial Discrimination

In late 2009, prominent African-American intellectual and civic leaders called on the government of Cuba to halt racial discrimination and to free imprisoned black dissidents. Radio and TV Martí gave prominent coverage to this Statement of Conscience with Radio Martí interviewing some of the authors as well as Afro-Cuban civil society leaders and bloggers who specialize in racial relations in the island. Radio Martí was able to get a reaction from Oscar Elias Biscet, an Afro-Cuban activist serving a 25 year sentence who said he heard the news via Radio Martí and called the letter a breakthrough.

Latin American News

Radio and TV Martí have increased coverage of Latin American news, given the electoral climate in the region, the crisis in Honduras, and attempts to curtail freedom of the press in Venezuela. Radio Martí covered the meeting of the General Assembly of the Organization of American States as well as the recent meeting hosted by the Secretary of State on U.S. relations with Latin America.

Coverage of Cuban “Bloggers”

Radio Martí continues to provide extensive coverage of the blogging community in Cuba. The Cuban government increased its crackdown on bloggers, with pro-government mob attacks on the most prominent members of the blogging community. Despite this crackdown, President Obama responded to a series of questions posed by Cuban blogger Yoani Sanchez on U.S.-Cuba policy. In an interview with Radio Martí, Sanchez spoke about the meaning of the President’s responses, and his understanding of the Internet as a means of social and mass communication.

Internet Activities

Martínoticias.com continues to increase its reach and has added YouTube and Twitter pages. In FY 2010, the page will undergo cosmetic changes and add a daily news clip. During the past year, Martínoticias.com increased its production of in-depth articles on Cuba and Latin America. Collaboration with the Persian News Network allowed Martínoticias’ YouTube Channel to post video of protests in Iran in the aftermath of the elections.

Radio Martí News and Programs

Radio Martí aims to provide information to the Cuban audience that is denied by the government. Newscasts, as well as news features and updates, figure prominently in Radio Martí’s daily schedule. Its programs provide an uncensored, comprehensive, and balanced perspective of current events through

roundtable discussions and expert analysis on political, economic, social, and religious issues. Many programs emphasize human rights, and provide in-depth discussions about the Cuban opposition and political prisoners. Key programs in the current schedule include:

- *Periodismo.com* (journalism.com), a daily radio program aimed at the new generation of bloggers gaining strength in Cuba. The program serves as a platform for discussion and training in the art of blogging, uploading video and audio programs, and other Internet topics. The program includes experts and encourages participation from the Cuban audience.
- *Lectura Sin Censura (Reading Without Censorship)*, a program coordinated with the Independent Libraries in Cuba, as well as the Mississippi Consortium for International Development (MCID), and Jackson State University, which support the Independent Library Movement in the island. The Independent Libraries in Cuba were founded by independent journalists in the island, and provide open forums for reading, debate, research and discussion in Cuba.

TV Martí News and Programs

TV Martí continues to provide daily newscasts including special segments on sports, entertainment, and economic issues. In FY 2010, TV Martí began broadcasting five minute news updates every half hour between the primetime hours of 7:00 p.m. and 11:00 p.m. in place of the two half hour evening newscasts. This change enables TV Martí newscasts to reach a wider audience throughout the evening and increase operational efficiency. TV Martí has added live, on-location special programming to its twelve hours of weekly in-house program productions. The weekly news programs include:

- *Nuestra America (Our America)*, a program that deals with Latin American issues, with emphasis on Venezuela, Bolivia, and other Latin American countries where democracy has been tested.
- *Washington al Dia (Today in Washington)*, a program that deals with how government works in a free society, and covers Congress and the Executive Departments as well as the accountability of government and its officials to civil society.
- *Cuba al Dia (Today in Cuba)*, a program that looks at new generations of Cubans and how technology serves as their gateway to free expression. The program also covers the struggles for human rights of dissidents and members of the opposition in Cuba, with special emphasis on the youth in general.
- *Cuba la hora del Cambio (Cuba: The Time for Change)*, a series of programs analyzing current events taking place on the island, including the rise of the dissident movement, bloggers, etc. Guests include renowned economists, academicians, and a wide variety of experts on the issues.

Also, TV Martí' offers a wide variety of sports and entertainment programming. These programs have become a key mechanism to reach target audiences throughout the country and to offer contemporary information about U.S. culture. These programs range from live broadcasts of Major League Baseball games to cultural films, documentaries, and musical showcases.

Continued Operation of Aircraft Dedicated to TV Martí Transmissions

Currently broadcasting four hours per day, six days per week, beginning in June 2010, OCB will broadcast from AeroMartí – the airborne platform that is based at U.S. Navy flight facilities at Boca Chica Key, Florida – for two and a half hours per day, five days per week. OCB utilizes contractor-owned-and-operated aircraft rather than government-owned aircraft, because of the specialized skills and resources necessary to handle aircraft ownership responsibilities. In addition to UHF, VHF television transmission capability became operational in FY 2009.

FY 2011 Performance Goals

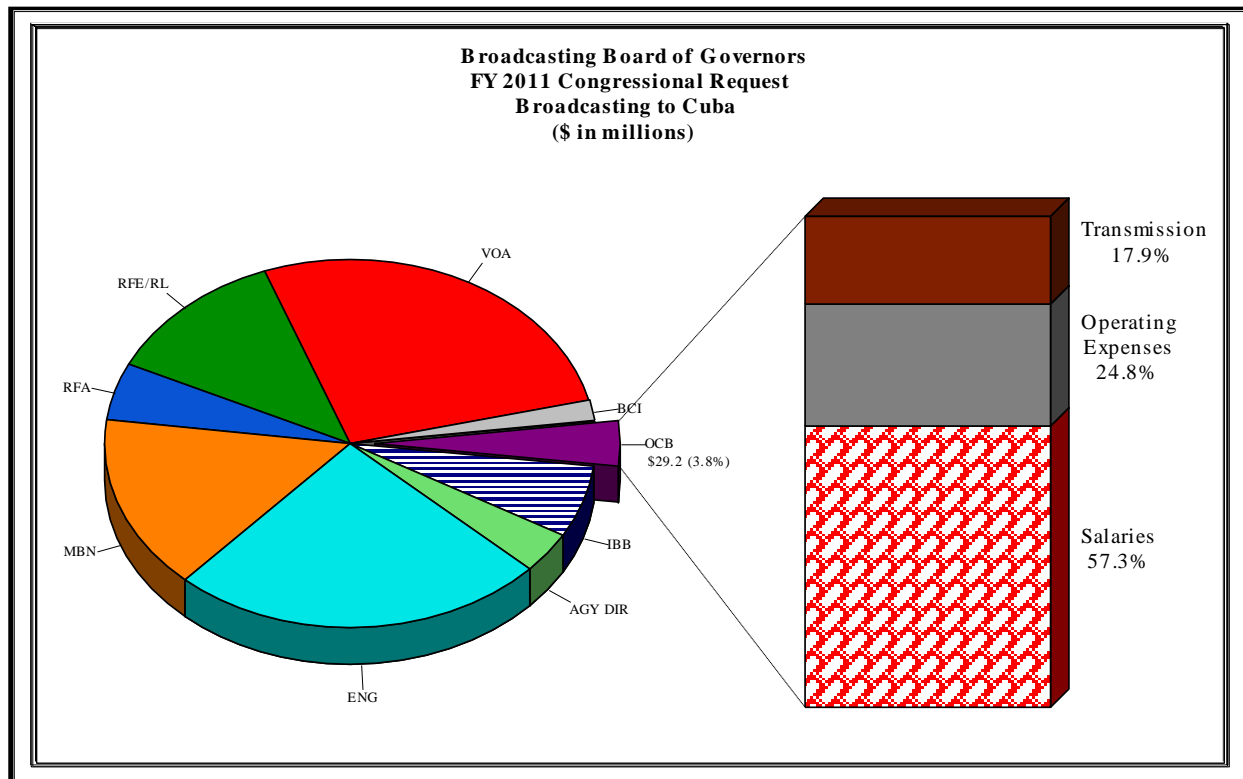
The closed nature of Cuban society makes it extraordinarily difficult to conduct reliable surveys of radio and television audiences inside of the country. Research is limited to telephone surveys, and due to fear of state repression, respondents are reluctant to acknowledge listening to or watching international broadcasts. However, surveys in the U.S. of recent arrivals from Cuba have shown significant audience levels for Radio Martí in Cuba and increasing audience levels for TV Martí.² Radio and TV Martí will strive to achieve good or excellent program quality ratings in FY 2011.

FY 2011 Program Decreases

Contractual Services

The FY 2011 request for the Office of Cuba Broadcasting includes a \$.1 million reduction in contractual services through improved practices.

For FY 2011, the BBG is requesting \$29.2 million for the Office of Cuba Broadcasting.



² IBB Office of Research Survey, February 12-27, 2009. (Respondents were recruited at classes for recent immigrants at Miami-Dade College and at other selected locations.)

Office of Cuba Broadcasting
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	30,168
Represents the FY 2010 estimate for the Office of Cuba Broadcasting excluding research costs provided by the BBG.		
Wage Increases: Domestic/American	+	260
Provides for the annualization of a 1.99% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Other Wage Requirements	+	(1,255)
Provides for the annualization of salary and benefits to continue programming into FY 2011, including other allowances.		
Inflation	+	80
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	14
Built-in Requirements	+	407
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Program Delivery	390	
b) Rent/Utilities/Security	11	
c) Contractual Service Agreements	6	
Non-Recurring Costs	-	(393)
The following costs are non-recurred in FY 2011:		
a) Annualization of 2010 reductions	(393)	
FY 2011 Net Program Changes	+	(88)
Program Decreases	-	(88)
Reflects the following reductions to base operations:		
a) Reduce Agency contract costs by 4% through improved efficiencies	(88)	

TOTAL FY 2011 OFFICE OF CUBA BROADCASTING REQUEST		29,179
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Office of Cuba Broadcasting
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting to Cuba				
OCB Directorate	607	736	733	(3)
Broadcast Operations Directorate	3,020	2,919	2,845	(74)
News	8,685	7,942	7,368	(574)
Programs	3,437	2,855	2,713	(142)
Technical Operations Directorate	14,959	11,334	11,112	(222)
Administration Directorate	3,988	4,382	4,408	26
Total, Office of Cuba Broadcasting	34,696	30,168	29,179	(989)
TOTAL, OFFICE OF CUBA BROADCASTING	34,696	30,168	29,179	(989)
Enacted/Request Level	34,696	30,168	29,179	(989)

**Broadcasting Board of Governors
International Broadcasting Bureau
Engineering and Technical Services**

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	169,079	186,285	190,724
Supplemental Appropriations Act P.L. 110-252	389	-	-
Georgian/Russian Internet Initiatives P.L. 110-329	-	146	-
Afghanistan/Pakistan Border Region P.L. 111-32	-	3,026	-
Total Funding	169,468	189,457	190,724
Positions	458	550	509

The IBB's *Office of Engineering and Technical Services*, headquartered in Washington, D.C., supports the multi-faceted technical infrastructure required to produce and transmit BBG media products. The technological expertise that Engineering provides has enabled the BBG to meet its mission to promote freedom and democracy and enhance understanding through multimedia communication to audiences overseas.

The Office of Engineering provides technical production support, analyzes multiple worldwide broadcast delivery platforms, and uses innovative technologies to facilitate interaction between BBG broadcasters and their global audiences. The Office of Engineering also provides anti-censorship support to overcome efforts by other governments to jam BBG broadcast signals. While the traditional delivery platforms of AM, FM, and shortwave radio broadcasting remain key, TV, satellite networks, the Internet, and a variety of mobile devices offer extensive and expanding new delivery and interactive possibilities. Informed by the BBG's extensive global research, Engineering works closely with broadcasters to determine which media formats are best suited to each individual media market. The Office of Engineering's ability to serve the various BBG broadcast entities depends on a complex, integrated, and up-to-date infrastructure.

Engineering supports the BBG's five broadcasting entities—the Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Middle East Broadcasting Networks (Alhurra TV and Radio Sawa), and the Office of Cuba Broadcasting (TV and Radio Marti)—in varying ways. Engineering delivers the radio and television programs of VOA, RFE/RL, RFA, and MBN to targeted audiences around the world by using digital satellite systems and other leased circuits to feed programs to transmission sites and affiliates in Africa, Asia, Europe, Latin America, the Middle East, and North America. More than 1,200 affiliates and transmitters worldwide rebroadcast BBG radio and TV programs to local audiences. Cable TV systems, individual home receivers, and U.S. diplomatic posts also receive programming through BBG delivery channels. In addition, Engineering supports segments of Radio and TV Marti's technical network, and transmits the television signals of the Department of State to U.S. embassies worldwide on the American Embassy Television Network.

FY 2009 and FY 2010 Highlights and Program Accomplishments

The BBG regularly assesses the effectiveness of its transmission technologies and resources and makes changes to better serve priority audiences, match evolving media preferences, and meet new programming requirements.

Delivery Platforms

From program production and distribution to audience interaction, the Office of Engineering constantly seeks to utilize the latest technologies and delivery platforms to distribute BBG broadcast products overseas. Program delivery to global audiences through multiple means and formats requires the BBG to manage an evolving mix of traditional and cutting-edge media technologies. Two-way delivery devices such as mobile phones, personal computers, and multimedia players have joined the one-way delivery platforms of radio and television to expand the BBG audiences' ability to receive news and interact with broadcasters. Online social networks such as Twitter, Facebook, and YouTube offer new ways to engage and stay connected, form a community, and broaden viewpoints. Text messaging, which can be more economical than traditional phone use, allows individuals to receive selected content. On-demand technical capability enables multi-media listeners and viewers to access content at any time. Syndication makes Internet material available to other websites through feeds that can be updated frequently with the latest news and information. Engineering ensures that BBG broadcast products take advantage of these communication services and other emerging technical developments.

Production Support

Over the past year, Engineering assisted VOA and the other broadcast entities by enhancing the technical tools needed to assemble programs. A new integrated system has enabled VOA broadcasters to ingest, edit, play, and archive material digitally on a central network.

In summer FY 2009, Engineering replaced VOA TV's Newsflow video system with DaletPlus, a system that comprehensively manages the entire news production workflow and allows VOA journalists to browse, locate, and transfer video digitally. To assist broadcasters in making the transition to DaletPlus, Engineering and VOA worked together to provide extensive training on video asset management to more than 800 users in the language services. Engineering is implementing DaletPlus's video playback feature that enables language services to operate in a fully digital mode from video production to on air. Five key language services are currently using the playback feature. Engineering also improved the Agency's video storage capability.

In addition, Engineering is helping VOA transition from its existing web content management system to *Clickability*, a Software as a Service (SaaS) web content management product. This tool enables non-technical users to easily create, manage, publish, analyze, and refine web content and social media assets. *Clickability* greatly reduces the time required to produce web pages and provides many features that make web pages appealing to viewers. By mid-2009, three VOA language services had moved to this new system.

The Office of Engineering has also used satellite networks, uplink services, and the Internet to support live MBN television studio productions and VOA live-news feeds.

Distribution of News and Information

Engineering used multiple delivery platforms to distribute news and information worldwide to take advantage of new opportunities for program reception and interaction and to counter jamming. Engineering's program distribution vehicles include a far-reaching satellite network, Internet capability,

global transmitting sites, mobile devices, and anti-censorship efforts. All forms of BBG media have faced censorship over the past year. Some countries jammed direct broadcasts, limited or prohibited local distribution via affiliates, or blocked BBG Internet sites. Engineering took creative and aggressive technical measures to overcome obstacles to effective program delivery.

Satellite Network

Engineering develops, maintains, and manages a complex satellite distribution network to deliver BBG radio and television programming. This essential network links the main production centers in Washington, Miami, and Prague (Czech Republic) to transmission stations around the world and directly to home audiences in some markets. The BBG leases transmission services on different satellites and adjusts this capacity to serve changing broadcast requirements. With expanded capacity and the conversion of circuits from analog to digital, Engineering has improved the overall effectiveness of the satellite network. Digital transmission offers greater capacity, flexibility, and economy in overall network operation. As BBG transmitting stations have closed over the past several years, Engineering also has reused satellite equipment across the network for more efficient and effective service worldwide. Engineering also acquires and maintains fiber optic circuits for program delivery to complement the satellite network where such links are cost effective.

