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***Office of the General Counsel
Freedom of Information and Privacy Act***

September 29, 2011

RE: Request Pursuant to the Freedom of Information Act – FOIA #11-014

This letter is in response to your October 26, 2010 request for primarily internal “Talking Points” or “Q&A” documents. On December 18, 2010, you narrowed the scope of your request to those primarily internal “Talking Points” or “Q&A” documents found in electronic format on the computer of Letitia King. On February 28, 2011, your request was denied in full as the documents sought were determined to be covered by the deliberative process privilege and protected from release by FOIA Exemption 5. You appealed that decision, and on April 13, 2011, the Agency’s Access Appeal Committee directed your request to be reprocessed to determine which, if any, of the individual documents sought were properly covered by Exemption 5.

That review is now complete, and although all the documents reviewed were found to be predecisional internal documents that could have been properly withheld pursuant to Exemption 5, the Agency determined that certain documents were releasable through discretionary disclosure without harming internal deliberative processes. The documents found appropriate for discretionary disclosure are enclosed. Certain information was redacted pursuant to Exemption 6 to protect individual personal privacy interests and pursuant to Exemption 5 to protect information covered by the deliberative process privilege. All redactions are marked with their applicable FOIA Exemption.

Because of the lengthy period of time required to process your request, the Agency is waiving any applicable fees and the enclosed documents are provided to you at no charge.

Pursuant to the FOIA, you have the right to appeal this decision. If you wish to do so, please send your appeal within thirty (30) calendar days from the date of this letter to the Chairperson, Access Appeal Committee, BBG, Suite 3349, 330 Independence Avenue, SW, Washington, DC 20237. Currently, no inquiries or appeals are accepted via E-mail.

Sincerely,



Andrew T. Krog
FOIA and Privacy Act Officer

Enclosure



May 28, 2010

Q: Why has the BBG Abandoned Shortwave?

[from our response to Helle Dale's recent piece]

Radio remains a prime medium for U.S. international broadcasting to reach audiences around the world. In fact, of the 171 million people reached weekly by Broadcasting Board of Governors broadcasts, 102 million are reached via radio.

The strategy of the BBG is to reach audiences on the media they prefer, when it is possible to do so. To determine media preferences, the BBG conducts a robust global research program. Changes in audience media use grow increasingly complex and demand that a one-size-fits-all shortwave solution must be replaced with individually tailored approaches to match the market.

Media usage worldwide has grown increasingly complex, and some individuals' wishes for a universal shortwave solution are not supported by the facts.

Looking across three continents to key audiences we see that the Voice of America's tailored approach results in the following audience reach:

- Nigeria remains almost exclusively a radio market for VOA, and our Hausa service presently reaches 36% of Hausa speakers weekly via a combination of shortwave and medium wave (AM) broadcasts.
- In Albania, VOA reaches more adults than any other international broadcaster in its target markets. TV is the dominant means of program delivery: VOA TV reaches 36% of Albanians weekly, while radio reaches 13% (almost entirely on FM), for a combined reach of 46% of Albanian adults.
- In Indonesia, VOA developed a multiple media (radio, TV, Internet and mobile) approach with an affiliate-based strategy, and now reaches 10% weekly on TV and 2% on radio (again mostly on FM), for a combined reach of 11%.

The BBG and VOA are not abandoning shortwave; it is our audiences that are migrating to other media. For example, in the last five years Albanian use of shortwave dropped from 11% to 3%, and Indonesian use of shortwave declined from 7% to 1%. Even in Africa, long thought to be the last big market for shortwave, use has declined precipitously in most places. In Kenya, only 14% listened to shortwave in the previous week, while 90% listened to FM. Just this week, the BBC acknowledged similar shifts in audience behavior, citing a shortwave audience loss of 20 million people for their international broadcasts: <http://www.newsonnews.net/bbc/3220-bbc-international-news-services-attract-record-global-audience-despite-short-wave-radio-losses-of-20->

Press Guidance ~~(INTERNAL USE ONLY)~~

01-29-09 Huffington rebut

True enough that the U.S. needs to engage the Chinese people. In fact, the Voice of America and Radio Free Asia are highly interactive U.S. international broadcasters with live call-in discussion programs in the languages of the people of China, including VOA's TV program "Strait Talk" between Taiwan and China, as well as dynamic two-way online channels for discourse. The unbiased news and information VOA and RFA provide is aggressively jammed on radio and regularly censored online by Chinese authorities. As a result we constantly work to provide routes to circumvent censors including creating proxy and mirror sites, establishing daily blogs with comment sections, sending millions of e-mails each day with news updates, providing RSS feeds, and most recently, developing Twitter and Facebook pages. Importantly, RFA and VOA get their street cred from providing reliable news and reporting on many subjects normally taboo in China's repressive media environment.

PRESS GUIDANCE

Audience Comments by Region and Country

Middle East

Iran

"I love your programs and I am proud of you because **you are helping the Iranian people to view the world with a new perspective**. From my point of view, you are God's voice, a way of enlightening the Iranian people."

-to VOA

"Dear VOA staff,
your programs are the best Persian program that is worthy of watching. And all of you are professional in your area of responsibilities. I enjoy it very much and keep up the good work. Regards, and my hat's off."

"In Iranian society, nobody talks about [domestic violence]. As you said in your program, there needs to be public awareness in order to combat domestic violence. I sincerely thank you and I'm ready to work with you on this issue."

-to VOA

Iraq

"I was born in Baghdad and I'm one of your viewers. I do like your program (Inside Washington) very much and it is my favourite in fact I'm learning from it a lot. I think that increasing the time of **this program will give the young people in the middle east the opportunity to understand the American policies and understand who do the American politicians think and what are their aspects for the future of the region.**"

- to Alhurra

U.A.E.

"I used to listen you since I was young with my old Short wave radio set, most nights I fell in sleep while your voice in my ears. I wished to listen you again since I reached here, and surprisingly, I could tune you with my car radio in Medium Wave after 12.30 am here in Kalba. My happiness is beyond limit, especially when I am listening your "Special English Programme"."

- to VOA

South Asia

Afghanistan

"I congratulate VOA on its TV program. Among the changes that have come recently in Afghanistan—one is freedom of the press—and the **Voice of America**

has been a champion of freedom of the press. The launch of TV Ashna was another effective step in that direction."

A listener from Western Province of Herat called in January 2008 and commented on the religious holiday of Ashura.

"Radio Azadi (Radio Free Afghanistan) is truly a radio of the people and delivers the voice of all people to the world. I want to thank Radio Azadi for considering and discussing all religious, ethnical and other national issues without any discrimination. Your broadcast today on the observance of Imam Husain (the second imam of Shia sect) was truly without any discrimination. I wish every success for this radio and I hope the Afghan nation would welcome the leaders and staff of this Radio Azadi and consider them as the model for unity of all people and for a modern and prosperous country..."

"I salute Radio Azadi for its speed and accuracy."

"I really appreciate Radio Azadi, especially "In Search of Loved Ones." You are the only radio that is uniting the Afghans who lost their loved ones during the war and devastation."

- A listener from Wardak Province

A young man from the jungles of Indian Kashmir called and said:

"I am calling you from the jungle of Indian Kashmir. I have been recruited for Jihad for the past five years. I was only 17. I am tired of Jihad. I want Radio Azadi to find my parents and help to go back to my home."

Radio Free Afghanistan called the listener and sent the reporter to the village of the caller and found the parents. The parents were reunited with the young caller. The parents are trying to get him out; the story is being followed.

(b) (6), Director of Strategic Relations on Afghanistan's National Security Council told reporters following a December 2008 suicide car bombing near the Kabul Airport:

"Your first report from the site of the explosion was seven minutes ahead of the Afghan intelligence report to the council. I salute Radio Azadi for its speed and accuracy."

Afghan Health Minister (b) (6) praised Radio Azadi in reference to its coverage of the August 2008 release of South Korean medical workers kidnapped in Ghazni province:

"I would like to thank every one in Radio Azadi from the bottom of my heart in assisting the Ministry of Health in the release of these two workers. I wish them a lot of success in their work."

Pakistan

You give coverage to the emergency in Pakistan. We felt that this program is our radio channel. We are very thankful to VOA for this great deed."

(b) (6), after the State of Emergency was declared in Pakistan

"I salute VOA for freedom of expression, people like Pakistan, where freedom is blasphemy."

-written in November 2007

"We are grateful to the management and all concerned personnel... for their best coverage of the news and current affairs in Pakistan... All programs of "Radio Aap ki Duniya" have created deep sense of love in the people of Pakistan, particularly people living in villages."

-from a student at Virtual University of Pakistan in November 2007

East Asia

China

"It was in Shanghai in June 1942 when I listened in to VOA's broadcast for the first time. Shanghai was then occupied by the Japanese army and I had to keep it a secret. After Japan surrendered in 1945, I could listen to VOA openly. But under the rule of the Communist party, I've had to keep it a secret again. I'm grateful to VOA for sowing the seed of hope in the heart of Chinese people."

-95-year-old listener from Anhui Province in May 2007

"As a college student, I am very much concerned about current affairs, and also hope to understand how foreigners view China. However, in China, it is very difficult to get to learn about external views clearly and comprehensively. VOA's programs offer both fun and knowledge. Listening to VOA can help improve my English, get to know the U.S. better, and enables one to look at the world from a different perspective (different from domestic media)... In my mind, VOA is a maker of freedom and democracy."

-Student from Tianjin, China

"From your reporting, I can learn better about up-to-date information about world affairs and the U.S., and quickly expand my knowledge. At the same time, I have gotten to know my own country better. To tell the truth, the China you talk about is different from what I know from my regular sources. Therefore, I can examine my country at a higher ground with more comprehensive information."

-Student from Gansu, China

"...VOA represents the voices of justice. Without stations like VOA that are active on the international stage, human society would suffer darkness and despair."

"I have been listening to VOA for more than 26 years, and I can frankly say that VOA's news reporting is refreshing, prompt, fair, and subjective. What's most important is that your news reports are truthful and free of political prejudice. VOA is a favorite radio station and a lighthouse to many Chinese on the mainland."

"Radio Free Asia is the best present the American people have ever given to the Chinese people. RFA is like an ear-eye-throat specialist. It makes us see and hear, and it allows us to speak. It's like a magical mirror that reflects what is wrong with the system in China. RFA has served the Chinese people for 10 years now. After 10 years of hard work, RFA is like a torch that leads us on the road to democracy."

"RFA is fast and accurate, unlike domestic media which tends to be sluggish. I think it definitely puts pressures on domestic media to lift its game."

"RFA broadcasts, like an educator, have brightened our heart... They have opened our eyes. China always wants to keep the Uyghurs ignorant of the world. But now we understand democracy, human rights, and freedom. RFA broadcasting means more than food, drink, and air to us, because it gives us hope and inspiration. We hope RFA increases broadcasting time in the Uyghur language."

Tibet

"In Tibet, we say among ourselves that if we want to know real names and stories about the world, we should listen to Radio Free Asia... There are Tibetan programs inside Tibet, but no one believes in their programs. Even Chinese themselves confess that those radio programs don't tell true stories."

"I am a Tibetan student, studying at Thiel College in Greenville, Pennsylvania... A few weeks back my parents called me from Nepal and told me about the weekly Tibetan news show through VOA and told me about its success and importance. I now watch it every week through the Internet and every time I do, tears come rolling down my cheeks. I am really happy and excited to see and hear the show."

(b) (6)

Korea

"I started listening to VOA Korean in 2000 when I was in China. I was happy to hear Korean language broadcasting. There were a lot of stories about North Korean defectors that really touched me. One particular report talked about a defector who went to South Korea through Mongolia and I began to have a hope that I might do that someday too and I began seeking help. I just can't imagine how important VOA Korean was in leading me into the U.S."

-One of the first six North Korean defectors to arrive in the U.S. after passage of the North Korean Human Rights Act

Burma

"RFA's educational programs teach us how to understand politics, inform us of the new technological innovations and how they might affect mankind. We have learned a lot from those programs. Even though I am not an educated person, RFA's educational programs have enabled me to converse like an educated person. A few months ago, I explained the universal declaration of human rights to a son of the businessman I worked for. When I came to the end of my explanation, the mother and the son asked me how I learned about it because they were in disbelief that a coolie could have a sophisticated understanding of politics. I replied that I had learned it from foreign radio broadcasts. They then proceeded to ask me which stations I listened to. I told them that I listened to RFA and BBC regularly. This should prove RFA's effectiveness and success in presenting educational programs."

"Thanks so much for your great work. I am... natively from Pekhonn but now living in Yangon and regularly listening to the RFA. It is to let you know that I am very grateful to your most valuable work for the people of Myanmar by leading in the fight for the better life of the people (Democracy)... I assure you all my love, prayer and support. Don't give up, go ahead, many poor and frightened people are looking up to you as their heroes and hopefully as saviors."

-monk from Rangoon

"If there is no RFA, Burmese people will be blind and deaf. It is an eye-opener and plays an important role by broadcasting about Burma. RFA plays a very important role in Burma because it is broadcasting news on Burma and is trying hard for the Burmese people to achieve their human rights."

-student

Africa

Rwanda

"I am pleased to write to you to express my gratitude for your support through your programs which enables us to know the whereabouts of our family members with whom we are separated. Thanks to your great assistance, I managed to know the whereabouts of my wife and some of my relatives from whom we were

separated since 1999. We have been in touch ever since and I am now ready to go and see them. Once again, God bless you all."

-to VOA

"...I was looking for the whereabouts of my mother K (b) (6) since we were separated ten years ago. Now we are in touch... All this was achieved because of you, Voice of America broadcasters. You are reliable..."

Uganda

"Thanks for your determination in keeping us always updated in terms of worldwide news. We are proud of our radio, the Voice of America. Thank you indeed for you family reunification program through which I managed to know the whereabouts of my family. We are now all together."

Democratic Republic of the Congo

"I'd like to thank you for your constant effort to reconcile the peoples of Central Africa... I've been following you...and what you have been doing with your mike to chase forever hatred from our region."

-from (b) (6) in Kinshasa to VOA

Horn of Africa

"...I would like to express my deep appreciation to you and your program since all the information made available to the listeners is really realistic, free from any influences, entertaining and from this time onwards I will be your regular client."

- to VOA

"Just a quick note to congratulate you on a superb broadcast (Tigrignia Service, *People to People* program). At a time in which Ethiopia and Eritrea are facing ominous signs of a looming war, your pioneering program is forcing our attention on a powerful but less traveled direction, dialogue. The current atmosphere of attrition and the contentious nature of the issues discussed made this particular debate extremely vulnerable to volatility. Your reporter, Mr. Tewelde Tesfagabir, was brilliant in his calm, courteous, but persistent endeavor to keep the discussion flowing, focused on the issues and within the norms of civilized debate. The end result was nothing short of extraordinary, an Ethiopian and an Eritrean conducting a civilized dialogue in the midst of an imminent war. Please keep it up."

-Dr. (b) (6), M.D.

Kenya

"I just wanted to congratulate you for your programs because they are informative and entertaining. May God Bless you so you continue doing what you are doing for us."

"I must congratulate VOA for a well conceived meeting that was well organised and held in a conducive environment. The thought of an interactive radio and TV programme mobilising people from different walks of life as well as experts and politicians to discuss issues of unparalleled importance not only to Kenya but also Africa especially on the eve of important elections in Kenya was a step in the right direction and an idea whose time had come especially in the promotion of responsive and accountable leadership..."

- (b) (6) wrote this after VOA Swahili Town Hall Meeting before the elections

Eurasia

Russia

"Practically no information is available from blockaded [by special forces] Nazran [Ingushetia]. Our great gratitude goes to Radio Liberty, because this radio station makes it possible for us to know what is going on in our country. [Radio] Liberty does its work honestly, thank you."

- January 28, 2008

"[In the Russian media] there is only double-dyed Soviet propaganda, especially in the news. The television set is just a piece of furniture. Thanks to the Internet and Radio Liberty, we can breathe."

On Zogby Poll:
05-29-09

As BBG has explained previously, the Zogby/Telhami poll does not measure audience reach; it measures audience preference. Zogby/Telhami data say nothing about how many people watch Alhurra. To get the audience figure, it is necessary to ask a question different from the one Zogby/Telhami asks.

Zogby/Telhami asks: "When you watch international news, which of the following network's news broadcasts do you watch most often?"

BBG/ACNielsen asks: "Apart from today, when was the last time you watched (Alhurra, Al Jazeera, Al Arabiya, et al)?" Response categories are: last 7 days, last 4 weeks, and last 12 months (with a refusal option as well).

Both are valid questions. They just have different purposes and yield different conclusions.

Note that the BBG survey methodology is the same one used by all our international broadcasting counterparts including BBC, RFI and DW.

Alhurra now reaches 26.7 million people weekly across the Middle East, up almost one million in the last year. This includes 5.5 million in Egypt (11% weekly), 8.4 million in Iraq (64% weekly), 2.6 million in Morocco (27% weekly), 1.4 million in Saudi Arabia (14% weekly), and 5.1 million in Syria (55%). These are solid numbers by any measure for a foreign broadcaster. Indeed, Alhurra is the number one foreign (i.e., non-Arab) channel in the Middle East (including BBC Arabic).

When Radio Sawa's numbers are added and duplicate listeners/viewers subtracted, the stations together reach nearly 34 million Arabs weekly -- this, despite intense media competition and still-high anti-Americanism across the region.

07-09-09 - cyber attacks

Hi Len,

For those concerned about the effects of the recent cyber attack, particularly on U.S. international broadcasting Web sites, I have an update and correction to some misinformation that was recently circulated.