Engineering's Network Control Center (NCC), the 24/7 operations hub and central distribution point for all BBG transmission systems, coordinates the flow of electronic signals from various broadcasters to their audiences. The NCC manages and coordinates the scheduling and switching of over 500 separate satellite and fiber circuits that carry BBG programming. In addition, on average, the NCC manages the encoders used for Internet streaming of over 70,000 hours of live and 24,000 hours of on-demand BBG programming daily.

Engineering has worked to combat jamming efforts of governments hostile to BBG programming. In early May 2009, the Iranian government, intent on censoring incoming news about its pending June 12th Presidential election, increased efforts to jam satellite channels. Their activities included locally jamming downlink satellite signals, and initiating a campaign to jam uplink satellite signals in violation of international agreements. Engineering successfully overcame these jamming efforts by establishing additional frequencies on different satellites, allowing VOA's Persian News Network to beam programs through six satellites with seven different distribution channels. And, in response to the Azerbaijan Government's action to shut down affiliate broadcasts of BBG programming in 2009, Engineering rapidly established a joint VOA and RFE/RL broadcast channel on the satellite Turksat.

In FY 2009, Engineering completed a two-year project to establish global interconnects for MBN's live *Al Youm* program. The initiative used interactive video and IP connections to link remote studio locations in Cairo, Beirut, Jerusalem, and Dubai with MBN studios in Virginia. Engineering repurposed satellite equipment from the closed transmitting station in Morocco and from one of its transmitting sites in Greenville, North Carolina to reduce the one-time implementation costs of installing new MPEG4 technology, which reduced MBN's annual satellite operating costs.

Also in 2009, to maintain a robust satellite distribution network, Engineering relocated two primary satellite systems from the former RFE/RL Prague Headquarters and from closed facilities in Germany to RFE/RL's new Prague location. During the transition, Engineering was able to maintain RFE/RL's regular broadcasts to the rest of its global distribution network. In Washington, D.C., Engineering removed 30 racks of telecommunications equipment, four medium-to-large antennas, and several medium wave links from rooftop locations at the vacated Patrick Henry Building. Engineering also replaced the

outdated telephone switch in the Cohen and Switzer Buildings with a state-of-the-art switch accommodating about 900 different extensions for BBG offices. Engineering completed all of this work without interfering with broadcast distribution and office work environments.

Internet Presence

During FY 2009, Engineering optimized the design, usability, and interactive capability of VOA's web pages to ensure all VOA language services have an active, engaging Internet presence. In September 2008, VOA launched a popular web page, USAVotes2008.com, focused on the U.S. Presidential election and inauguration. Through this website, VOA delivered its first high definition video material. In the summer of 2009, VOA began to use web content management software for development and presentation of web pages in its Spanish, Urdu, and Russian services. This approach provides VOA language services with greater flexibility, enhanced options for media presentation, and the ability for non-technical personnel to more easily design and update web pages and interact with their audiences. To further the BBG's goal of providing audiences with easy access to its broadcast products, Engineering continued to stream material on the Internet. In 2009, Engineering also began taking steps to consolidate Internet services in preparation for implementation of the government's Trusted Internet Connection (TIC) cyber security mandate.

Internet Anti-censorship Program

In 2009, Engineering continued to deploy tools to facilitate uncensored web access. The Internet anti-censorship program counteracts activities undertaken by governments such as China and Iran to restrict Internet access to VOA, RFA, and RFE/RL websites. Using a combination of technical controls, legal regulations, and surveillance, the Chinese government is continually expanding its sophisticated methods of limiting online access. Iran touts its detailed content monitoring tools, and claims to inspect nearly all Internet traffic entering and exiting the country. In response, Engineering constantly revises and updates its approaches and techniques to thwart Internet censorship.

Engineering sends out over 8 million email newsletters daily to China and Iran which include news summaries, instructions for bypassing government filters, and links to proxy websites that allow users to connect to VOA, RFE/RL, RFA, and other censored websites. Following the 2009 election in Iran, VOA's Iranian web links were overwhelmed with traffic. In response, Engineering moved quickly to provide additional bandwidth and server capacity to support the high level of demand. During the peak of the Iranian election crisis, the BBG experienced 396,000 visits per day to VOA's Persian News Network and RFE/RL's Radio Farda websites through anti-censorship web proxies and client software. In addition, Engineering has worked with other organizations to produce multi-media software that has been customized for the BBG. The software, once downloaded, hides that users are accessing censored sites such as VOA's. The software was extremely successful in Iran where users overwhelmed BBG servers for a period of time following the controversial Iranian election.

Transmission Sites

Engineering manages a global network of over 80 transmitting sites, which deliver high frequency (shortwave), medium wave (AM), FM, and TV broadcasts. Engineering also leases broadcast time at 23 transmitting facilities in 14 countries. To assess the technical effectiveness of radio and Internet transmissions at distant stations, the BBG uses satellite, telephone, and Internet-based monitoring systems. The BBG's worldwide monitoring offices, comprised of 45 part-time human monitors and 75 remote monitoring systems, collect over 50,000 observations of BBG broadcasts weekly. Engineering uses these observations to verify program reception and audibility, confirm compliance with

transmission scheduling, validate leasing and placement agreements, assess the impact of jamming, and avoid interference with other international broadcasters.

As transmitting sites have closed, Engineering has carefully evaluated the best use of remaining broadcast equipment. In FY 2009, Engineering dismantled and shipped four shortwave transmitters from the closed Delano Transmitting Station to the Philippines to replace old and inefficient transmitters at the Tinang site. Engineering installed solid state modulators, taken from transmitters at the closed Morocco station, within shortwave transmitters in Sri Lanka and the Udorn facility in Thailand. Engineering shipped one high power shortwave transmitter and related equipment from the closed transmitting station in Greece to Tajikistan's Teleradiocom's Orzu facility where the BBG leases broadcast time. Completion of the upgrade to this site's shortwave transmission capability is expected in early 2010.

In addition, as part of a project to enhance Radio Farda's broadcast capability from Kuwait, Engineering shipped two high power shortwave transmitters, one high power medium wave transmitter, antenna towers, associated components, and related materials and equipment from closed facilities to the Kuwait Transmitting Station. In FY 2008, Engineering began work to install three of these antenna towers and construct a new transmitter building. By the end of the third quarter of FY 2009, most of the construction work had been completed, allowing Engineering to begin installation of the transmitter and antenna tuning networks. Engineering expects strengthened medium wave broadcasts for Radio Farda from the Kuwait Transmitting Station to begin in the first quarter of calendar year 2010. In FY 2008, Engineering also began work at the Kuwait Transmitting Station on a shortwave enhancement project that is scheduled for completion in 2010.

To support the BBG's expansion of FM broadcasting in major population areas, Engineering has added 72 24/7 FM transmitters to its broadcast inventory. These include transmitters for VOA and RFE/RL's Radio Free Afghanistan in five Afghan cities and VOA's *Radio Deewa* in three others. FM service for Radio Sawa comes from 39 FM transmitters located in Palestine and ten countries in the Middle East and Africa. The FM transmitter in Nablus, Palestine began broadcasting in March 2009. Engineering also made upgrades to several antennas at FM broadcast sites in Morocco in FY 2009. FM broadcasts for Radio Sawa from Wad Madani and Port Sudan, Sudan, will begin once the Government of Sudan authorizes the frequencies for the stations, and FY 2010 Radio Sawa plans include potential FM expansion in Sudan, Oman, and Mauritania.

Program Delivery to Iraq

An important Engineering activity is to provide comprehensive FM and television coverage of Iraq. The BBG has 13 FM stations, each with two FM transmitters, one dedicated to Radio Sawa and one to VOA and RFE/RL, currently broadcasting in Iraq. In FY 2009, Engineering began planning an FM station in Baquba with facility completion scheduled for later in FY 2010. In addition, Engineering will relocate its Mosul FM and TV broadcasting equipment to a more secure site offering better coverage in FY 2010. Pending frequency authorization by the Government of Kuwait, Engineering also expects to complete an FM project in Abdaly, Kuwait for Radio Farda broadcasts to southern Iraq in FY 2010. Engineering continues to operate four terrestrial television stations and lease another facility, all of which carry Alhurra television broadcasts.

Program Delivery to the Afghanistan-Pakistan Border Region

To improve broadcasting to the Pashto-speaking areas in the volatile border region between Afghanistan and Pakistan, the BBG is establishing a 200 kW medium wave system near a key city in

Afghanistan. Despite major logistical and security challenges, this important facility is nearing completion and is scheduled for operation in early 2010.

Program Delivery to Africa

Engineering implemented a three-pronged strategy for broadcasting in Africa. The strategy included targeting FM listeners in critical markets, aggressively marketing English-language TV products to TV affiliates in key markets, and developing and distributing news and information through digital platforms. In FY 2009, Engineering successfully developed VOA Express to facilitate distribution of audio and text to affiliate stations in Africa. Engineering is expanding this capability to other locations on the continent. Implementation of a new video production system for VOA will streamline the digital workflow and allow audio/video content to be created and repurposed easily for delivery through the Internet or wireless mobile devices. Engineering is putting the infrastructure and software in place to support broadcasts to African markets in the formats projected to grow in the upcoming years, including television, mobile phone Short Message Service (SMS) or “texting,” and the Internet.

Engineering continues to provide technical support to an FM affiliate in Mogadishu, Somalia. In FY 2009, Engineering also worked closely with the IBB’s Office of Marketing to initiate FM projects in Mogadishu and Hargeisa in the Somaliland region of the country. FM broadcasts from Hargeisa began in late FY 2009, and 24/7 broadcasts from the Mogadishu facility are expected to begin in the middle of FY 2010. In addition, Engineering continues to support the sharing of broadcast time between Radio Sawa and the VOA Somali Service on its high-power medium wave transmitter in Djibouti.

In southern Africa, Engineering is deploying a dial-up radio project that enables audiences in Zimbabwe to call in and listen to radio programming from their mobile phones. Engineering has customized the system for VOA requirements, and negotiations are underway with local phone and data companies in Zimbabwe to host the service.

Program Delivery to North Korea

Engineering continues to deliver VOA and RFA broadcasts into North Korea. Following a successful lease of broadcast time from a medium wave station in eastern Mongolia in March 2008, the BBG began broadcasting to North Korea from a leased medium wave facility in South Korea in January of 2009. Engineering added leased transmission capability to improve medium wave service into North Korea in January 2010.

Infrastructure

Engineering oversees the virtual and physical infrastructure that sustains the BBG’s broadcast activities at the Agency’s Headquarters in Washington and other facilities around the world. Information technology, cyber security, telecommunications, onsite facility management, and continuity of the BBG’s broadcast business are critical Engineering responsibilities.

Information Technology

Engineering continues to provide technical expertise and operational support for the Agency’s 2,700 desktop computers at the BBG Headquarters and its remote sites. The Agency’s network enables desktop computers in Washington, D.C. to communicate internally as well as with computing devices in other parts of the world. The Agency’s servers, which also are managed by Engineering, provide the central control and processing for software applications.

In addition to providing technical support for innovative delivery formats such as podcasts, text messages, “online chats” and other multi-media applications, Engineering manages the web publishing system and the web hosting services for multi-media websites in all VOA languages. Engineering also manages cutting-edge programs that allow users in Internet-restricted countries to gain access to BBG programming and web pages. Engineering is continuing to prepare for eventual migration to virtual servers that will streamline system functions and enable more efficient management of departmental, directory, and enterprise computer file server systems. DaletPlus’s video playout system, implemented for several key language services, has enabled these services to operate in a fully digital mode from video production to on air. With the launch of the DaletPlus system, Engineering is moving VOA to digital program production. Engineering works diligently to align its technical infrastructure with fulfilling the Agency’s mission – from ensuring that email and other Agency automated files are safe and secure to supporting computer-based technologies that enable state-of-the-art digital audio and video programming.

Cyber Security

Engineering established multiple layers of cyber security for the BBG’s information technology infrastructure and computer systems, which have protected data assets and resulted in a low number of security incidents as compared to other government agencies. As part of an ongoing program to examine better ways of protecting the network, databases, and desktop systems from malicious and inadvertent attacks, Engineering realigned the structure and categorization of its information systems, prioritized systems according to level of risk, and continued development of security plans and certification and accreditation of high risk systems.

Facilities

To keep the physical plant of BBG’s Washington Headquarters working properly, Engineering continues to address multiple facility maintenance concerns, including power generation, electrical supply, parking, office renovation, painting, lighting, lock work, storage, and warehousing. In FY 2009, Engineering also focused on building safety and health issues and property management, both in Washington, D.C. and abroad. These behind-the-scenes activities improved the efficiency of broadcast operations and enabled BBG staff effectively to perform their jobs.

Continuity of Operations (COOP)

Engineering maintains the BBG disaster recovery plans that enable the Agency to provide essential broadcast mission functions in the event of catastrophic network loss of its main telecommunications and program production complex in Washington, D.C. BBG radio equipment stored at the Federal Emergency Management Agency (FEMA)-owned COOP facility can be assembled quickly into five studios if a Federal emergency is declared. In this case, the BBG’s London Bureau will broadcast until local broadcasters arrive at the COOP facility and begin broadcasting. The assembled studios can support radio operations for ten of VOA’s highest priority languages but can only be used if a Federal emergency is declared.

To provide additional broadcast capability for training or other emergency needs, Engineering began constructing a facility on the FEMA site in FY 2008 to allow for limited in-place radio and television broadcasting. Construction of the physical space and infrastructure for the television studios was completed in FY 2009. Engineering will furnish the newly constructed facility with in-place radio and TV studio equipment as resources permit.

FY 2011 Performance Goals¹

The Satellite Effectiveness Index performance indicator target, which provides a quantitative measure of the ability of the satellite network to access TV households, is 11.5 for FY 2011. This index considers five criteria: 1) coverage of the satellite in channel-hours; 2) coverage to small (three meters or less) antennas; 3) time-zone flexibility to ensure prime-time coverage; 4) number of TV households reached; and 5) ability to feed other satellites as part of the network. The BBG's index score increased in FY 2009 largely because of the addition of satellite television channels to overcome signal jamming in Iran. The index will increase in FY 2011 as more satellite television capacity is added to satisfy growing requirements.

The Radio Signal Strength Index target for FY 2011 is 2.70. This index measures the audibility of cross-border shortwave and medium wave radio signals to target audiences. As BBG broadcast requirements have shifted from shortwave delivery to FM, TV, Internet, and mobile devices, Engineering has carefully selected the remaining cross-border shortwave and medium wave transmissions to maintain or improve the resulting service to target audiences wherever possible.

FY 2011 Program Increases

Upgrading Global Satellite Distribution and Operations (\$4.3 million)

The BBG proposes to upgrade its satellite global distribution capacity and backbone and its Network Control Center (NCC), the heart of the BBG satellite global distribution system. Both upgrades are critical to ensure that the BBG global distribution system has adequate capacity and capability to support the broadcast of the BBG entities' programs, and their transmission requirements, particularly for television transmission.

Expanding FM, Digital, and New Media Opportunities (\$1.3 million)

The BBG proposes to build on efforts already underway to allow the availability of digital assets on multiple media formats for re-use and sharing by various parts of the organization. The proposal will provide a framework for networking, storage, and other band-width intensive capabilities required to support a growing number of digital assets, the transmission of large digital files, and the ever expanding variety of new media. In addition, the initiative would allow the BBG to expand its FM network in Africa and Afghanistan.