Cyber attacks are a daily occurrence, but usually at an order of magnitude lower than the recent one. Our engineers took active steps as soon as the scale of the distributed denial of service attack was apparent and secured our Web sites while providing as much access to web users as possible. In order to do so, we actively chose to block access to VOA's site for some users in Southern China, Korea, New Zealand and Australia until we could institute workarounds. Many of these users had received "time out" error messages. Despite the severity of the attack, our engineers blocked the attacking traffic within the same day. So for example during the time of President Obama's visit to Russia, traffic was running roughly equal to that of a week ago, before the attacks began.

Because the attacks grew out of the targeting of government Web sites, VOA.gov was initially included in the attack and the assault branched out to include Voanews.com. No other U.S. international broadcasting outlets were affected.

Want to reassure you that we have a shared interest in preserving all the avenues for getting news and information out to our audiences worldwide and work vigilantly to do so!

Regards,

Tish

11-20-09

BBG Global Audience Estimate
Based Performance and Accountability Report – November 2009

Facts and Figures

171 million people weekly unduplicated audience worldwide [175 million in 2008]

Includes radio, television and Internet

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual
VOA (Radio + TV)	118.6	136.5	124.5
VOA (Radio)	77	76.4	75.3
VOA (TV)	48.8	71.9	55.6
MBN*	App. 35	App. 35	35.7
MBN (Radio Sawa)	NA	17.2	16.4
MBN (Alhurra)	NA	25.8	27.7
OCB	NA	NA	NA
RFE/RL	28.6	25.9	17.6
RFA	NA	NA	NA

*MBN total numbers for FY07 and 08 come from a 2009 document on BBG global audiences, not the 2008 PAR

Top 10 Audiences**Largest Audiences (Weekly unduplicated)**

2009	2008****
Nigeria 22,317,020	Indonesia 27,138,888
Indonesia 16,283,333	Nigeria 21,681,660
Iran 14,513,543	Iran 14,240,561
Iraq* 11,698,107	Afghanistan 13,281,565
Pakistan** 11,194,330	Iraq 11,466,494
Afghanistan 9,860,290	Bangladesh 6,988,100
Egypt 8,114,370	Egypt 6,737,386
Ukraine 6,638,340	Pakistan 6,602,700
Syria 5,745,233	Ukraine 6,598,350
Tanzania 5,548,032	Tanzania 6,003,144

Highest % Reach (Weekly unduplicated)

2009	2008****
Qatar*** 86.3	Qatar 86.3
Iraq* 72.7	Afghanistan 75.7
Rwanda 72.7	Iraq 70.7
Somalia 66.8	Somalia 66.8
Kosovo 64.8	Kosovo 64.0
Syria 61.1	Syria 61.1
Afghanistan 56.2	UAE 60.0
Haiti 50.1	Rwanda 58.1
Armenia 49.5	Morocco 52.4
Morocco 45.9	Haiti 52.3

*2008 reach figure excludes 5 provinces; audience figure includes projected audiences in these provinces from data collected in 2007.

**Excludes Federally Administered Tribal Areas (FATA).

***Research conducted in 2006.

**** Figures come from 11-05-08 BBG Overview powerpoint

The largest BBG **Internet audiences** are in Iraq, Oman, Kosovo, Morocco, and the UAE.

The audience estimate includes research conducted

- over a three year period
- in 70 countries

- including 39 in Fiscal Year 2009

Major Gains and Losses

Gains:

Niger (38% weekly reach) – first ever survey
 Haiti (50% weekly reach) – first national survey
 Egypt (increased by 1.4 million) - Alhurra gains
 China (increased by 1.1 million)
 Rwanda (72% weekly reach) – VOA gains
 Zimbabwe (16% weekly reach) – VOA gains
 Oman (33.8% weekly reach) – Alhurra gains

Losses

Indonesia (10% weekly reach) – methodology, suspect previous over-estimate
 Bangladesh (3.2% weekly reach) – relative stability in marketplace
 Kyrgyzstan (10% weekly reach) – loss of affiliates
 Azerbaijan (3% weekly reach) – loss of affiliates
 Lebanon (17% weekly reach) – crowded market
 Georgia (5% weekly reach) – media clampdown, loss of RFE/RL affiliates

Research and Research Methodology

- **Performance Culture:** The BBG has fostered a research-driven and performance-oriented culture. We use research as one means of measuring our reach and impact, and to analyze the media environments in which we operate.
- **Independent Research:** The BBG's audience and market research is done independently via local market research firms around the world through a contract with the InterMedia Survey Institute. We also rely on industry experts like AC Nielsen for market data.
- **Investment in Research:** Funding dedicated for research has increased from \$1.5 million in 2001 to over \$9 million today, and we contract 300-400 new research projects each year.
- Reliable and high quality research allows us to *assess our effectiveness*, and to *tailor programming and delivery methods*.
- The BBG measures effectiveness in terms of the *size of our audience, the quality and reliability of our programming*, and whether our broadcasts *increase the audience's understanding* of current events and American society and policies.
- **Quantitative audience** measurements are conducted through national, urban and traveler surveys, using face-to-face interviews when possible and phone interviews in restricted environments. **Random probability sampling** is used where possible, and sample sizes range from 1,000-10,000 subjects.

- **Measures:** The standard measure of audience reach for the BBG and other international broadcasters such as the BBC and Deutsche Welle is the number of adults (15+) who "listened or viewed last week." By that measure, the BBG's audience has increased 70 percent since 2002.
- **Hard to Reach Locales:** In countries where information is tightly controlled and tuning in to foreign broadcasts is sometimes illegal or where populations are hard to access, audiences can be difficult to measure. Numbers for these hard to reach countries and regions (where we can only conduct non-representative surveys) such as Somalia, North Korea, Tibet, and the Xinjiang Uyghur Autonomous Region are not included in our overall estimate.
- **Random probability sampling** means that survey participants are chosen randomly such that each unit of the population has an equal chance of being surveyed. The use of random probability sampling is what allows a researcher to make extrapolations out to the wider population.
- **Non-representative surveys** are surveys that do not employ random probability sampling, and thus cannot be extrapolated to the population. These would include surveys of diaspora or refugee populations.

VOA TALKING POINTS

- VOA is the largest U.S. international broadcaster, reaching an estimated audience of about 125 million by radio (shortwave, FM, AM and direct-to-home satellite), television (local rebroadcast, direct-to-home satellite and cable), and Internet in 45 languages.
- VOA has been particularly successful in reaching non-Arabic-speaking Muslim audiences, with strong performances in Nigeria, Iran, Indonesia, Nigeria, Afghanistan, Pakistan and Tanzania, among other places. VOA does not broadcast in Arabic.
- VOA broadcasts in eight of the top 10 markets for U.S. international broadcasting. VOA is the sole U.S. international broadcaster reaching Nigeria (22.3 million weekly audience); Indonesia (16.2 million); Pakistan (11.2 million); and Tanzania (5.5 million.) VOA also reaches large audiences in Iran, Afghanistan and Ukraine – which are also in the top 10 markets.
- In Iran, VOA reaches 13.4 million adults weekly through the Persian News Network, a 24/7 satellite television stream comprised of eight hours of original programming, plus acquired programs. With its TV, radio and Internet products, VOA reaches 29.9 percent of adults weekly, the largest combined audience of all international broadcasters in Iran.
- In Afghanistan, VOA has a weekly radio and television audience of about 5.3 million, almost one-third of the adult population.
- In Pakistan, VOA reaches large audiences both rural and urban, the former largely on radio (6.2 million) and the latter on television (5.7 million). Urdu radio *Aap Ki Dunya* – broadcasts 12.5 hours a day, and *Radio Deewa* broadcasts to the Northwest Frontier Province and western Pakistan in Pashto nine hours a day.
- In Nigeria, among Hausa speakers, 47 percent listen at least once a week. Nigeria is Africa's most populous country with Hausa spoken primarily in the North, which is dominated by Muslims. VOA has strong listenership in Somali, Swahili and Amharic.
- VOA's top 10 markets by percentage reach include: Rwanda (72.7 percent); Somalia (66.8 percent); Kosovo (64.3 percent) and Haiti (50.1 percent). VOA's Armenian TV is watched by about 43 percent of Armenians.
- VOA also has a strong showing in places where media freedom is restricted, including Burma, Zimbabwe and China.
- Slight declines in VOA's audience from 2008 to 2009 resulted primarily from changes in methodology in Indonesia and Afghanistan along with declines in radio audience in Bangladesh.
- VOA has a worldwide network of more than 1,200 local radio and television affiliate stations. New media technologies such as SMS, MMS, YouTube channels, and website text, audio, video, podcast and RSS are used to expand the reach of VOA programs.

- The foremost challenge for VOA is to deliver programming to audiences via the media and the formats they prefer to use

2009 RFE/RL Audience Research Talking Points

- RFE/RL recorded a number of impressive achievements over the course of the past year.
- In the past 12 months, numerous RFE/RL journalists have won international prizes and recognition for their work.
- Focus groups and polls show that RFE/RL's audience continues to praise its high-quality of journalism. This is also borne out by in-house evaluations during annual program reviews.
- RFE/RL's most significant growth has been online. In the past 12 months:
 - Page views increased 155% to more than 24 million.
 - Total visits increased 137% to more than 8 million.
 - The number of online "audio listens" increased 26% to nearly 3.5 million.
 - The total number of hours of "audio listens" increased 37% to 1.2 million.
- RFE/RL's Radio Free Afghanistan remains the most popular media organization in the country alongside local-language broadcasts of the BBC.
- RFE/RL's global audience declined from 25.9 million last year to 17.6 million in 2009. This decline corresponds to the rapidly declining state of media freedom in RFE/RL's broadcast region. Consider:
 - In Kyrgyzstan, the state broadcaster removed RFE/RL's programs from its national lineup for politically motivated reasons that coincided with elections. As a result, RFE/RL lost more than 900,000 listeners.
 - In Azerbaijan, the government revoked RFE/RL's broadcasting license, resulting in the loss of an FM station in Baku and national coverage on AM/MW. As a result, RFE/RL lost more than 80% of its listeners.
 - In Georgia, RFE/RL lost nearly half a million viewers following a clampdown on media freedom that shut down Imedi TV for five months and forced RFE/RL to seek out other affiliates with vastly more limited reach.
- Increasing state-sponsored competition is also partially responsible for the decline in RFE/RL's global audience. As a recent joint report by RFE/RL, Radio Free Asia, and Freedom House states:

"Recognizing that a genuine competition of ideas and a well-informed public spell trouble for regime security, authoritarian rulers devote extensive resources to managing

and manipulating the news. Among the 21st-century variations of this strategy is the emergence of state television broadcasts aimed at overseas audiences. These initiatives—including Russia Today, Iran's Press TV, and Venezuela's Telesur—are part of a broader effort by leading authoritarian states to project their influence beyond national borders." [Undermining Democracy: 21st Century Authoritarians, 2009]

- There do not appear to be any cases where RFE/RL's audience losses have been caused by dissatisfaction with content. Nevertheless, changes in some content are planned in the coming months to respond to audience feedback. For example:
 - RFE/RL's Russian Service is seeking to grow its current audience of 800,000 listeners in Moscow by adding more features to its popular website and stepping up its emphasis on aggressive, investigative reporting.
- The problem with numbers: Audience measurement is notoriously difficult in places like Iran, Turkmenistan, and Uzbekistan, where listeners are unlikely to respond to surveys in a hostile media environment.
- RFE/RL's Responses to Declining Audience:
 - The Internet: In the past year, all of RFE/RL's websites have migrated onto a single content management system, resulting in more content and a better experience for visitors.
 - Creativity and Flexibility: Find alternative ways to distribute content when a government cracks down. For example, RFE/RL moved its Baku FM radio stream quickly to Turksat, Azerbaijan's most popular satellite provider, when it was forced off the air. Shortwave, satellite, the Internet and SMS text messaging are all ways RFE/RL is delivering content into places that are increasingly hostile to free media.
 - Respond quickly to events on the ground: RFE/RL's Persian Service, Radio Farda, reacted quickly to cover the post-election protests in June. The top-notch coverage combined with anti-blocking technology resulted in a 400 percent increase in traffic to Radio Farda's website in the days after the election.

OCB Talking Points

Limitations:

- Because of the high risks posed by Cuba's closed society for both researchers and survey respondents, using surveys to measure performance of OCB programming is difficult.
- In fact, the Department of the Treasury prohibits BBG from conducting in-person audience research in Cuba.
- Political sensitivities and risks created by the Cuban government's hostility towards U.S. broadcast products can be expected to cause varying degrees of underreporting of use due to fears about admitting to listening, viewing or reading materials produced by Radio or TV Marti.

Current Methodology

- Telephone surveys have been the main method of gathering information about OCB programming.
- As the GAO Reported last January, only 17% of Cuban adults live in homes with published phone numbers.
- Since listening to and watching the Martis are prohibited, many respondents are fearful of disclosing their media habits via telephone surveys with strangers.
- Although telephone surveys show that less than 1% of respondents said they watched TV Marti during the past week, surveys of recent arrivals from Cuba indicate that TV Marti audience ranges from 4% – 21% (the latter survey was cited in a recent GAO report), with the Radio Marti audience ranging from 32% to 45%.
- Phone surveys were completed before OCB began VHF broadcasting on AeroMarti.
- Anecdotal reports from Cuba, including photographs of people watching TV Marti in their homes, are further evidence that signals are getting through to significant portions of the island.

Multi-platform Broadcasting

- In FY 2009 OCB added channel 13 (VHF) to its AeroMarti television broadcasts and began broadcasting via channel 8 in the satellite system of DirecTV. These two additions are expected to increase the OCB audience in Cuba.
- OCB has also increased its coverage of the blogging community in Cuba, airing a five part TV series on bloggers and featuring it on the OCB website and other social media outlets.
- In FY 2009, OCB installed a new 100kW medium wave transmitter at its Marathon Transmitting Station, replacing two older transmitters that had been in use since 1985.

RFA Talking Points on Audience

Audience estimate is not available through BBG research.

Five of RFA's six target countries, including 8 of its 9 language services, have governments that are openly hostile to free and independent media. This hostility towards free press is directed not only at journalists and media airing objective news and information, but also at listeners receiving these broadcasts. In North Korea, Burma, China, Laos, and Vietnam, RFA's audiences face a wide array of harassment, intimidation, and censorship. In many of these countries, listening to RFA is considered so dangerous that many people conceal it from co-workers, friends, and even close relatives.

These five countries (North Korea, Burma, China, Laos, and Vietnam) scored among the eleven lowest for press freedom in Freedom House's 2009 survey of media independence in 195 countries and territories around the world. This oppressive media environment creates an atmosphere where fear and secrecy color both audience listening habits as well as survey responses. This climate drives the vast majority of listeners underground and demonstrably affects RFA's ability to receive accurate and representative listener survey responses, because

these responses require listeners admit to strangers that they engaging in an activity that is explicitly outlawed by the ruling government.

In Cambodia, the one RFA country where it is legal to openly listen to Radio Free Asia, audience research data indicate that RFA is a strong source of news and information. Although the Cambodia press environment is rapidly deteriorating, with journalists continuing to face physical threats and increasingly arbitrary legal intimidation for stories critical of the government, listeners in Cambodia can still listen to Radio Free Asia without fear of harassment or legal repercussions. As such, RFA broadcasts are openly listened to, creating the only RFA market environment conducive to honest and forthright audience research responses. The listeners in Cambodia express an extremely high awareness of RFA's broadcasts. Across the country, on average, 29.5% of Cambodian adults listen to RFA at least once a week - and in the capital of Phnom Penh that rate jumps to almost 40%.

MBN Talking Points

- Alhurra has a weekly reach of 27.7 million people
- Radio Sawa has a weekly reach of 16.4 million people
- Alhurra and Radio Sawa have an unduplicated weekly reach of 35.7 million people
- A majority of Alhurra and Radio Sawa's audience find the news to be credible
- Alhurra's reach continues to grow; this year's audience is up nearly 2 million from last year's surveys
- Alhurra is very successful in Iraq where it has a weekly reach of 64 percent
- Radio Sawa has a high percentage of listeners that use the radio network regularly for news
- Alhurra is the leading international (non-indigenous Arab) news television channel broadcasting to the Middle East.

Q and A for audience information

Why has Radio Sawa's audience declined over the years?

For background Radio Sawa was at 17.2 million in 2007/2008 and 20.6 million in 2006.

Radio Sawa continues to be one of the most listened to radio stations in all the cities in which it is heard on FM... especially with the audience under the age of 35 (the majority of the population). For example, the most recent surveys show that Sawa remains the #1 radio station among adults 15 and over in all of Iraq (based on weekly listening).

Despite increasing competition in the FM marketplace, Radio Sawa has, by far, the largest audience of any of the international radio stations (including the BBC). When Radio Sawa came on the air in 2002, it was one of the few radio stations with a "modern" sound. Since then the number of radio stations has increased dramatically and now produce higher quality

programming in major cities of the Middle East. As a result of the wider variety of choices, the weekly audience of Sawa, as well as other established stations, has scaled back.

What impact has Al Youm had on Alhurra's audience?

This survey for MBN was conducted prior to the launch of Al Youm. The BBG is putting new surveys into the field in the coming months to track Al Youm's impact on audience reach.

Feedback from the audience and the press has been extremely positive. In fact popular pan-Arab newspaper Al Hayat noted, "The most distinctive feature of such programs (Al Youm) is that it addresses all segments of the audience, and satisfies their desires by covering various interests. This will attract different audiences and bring them together, which will result in more viewership for the channel." Audience feedback through emails and social media such as Facebook show that the audience is embracing the new program and new audiences are tuning into Alhurra because of Al Youm.

Why are MBN's Internet numbers so low?

MBN has the highest Internet reach of any of the BBG's entities. MBN is in the process of growing its Internet reach by revamping its Web sites into one dynamic site that brings together the best of Alhurra and Radio Sawa. Recently MBN started utilizing social media as a way to reach new audiences and better serve the current audience. As Alhurra and Radio Sawa mature, MBN is focusing more efforts on the Internet to ensure accurate and objective news and information can reach the broadest Arabic-language audience.