FY 2011 Program Decreases

Transmission

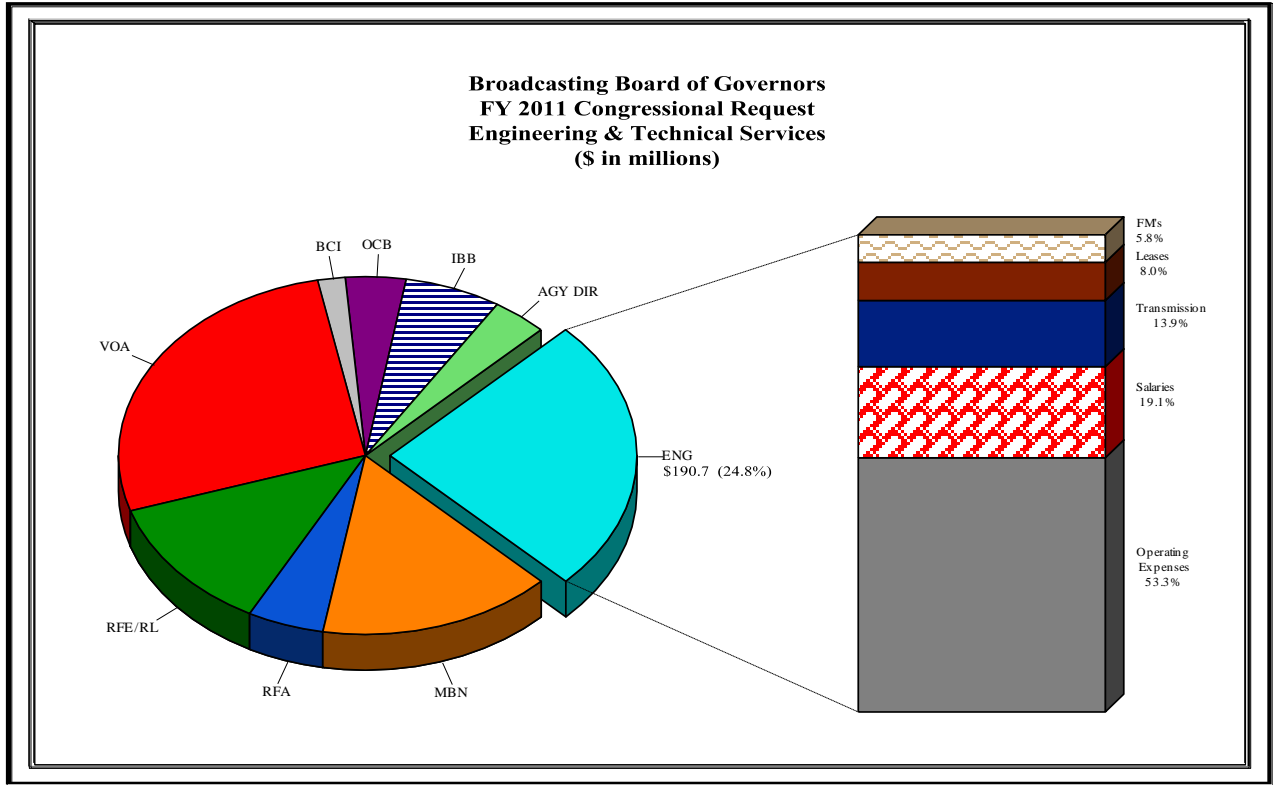
The BBG proposes restructuring operations at some of its overseas transmitting stations. The BBG will retain ownership of these facilities; however, it would turn over operations of these sites to a third party on a fee-for-service basis (\$1.5 million). The BBG also proposes to close its Greenville transmitting station (\$3.2 million). In addition, the proposed FY 2011 reductions to and eliminations of language services will reduce transmission costs by (\$.91 million).

Operating Expenses and Contractual Services

The FY 2011 request for Engineering and Technical Services includes a reduction in positions and operating expenses (\$2.3 million) as well as a reduction in contractual services through improved practices (\$.8 million).

¹ See Performance Budget for explanations/definitions of performance indicators.

For FY 2011, the BBG is requesting \$190.7 million for Engineering and Technical Services.



Engineering and Technical Services
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	186,285
Represents the FY 2010 estimate for all offices within Engineering and Technical Services.		
Additional Resources		
Balance transfer from DOS - Georgian/Russian Internet Initiatives P.L. 110-329	+	146
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+	3,026
Wage Increases: Domestic/American	+	505
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Wage Increase: FSNs	+	283
Represents anticipated wage increases for overseas foreign service national employees.		
Other Wage Requirements	+	1,395
Provides for the annualization of salary and benefits to continue programming into FY 2011, including other allowances.		
Inflation	+	810
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	1,409
Built-in Requirements	+	4,354
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Program Delivery	2,117	
b) Rent/Utilities/Security	2,046	
c) Other Operating Expenses	191	
Non-Recurring Costs	-	(2,945)
The following costs are non-recurred in FY 2011:		
a) Annualization of 2010 reductions and one time 2010 Costs	(2,019)	
b) One time costs associated with VOA and RFE/RL Georgian/Russian Initiatives and broadcasting to the Afghanistan/Pakistan Border Region	(926)	
FY 2011 Net Program Changes	+	(3,135)
Program Decreases	-	(8,710)
Reflects the following reductions to base operations:		
a) Transmission network reduction (Greenville Transmitting Station)	(3,149)	
b) Reduce support positions and operating expenses	(2,330)	
c) Consolidate services at BBG transmitting stations with other Western international broadcasters	(1,500)	
d) Eliminate VOA Croatian, VOA Greek; reduce VOA Persian News Network ; end MBN Alhurra Europe	(910)	
e) Reduce Agency contract costs by 4% through improved efficiencies	(821)	
Program Increases	+	5,575
Reflects the increase above base operations to fund the following enhancements:		
a) Upgrading Global Satellite Distribution and Operations	4,320	
b) Expanding FM, Digital and New Media Opportunities	1,255	
TOTAL FY 2011 ENGINEERING AND TECHNICAL SERVICES REQUEST		190,724

Engineering and Technical Services
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Domestic Headquarters				
Director	793	830	877	47
Resource Management	2,599	2,936	3,004	68
Home Leave and Transfer	395	718	725	7
Operations	12,780	17,534	18,379	845
Facilities and Space Management	32,027	36,297	38,269	1,972
VOA Transmissions	5,193	6,953	6,187	(766)
RFE/RL Transmissions	4,247	4,719	4,267	(452)
RFA Transmissions	4,199	4,189	4,077	(112)
Host Government Transmissions	637	741	741	-
Worldwide Procurement (WWP)	5,759	5,074	4,465	(609)
Information Technology	18,169	16,948	15,945	(1,003)
Technical	13,460	15,261	18,128	2,867
Satellite Transmissions	22,874	24,570	26,453	1,883
Total, Domestic Headquarters	123,132	136,770	141,517	4,747
Domestic Transmitting Stations				
Greenville	4,496	4,874	1,812	(3,062)
Tinian	7,974	8,875	9,008	133
Total, Domestic Stations	12,470	13,749	10,820	(2,929)
Overseas Transmitting Stations				
Afghanistan	1,809	3,885	3,031	(854)
Botswana	1,660	1,945	2,066	121
Germany	9,144	11,237	11,417	180
Kuwait	4,485	4,940	5,121	181
Philippines	5,721	5,747	6,026	279
Sao Tome	3,189	3,392	3,706	314
Sri Lanka	2,991	3,043	2,419	(624)
Thailand	3,931	3,882	3,310	(572)
Total, Overseas Stations	32,930	38,071	37,096	(975)
Monitors	1,098	1,249	1,291	42
TOTAL, ENGINEERING AND TECHNICAL SERVICES	169,630	189,839	190,724	885
Reconciliation:				
(-) Balances In	(429)	(331)	-	331
(+) Balances Out	382	-	-	-
(-) Proceeds of Sale	(115)	(51)	-	51
Enacted/Request Level	169,468	189,457	190,724	1,267

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**Broadcasting Board of Governors
International Broadcast Bureau
Management and Support**

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	41,153	45,450	48,751
Supplemental Appropriations Act P.L. 110-252	99	-	-
Georgian/Russian Internet Initiatives P.L. 110-329	-	260	-
Afghanistan/Pakistan Border Region P.L. 111-32	-	710	-
Total Funding	41,252	46,420	48,751
Positions	173	195	201

The **International Broadcasting Bureau (IBB)** provides human resource, Equal Employment Opportunity, procurement, security, information technology, administrative, graphics, research, editorials, training, and broadcast program evaluation services to the Broadcasting Board of Governors staff, Voice of America (VOA), and Radio/TV Martí. It also provides marketing and program placement and transmission services for all the BBG broadcast organizations, manages a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, and a rapidly growing Internet delivery system.

Offices under the heading International Broadcasting Bureau (IBB) Management and Support include:

The **Director of the IBB** provides leadership and guidance to manage the IBB. Also, it provides liaison with the Office of Inspector General and Government Accountability Office, management of records and forms, the Agency's directives system, mail, printing, and other management and administrative support related services.

The **Office of Policy** produces daily editorials and other programs for radio, television, and the Internet that convey official U.S. government policies for use by all VOA language services.

The **Office of Civil Rights** counsels employees, conducts investigations, and issues final Agency decisions on Equal Employment Opportunity (EEO) complaints. OCR also provides guidance to BBG managers to ensure that their employment decisions are made without regard to race, color, religion, sex, sexual orientation, national origin, age, disability, or fear of reprisal. OCR also sponsors events throughout the fiscal year celebrating the Agency's rich ethnic diversity and the outstanding achievements made by men and women of all ethnicities and cultures.

The **Office of Human Resources** provides worldwide personnel management services to the Agency. The Office of Human Resources develops and administers personnel policies and programs to meet the unique needs of international broadcasting, including recruitment and placement, pay and position management, labor and employee relations, performance management and benefits, and training and development.

The **Office of Security** is responsible for the security of BBG personnel, property, and classified material worldwide. It is also responsible for ensuring that the workforce is staffed with individuals who have been investigated and adjudicated in accordance with the requirements of Executive Orders 10450 and 12968 and possess the proper security clearance or certification designated for their position.

The **Office of Contracts** plans, manages, and implements all acquisition efforts in support of the global broadcast network and other broadcasting support operations. The Office of Contracts serves as the principal advisor for grants and cooperative agreements to the IBB. It is responsible for business management aspects of grants and cooperative agreements for both domestic and overseas federal assistance programs.

The **Office of Marketing and Program Placement (OMPP)** exercises responsibility for the marketing and placement of BBG programming on local FM, medium wave (AM), television stations, the Internet, and emerging media including Internet-capable cell phones and other mobile devices. Guided by market research, commercial broadcasting techniques, and advances in New Media distribution, OMPP continues to broaden the reach of U.S. international broadcasting. Within the office, the Graphics Branch provides graphic design and in-house photographic support services and produces VOA program guides, promotional materials and information about VOA websites. The Media Training Center provides training to foreign broadcasters.

The **Office of Performance Review** exercises responsibility for conducting annual reviews of television, radio, and web-based products from VOA and OCB. Also, the Office of Performance Review provides accurate and timely audience data and market research from outside contractors needed to guide decisions on programming, distribution and marketing. Through both internal and external analysis of content and presentation, the Office of Performance Review continues to ensure that programming pursues the goals of the BBG Strategic Plan, adheres to the highest standards of broadcast journalism, complies with applicable laws and guidelines, and effectively serves the information needs of intended audiences.

IBB created the **Office of New Media** in FY 2009 to direct and manage VOA's increasing use of the Internet, mobile devices, social media and other digital platforms. This new office emphasizes the importance of online and digital media to the BBG mission and clarifies lines of authority for making decisions regarding new media priorities and budgets.

FY 2009 and FY 2010 Highlights and Program Accomplishments

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

- Launched a successful pilot project testing a new content management system called *Clickability*. Russian, Spanish and Urdu language sites migrated to the new platform, and the Office of New Media launched a newly-designed English website which is available to other VOA language services and to OCB. User feedback has been largely positive regarding the new design, with specific praise for improved navigation.
- Created an online VOA community website, known as *myVOA.com*. This site mixes news and information with interactive features such as blogs and forums.

- Increased traffic to VOA online products, including a 35 percent increase in visits to *VOANews.com* from 2008 to 2009 and record traffic during the protests surrounding the Iranian Presidential elections.
- Broadened outreach using social media, including more than 25 VOA language service channels on YouTube, an extensive podcast library on iTunes, and an increasing number of blogs in Persian, English, Vietnamese, Chinese and Russian. Many VOA services also send news feeds on Twitter and maintain Facebook pages.
- Developed new mobile and Short Messaging Service (SMS) partnerships, including mobile carriers in Africa, and an SMS gateway in Indonesia.
- Collaborated with VOA's China Branch and Nokia to distribute English teaching programs on mobile devices sold in China. There have been hundreds of thousands of downloads of VOA content from these devices.
- Created a website called *USA101.com* to carry VOA content that the Chinese government is less likely to block, including English learning programs, American music features, and the cultural TV magazine show *Cultural Odyssey*.

To expand transmission capacities and audience reach in priority countries:

- VOA began in January 2009 broadcasting programs on powerful medium wave transmitters in South Korea that reach deep into North Korea.
- Pakistan Broadcasting Corporation (PBC), a nationwide, state-owned FM network began to broadcast one hour of VOA's Urdu radio. PBC briefly carried Pashto-language VOA programming; OMPP is seeking to re-start and broaden this co-operation by working with PBC, the Government of Pakistan and the State Department.
- VOA established a new Spanish-Language daily newscast, *El Mundo Al Dia*, on the MGM Latina Channel, a satellite and cable TV service that covers all of South and Central America.
- IBB obtained 6 major market affiliates for the new VOA TV-to-Africa program *In Focus*.
- IBB continued its successful placement of *Beyond the Headlines* on GEO-TV in Pakistan; as part of an ongoing review, OMPP monitors the marketplace and keeps in contact with other networks in attempts to diversify placements.
- IBB continued its long-term agreement with Radio-Television Afghanistan (RTA) to carry VOA Pashto/Dari's *TV Ashna* during popular viewing times continues. In addition, OMPP is providing advertising and media training for RTA, and continues to explore expanded placements in-country.
- OMPP, with help from IBB Engineering and VOA's Africa division, established an FM station in Hargeisa Somalia, in 2009, and expects to establish another FM station in Mogadishu in FY 2010.

To enhance program delivery across all relevant platforms and optimize broadcasting operations:

- IBB's global distribution network supported new broadcasting requirements, including a new news and information program to Darfur produced by MBN, and surge transmissions to 8 countries.
- OMPP negotiated deals with Internet TV start-ups, including LiveStation and TVU Networks, to carry live streams of BBG television programming. OMPP's East Asia and Pacific office in Bangkok helped establish and promote VOA participation in the "News on Demand" service provided by the mobile phone company AIS Thailand.
- OMPP finalized a distribution agreement with SMS Media Group for distribution of content from BBG entity broadcasters to mobile telephone users in more than 200 countries via more than 600 mobile operating companies. An advertisement attached to each message, fully vetted and approved by IBB, will cover the costs.

To better fulfill its mission to "present the policies of the United States clearly and effectively":

- The Office of Policy increased production of editorials for VOA's radio services. The head of an Azeri-Iranian human rights organization, testifying before a Congressional committee, credited several of these editorials with the release from prison of Azeri-Iranian dissidents by Iranian authorities.
- The Office of Policy also redesigned its website, providing an improved resource for both Agency users and external audiences.

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

- The Office of Performance Review conducted nearly 40 reviews of VOA and OCB services, recommending over 800 actions to improve programming. The reviews regularly include English translations of select programming for critical services. Reviews have been expanded to include VOA Operations, IBB Engineering and IBB OMPP offices.
- The Office of Performance Review is increasing its focus on evaluation of VOA/OCB content delivered via multi-media platforms, including website and mobile delivery methods, in addition to radio and television. In FY 2009, evaluation criteria developed for VOA web-based programming were successfully utilized in several web reviews, including Russian and Vietnamese, providing useful and timely recommendations for services heavily focused on the Internet.
- Office of Performance Review evaluation criteria, standards, scoring methods and overall procedures are being updated in line with the BBG Implementation Strategies for 2008-2013. VOA and OCB services are now required to provide three-year strategic plans based on recent research and the BBG's Implementation Strategies for evaluation as part of the annual review process.
- IBB Research continues to negotiate with leading research/consulting firms to purchase more detailed and predictive analysis on the penetration and likely future of various digital platforms in key target countries for VOA and IBB. This will help build a solid database of information on new media technologies which will allow VOA and IBB to make sound, market-based decisions about programming for, and investment in, new distribution systems.