Why have the numbers in Iraq (or Alhurra's overall numbers) changed recently?

There were some concerns with the quality of research from five of the Iraqi provinces and in an abundance of caution we decided not to release any data from those provinces. However, we realized this was not providing people with a complete image of MBN's impact in Iraq. So we have included the audience information from last year's surveys, so that people will have a better understanding of MBN's audience in Iraq.

Press Guidance (~~INTERNAL USE ONLY~~)

**Middle East Broadcasting Network
Town hall Meeting
February 13, 2008 at 1:00 pm**

BBG Governor Joaquin Blaya

Draft Talking Points

Thank you Jim. I agree with you wholeheartedly about the outstanding work and contributions of the staff here at Alhurra and Radio Sawa.

It goes without saying that your broadcasts in Arabic reach a pivotal region and with significant results.

Preliminary research indicates that Alhurra increased its audience by a couple of million viewers. But most notably, Alhurra, for the first time, has surpassed Al Jazeera in Iraq. I want to congratulate those of you who work on the Iraq stream.

That research is of course, only part of the story of your good work. There are numerous other examples of the importance of what you all are doing.

In recent weeks, your coverage of U.S. elections has exceeded Al Arabiya and Al Jazeera. Starting with Iowa and New Hampshire and looking ahead as the field narrows, you are providing unique insights for our audiences - you are explaining the American style of democracy.

No doubt by the end of our visit here with you today, we will know even more about your accomplishments and programming innovations.

Thanks again for hosting us today. I look forward to hearing your input and ideas as well as your questions.

**BBG Town Hall Meeting at Alhurra
March 16, 2010**

Background Information

- Time:** 1:00 to 1:25 p.m.
- Location:** Alhurra's newsroom
- Format:** Brian Conniff will introduce the Governors. The Governors will say a few words and then open the floor to questions.
- Topics:** The staff feels concern about the end of Alhurra Europe and does this mean that there is a chance they will cancel Alhurra or Alhurra-Iraq. Also there is some apprehension about the OIG report, a lingering unease about *Al Youm* and the treatment of the staff as better than the rest of the Alhurra staff.
- End:** Brian will signal when the town hall meeting will need to conclude. Generally, employees like to speak with the Governors in a one-on-one setting after the open q&a. We will facilitate getting Governors out of the newsroom and back to the second floor conference room in time for the MBN meeting.

Suggested talking points and possible questions and answers follow

Suggested talking points for the Governors' comments:

- Alhurra has the full support of the Broadcasting Board of Governors.
- The Board is very proud of numerous programming initiatives this year on Alhurra including the Americans series and the recent documentary on Darfur.
- The Board commends Alhurra and Radio Sawa for there extensive coverage of the Iraqi elections. With more than 35 correspondents representing Alhurra and Radio Sawa, MBN covered the Iraqi elections better than anyone else.
- Congratulations on the one year anniversary of *Al Youm* - an incredible accomplishment made possible by your hard work and ingenuity.
- We are impressed that the audience continues to grow; Alhurra now has a weekly reach of 27.7 million people, it is a testament to your excellent work.
- This may well be the last time we will meet in this setting, we want to take the opportunity to say how much we appreciate all of your accomplishments and what a pleasure it has been working with you

Possible Employee Questions for Town Hall at Alhurra

Why is *Al Youm* treated differently than the rest of the network?

- *Al Youm* is a more challenging logistically than anything Alhurra or any other network has ever attempted.
- Any success for *Al Youm* is a success for Alhurra
- We appreciate the hard work of everyone at Alhurra, from those of you who started this network to those who are new arrivals.

Can you help us get high profile interviews? Why hasn't President Obama agreed to an interview with Alhurra?

- We have been working behind the scenes to get VIP interviews for Alhurra and are glad to see that you've had a number of high profile interviews including a couple with Secretary Clinton.
- Anytime we meet with Members of Congress or the Administration we mention Alhurra.
- We are fortunate to have former BBG Governor Ted Kaufman in the Senate. He is a tremendous advocate for Alhurra in Congress and at the White House.
- President Obama has not been interviewed on any of the U.S. international broadcasters.

Alhurra-Iraq is very popular in the region. Why isn't recognized for the job it does (not in the calendar, Web site, etc)?

- Your success in Iraq has been overwhelming.
- Surveys consistently show Alhurra as one of the top stations in Iraq, driven in large part by the localized content provided on Alhurra-Iraq
- When we speak about Alhurra or highlight Alhurra...we are speaking about the network. We don't differentiate between Alhurra, Alhurra-Iraq and Alhurra Europe.
- The Board, Brian and all the MBN management appreciate the good work you do, your hard work and resourcefulness as well as the challenges and dangers you and your colleagues endure each day.

What are we doing to counter the negative campaign against Alhurra?

- We are constantly working behind the scenes to counter negative reports – with key audiences around town.
- Our best defense is for you keep doing what you are doing to put the best product possible on the air.

Why was one of our colleagues fired for writing an article and another colleague faced no disciplinary action for a more inflammatory piece?

- We have confidence that MBN personnel decisions are made with great care. However, individual personnel actions are not matters for public discussion.

- If you are at all concerned about appropriate conduct, we suggest you confer with your General Counsel Anne Noble.

When will there be a new Board and what changes should we expect?

- The President has nominated eight individuals to the Board, four Democrats and four Republicans.
- They await confirmation by the Senate.
- The Board will continue to be bipartisan, operating under the same legislation and with the same journalistic mission.

Why was Alhurra-Europe cut? Was it to pay for *Al Youm*?

- Let's keep in mind that what was just released was a budget REQUEST. Nothing is final until Congress votes on the budget.
- Overall, MBN saw an increase in its budget request which speaks volumes about your importance given the strict budget climate.
- At the same time there are many demands and requirements for things YOU requested – so we have to prioritize.
- Now with the live 24/7 streaming of Alhurra and Alhurra-Iraq online; the need for Alhurra Europe is much diminished.
- Alhurra-Europe was NOT cut to pay for *Al Youm*.

Now that they have cut Alhurra Europe, might the Administration cut Alhurra or Alhurra-Iraq?

- There is no discussion of cutting Alhurra or Alhurra-Iraq.
- The FY 2011 budget includes full funding to continue current MBN programming to the Middle East.

What is the Board's reaction to the OIG report—what actions will be taken?

- We appreciate the value of the inspection of MBN operations by OIG and were pleased with their conclusions about the vital role you play and many positive conclusions about how you fulfill your mission.
- An independent assessment of any organization is a useful management tool.
- MBN is already putting several of their recommendations into place on security and communications.

Why are employees being penalized for an error in time management system from more than a year ago?

- Specific administrative issues on time and attendance should be directed to your supervisor and/or Human Resources.

Possible Radio Sawa Employee Questions

How does the BBG feel about Radio Sawa? Are they satisfied with the performance of the station?

- Radio Sawa has always been a model success for the BBG and we are very happy with the work that you do.

Why does Alhurra get a large majority of the resources while Sawa gets the short end at budget time?

- It costs more to run a television network than it does to run a radio network
- We appreciate all that you do with the resources you have.

Why can't Radio Sawa have more correspondents based in DC?

- Some of the newscasts are relatively brief (5 minutes) and there is no time for there to be long packages within those newscasts.
- Radio Sawa has access to audio feeds of most major news events in Washington.
- Encourage you all to consider methods of cooperation including using correspondent reports from Alhurra

Why can't we have our names on the air?

- The focus of the newscasts on Radio Sawa is on the news; not the individuals reporting on it

If the lawsuit has not been settled

What can you tell us about the pending settlement with the former VOA staffers that filed a lawsuit about the BBG (Radio Sawa)?

- It is not appropriate for us to comment on a pending legal matter.

If there has been an announcement of a settlement in the lawsuit

Why did the BBG settle with the former VOA staffers who were not hired to work at Radio Sawa?

- There is no finding of bias or discrimination in this case, which related to the non-selection of employees of the Voice of America Arabic Service in the transition to the new program format of Radio Sawa.
- The BBG decided to settle this case in order to avoid the costs of future litigation and to allow all the parties involved to move forward.

Broadcasting Board of Governors and British Broadcasting Corporation

Talking Points

Key messages:

- *While many compare BBG to the BBC, it is important to remember that we are not competitors but colleagues.*
- *There are core differences between BBC and BBG in terms of origin, mission, and role.*
- *BBG operates under a different model, with nearly twice as many languages, reflecting its longstanding objectives of reaching OVERSEAS audiences in their own languages and where they lack reliable sources of balanced news and information.*

Facts:

The BBG reaches a weekly audience of 171 million people worldwide through radio, television and Internet with broadcasts in 59 languages.

The BBC World Service broadcasts in 32 languages, reaching an audience of 180 million people.

Of the BBC World Service audience 40 million is for English (including in the U.S.) and 15 million are in India alone.

Talking Points:

- Keep in mind that VOA's first broadcast was in German (during World War II) to provide the audience there with accurate news of the war. It was not in English to U.S. allies or troops. That orientation toward overseas audiences lacking reliable and comprehensive news continues today.
- Today, the BBG broadcasts in 59 languages; the BBC broadcasts in 32 languages.
- 40 million of the BBC's World Service audience is for English including in the United States, where the BBG's broadcasts are prohibited by law (Smith-Mundt Act). The mission of the BBG is different from the BBC's. Our mission is "To promote freedom and democracy and to enhance understanding through multi-media communication of accurate, objective, and balanced news, information, and other programming about America and the world to audiences overseas." BBC's mission is "To enrich people's lives with programmes and services that inform, educate and entertain."
- The BBG measures effectiveness in terms of **reach** (*size of our audience*), **reliability** (*the quality and trustworthiness of our programming*), and **understanding** (*whether our broadcasts increase the audience's understanding of current events, democratic institutions and American society and policies*).

- BBC measures **reach** the same way and then our benchmarks diverge. BBC's other benchmarks are *awareness, objectivity, relevance, value and loyalty*. Comparisons with the BBG on these factors are **not** based on parallel data.
- BBG broadcasts try to reach countries where information is tightly controlled and tuning in to foreign broadcasts is sometimes illegal or where populations are hard to access, audiences can be difficult to measure. Numbers for these hard to reach countries and regions (where we can only conduct non-representative surveys) such as Somalia, North Korea, Tibet, and the Xinjiang Uyghur Autonomous Region are not included in our overall estimate.

If asked for relative position in the marketplace (in spite of clear differences in mission and roles)

- BBG and BBC broadcast in the vernacular to a few dozen of the same countries.
- Our best available data indicate that BBG and BBC each have different advantages, successes and challenges in different marketplaces reflecting their own history and affiliation with the people in those countries.
- The table below provides a sample comparison of BBG v. BBC weekly audience reach in key markets for U.S. international broadcasting.

Country	BBG Weekly Reach (all platforms)	BBC Weekly Reach (all platforms)
Iran (2010)	22.8%	10.2%
Afghanistan (2008)	56.2%	45.4%
Iraq (2008)	70.7%	31.4%
Nigeria (2008)	28.1%	33.5%
Indonesia (2008)	17.5%	3.5%

Background:

The standard measure of audience reach for the BBG and other international broadcasters such as the BBC and Deutsche Welle is the number of adults (15+) who "listened or viewed last week." By that measure, the BBG's audience has increased 70 percent since 2002.

Drafted by: BBG/PA B. Azari

July 22, 2010

Jamming of U.S. International Broadcasting to Iran

Facts and Information

12-30-09

BBG has experienced intermittent interference with satellite signals to Iran since June 2009. The most recent incident began on Sunday, 12/27 and continues off and on through Wednesday, 12/30.

Our transmitting stations overseas detected the jamming of our broadcasts carried on the Eutelsat Hotbird satellite.

Technical reports indicate the source of the jamming is from within Iran. *[presume we have no further information we want to add here?]*

This is uplink jamming which is *100% effective* (vs. downlink jamming which is done in the receiving country and can be obstructed by buildings and other things).

Uplink jamming is a *violation* of the International Telecommunications Union (ITU).

The jamming is of a MCPC (multi channel) and SCPC (single channel) Hotbird Eutelsat satellite feeds. We own the whole multiple channel and single channel transponders and the ground station.

The broadcasts affected *include radio and television* programs of: VOA, RFE/RL, MBN (Alhurra, and Sawa), RFA and a Department of State channel.

Current Broadcasts to Iran are carried on additional paths but other content is blocked:

VOA PNN is carried on 5 satellite paths: (Eutelsat Hotbird (HB) SCPC Ku-Band [single channel - intermittently jammed], Arabsat/EB2 Ku-Band, Nilesat/AB4 Ku-Band, Telstar 12 Ku-Band, and Asiasat-3 C-Band)

Radio Farda is carried on 6 satellite paths: (Eutelsat HB MCPC, Arabsat, Nilesat, Telstar 12 and Asiasat-3)

The Eutelsat Hotbird MCPC is RFE/RL's primary distribution satellite given their main target area is Europe. They have other feeds on Asiasat and IOR satellites.

RFA's primary distribution satellite is Asiasat-3. RFA is not affected so much by this Hotbird jamming.

MBN has 3 video channels, Alhurra Europe, Alhurra Iraq and Alhurra. Both Alhurra and Alhurra Iraq are not affected by this jamming. This is Alhurra Europe's only distribution satellite.

The VOA PNN and RFE/RL Radio Farda Persian audiences continue to receive programming through alternate paths.

The bulk of the Hotbird MCPC users *DO NOT* have alternate paths for *satellite direct to home*. (See list below)

Shortwave, mediumwave and Internet distribution continues.

Background:

We leased two other frequencies for VOA PNN on other distribution satellites and systems beginning in May 2009.

One frequency started getting jammed on June 16, 2009 and was ultimately relocated to another satellite/distribution platform. Several relocations of VOA PNN transmission have since occurred due to jamming.

Arabsat and Turksat both dropped BBG Persian programming.

Turksat gave no explanation.

Arabsat would not go on record but the service discontinuation coincided with jamming of programming to Iran.

Languages Affected by Jamming:

The affected language broadcasts on the Hotbird Eutelsat include:

VOA (23 languages):

VOA Afan Oromo
VOA Albanian
VOA Azerbaijani
VOA Chinese
VOA Croatian
VOA Dari
VOA Deewa
VOA English Teaching/Special English
VOA French
VOA Georgian
VOA Greek
VOA Hausa
VOA Kinyarwanda
VOA Korean
VOA Kurdish
VOA Music Mix
VOA Pashto

VOA Persian TV

VOA Russian
VOA Somali
VOA Spanish
VOA Sudan
VOA Tigrigna
VOA Urdu
VOA Uzbek
VOA Worldwide English

RFE/RL (22 languages)

RL Armenian
RL Azerbaijani
RL Belarusian
RL Croatian
RL Dari
RFE/RL Radio Farda
RL Georgian

RL Iraqi
RL Kosovo (Albanian)
RL Krygyz
RL Macedonian
RL Moldovan
RL North Caucasus
RL Pashto
RL Russian
RL Serbian
RL Tajik
RL Tatar-Bashkir
RL Turkmen
RL Ukrainian
RL Uzbek

RFA: (5 languages)

RFA Korean
RFA Mandarin
RFA Tibetan
RFA Uyghur
RFA Vietnamese

MBN: (1 language)

Alhurra Europe
Radio Sawa – Gulf, North Africa, Sudan,
Lebanon, Egypt, Levant

BBG BROADCASTS AFFECTED BY IRAN'S JAMMING OF EUTLESAT HOTBIRD (multichannel)

VOA: (23 languages)

VOA Afan Oromo
VOA Albanian
VOA Azerbaijani
VOA Chinese
VOA Croatian
VOA Dari
VOA Deewa
VOA English English Teaching/Special English, Worldwide English, Music Mix
VOA French
VOA Georgian
VOA Greek
VOA Hausa
VOA Kinyarwanda
VOA Korean
VOA Kurdish
VOA Pashto and VOA Deewa
VOA Persian TV
VOA Russian (tape playback)
VOA Somali
VOA Spanish
VOA Tigrigna
VOA Urdu
VOA Uzbek

RFE/RL: (22 languages)

RL Armenian
RL Azerbaijani
RL Belarusian
RL Croatian
RL Dari
RFE/RL Radio Farda
RL Georgian
RL Iraqi
RL Kosovo (Albanian)
RL Krygyz
RL Macedonian
RL Moldovan
RL North Caucasus (Chechen, Circassian)
RL Pashto
RL Russian
RL Serbian
RL Tajik
RL Tatar-Bashkir
RL Turkmen

RL Ukrainian
RL Uzbek

RFA: (5 languages)

RFA Korean
RFA Mandarin
RFA Tibetan
RFA Uyghur
RFA Vietnamese

MBN: (1 language)

Middle East Television Network

*Radio Sawa – Levant stream

[Dave's note: Think you need the Sawa Levant stream. Note that the Sawa N.Africa stream feeds a number of FMs in Morocco and other Sawa streams feed other locations in the Mid East...other FMs. Most locations have alternate feed sources, but not Morocco.]

Questions and Answers on Radio and TV Marti
05-13-09

Question #1

Why is there a cut in the OCB budget request?

Answer #1:

The budget proposal includes some innovative programming changes as well as challenges for Radio and TV Marti. We are eager to see the outcome of the budget process and ready to do whatever necessary to provide reliable news and information to our audience in Cuba.

Question #2

Given the change in US policy toward Cuba, do we really need Radio and TV Marti?

Option A- Yes. Radio and TV Marti are more important than ever. By law, Radio and TV Marti's mission is to provide a clear picture of events and unvarnished information in contrast to Cuban government distortions. They open a window on the U.S. providing unvarnished news and information.

Option B: Yes. Let me put this into perspective. Cubans don't have ABC, CNN or The Miami Herald; they only have the Cuban government controlled media. In contrast, Radio and TV Marti are charged by law, with providing balanced news and information.

Question #3

What do you think will happen in Cuba?