- IBB Research has commissioned a series of primarily qualitative studies to understand the behavior of “early adopters” of new media in markets of particular interest to VOA/IBB/BBG, including Pakistan, Kenya, Nigeria and Indonesia.
- Standard research questionnaires have been revised to include questions on new media activities to better evaluate the reach of VOA products delivered via new methods and the impact and quality of the digitally-delivered content.
- The Office of the Chief Financial Officer implemented a new integrated financial management and procurement system, Momentum. To support this implementation, the Office of Contracts established processes related to the new system and provided training to users and managers.
- The Office of Contracts implemented process changes by increasing the use of different contract actions such as Indefinite Delivery contracts and Blanket Purchase Agreements to both reduce the time necessary for contract award and allow for contract/order coverage during continuing resolutions.

To Improve the Strategic Management of Human Capital:

- The Agency completed an update and expansion of a Human Capital and Succession Plan. The Plan was crafted by a team of managers from across the agency based on input from managers throughout the organization.
- Seventy eight employees were approved for buyouts in FY 2009, assisting the Agency in reducing costs and reshaping the skills of its workforce. The BBG’s early out retirement and buyout authority expired September 30, 2009. The Agency is requesting new authority for FY 2010 and FY 2011.
- Training funds were allocated based on priorities established in consultation with VOA and other elements. Broadcast training was tailored to support television and Internet initiatives.

FY 2011 Performance Goals

IBB Management and Support will continue to provide leadership to the various elements of IBB and align support functions, including personnel services, training, EEO programs, security, procurement, marketing, program placement, program evaluation, and research, with the following implementation strategies and performance objectives:

- Improve acquisition processes and oversight throughout the Agency with the goal of saving 4 percent on contracts.
- Support all programming with appropriate program delivery and administrative means.
- Increase awareness of BBG programs in high priority markets through advertising and promotion.
- Use research to identify appropriate target audiences; the preferred media, including TV; and the formats and content that would appeal to audiences.
- Maintain the firewall and continuously monitor programming quality in line with modern broadcast journalism principles through annual performance reviews of all broadcast services.

- Provide the agile, skilled, diverse, well-led and motivated workforce needed to accomplish the BBG's mission and goals.

FY 2011 Program Increases

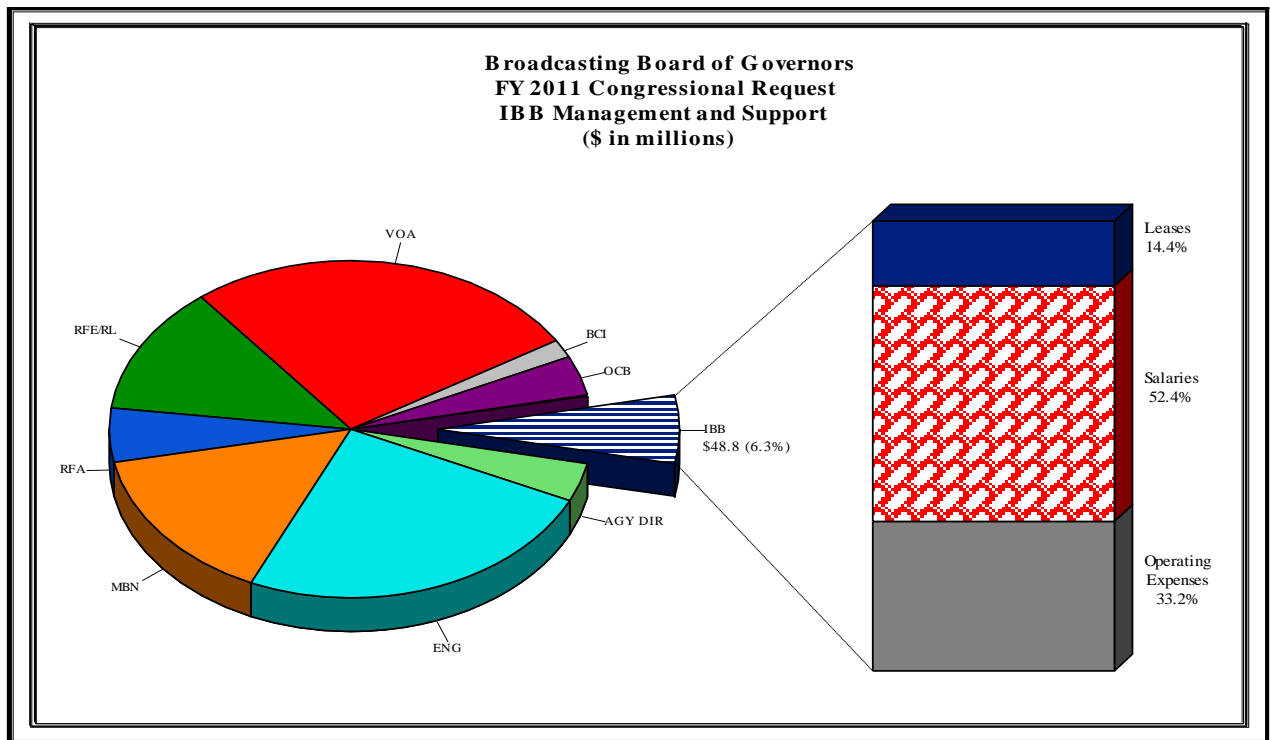
Expanding FM, Digital, and New Media Opportunities (\$1.6 million)

The BBG proposes to significantly increase its ability to market and distribute digital content across multiple platforms, live and on-demand, enabling mobile web users to view attractive multi-media language service websites on their handheld devices, regardless of location, device, or format.

FY 2011 Program Decreases

The FY 2011 request for the International Broadcasting Bureau includes a reduction in contractual services through improved practices (\$.1 million), and a reduction to operating expenses (\$.1 million).

For FY 2011, the BBG is requesting \$48.8 million for the International Broadcasting Bureau.



International Broadcasting Bureau Management and Support
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	45,450
Represents the FY 2010 estimate for all offices within IBB Management and Support.		
Additional Resources		
Balance transfer from DOS - Georgian/Russian Internet Initiatives P.L. 110-329	+	260
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+	710
Wage Increases: Domestic/American	+	365
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Wage Increase: FSNs	+	9
Represents anticipated wage increases for overseas foreign service national employees.		
Other Wage Requirements	+	269
Provides for the annualization of salary and benefits to continue programming into FY 2011, including workers compensation, and other allowances.		
Inflation	+	154
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	170
Built-in Requirements	+	554
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Program Delivery	395	
b) Contractual Service Agreements	159	
Non-Recurring Costs	-	(384)
The following costs are non-recurred in FY 2011:		
a) One time costs associated with VOA Georgian/Russian Initiatives and broadcasting to the Afghanistan/Pakistan Border Region	(384)	
FY 2011 Net Program Changes	+	1,364
Program Decreases	-	(215)
Reflects the following reductions to base operations:		
a) Reduce Agency contract costs by 4% through improved efficiencies	(115)	
b) Reduce operating expenses	(100)	
Program Increases	+	1,579
Reflects the increase above base operations to fund the following enhancements:		
a) Expanding FM, Digital and New Media Opportunities	1,579	
TOTAL FY 2011 IBB MANAGEMENT AND SUPPORT REQUEST		48,751

International Broadcasting Bureau Management and Support
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Director, International Broadcasting Bureau	3,511	3,606	3,723	117
Civil Rights	1,179	1,188	1,213	25
Contracting and Procurement	2,585	2,742	2,797	55
Human Resources	8,436	9,121	9,221	100
New Media	5,199	6,207	7,930	1,723
Performance Review	4,498	4,825	4,884	59
Policy	969	901	921	20
Security	1,906	1,983	2,027	44
Office of Marketing and External Liaison	228	215	223	8
Marketing and Program Placement	3,307	5,392	5,078	(314)
Worldwide Networking	6,223	7,519	7,829	310
Regional Offices	3,616	2,863	2,905	42
TOTAL, INTERNATIONAL BROADCASTING BUREAU MANAGEMENT AND SUPPORT	41,657	46,562	48,751	2,189
Reconciliation:				
(-) Balances In/recoveries	(142)	(142)	-	142
(+) Balances Out	142	-	-	-
(-) Reimbursements/Agreements	(405)	-	-	-
Enacted/Request Level	41,252	46,420	48,751	2,331

Broadcasting Board of Governors Radio Free Europe/Radio Liberty

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	89,092	90,942	95,557
Supplemental Appropriations Act P.L. 110-252	784	-	-
Georgian/Russian Internet Initiatives P.L. 110-329	2,430	-	-
Afghanistan/Pakistan Border Region P.L. 111-32	30	4,970	-
Total Funding	92,336	95,912	95,557
Positions	481	563	540

Radio Free Europe/Radio Liberty (RFE/RL) is a private, nonprofit, international news and information organization whose programs—radio, Internet, and television—reach influential audiences in 21 countries, including Russia, Iran, Afghanistan, and Pakistan. RFE/RL is a statutory grantee that operates under a grant agreement with the BBG. It focuses on local and regional developments in places where the media are not free or are engaged in a transition from totalitarian control, and where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism, and other threats to democracy remain.

RFE/RL disseminates content in 28 languages to countries in Central, Eastern, and Southeastern Europe; Russia; the Caucasus; Central Asia; Iraq; Iran; Afghanistan; and Pakistan. Eighteen of RFE/RL’s broadcast languages—almost two-thirds of the total—are directed to countries or regions where the majority populations are Muslim. RFE/RL’s comprehensive news and information organization includes 20 bureaus throughout its broadcast region and more than 900 freelancers worldwide reporting local, regional and international news. RFE/RL’s emphasis on reporting domestic issues regularly draws the ire of repressive governments and terrorist groups.

Each week, RFE/RL broadcasts approximately 1,000 hours of radio programming and nearly five hours of television from its operations center in Prague and from its bureaus. Proximity to the broadcast region facilitates production of relevant, locally oriented programming in a cost-efficient manner. During FY 2009, RFE/RL’s 20 Internet websites reached a monthly average of 5.97 million total visitors, logged over 3.8 million requests to listen to radio content online, and garnered an average of 16.9 million page views each month. In FY 2009, the number of pages per visit registered by users of RFE/RL’s websites increased 82 percent, and the average time users spent on the sites rose 81 percent.

While RFE/RL broadcasts are transmitted by shortwave and medium wave stations that belong to or are leased by the BBG, programs are often rebroadcast by local affiliates. As of July 2009, RFE/RL programs were available on 232 local AM, FM, UKV and TV affiliates across its broadcast region. RFE/RL is increasing delivery of its information products on television, the Internet, and other emerging media in order to attract new audiences and to reach closed and semi-closed societies.

FY 2009 and FY 2010 Highlights and Program Accomplishments

Across its broadcast region, RFE/RL enriched its information products and continued to serve as an indispensable source of news and information in FY 2009 and FY 2010.

- The people of **Iran** turned to Radio Farda and its website for round-the-clock breaking news on stories of global interest, including the incarceration of Iranian-American reporter Roxana Saberi; President Obama’s Norouz New Year address to the Iranian people; the 2009 presidential campaign; the massive protests against the official results of the June 12, 2009 presidential election; and the crackdown on students and other protesters that followed. Radio Farda broadcast 21 consecutive hours of live programming on Election Day and significantly expanded its news programming in the weeks after the election in order to cover the protests. Radio Farda also covered important domestic stories that did not get much attention outside Iran, including strikes by workers and intensifying crackdowns against journalists, students, and women’s rights activists.
- RFE/RL delivered breaking news, in-depth reporting, and nuanced analysis to the people of **Afghanistan** on the struggles their young democracy faces, including a resurgent Taliban. In April 2009, Secretary of State Hillary Clinton answered questions from Radio Free Afghanistan listeners on air. In June 2009, Radio Free Afghanistan launched its comprehensive coverage of the Afghan presidential election, which took place on August 20, 2009. In each hour of broadcasting, Radio Free Afghanistan dedicated 10 minutes to reports about the election and interviewed each of the 41 candidates for the presidency. Radio Free Afghanistan was the only media outlet in the country that offered this level of dedicated election coverage, and it hosted (and broadcast live) a televised debate that was the first in Afghan history in which an incumbent leader was questioned by his challengers. On Election Day, 42 correspondents reported from polling stations around the country. With its dual-language programming and its tone of moderation, Radio Free Afghanistan plays a critical role in promoting national unity and religious tolerance, and surveys show that Radio Free Afghanistan is the most trusted source of news in the country. In January 2010, RFE/RL launched Radio Mashaal, a shortwave stream in the Pashto language directed specifically at audiences in the Pashtun border regions of Afghanistan and Pakistan.
- RFE/RL has become an important resource for audiences seeking news products not molded by the Kremlin. In FY 2009, with the help of its extensive network of freelancers, RFE/RL’s **Russian Service** provided uniquely balanced news and analysis regarding the uneasy coexistence of President Dmitry Medvedev and Prime Minister Vladimir Putin, the epidemic of kidnappings and killings in Chechnya, and the ongoing tensions resulting from Russia’s invasion of Georgia in August 2008.
- Despite working in an extremely dangerous environment, the journalists of Radio Free Iraq provided unbiased coverage of **Iraq’s** tumultuous transition to democracy. When foreign troops completed their withdrawal from the cities of Iraq in June 2009, Radio Free Iraq marked the event with special programming. Radio Free Iraq’s civic-minded programming promotes national unity and the universality of human rights. FY 2009 programs stressed the need for Iraqi citizens to take responsibility for the future development of their country as coalition forces cede more functions to local authorities. Because its programs are produced and reported by Iraqis, Radio Free Iraq is a station that the Iraqi people have come to feel is their own.
- RFE/RL served as a trusted source of objective news in the volatile **Caucasus** region. When Russian troops invaded Georgia in August 2008, the Georgian Service added a fourth hour of primetime news to its daily program clock; established a strong Internet component to its ongoing coverage of the conflict, with audio, photo, and video galleries; and published special blogs from Service correspondents who had managed to remain in two besieged cities throughout the Russian occupation. Reporters for the Azerbaijani Service delivered eyewitness accounts of voting fraud during the controversial March 2009 referendum that abolished presidential term limits. And, RFE/RL’s coverage of the Armenian presidential campaign and election in February 2008 set the

standard for that media market. Armenian news agencies frequently cited RFE/RL's exclusive reports as the primary sources for their own stories. On November 2, 2009, RFE/RL launched *Echo of the Caucasus*, a daily hour-long news program in Russian to the Georgian regions of South Ossetia and Abkhazia. Journalists from RFE/RL's Georgian and Russian services contribute from Georgia (including South Ossetia and Abkhazia), Russia, and Prague, and the program also features a Russian-language web page with news, photos, audio clips, and video.

- Across **Central Asia**, fundamentalist Islam is on the rise, and the media are tightly controlled. RFE/RL's five Central Asian services provided in-depth coverage of important social issues, including corruption and political extremism, as well as breaking news of important political stories, such as Turkmenistan's tentative steps towards ending its isolation, growing authoritarianism in Uzbekistan, pockets of Islamist militancy in Kyrgyzstan, and the global economic crisis.
- In **Central Europe**, RFE/RL continued to provide balanced programming to Belarus, a hard-line dictatorship in the heart of Europe; Kosovo, which declared independence from Serbia in February 2008; Moldova, the poorest country in Europe; and Ukraine, whose deeply divided government has struggled to ameliorate the broad discontent that fueled the "Orange Revolution" over two years ago. In April 2009, the Moldova Service used radio, video, and photographs 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.