Answer to #3

It is not my place to predict the news but to report it. Radio and TV Marti are prepared to provide balanced news coverage of any eventuality.

Question #4

Do you have an audience? Is TV Marti a waste of tax payer's money?

Answer:

TV Marti's audience has been acknowledged by the Cuban government's own crackdown on cable and satellite TV access along with numerous anecdotal reports and feedback from recent Cuban émigrés.

THE MISSION

By law our mission is to provide the Cuban people with truthful, objective news and information in contrast to the Cuban government distortion of news and events.

05-26-10 Talking Points PNN Personnel Changes

Facts:

Several changes are being made in VOA's Persian News Network.

- Alex Belida, who has led PNN successfully since September 2008, returns to the VOA Director's office as senior adviser. Alex is assigned to work with VOA's South Asia division as it continues to expand our audiences in Pakistan, Afghanistan and Bangladesh.
- Maja Drucker, a 25 year VOA veteran broadcaster and currently program manager in the South Asia division, becomes acting PNN director. She has experience in both radio and TV as a manager and a journalist.
- Both assignments are effective 5/26/2010.
- Executive Editor Hida Foulavand resigned as of 5/25/10. (If asked, for personal reasons.)

Talking Points:

- VOA Director Dan Austin decided it was time to make a change in PNN.
- An immediate search for replacements will begin.
- For privacy reasons we don't discuss individual personnel actions.

Q&A If Asked:

Q: Was this part of a deal with Congress given complaints about programming and Board nominations?

A: This was an independent VOA management decision.

Q: Is this related to the accusations of sexual harassment in the Sataki case brought by Attorney Larry Klayman?

A: Absolutely not.

Q: Is this because of complaints of anti-Americanism on air at PNN?

A: No. VOA's PNN is dedicated to the principles of its charter which required reliable, accurate and balanced news and information.

Q: Is this triggered by an IG investigation?

A: Dan Austin decided it was time to move PNN to the next level and will immediately begin a search for replacements.

Q: Recently VOA and BBG have defended the PNN management, why reassign Alex Belida?

A: It was time to make a change to help PNN progress in its goals.

Q: Why did Hida Foulavand resign?

A: For personal reasons.

Q: How long had Hida Foulavand been in her position?

A: Hida was named Executive Editor in late November 2009. She was a contractor from May-November 2009.]

05-04-09 Roig Talking Points

Anticipate the questions?

Response must be ready in advance

LESS IS MORE

Question 1

Why the budget reduction in OCB?

Answer 1

The Agency constantly REVIEWS its use of RESOURCES

We are looking into the whole operation with a magnifying glass to meet the challenge with the appropriate RESPONSE; therefore we are streamlining the operation and shifting into high gear to fulfill the Mission.

(Short version #1)

We are looking into the whole operation to fit the available resources and fulfill the Mission.

This will include a shift of Radio Marti to a 24/7 news format, and transition of TV Marti to include more, shorter news programs to reach larger audiences. Programming will be better as a result of these changes.

Question #2.

With the budget reduction, do you foresee any growth in OCB transmission capabilities?

Answer #2

We are in a changing media environment looking at options for growth to enlarge our audience in Cuba, to streamline certain aspects of programming and to respond to clues provided by audience research.

We are jumping on audience feedback to shift to all news on Radio, broadcast shorter TV news programs and increase our web presence in order to reach a larger audience.

Question #3

Given the change in US policy toward Cuba, do we really need Radio and TV Marti?

Option A- Yes. Radio and TV Marti are more important than ever. By law, Radio and TV Marti's mission is to provide a clear picture of events and unvarnished information in contrast to Cuban government distortions. They open a window on the U.S. providing unvarnished news and information.

Option B: Yes. Let me put this into perspective. Cubans don't have ABC, CNN or The Miami Herald; they only have the Cuban government controlled media. In contrast, Radio and TV Marti are charged by law, with providing balanced news and information.

Question #4

What do you think will happen in Cuba?

Answer to #4

It is not my place to predict the news but to report it. Radio and TV Marti are prepared to provide balanced news coverage of any eventuality.

Question #5

Do you have an audience? Is TV Marti a waste of tax payer's money?

Answer Option A

Let me ask you this, if no one was watching TV Marti, then why would the Cuban government crack down on TV access? In fact, TV Marti's audience has been acknowledged by the Cuban government's own crackdown on cable and satellite TV access along with numerous anecdotal reports and feedback from recent Cuban émigrés.

THE MISSION

By law our mission is to provide the Cuban people with truthful, objective news and information in contrast to the Cuban government distortion of news and events.

IMPORTANT TALKING POINTS

1. - The board fully supports the Management and Mission of Radio and TV Marti.
- .2. - The Board fully supports these proactive measures to implement the right media mix-including an increased Web site presence.

CHANGES

Why are you making these changes at OCB?

Our priorities are driven by three key factors:

- 1) Review
- 2) Resources
- 3) Response

- We are shining a spotlight on our operations.
- We are streamlining our operations (to meet our resource challenges)
- We are shifting into high gear—confident we will fulfill our mission.

This is a tough economic climate and just like everyone else, we are forced to make tough decisions and prioritize our use of limited resources.

POSITIVE ANSWER We are sure- we will accomplish the Mission

STOP THE NEGATIVE- by Bridging

1. Let me put that in perspective
2. Well, the real issue is....
3. Well, to put that into context.

Good Bridge Comments

1. -- We are in a changing media environment
2. - In the media industry, there are dramatic changes
3. – Given seismic shifts in technology, we are obliged to scrutinize every corner of our operation.

Background on Dorgan Amendment:

The Dorgan Amendment states that “none of the funds appropriated by this Act may be used for TV Marti broadcasts to Cuba”. This presumes that no funds may be used to pay salaries and severance costs for TV Marti’s full-time employees. However, given Federal laws and regulations regarding reductions-in-force (RIFs), it would be impossible for the BBG to comply with the language. On average, it takes about five months to implement a RIF, and severance and terminal leave can constitute about 3 – 4 months of salary and benefit costs. BBG would have to use FY ‘10 funds to meet its legal personnel obligations for TV Marti employees.

Given that the agency would not be able to achieve significant savings in FY ’10 through the elimination of TV Marti’s federal employees, the savings would have to come from non-salary costs such as transmission and other general operating expenses, which would not be nearly enough to achieve a \$15 million reduction. Therefore, in addition to eliminating TV Marti, a reduction of this size would have a devastating effect on Radio Marti programs and cause employee RIFs throughout OCB.

10/26/09

DRAFT Q & A on GAO Report on Office of Cuba Broadcasting

February 4, 2009

Messages/Talking Points

- The Broadcasting Board of Governors appreciates the GAO's recommendations and finds general agreement with them.
- It is important to put OCB efforts into context. We face a constant battle to overcome Cuban government jamming and the closed nature of Cuban society makes it extraordinarily difficult to gather and broadcast news as well as to evaluate the audience reach of Radio and TV Marti programming.
- Telephone surveys have been the main method of gathering information, but as the GAO points out, only 17 percent of Cuban adults live in homes with published phone numbers, and since listening to and watching the Martis is prohibited, many respondents are fearful of disclosing their media habits via telephone surveys with strangers.
- More anecdotal evidence exists in the form of a 2007 informal survey of 382 Cubans who recently arrived in the U.S. This survey, which was cited by GAO, showed 45 percent of respondents reported listening to Radio Marti and 21 percent reported having watched TV Marti in the six months before they left Cuba.
- Radio and TV Marti provide essential news and information to Cubans. Just last week we aired reports from over 35 independent journalists in Cuba, voices otherwise silenced from Cuban airwaves. We know for example, at the time of last summer's hurricanes Gustav and Ike, Radio Marti implemented emergency coverage, surpassing government media in its reporting and becoming a leading source of hurricane news across the country.
- OCB and IBB management has a series of plans underway addressing specific GAO recommendations including additional training, research and communication.
- Over the last six years there have been dramatic improvements in program quality and delivery of television programs including shifting from a daily ½ hour taped TV news show transmitted via static aerostat, to multiple hours of live news each day on diverse platforms including VHF, UHF, and satellite DirecTV. Between 15 - 20 hours of original TV programming are produced weekly vs. about 4 hours per week six years ago (the remaining programming was acquired).
- Six years ago, TV Marti produced 20 percent of their programs in house, today 100 percent of the programming is produced in house, including, graphic promos and opens. Through set enhancements and the use of new digital equipment, the look of Marti's programming is decidedly more professional. TV Marti is also increasing coverage of

live events including the recent political conventions, the inauguration of President Obama.

- Four years ago, Radio Marti moved to a primarily news format to provide more information to an audience otherwise stuck with primarily state-controlled news and information.

Possible Q&A

Q: Why does Radio and TV Marti continue to receive funding given its miniscule audience, hard-to-measure influence and what appear to be perennial problems regarding journalistic standards, employee morale and oversight?