The Internet: A Key Delivery Platform. Since October 2007, RFE/RL has been transitioning its language service websites to a new content management system called Pangea. This transition has generated significant boosts in traffic for a number of RFE/RL websites. In May 2009, for example, the website of Radio Free Afghanistan showed a 400 percent increase in page views after launching in Pangea, with most of its visits coming from the region—Afghanistan, Pakistan, and Iran. In April 2009, the Georgian Service's website improved by over 500 percent in all categories after launching in Pangea. And in March 2009, RFE/RL's website for Moldova saw an 800 percent increase in page views and an increase in audio listening by a factor of 20, while the Macedonian site enjoyed a 400 percent rise in page views and 300 percent increase in the number of listens.

Television: Expanded Audiences Using Local Partners. In FY 2009 and FY 2010, RFE/RL attracted significant audiences with television programs broadcast in Bosnia, Macedonia, Georgia, and Belarus. In addition, in September 2009 RFE/RL began broadcasting its two popular Kyrgyz television programs on two small stations in Bishkek and Osh, nearly a year after being taken off the air by the government.

RFE/RL Relocation

RFE/RL completed the move into its new, state-of-the-art Prague operations center in May 2009. The six-story 20,942-square-meter broadcast center features multimedia recording studios and a modern newsroom. It is also energy-efficient and one of the most secure facilities in Europe.

FY 2010 and FY 2011 Performance Goals

RFE/RL continues to receive good or good-to-excellent program quality ratings on a consistent basis and will work to maintain this rating.

FY 2011 Program Increases

RFE/RL Bureau Operations and Human Capital

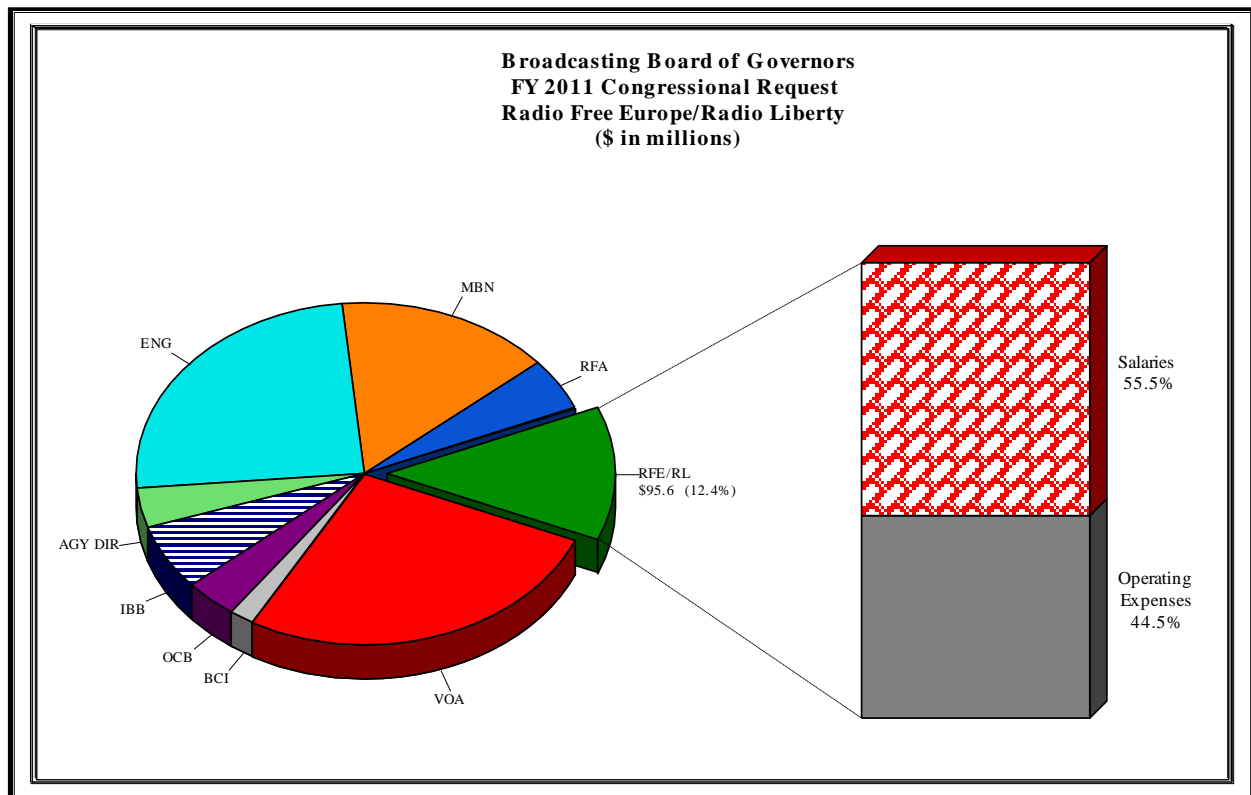
The BBG is requesting \$1.1 million which will provide salary and benefit adjustments for RFE/RL bureau employees which will make pay more competitive with other international organizations, provide

annual performance awards to top performers, and provide certain health care benefits for eligible bureau employees. This proposal also provides for urgently needed upgrades to bureau security infrastructure.

FY 2011 Program Decreases

The BBG proposes reductions to RFE/RL support services and general operating expenses (\$3.5 million), Russian service (\$.5 million), as well as a \$.3 million reduction in contractual services through improved practices.

For FY 2011, the BBG is requesting \$95.6 million for Radio Free Europe/Radio Liberty.



Radio Free Europe/Radio Liberty
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	90,942
Represents the FY 2010 estimate for Radio Free Europe/Radio Liberty. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
Additional Resources		
Appropriation transfer from DOS - Afghanistan/Pakistan Border Region P.L. 111-32	+	4,970
Wage Increases: Domestic/American	+	830
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Other Wage Requirements	+	2,598
Provides for the annualization of salary and benefits to continue programming into FY 2011, including workers compensation, health care costs, and other allowances.		
Inflation	+	340
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	(834)
Built-in Requirements	+	1,327
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Rent/Utilities/Security	1,029	
b) Contractual Service Agreements	298	
Non-Recurring Costs	-	(2,161)
The following costs are non-recurred in FY 2011:		
a) One time costs associated with FY 2010 program increases	(1,416)	
b) Net costs associated with Georgian/Russian Initiatives and broadcasting to the Afghanistan/Pakistan Border Region	(745)	
FY 2011 Net Program Changes	+	(3,289)
Program Decreases	-	(4,358)
Reflects the following reductions to base operations:		
a) Reduce support positions and operating expenses	(3,543)	
b) Reduce Russian	(530)	
c) Reduce Agency contract costs by 4% through improved efficiencies	(285)	
Program Increases	+	1,069
Reflects the increase above base operations to fund the following enhancements:		
a) RFE/RL Bureau Operations and Human Capital	1,069	
TOTAL FY 2011 RADIO FREE EUROPE/RADIO LIBERTY REQUEST		95,557

Radio Free Europe/Radio Liberty
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Broadcasting Division				
Director	1,944	2,132	2,182	50
Marketing & Affiliates Development	1,611	1,598	1,444	(154)
Broadcast Services:				
Armenian	1,303	1,298	1,311	13
Azerbaijani	1,567	1,598	1,616	18
Balkans /1	4,081	4,192	4,409	217
Belarusian	2,334	2,341	2,360	19
Georgian	1,201	2,383	1,994	(389)
Kazakh	1,666	1,807	1,841	34
Kyrgyz	1,571	1,561	1,602	41
Radio Farda (Persian)	5,811	6,463	6,582	119
Radio Free Afghanistan (Dari and Pashto)	4,812	9,839	8,820	(1,019)
Radio Free Iraq (Arabic)	1,991	2,046	2,178	132
Romanian to Moldova	966	963	964	1
Russian	8,660	9,876	9,114	(762)
North Caucasus Unit (Avar, Chechen and Circassian)	1,252	1,244	1,285	41
Tajik	1,484	1,470	1,533	63
Tatar-Bashkir	914	934	943	9
Turkmen	1,176	1,164	1,183	19
Ukrainian	2,514	2,420	2,523	103
Uzbek	1,460	1,481	1,541	60
News and Current Affairs	6,831	6,741	6,952	211
Total, Broadcasting Division	55,149	63,551	62,377	(1,174)
Office of President	4,390	2,879	2,781	(98)
Operations Division	25,339	25,415	24,937	(478)
Finance Division	5,486	5,619	5,150	(469)
Capital	686	1,381	312	(1,069)
Total, Offices	35,901	35,294	33,180	(2,114)
TOTAL, RADIO FREE EUROPE/ RADIO LIBERTY	91,050	98,845	95,557	(3,288)
Reconciliation:				
(-) Balances In/Recoveries	(900)	(2,186)	-	2,186
(+) Balance Out	2,186	-	-	-
(-) Other Resources	-	(747)	-	747
Enacted/Request Level	92,336	95,912	95,557	(355)

1\ Formerly South Slavic/Albanian (Bosnian, Macedonian, Serbian)

**Broadcasting Board of Governors
Radio Free Asia**

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	34,072	37,228	38,404
Supplemental Appropriations Act P.L. 110-252	1,847	-	-
Total Funding	35,919	37,228	38,404
Positions	265	286	293

Radio Free Asia (RFA) was created by Congress to act as a surrogate broadcaster, substituting for domestic media in countries that prevent or restrict freedom of press. It is a statutory grantee that operates under a grant agreement with the BBG. As a private, nonprofit corporation, RFA's purpose is to deliver accurate and timely local news, information, and commentary, and to provide a forum for a variety of opinions and voices from within the Asian countries it serves. Through short wave, medium wave, satellite and the Internet, RFA delivers its mission in nine languages and three dialects, bringing truth to local communities, whose knowledge of local events is otherwise blocked by the governments that control the news and information.

As a multi-media news organization, RFA's broadcasters focus on developing vibrant, relevant content that meets the demands of its radio audiences and drives visitors to its websites. RFA material can be downloaded to mobile devices, repackaged and republished to circumvent ever increasing censorship, or shared by word-of-mouth. By making information available in various formats, RFA ensures that others, wherever they are located, will take over and redistribute RFA-branded news on their blogs or websites.

Through 43 hours of daily radio broadcasts and a dynamic online presence, RFA reaches audiences in China, Tibet, Burma, Vietnam, North Korea, Laos, and Cambodia. Native speakers and multilingual Web teams staff each of its language services, developing programming and websites that are distinctive for each service and reflect particular cultural and customary preferences.

RFA has been able to utilize its extensive network of reliable sources to break the news on the most critically important stories in the region. Its coverage of news and events also has a significant impact as an information driver within its target countries, often pressuring government-sanctioned news agencies to report on matters they prefer to keep silent about and forcing government agencies in its target countries to modify their agendas. RFA functions as a platform for free discussion of forbidden topics, a forum for citizen journalists and a model on which others can shape their own emerging journalistic traditions. For example, in discussing the hunger for information in North Korea, and the burgeoning black market to satisfy this demand, a North Korean magazine editor stated in July 2008: "The most popular item now is a radio to listen to Radio Free Asia for information."¹

¹ Takayama, Hideko, "North Korean Newspaper Shows Party Fears Collapse, Analyst Says," Bloomberg News, July 9, 2008, <http://www.bloomberg.com/apps/news?pid=20601101&sid=aPT0WBhWOU2M&refer=japan>.

FY 2009 and 2010 Highlights and Program Accomplishments

Internet and New Media

During the second quarter of 2009, direct visits to RFA websites increased by 41 percent over the same period in 2008, while users viewed 27 percent more pages. Fueling this increase is the development of new features and enhancements for RFA websites and broadcasters engaging their audiences by prolonging the dialog they start on air through their blog pages.

Services are now publishing “news hubs,” or pages that focus on specific news event or stories, aggregating information and allowing for rich content in various formats. With in-depth coverage, background information and timelines, RFA is able to broaden the scope of its news and provide comprehensive coverage of issues. These hubs remain relevant to our audience well after the breaking news is gone from the home pages.

For example, coverage of the Xinjiang riots in July 2009 was documented in text, image, sound and video with additional background on the cause of the clash, as well as timelines, interactive maps and graphics exploring cultural and historical angles. A box for comments gave voice to RFA listeners in China who expressed their views on the air and online. Some of these comments were then translated into English for a global audience. A separate story, with slideshows and an original video, illustrated the role of women in the events and in Uyghur society.

To commemorate the June 4th events on Tiananmen Square twenty years ago, RFA published a special page, with archive material never before seen in China. The page featured original video footage of the days leading to the crackdown, slideshows of original images covering the protests, the students’ hunger strike and finally the crackdown. A timeline of events provided the historical backdrop of what has become known overseas as the “Tiananmen massacre” or simply “June 4th” in China.

In addition to the RFA YouTube channel, all RFA services now have branded Facebook pages and Twitter accounts. These social media networks expand the reach and allow RFA content to travel beyond censors’ roadblocks. The RFA YouTube channel consistently scores among the top ten most viewed non-profit channels every month, despite the fact that RFA content is in Asian languages on this predominantly English-speaking, content sharing platform. In mid-2009, RFA began offering news content in a format suitable for small screen reading, making it more accessible to cell phones users.

Mandarin

RFA’s Mandarin Service has established itself as a leading, credible source of information on Chinese government censorship. In 2009, RFA’s Mandarin service marked the 20th anniversary of Tiananmen with a series of video interviews with some of the Tiananmen activists who still reside in China. In a special edition of *Listener Hotline* aired in June 2009, two of the 21 “most wanted” student leaders following the armed crackdown in 1989, took calls from RFA listeners across China. These two men recounted the series of events that led to the crackdown for young callers who had grown up in a total media blackout over Tiananmen. Another series presented former student leaders who reflected on their roles in the democracy movement and detailed their lives in exile. The Mandarin feature program *Voices of the Audience* read hundreds of entries for the “Tiananmen 20 Years Later” essay campaign. These uncensored essays, with Chinese people’s thoughts and recollections of events, were also published on the Mandarin website.

In May, the service marked the one-year anniversary of the devastating earthquake in China's Sichuan province, airing a series of reports showing that many unanswered questions and issues remain in the aftermath of the tragedy.

RFA's Mandarin service continues to play a leading role in reporting on the social, economic, and political tensions in China today. At the same time, it has promoted an awareness of the importance of the rule of law in the democratic process. A recent eight-part series focused on petitioning in China. Petitioning now involves millions of Chinese citizens with grievances against local governments, traveling from all across the country. This in-depth reporting was the result of six months of research and interviews with petitioners from across China, tracing the history and evolution of the practice through the centuries. Petitioners often face harassment and abuse during the petitioning process, with the possibility of jail, re-education-through-reform camps, or even commitment to mental institutions.

Enhancements to the Mandarin website provide for a greater user experience through interaction. The website layout has been redesigned to enhance popular content; slideshows and other visuals are prominent; and news briefs have been reformatted to allow for faster updates. RFA Mandarin now transcribes and publishes all news reports and on-air commentaries on its website and another new feature offers users the opportunity to comment directly on the page of these reports.

Cantonese

The Cantonese service broadcasts to audiences in the Guangdong and Guangxi provinces, where Cantonese is the dominant language. In June 2009, the Cantonese service reported the serious fighting between majority Han Chinese and ethnic minority Uyghur workers inside a dormitory of a Hong Kong-owned factory in Shaoguan, Guangdong, resulting in 118 injuries and the death of two Uyghurs. Of the injured, 79 were Uyghurs. In early July 2009, as this story continued to develop, a journalist working for RFA's Cantonese service entered Xinjiang to cover this on-going ethnic conflict. Several days later, while photographing policemen in the process of arresting and handcuffing a group of Uyghurs, this journalist was detained overnight by police, and then expelled from Xinjiang.

Tibetan

RFA has continued its surge broadcasting to Tibet, which began after the service broke news about the March 2008 crackdown by Chinese forces on the peaceful protest by monks in Lhasa. RFA Tibetan was among the first to report several stories on new protests and unrest in Tibet. Despite the current lockdown and heavy police presence in Tibet, RFA managed to make phone contacts and break a story about a silent candlelight vigil by about 100 monks on February 25, the first day of Tibetan Losar or New Year. Police surrounded the monks' monastery and detained a number of them. RFA obtained video footage of the vigil.

RFA's Tibetan service aired a series of special reports from India and Nepal, marking the 50th anniversary of the Tibetan uprising and the fleeing to India by the Dalai Lama and tens of thousands of refugees. These broadcasts included the history of the 1959 uprising and interviews with original refugees.

According to a researcher at India's Norbu Lingka Institute, Chinese officials threaten reprisals against residents who continue to listen to international radio stations or visit websites such as Radio Free Asia. Reporters Without Borders voiced their concerns in April 2009 about the physical safety of journalists and website editors who have been arrested in the past few months in Tibet and neighboring Tibetan

regions.² Nonetheless, videos shot and produced by RFA Tibetan service correspondents are extremely popular, not only on RFA's Tibetan website, but also on RFA YouTube. These videos are also picked up and reproduced on other Tibetan websites.

Korean

The Korean service broadcasts five hours daily to listeners in North Korea, which is arguably the least free country in the world (Freedom House identified North Korea as the worst country for media freedom, ranking it 195th out of 195 countries surveyed).³ Shortwave continues to be the best means for reaching the North Korean audience. RFA's research confirms a recent survey of North Koreans in China and South Korea, conducted by the Peterson Institute for International Economics, that showed foreign media such as US government-backed Radio Free Asia were gradually penetrating North Korea.

The service focuses on empowering its North Korean audience with news and information they would otherwise be denied. Feature stories highlight the human rights situation both inside and outside of North Korea, especially in China where many North Korean refugees stay in hiding. Other programming offers information about human life situations, such as the value of a happy family, the role of parents, and education and human rights, especially the rights of women.

RFA's Korean service is confronted with a unique challenge in its Internet presence because this media platform is not part of the daily life of its audience. The website presents breaking news and special features relevant to the people of North Korea, but it relies on "human proxies" and redistribution by Korean press for some of the distribution of its content. The reclusive state of North Korea is also documented on the Korean website with graphics about the extent of its armaments, its nuclear program, the complex family tree of leader Kim Jong Il as well as maps displaying borders and defectors routes.

Burmese

The Burmese Service has served as one of the few sources of independent news and accurate information for people living in Burma. The service has continued its surge broadcast schedule during FY 2009, including more popular feature programs such as *Voices of the Sangha*, which provides a window into Burmese monastic life, and the lively *Mid-Show* that targets a younger audience. Listeners increasingly rely on RFA to provide breaking news such as in-depth reporting of the referendum conducted by the junta to legitimize military rule. In April, the Burmese service aired a one-year anniversary report about Cyclone Nargis and its aftermath, reporting on findings about the authorities' shortsightedness, and the international outrage at the handling of relief efforts, which are still very much needed.

The service provided extensive coverage of the trial of Aung San Suu Kyi, the pro-democracy activist and leader of the National League for Democracy in Burma. RFA interviewed her lawyer, U Kyi Win, whose request for the trial to be open to the public was denied. RFA also interviewed the elder daughter of the woman who lives with Aung San Suu Kyi, who, along with her other daughter, is also on trial. RFA Burmese reported in June that Burma's Communication, Posts and Telegraph Ministry ordered licensing of radios in an effort to curb the increase of radio sales during foreign broadcasting of the trial. An RFA fan visiting Rangoon sent photos of signage he titled "In Myanmar, they don't like RFA!"

² Reporters without Borders press release dated April 24, 2009.

³ Freedom House report, Freedom of the Press 2009 published May 1, 2009.

A series which aired in May 2009 on “Trafficking of Burmese/ Rohingyas into Malaysia & Thailand,” revealed the vicious cycle of Burmese people being trafficked as slave labor. The reports disclosed that the traffickers are working with authorities, and the illegal immigrants are being sold repeatedly. One illegal had been sold five times, according to RFA’s sources.

Uyghur

RFA is the only international radio service providing impartial news and information in the Uyghur language to the potential audience of more than 16 million Uyghur people in the Uyghur Autonomous Region, China, and Central Eurasia. The Turkic Uyghurs have faced extreme repression from the Chinese government since the People’s Republic took control of their home territory.

RFA Uyghur service worked tirelessly to file stories on the deadly riots that erupted in Urumqi, the capital of China’s northwest Xinjiang province, in July 2009. Close to 200 people were killed and more than 1,400 arrested in connection with the clashes, which began when armed police used force to break up a peaceful demonstration by Uyghur youth demanding answers about the deaths of Uyghur workers in the Shaoguan factory incident. In the words of a Uyghur businessman in Urumqi: “If the government had given any explanation about [the] Shaoguan incident without hiding it from Uyghurs, this would not have happened in Urumqi. People heard more details about it through RFA, since the listenership is among Uyghurs.”

In May, RFA Uyghur reported that women in the Uyghur Autonomous Region refused to allow officials to implement a forced farming program on their land, but remain concerned about their property rights. The women clashed with armed police when officials brought in an excavating tractor to till the farmland. According to a village farmer interviewed by RFA, “An older woman threw herself in front of the tractor, but armed police pulled her away. Afterwards, younger women followed the older one’s example. Within one hour, eight women were injured and seven of them were hospitalized.”

Vietnamese

RFA’s Vietnamese service offers news and information that individuals are unable to receive from Vietnam’s state-censored media outlets. The service continued its in-depth reporting on bauxite projects which cause environmental and security concerns. RFA’s coverage of the on-going dispute between the state and the Catholic Church was reproduced on blogs inside Vietnam and citizen reporters sent video coverage of protests as they happened. In addition, RFA Vietnamese reported on the reaction to the arrest of Le Cong Dinh, a prominent lawyer and advocate for democracy, who was charged with colluding with domestic and overseas reactionaries to sabotage the Vietnamese state. His interviews with RFA and BBC were cited as part of his objectionable conduct.

The service aired a 10-part series on the “Boat People” who fled the country after the collapse of South Vietnam on April 30, 1975. The in-depth series, including interviews and graphic eyewitness accounts, described the departure of the Vietnamese “boat people,” and the hardships they endured along the way – including disease, death and cannibalism – and how they survived in refugee camps, sometimes for years. The series ended with reports of successful lives of these Vietnamese built for themselves in their new countries. The service also published a six-part companion series on the Vietnamese website.

Khmer (to Cambodia)

RFA Khmer service listenership continues to increase, year-over-year, in all of Cambodia and RFA continues to be the most popular international broadcaster in Phnom Penh.⁴ In April 2009, RFA Khmer began gavel-to-gavel webcasts and extended radio coverage of the Khmer Rouge Tribunal. A special section of the RFA Khmer website offers background information and ongoing coverage of the tribunal proceedings, both in Khmer and in English. A special page is dedicated to the Cambodian people reactions to the trial.

A lively citizen media is emerging in Cambodia through blogs, chat rooms and email, fueled by a young, web-savvy population. The new generation of Khmer people is breaking out of the isolation imposed by war and poverty, and most of them use cell phones more often than computers. RFA's Khmer website has followed this trend offering podcasts for downloading.

RFA continues to cover illegal logging, reporting that protected forests in the area between Kompong Chhnang and Kompong Speu provinces are shrinking because loggers, local authorities, and forest rangers are in collusion with one another in illegal logging.

Lao

RFA Lao reporting continues to have significant impact on the decisions of the Lao government, prompting them to address issues that would have been ignored otherwise, such as the land concession/grab, violations of contract by foreign investors, and the effect of lack of regulation and/or control of pollution on the environment and people's health.

Technical Operations

In FY 2009 RFA completed the final stages of the broadcast facility upgrade, including the installation of new IP digital consoles and the migration of all language services to the most recent version of the Rivendell broadcast automation system. Voice over Internet Protocol (VoIP) PBX and phone devices are being installed in RFA's DC headquarters and all major Asian offices to allow for Internet VoIP telecommunications between offices and to offer remote local dialing access to help reduced communication cost.

2009 Employee Perspectives Survey

In February 2009, RFA selected more than half of its DC workforce to anonymously complete an Employee Perspectives Survey. Using the same methodology and 41 questions as it did when conducting this survey in 2007, RFA asked participants to rate their perceptions of the company, its management, and their working environment. The employees rated RFA favorable ("Mostly Agree" or "Strongly Agree") on all questions, and the percentage of favorable responses in 2009 exceeded 2007 in 36 of the 41 questions.

FY 2011 Program Increases

Expanding FM, Digital, and New Media Opportunities

The BBG proposes \$.7 million to allow RFA to stay ahead of the developing and restrictive media markets in Tibet, Burma, Vietnam, and China by providing basic editorial capacity to produce video products and to increase and improve its mobile device offerings.⁵

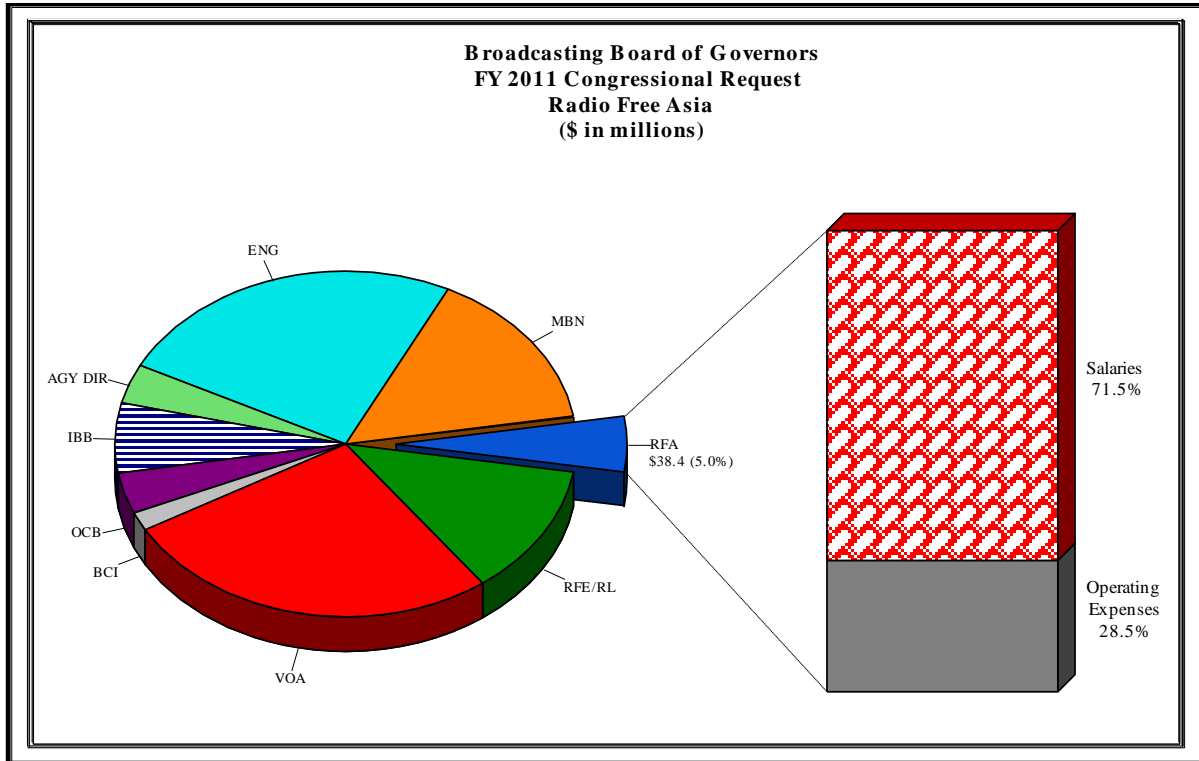
⁴ InterMedia National Survey September 2008.

⁵ Total cost for this enhancement is \$850 thousand. RFA's portion is \$725 thousand; an additional \$125 thousand in transmission costs are included in the Engineering portion of the budget request.

FY 2011 Program Decreases

The FY 2011 request for Radio Free Asia includes reductions to RFA general operating expenses (\$.5 million) and to contractual services through improved practices (\$.1 million).

For FY 2011, the BBG is requesting \$38.4 million for Radio Free Asia.



Radio Free Asia
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	37,228
Represents the FY 2010 estimate for Radio Free Asia. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
Wage Increases: Domestic/American	+	437
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Other Wage Requirements	+	990
Provides for the annualization of salary and benefits to continue programming into FY 2011, including workers compensation, health care costs, and other allowances.		
Inflation	+	82
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	(516)
Built-in Requirements	+	514
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Contractual Service Agreements		267
b) Rent/Utilities/Security		247
Non-Recurring Costs	-	(1,030)
The following costs are non-recurred in FY 2011:		
a) Annualization of 2010 reductions and one time 2010 Costs		(580)
b) One time costs associated with FY 2010 program increases		(450)
FY 2011 Net Program Changes	+	183
Program Decreases	-	(542)
Reflects the following reductions to base operations:		
a) Reduce operating expenses		(459)
b) Reduce Agency contract costs by 4% through improved efficiencies		(83)
Program Increases	+	725
Reflects the increase above base operations to fund the following enhancements:		
a) Expanding FM, Digital and New Media Opportunities		725

TOTAL FY 2011 RADIO FREE ASIA REQUEST	38,404
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Radio Free Asia
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Programming Division				
Executive Editor	2,308	2,451	2,575	124
Program Services:				
Burmese Service	1,947	2,218	1,972	(246)
Cambodian Service	1,507	1,495	1,611	116
Cantonese Service	842	867	969	102
Korean Service	1,804	2,237	2,292	55
Laotian Service	1,309	1,432	1,482	50
Mandarin Service	4,644	4,969	5,293	324
Tibetan Service	3,480	3,679	3,786	107
Uyghur Service	1,060	1,168	1,211	43
Vietnamese Service	1,571	1,740	1,954	214
Program Offices:				
Ankara Office	118	75	82	7
Bangkok Office	258	245	251	6
Dharamsala Office	14	19	19	-
Hong Kong Office	536	550	629	79
Phnom Penh Office	214	175	184	9
Seoul Office	272	329	383	54
Taipei Office	149	148	156	8
Total, Programming	22,033	23,797	24,849	1,052
Office of the President	857	824	789	(35)
Research, Training, and Evaluation	494	502	590	88
Technical Operations	10,526	10,026	10,067	41
Communications	217	249	250	1
Finance	1,380	1,427	1,445	18
Human Resources	412	403	414	11
Total, Admin, Mgt & Finance	13,886	13,431	13,555	124
TOTAL, RADIO FREE ASIA	35,919	37,228	38,404	1,176
Enacted/Request Level	35,919	37,228	38,404	1,176

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Broadcasting Board of Governors Middle East Broadcasting Networks

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	110,419	112,601	117,462
Positions	657	836	846

Middle East Broadcasting Networks, Inc. (MBN) is a private, non-profit multi-media broadcasting corporation created in 2004 to provide America a direct and undistorted line of communication with the Arabic-speaking population of the Middle East. MBN operates under a grant agreement with the BBG. MBN's mission is to provide objective, accurate, and relevant news and information to the people of the Middle East about the region, the world, and the United States. MBN supports democratic values by expanding the spectrum of ideas, opinions, and perspectives available in the region's media.

MBN works to ensure the people of the Middle East have objective, realistic information about America, American policies, and Americans and to broaden the range of perspectives and exchange of ideas on issues of significance to the lives and future of its audience. Research consistently shows that MBN is having an impact in the region. Over the past five years, the reach of U.S. broadcasting through the creation of Alhurra and Radio Sawa has indisputably expanded. MBN now reaches an estimated 34 million people in 22 countries each week. In Iraq, Alhurra and Sawa broadcasts are watched or listened to by 70 percent of the adult population on a weekly basis.¹ MBN has captured attention and is on its way to realizing its potential as a powerful public diplomacy component.

MBN brands currently include Alhurra, Radio Sawa, and Afia Darfur. Alhurra operates three, 24/7 Arabic-language news and information television channels – Alhurra, Alhurra-Iraq, and Alhurra Europe. Radio Sawa broadcasts 24/7 on seven programming streams in the Middle East, and utilizes websites as sources of up-to-the-minute news. MBN broadcasts from its headquarters in Northern Virginia, with production outlets in Baghdad, Dubai, Beirut, Cairo and Jerusalem, and correspondents in the Middle East and around the world.

Alhurra

The regional Alhurra channel was launched in February 2004 to provide a reliable source of objective television news and information to the entire Middle East region. Alhurra-Iraq was launched in April 2004 to provide more specialized local news and programming to the people of Iraq. Alhurra Europe was launched on August 1, 2006 to target Europe's growing Arabic-speaking population.

Alhurra is unique within the Middle East satellite television market in its ability to provide information and insight into the policies and people of the United States. Alhurra's mission-driven, signature program – *Al Youm* – is a breakthrough in the region. *Al Youm*, translated *Today*, is a live, three-hour

¹ InterMedia surveys, December 2008-January 2009.

program that is broadcast from five cities across the Middle East and the U.S., bringing information about Middle Eastern neighbors to each other as well as news and information about America.

Alhurra broadcasts live newscasts throughout the day with breaking news, as events warrant, including coverage of major U.S. foreign policy speeches as well as press conferences and Congressional hearings of interest to the Middle East. Its informational programming seeks to expand the exchange of ideas and perspectives presented in the Middle East media particularly on issues such as human rights, religious freedom, and the rights of women.

Alhurra is distributed digitally via Arabsat and Nilesat, the same satellites used by all major Middle Eastern channels, as well as terrestrial transmitters in Baghdad, Mosul, Basra, Tikrit and Al Hilla. Alhurra Europe is distributed on Eutelsat Hotbird 8. Alhurra is also streamed on its news and information website at *Alhurra.com*.

Radio Sawa

Radio Sawa was launched in 2002 in a breakthrough format designed to attract a significant Middle Eastern population under the age of 30. Its blend of music and information programming was unique at the launch – a carefully crafted blend of Western and Middle Eastern music programming that successfully attracted listeners to stay tuned for substantive news and information programming. Research consistently demonstrates the effectiveness of Radio Sawa in reaching listeners and commanding their attention to Sawa’s news and information programming.

Radio Sawa broadcasts news at 15 and 45 minutes past each hour around the clock, totaling over 7 hours of news and current affairs programming per day on its seven broadcasting streams targeted to the sub-regions of the Middle East. Daily 30-minute news magazines provide listeners with in-depth reporting and news analysis. Radio Sawa also broadcasts live simultaneous translations of major speeches on Middle East issues by senior U.S. officials as well as important U.N. debates and press conferences on important issues affecting U.S. policy in the region. Radio Sawa provides clear and effective presentation of U.S. policies through a range of targeted programming that includes its weekly signature current affairs discussion, *Free Zone*, as well as *Ask The World Now*, a regular program that provides answers to key questions that listeners have about U.S. policies as they relate to the Middle East. Radio Sawa broadcasts features to Iraq that focus on rule of law, democratic political debate, and citizen concerns.

Radio Sawa can be heard throughout the Middle East through FM and medium wave (AM) transmissions on seven streams including: (1) Iraq (FM and AM); (2) Jordan and the West Bank (FM); (3) the Gulf (FM and AM); (4) Egypt and the Levant (AM); (5) Morocco (FM); (6) Sudan, Djibouti and Yemen (FM and AM); and (7) Lebanon and Syria (FM). Radio Sawa is also streamed on its news and information website *radiosawa.com*.

Afia Darfur

MBN launched the *Afia Darfur* program in 2008 through funding provided via the BBG from the Department of State. The all-news and information radio program features news about Darfur and the world that is not otherwise accessible to the people of Darfur through the official media. The program features interviews with American officials, human rights experts, Sudanese professionals, activists, government officials, and citizens, as well as NGO representatives. The program further provides

information on refugee and internally displaced person (IDP) issues, health issues and features about the culture, history and heritage of the diverse ethnic groups of Darfur. Relevant information gathered from daily White House, State Department and Pentagon briefings is also included in the program.

The *Afia Darfur* program targets all people in Darfur and eastern Chad, and it is heard in Khartoum. *Afia Darfur* is broadcast into Darfur via shortwave transmitter each evening at 9:00 p.m. local time. The 30-minute program is rebroadcast two additional times, once again in the evening (10:00 p.m. local time) and once the following morning (6:00 a.m. local time).

FY 2009 – FY 2010 Highlights and Program Accomplishments

MBN works strategically to further its reach and expand its influence in the region. As a result, MBN is:

- **Increasing its impact.** Through *Al Youm*, which launched on March 8, 2009, MBN has increased Alhurra's standing in the region with a broadcast platform and information mix unique in the Middle East today. Its anchors broadcast live for three hours from studios in Dubai, Beirut, Cairo, and Jerusalem with live reports from the U.S. and the region. The new show provides a platform for focusing on the news of the day, discussing compelling social issues, and providing a spectrum of information not presented anywhere else in the region's media.

In its first review of *Al Youm*, the leading regional newspaper *Al Hayat* stated "*Al Youm* has successfully integrated news and entertainment. This will attract different audiences and bring them together by covering various interests." *Al Youm* has amplified, and will continue to amplify, MBN's voice and impact throughout the region.

- **Securing Alhurra's and Radio Sawa's positions in the region as the places to go for balanced, reliable news and comprehensive information as news happens.** When the conflict in Gaza erupted in December 2008, resources were quickly reallocated to provide MBN's Middle Eastern audience the most up to the minute news updates. Alhurra Television provided extensive and comprehensive coverage daily—pre-empting regular programming—which included updates from reporters in Gaza, Israel, Ramallah and neighboring countries. Alhurra featured round-the-clock expert analysis from scholars at think tanks in Washington to provide the U.S. perspective. Radio Sawa expanded its newscasts to include the latest information from Gaza and the information about the conflict dominated its all-news website. MBN coverage was widely praised as objective, accurate, and timely.

Alhurra news consistently obtains and broadcasts exclusive interviews with Middle East leaders, regional figures and American leaders. Recent interviews include Secretary of State Hillary Clinton, Secretary of Defense Robert Gates, U.S. Joint Chiefs of Staff Chairman Admiral Michael Mullen, Iraqi Prime Minister Nuri al-Maliki, Iraqi President Jalal Talabani, Libyan leader Muammar Gaddafi, Turkish President Abdullah Gul, former Lebanese President Amin Gemayel, Reza Pahlavi and former President of South Yemen Ali Salim al-Beidh.

- **Covering the democratic process in the region like no other media outlet.** Alhurra and Radio Sawa have earned a reputation as the place to turn to for election coverage in the region. The networks provided comprehensive coverage of the elections in Algeria, Iraq, Jordan, Mauritania, Afghanistan, Kuwait, Kurdistan, Israel and Lebanon. Alhurra and Sawa take their audience beyond the headlines to discuss the issues, candidates, electoral process and the security situation.

For example, Alhurra Television and Radio Sawa had extensive coverage of the Israeli national election on February 10, 2009. Alhurra's correspondents had live reports from polling stations and interviews with voters. In addition, Alhurra's coverage included commentary and analysis of expert guests from the Middle East, the U.S. and Europe. Alhurra continued live coverage through the official announcement of the results. Radio Sawa also broadcast hourly informative updates about the election in expanded newscasts and live coverage from multiple locations in Israel.

In the most recent Iraqi elections, viewers frequently approached Alhurra's reporters saying they had been concerned about security at the voting booths, but after seeing Alhurra correspondents there, they felt safe to come out and vote. Alhurra and Radio Sawa had extensive coverage of the Iraqi elections on January 31. Alhurra had 12 hours of live continuous coverage and Radio Sawa expanded its newscasts to cover the elections and dedicated its 30-minute daily news magazine to the latest information on the elections. Both Alhurra and Radio Sawa had reports from throughout Iraq, including interviews with voters to find out the issues that were most prominent on their mind. The network also spoke with Iraqi leaders and Members of Parliament to explore the impact the elections had on the Iraqi political environment. Letters from the Multi-National Forces and the head of the Iraqi Election Committee thanked Alhurra for balanced coverage of news in Iraq and fair reports on the Iraqi elections.

Alhurra TV and Radio Sawa provided extensive coverage of the Algerian presidential election in April. Both Alhurra TV and Radio Sawa had live updates and analysis from the Middle East and the United States. Expanded coverage included a two-hour election results special that profiled the candidates, examined topics influencing voter decisions, and analyzed the recent decision to amend the Algerian constitution to allow current President to run for a third term.

In addition, Alhurra TV and Radio Sawa provided extensive coverage of May elections in Kuwait, which included the groundbreaking election of four women to the Kuwaiti parliament.

- **Covering American Governance as only a U.S. outlet can.** At no point was MBN's election reporting more pronounced than the coverage of the 2008 U.S. Presidential election. This coverage went beyond the speeches and the voting. It explained the U.S. democratic system, how the primaries determine the candidates, the key issues at stake, and the idea that every American voted his or her own conscience. It was a real-time look at democracy in action, which viewers were able to follow with comprehensive reports and discussions with political and constitutional scholars. Alhurra and Radio Sawa followed the election coverage through the Inauguration, where viewers were able to see a smooth transition of power from one ruling party to another, something not commonly seen in the Middle East.

Alhurra Television and Radio Sawa broadcast President Barack Obama's address to a Joint Session of Congress and the Republican response live, with simultaneous Arabic translation on Feb. 24th. Alhurra's coverage included a 30-minute preview of President Obama's speech and in-depth analysis and reaction following the speech and Republican response. During its coverage Alhurra interviewed the following Members of Congress: Sen. Mary Landrieu, Sen. Ted Kaufman, Sen. Christopher "Kit" Bond and Sen. Mark Warner, Rep. Dennis Kucinich, Rep. David Reichert, Rep. Charles Boustany, Jr., Rep. Keith Ellison (D- Minn.), Rep. Jerrold Nadler, Rep. Jim Moran, Rep. Marsha Blackburn, Rep. Mike Honda, Rep. Geoff Davis, Rep. Lloyd Doggett, and Rep. Danny K. Davis.

Following the speeches, *Sawa Magazine*, Radio Sawa's 30-minute news magazine program provided comprehensive examination and analysis of the speeches.

Alhurra has had innumerable interviews with key U.S. policymakers, including Secretary of State Hillary Clinton, Secretary of Defense Robert Gates and U.S. Joint Chiefs of Staff Chairman Admiral Michael Mullen, to talk about plans and policies that affect the region.

As only a U.S. outlet with reach into the Middle East could, Alhurra and Radio Sawa provided unique coverage of President Obama's June 4th speech to the Muslim world, including live simultaneous translation of the speech on Alhurra, Radio Sawa and on the networks two websites, *Alhurra.com* and *RadioSawa.com*. Alhurra hosted more than 14 hours of coverage of this important speech in Cairo. In addition to having analysis from experts in Washington and the region, the network also went to the street to get reaction from citizens in Turkey, Israel, Egypt, Palestinian Territories, Lebanon, Morocco, Iraq, Indonesia, the United Arab Emirates, as well as from the American-Arab community in Astoria, New York. Attesting to its credibility, an AP wire service photo showed men in Gaza watching Alhurra at a local coffee shop.

- **Utilizing current Web resources and developing new media strategies.** MBN has internally reallocated available resources to improve its Internet presence. MBN has been working to develop its existing websites to ensure that they are regionally competitive news outlets. Given the changing audience habits in the region, both Alhurra and Radio Sawa are now streamed on the Web— MBN started streaming Alhurra Iraq last March. This effort is making an impact. In April, *RadioSawa.com* was awarded first prize in the Media-TV & Radio category at the Pan Arab Web Awards. The website was judged for creativity, user friendliness, content, visual design and interactivity.

The Radio Sawa and Alhurra websites are a critical element of the MBN online strategy but in order for MBN to be successful in the digital world, it will need to harness the power of many New Media tools. MBN has begun, in a limited way, to use social networking sites including Facebook and Twitter, but it needs to focus more attention on the development of new media strategies. In FY 2010, MBN plans to realign all financial and human resources dedicated to Web content management into a single MBN New Media Unit to ensure maximum efficiencies and utilization. A new Director of Social Media will work with a New Media Director to strategically position MBN to utilize new technologies.

- **Improving production quality and capability.** MBN is replacing the Alhurra broadcast automation system to streamline editing; improve news system integration; increase availability of video content; and establish a reliable online video archive system. The new broadcast automation system will markedly improve efficiency. System performance provides the critical link between newsroom users (editors, producers, and directors) and the ability to get programming to air. The end result will be greater reliability, improved quality, and increased production of content ready to air.

MBN is working to increase the capabilities of its Washington Bureau to cost effectively cover more pertinent issues on Capitol Hill. With marginal technical improvements, MBN will be able to extensively expand the use of the bureau which is critical given its convenient location and easy access for lawmakers and Washington officials.

As technology improves and becomes more cost-effective each year, MBN will begin a multi-year process to replace out of date equipment which will improve broadcast quality, decrease maintenance issues, and sustain ongoing operations. In addition, MBN is currently testing BGAN technology – portable television transmission devices – that could dramatically increase newsgathering and production capability.

MBN continues to seek FM opportunities to expand the reach of Radio Sawa.

FY 2011 Program Changes

To improve efficiency of overseas bureau operations and cut recurring costs in the out years, MBN will reconfigure its overseas operations in Cairo and Beirut by establishing small production offices that will allow it to reduce contracting costs by self-managing production support operations. Through this streamlining, MBN will be able to reduce costs in the out years through the elimination of third party profit margins and overhead.

FY 2011 Performance Goals

For FY 2011, MBN will continue to be a valued source of news and information in the competitive Arabic-speaking marketplace. The goal is to maintain and build upon the credibility level of over 80 percent of the audience that judges its news and information as at least “somewhat trustworthy/reliable” or “very trustworthy/reliable.”

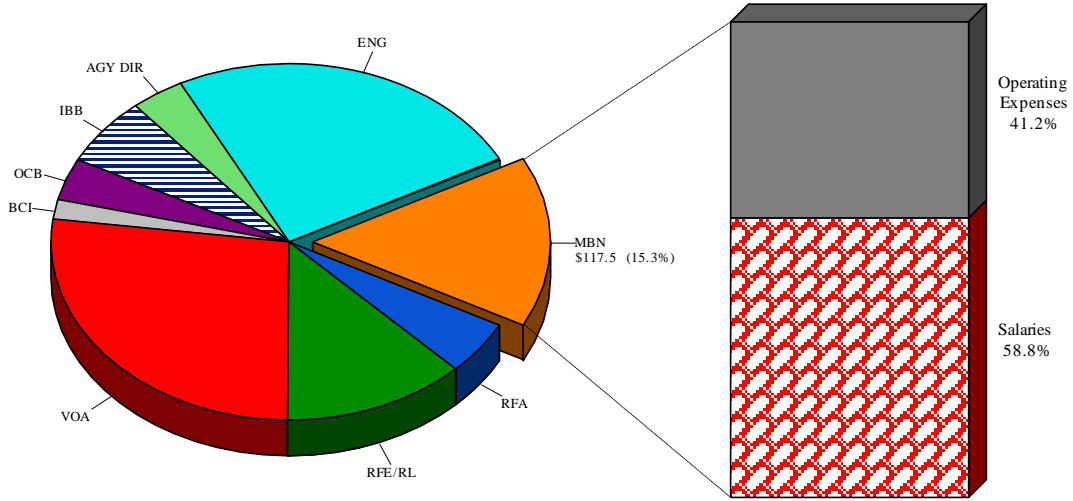
FY 2011 Program Decreases

The FY 2011 request for the Middle East Broadcasting Networks includes the elimination of Alhurra Europe (\$.4 million in transmission) and a \$.2 million reduction in contractual services through improved practices.²

For FY 2011, the BBG is requesting \$117.5 million for the Middle East Broadcasting Networks.

² Alhurra Europe costs include only transmission; therefore, they are illustrated in the Engineering and Technical Operations portion of the budget request.

**Broadcasting Board of Governors
 FY 2011 Congressional Request
 Middle East Broadcasting Networks
 (\$ in millions)**



Middle East Broadcasting Network
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)

FY 2010 Estimate	+	112,601
Represents the FY 2010 estimate for all BBG elements. Excludes program delivery and research costs which are provided by Engineering, IBB and the BBG.		
Wage Increases: Domestic/American	+	1,132
Provides for the annualization of a 2.42% increase effective January 2010, and the projected 1.4% increase for January 2011.		
Other Wage Requirements	+	1,586
Provides for the annualization of salary and benefits to continue programming into FY 2011, including workers compensation, health care costs, and other allowances.		
Inflation	+	636
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	1,660
Built-in Requirements	+	1,660
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) MBN Bureau Configuration	838	
b) Critical Digital Audio/Video and Capital Equipment	524	
c) Contractual Service Agreements	201	
d) Rent/Utilities/Security	97	
FY 2011 Net Program Changes	+	(153)
Program Decreases	-	(153)
a) Reduce Agency contract costs by 4% through improved efficiencies	(153)	

TOTAL FY 2011 MIDDLE EAST BROADCASTING NETWORK REQUEST		117,462
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Middle East Broadcasting Networks
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Programming				
Central News and Current Affairs	30,296	30,576	30,956	380
Alhurra Iraq	6,958	6,416	6,629	213
Radio Sawa	11,531	10,922	10,916	(6)
New Media/Web	-	2,210	2,217	7
Total, Programming	48,785	50,124	50,718	594
Overseas Offices				
Baghdad	4,599	5,683	5,070	(613)
Beirut	8,359	4,918	6,512	1,594
Cairo	3,310	2,921	3,119	198
Dubai	6,764	6,886	7,042	156
Jerusalem	3,877	2,948	3,143	195
Total, Overseas Offices	26,909	23,356	24,886	1,530
Administration				
Technical Operations	26,323	25,147	26,597	1,450
Administration	10,346	11,925	12,419	494
Creative Services	2,044	2,434	2,488	54
Communications	352	349	354	5
Total, Administration	39,065	39,855	41,858	2,003
TOTAL, MIDDLE EAST BROADCASTING NETWORKS	114,759	113,335	117,462	4,127
Reconciliation:				
(-) Balances In	(4,838)	(734)	-	734
(+) Balances Out	734	-	-	-
(-) Recoveries (Advertising)	(236)	-	-	-
Enacted/Request Level	110,419	112,601	117,462	4,861

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Broadcasting Board of Governors Broadcasting Capital Improvements

(\$ in thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Request
Funding	12,046	12,622	13,635

Broadcasting Capital Improvements (BCI) provides no-year funding for large-scale capital projects and for improvements and maintenance of the operating efficiency and reach of the BBG’s global broadcast network.

FY 2009 and FY 2010 Highlights and Program Accomplishments

Over the past year, the Office of Engineering continued to support the BBG’s mission to promote freedom and democracy and increase understanding of current events and American culture and policies by transmitting critical programs worldwide through multiple delivery platforms and devices.

Production of Broadcast Material

Engineering continuously streamlines and improves the tools available to VOA for production and distribution of broadcast material by leveraging technological advances. Engineering is working closely with VOA broadcasters to design centralized production capability by creating a digital system that integrates news management, digital asset management, centralized video storage, video archiving, and a video ingest/play out system. This past year Engineering took several actions to move VOA closer to its goal of creating this tapeless broadcast environment.

Engineering has begun the transition to DaletPlus Digital Media Systems, a comprehensive system that will enable VOA broadcasters to efficiently manage digital video assets, automate newsrooms, implement tapeless production and play out workflows, and archive material. DaletPlus integrates many functions previously supported by stand-alone systems. In FY 2009, Engineering began the phased implementation of the DaletPlus system beginning with the installation of video asset management. This capability enables users to search ingested feeds and other video files, mark clips, and download these clips to their computers. These clips can then be digitally transferred for final editing into news stories. Engineering also installed the supporting software on Agency computers and, working with VOA, has trained potential users. Implementation of the DaletPlus modules that support digital video play out is also in process. Thus far, five key language services can operate in a fully digital mode from video production to on air.

Engineering is also improving the Agency’s video storage system by beginning work on an asset archiving system that will be capable of supporting all media, not just video files. Improved digital storage will support centralized sharing and archiving of online, near-term, and long-term files. In addition, Engineering continues to upgrade the network infrastructure necessary to transmit large video files, and also is improving security by strengthening firewalls and installing intrusion detection devices.

In 2009, after a successful pilot, Engineering implemented a simplified web content delivery system that provides new capabilities, increases flexibility, and reduces the time required for non-technical

personnel to create and maintain language websites. As VOA's web platform expands and video and cell phone usage increases in target areas, the BBG must have the capability to address increased file conversion requirements. Engineering has provided a simple user interface for converting files to the formats required for viewing content on the web and portable devices.

VOA Television Infrastructure

Work continued on several projects to upgrade VOA's television infrastructure. Architectural design of a new television studio was completed in FY 2009; award of the construction contract is projected for the beginning of calendar year 2010; and construction of the studio is expected to be completed in FY 2010. Installation of a new TV Master Control continued in FY 2009, and complete transition to this centralized digital system is expected in FY 2010. Installation of a camera robotics system, which began in FY 2009, is scheduled for completion in FY 2010.

Realignment of BBG's Delivery Platforms

Engineering continually assesses the effectiveness of its delivery network and makes changes as the BBG's broadcast priorities and audience preferences shift. These efforts have included closing shortwave transmitting stations, realigning shortwave assets where shortwave remains an effective media, redeploying medium wave transmission assets to serve critical audiences, adding FM transmitters in key locations in the Middle East, streamlining the global satellite distribution network, and adding appropriate new production and distribution technologies.

Broadcast Delivery for Radio Farda

To strengthen coverage and overcome jamming in Iran, Engineering has initiated work on new radio transmission capabilities for Radio Farda. The BBG moved an existing 600 kW medium wave transmitter and antenna towers from its closed facility in Greece to a new medium wave facility in Kuwait. By the end of the third quarter of FY 2009, construction of the new transmitter building and the three antenna tuning shelters was almost complete, and Engineering had initiated installation of the transmitter system and antenna tuning networks. Engineering has continued construction and installation in FY 2010 and estimates completion of the project during the first quarter of the calendar year.

Broadcast Delivery in the Far East

To improve broadcast capability to and overcome jamming in East Asia, the BBG plans to augment its leased Tajikistan radio facility by adding a high-power, shortwave transmitter and antenna system. Facility modifications and installation of equipment began in late FY 2008, with a projected on-air date for broadcasts to commence in early 2010.

Maintenance and Repair of the Global Network Infrastructure

The BCI Maintenance and Repair program addresses the essential requirements to maintain the reliability and availability of a worldwide network of transmitting stations. These transmitting stations carry BBG programs to their intended audiences. As the BBG has consolidated and reduced the number of radio transmitting facilities worldwide, the need to keep the remaining network in prime operating condition to meet the BBG's global broadcast mission becomes all the more critical. In FY 2010, Engineering began painting the recently refurbished antenna towers and related structures in Tinian and Saipan to protect these facilities. This work is scheduled for completion in FY 2011. The upgrade and automation of the antenna switch bay controls that will improve broadcast flexibility in the Philippines is scheduled for completion in FY 2010. In addition, circuit breaker maintenance and relay calibration throughout the network, which will help maintain a safe and reliable system, is scheduled for completion in FY 2011.

Engineering began a “green” initiative in FY 2010 to examine more efficient use of energy. A feasibility study for wind power application at Tinian, Sao Tome, and Sri Lanka began in FY 2010, and a pilot project is planned for FY 2011. Other “green” projects planned for FY 2011 include water efficiency projects at several sites and solar energy systems at selected FM stations. To predict and control power usage, transmitting stations began installing power monitoring systems in FY 2010.

Satellite Network Infrastructure

To improve network capability, Engineering has upgraded its Cisco/Scientific Atlanta satellite systems at primary satellite gateway distribution facilities worldwide for advanced compression (MPEG4) and future HDTV transmission requirements.

Heating, Ventilation, and Air Conditioning (HVAC) and Electrical Maintenance

In FY 2009, Engineering replaced several HVAC units in the Wilbur J. Cohen Building (BBG Headquarters in Washington, D.C.) and made additional repairs to the automatic transfer switches and the emergency generator. In FY 2010, the Agency has continued its preventive maintenance programs and its systematic replacement of aged equipment in the Cohen Building to reduce or eliminate down time and preserve the reliability and integrity of BBG broadcasts.

Cohen Building Power Upgrade

The BBG must maintain a reliable electrical supply for its around-the-clock broadcast mission. As the Agency moves to an all-digital media platform, additional systems result in additional power consumption and emergency backup requirements. In FY 2009, plans for an additional backup generator and upgrades to the electrical infrastructure for the main computer room entered the design phase with work to continue into FY 2010.

Security

Security operation programs continued, both domestically and overseas, in accordance with Overseas Security Policy Board (OSPB) standards.

FY 2011 Performance Goals

The BBG continues to support the performance goals through its transmission capability. Transmission network availability has declined from 99.8 percent to 99.6 percent because of aging equipment and shortages of critical spare parts. The Agency will strive to maintain a high level of availability through effective network management.

FY 2011 Program Increases

The Global Satellite Distribution and Operations System Upgrade (\$4.9 million)

The BBG proposes to upgrade its satellite global distribution capacity and backbone and its Network Control Center (NCC), the heart of the BBG satellite global distribution system. Both upgrades are critical to ensure that the BBG global distribution system has adequate capacity and capability to support the broadcast of the BBG entities’ programs, and their transmission requirements, particularly for television transmission.

Expanding FM, Digital, and New Media Opportunities (\$4.2 million)

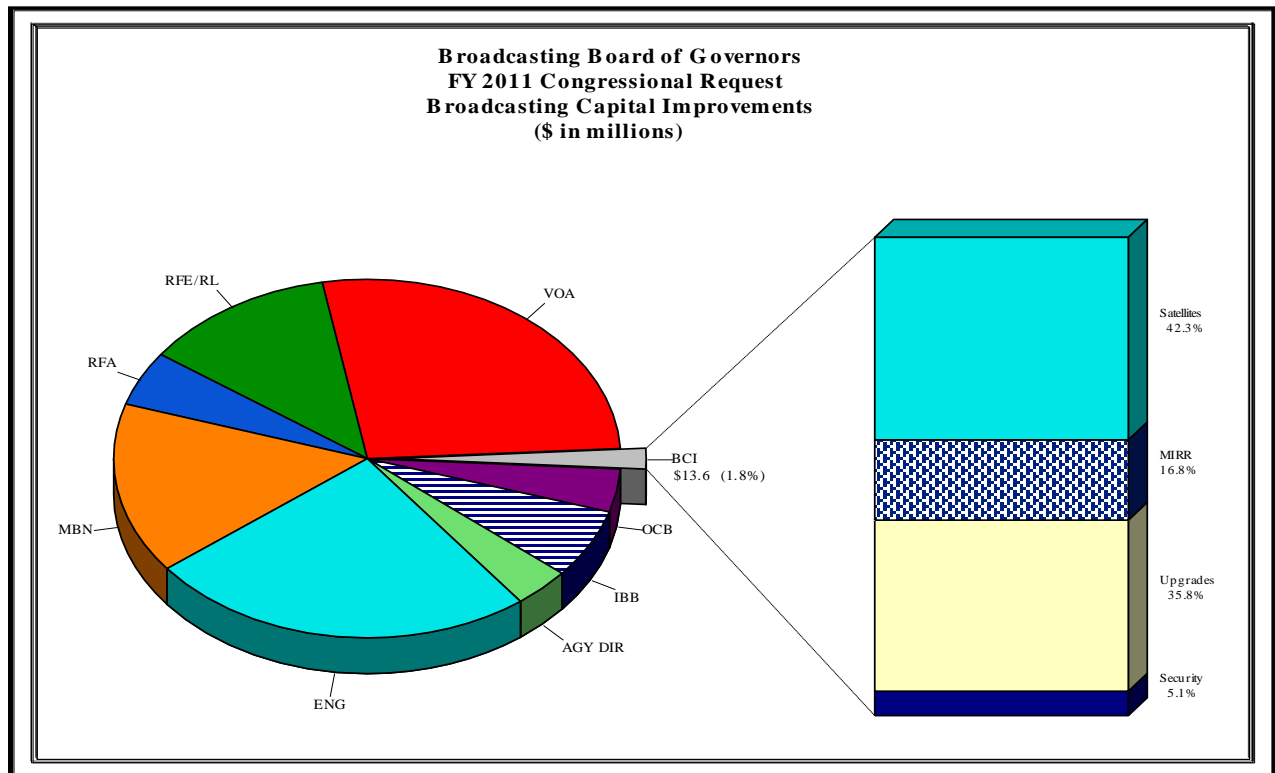
The BBG proposes to build on efforts already underway to allow the availability of digital assets on multiple media formats for re-use and sharing by various parts of the organization. This will allow the Agency to streamline its digital workflow and reduce resource costs and asset management overhead.

In addition, the proposal will provide a framework for networking, storage, and other band-width intensive capabilities required to support a growing number of digital assets, the transmission of large digital files, and the ever expanding variety of new media.

FY 2011 Program Decreases

The BBG proposes selling land in Erching, Germany and allocating those funds for FY 2011 maintenance and repair costs for its transmitting stations (\$3 million). The BBG has determined that the land, which once supported a transmitting station, is no longer needed. The BBG also proposes to reduce its maintenance and repair budget (\$.5 million)

In FY 2011, the BBG is requesting \$13.6 million for Broadcasting Capital Improvements.



**Broadcasting Capital Improvements
Summary of Increases and Decreases
FY 2010- FY 2011
(\$ in thousands)**

FY 2010 Estimate	+	12,622
Represents the FY 2010 estimate for Broadcasting Capital Improvements.		
Inflation	+	78
Reflects a 1.024% inflation increase for general operating expenses for FY 2011.		
FY 2011 Current Services Net Changes	+	(4,657)
Built-in Requirements	+	330
Includes built-in requirements to continue on-going projects and technical operations. These mandatory built-in requirements include the following:		
a) Security and Infrastructure Upgrade	330	
Non-Recurring Costs	-	(4,987)
The following costs are non-recurred in FY 2011:		
a) One time costs associated with FY 2010 program increases	(4,987)	
FY 2011 Net Program Changes	+	5,592
Program Decreases	-	(3,500)
Reflects the following reductions to base operations:		
a) Sale of Erching Property in Germany	(3,000)	
b) Maintenance and Repair of Transmitting Facilities	(500)	
Program Increases	+	9,092
Reflects the increase above base operations to fund the following enhancements:		
a) Upgrading Global Satellite Distribution and Operations	4,922	
b) Expanding FM, Digital and New Media Opportunities	4,170	
TOTAL FY 2011 BROADCASTING CAPITAL IMPROVEMENTS REQUEST		13,635

Broadcasting Capital Improvements
Summary of Funds
FY 2009 - FY 2011
(\$ in thousands)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Request</u>	<u>Increase or</u> <u>Decrease (-)</u>
Maintenance, Improvements, Replace and Repair	3,916	3,917	3,241	(676)
VOA TV	773	877	773	(104)
Security	1,173	3,031	705	(2,326)
HVAC and Electrical Maintenance	821	742	1,249	507
Upgrade of Existing Facilities	5,774	14,659	4,888	(9,771)
Satellite & Terrestrial Program Feeds	1,464	1,549	5,779	4,230
TOTAL, BROADCASTING CAPITAL IMPROVEMENTS	13,921	24,775	16,635	(8,140)
Reconciliation:				
(-) Balances In/Recoveries	(14,028)	(12,153)	-	12,153
(+) Balances Out	12,153	-	-	-
(-) Sale of Property in Erching, Germany	-	-	(3,000)	(3,000)
Enacted/Request Level	12,046	12,622	13,635	1,013