A: As a federal agency, the BBG's budget request is part of the President's Budget request to the Congress. Decisions about funding levels and allocations for OCB are part of a decision-making process that takes into account the needs and requirements of BBG broadcasters, the Administration and Congressional priorities, the strategic interests of the United States, the effectiveness of our broadcasts, and the strength of press freedoms in the countries to which we broadcast.

Q: The report seems to be making points about OCB that have been made again and again. Why do you expect this report will yield changes to how OCB operates?

A: The Office of Cuba Broadcasting has shown marked improvement in recent years and the Board firmly believes that positive trend will continue. Interestingly, the Office of the Inspector General issued a report (in 2007) calling the current OCB director a "hands on manager and an assertive, inspiring leader."

According to a recent OIG report "recent audience research indicates that more Cubans are tuning in to the broadcasts." In terms of the quality of radio and TV broadcasts, the OIG report said both had improved markedly, and over the tenure of the current director, there has been a dramatic increase in both quantity and quality of programming.

Furthermore, the OIG report said both TV and Radio Marti "are creating programming that goes beyond traditional offerings in support of a democratic Cuba to focus on the issues of youth, women, Afro-Cubans, and civil society."

TV Marti now is broadcast over Direct TV, and in Cuba there are estimated to be over 50,000 satellite dishes capable of picking up the broadcasts.

Six years ago, TV Marti produced 20 percent of their programs in house, today 100 percent of the programming is produced in house, including, promos and opens. Through set enhancements and the use of new digital equipment, the look of Marti's programming is decidedly more professional. TV Marti is also increasing coverage of live events including the recent political conventions, the inauguration of President Obama.

Q: Why hasn't BBG been more adamant about forcing OCB to establish a "formal strategic plan ... to guide decision-making in its funding and operations?"

A: Appropriately, the OCB has focused its strategic planning efforts predominately on shorter-term broadcasting during this transition period in Cuba. A longer-term strategic plan has been drafted.

Q: Why does it appear that OCB continuously ignores IBB recommendations for improving journalistic standards? The standards violated on the report are not just on the periphery, but basics like independently sourced stories, not using offensive or incendiary language or being timely?

A: According to IBB's Performance Review, OCB has met basic journalism standards. While there are always areas for improvement, in the past year, OCB has made progress in significantly reducing the presentation of views (as opposed to news) in its newscasts, increasing coverage of Latin-America related issues and taking greater care in airing stringer reports. OCB has further integrated into BBG by regularly joining the VOA editorial meetings to coordinate coverage and share news information.

Many of the journalists working at OCB have developed sources in Cuba whom they trust. Under the Castro regime, the luxury of finding a second, independent source is not always possible. Regarding incendiary language, the debate about Cuba can be contentious and sometimes generates combustible on-air guest comments. Our goal as a broadcaster is to present a variety of views and to put them in context by providing balanced news and information. As an organization, we have benefited greatly from the recommendations of various reports and have taken steps to implement many suggestion contained in them.

Q: Why has OCB not taken measures to improve morale, despite many urgings to do so?

A: Naturally the Board is disappointed by reports of low morale at OCB, however, many of the charges of favoritism were found to emanate from a "vocal minority," according to the OIG report. Employees have faced the stresses of reorganization and shifting media emphasis.

The strength of any organization lies in a dedicated and able workforce, and we will do what we can to ensure that the needs of these employees are heard and met. We will continue to take steps to improve communication and leadership and take other actions to understand and address underlying concerns.

Q: When do you anticipate some way to measure a cost per listener?

A: Over the past years, OCB has been asked to do anything and everything possible in terms of broadcasting to Cuba, and it has. Aero Marti is so new and surveys in Cuba are so restricted, that assessing its audience reach remains difficult. Under the auspices of the IBB Research Director,

planning is underway to maximize the information we gather through both telephone surveys and qualitative projects with recent immigrants.

Q: The report mentions having OCB in Miami presents oversight challenges. Is there any thought being given to moving OCB's headquarters?

A: No. OCB moved to Miami so that it could be closer to news and information regarding Cuba with the belief that its proximity would serve the Cuban audience with the most current and accurate information. The Board's oversight of OCB is not affected by its location.

Audience for TV Marti

The closed nature of Cuban society makes it extraordinarily difficult to conduct the survey research required to make reliable estimates of radio and television audiences. Research is limited to telephone surveys (in a country where only 17% of the households have a telephone) and respondents fear admitting to listening to or watching international broadcasts. However, the enhancements in 2008 augmented OCB's transmission to include VHF (Channel 13) in December to help combat jamming. Radio and TV Marti have received excellent or good program quality ratings for the last several years.

Our best available estimate likely underestimates the audience given the fear factor of acknowledging listening or watching the Martis. Five years of these surveys indicate that under 2% for households with published phone numbers, TV under 1%. [Most recent survey seems to indicate results different than in the past with lower figures for all international broadcasting – July 2008.]

Frances Robles reported online on March 11, 2008 in the Miami Herald, that more and more cities in the Havana province "are tuning in to TV Marti." This corresponds with what we have been hearing informally from viewers since we began broadcasting on Aero Marti in November 2006.

Budget

Request for FY 2009 - \$34.4 million

FY 2008 budget \$ 33.4 million

Press Guidance (INTERNAL USE ONLY)

01-27-09

Talking Points on Martis

- We have not seen the letter from Cuban dissidents referred to in recent reports. Nor has any letter been forwarded to BBG or OCB by the State Department. [Donna please confirm]. When we asked the Nuevo Herald, they did not have a copy. At the moment, this is something of a ghost letter.
- We are always interested in feedback from our Cuban audience.
- We hear daily from our audience and trusted sources on the island. Just last week we had 35 independent journalists providing news from Cuba, including some who provided 2 or 3 reports.
- Radio and TV Marti provide essential news and information to Cubans. We know for example, at the time of last summer's hurricanes Gustav and Ike, Radio Marti implemented emergency coverage, surpassing government media in its reporting and becoming a leading source of hurricane news across the country. Average citizens called to discuss their experiences an express appreciation for the coverage provided by the Martis.
- Point of information concerning Marti officials responding to calls - Mr. Roig and two of his senior managers were at the Miami Herald on 1/21 to refute, with specific evidence, the assertions that appeared in the Nuevo Herald article.

Audience for TV Marti

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Best available estimate, likely underestimates given the fear factor. Five years of these surveys indicate that under 2% for households with published phone numbers, TV under 1%.

[Most recent survey seems to indicate results different than in the past with lower figures for all international broadcasting – July 2008.] Also conduct qualitative research with recent immigrants to gather information on program content.

Frances Robles reported online on March 11, 2008 in the Miami Herald, that more and more cities in the Havana province "are tuning in to TV Marti." This corresponds with what we have been hearing informally from viewers since we began broadcasting on Aero Marti in November 2006.

Budget

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Web Anti-Censorship at the Broadcasting Board of Governors
Talking Points
November 2009

- About 7 years ago, the Broadcasting Board of Governors initiated Web anti-censorship efforts as part of its mission to provide news and information to audiences overseas.
- Repressive governments in China, Iran, and elsewhere invest large amounts of resources in restricting Web access. Internet Protocol (IP) address blocking, domain name blocking, and keyword filtering are commonly used, but more technologically advanced countries have developed methods that are harder to circumvent.
- Within the Agency's Engineering and Technical operations there is an Anti-Censorship Team dedicated to providing and exploring ways for our audiences to get past state-imposed censorship of Web sites and e-mails, and provide unfiltered access to information.
- Our most used anti-censorship tools are web-based proxies with e-mail notifications of changed web proxy addresses. BBG broadcasters send large amounts of e-mails daily to interested users that include both news summaries and proxy links. To get the e-mails through censors we change keywords and modify the apparent sender.
- Since authoritarian governments block access to these proxies once discovered, the addresses are replaced frequently and new URLs are sent to users.
- Additionally, we provide links from our Web sites to download client software such as Freegate that users can install on their computer to permit them to have direct, uncensored access to the Web without the use of web-based proxies. Once installed, the client software is automatically updated so users need not remember special addresses or receive updated URLs in the e-mail newsletters.
- We have tested and deployed instant message and SMS-based solutions. We are in the process of developing a Feed Over E-mail solution that would deliver news feeds directly to a user's computer without them ever having to contact the source Web site.
- We also partner with numerous academic and non-government organizations working on freedom of access to the Internet to develop and implement circumvention tools.
- Private developers have created and customized tools for our online audience. We have worked with Freegate, a client-side proxy software tool, Psiphon, a combination web proxy and social network, and Tor, a 10,000 node peer-to-peer anonymity and censorship-circumvention system to distribute content.
- In the aftermath of Iran's 2009 presidential election, traffic through our proxies tripled from the day before the election to three days after, and traffic through Freegate ultimately jumped about ten-fold.

If Asked

Why do we do this?

We have always worked to counteract jamming of and interference with our radio and television broadcasts. This program is an extension of that work in the context of Web "jamming."

How is combating Web jamming different than combating traditional jamming?

Web censorship is more difficult to combat than radio jamming because there are more variables to deal with than simply the physics of a radio signal. In addition, when we are victims of radio jamming, we can complain to the UN International Telecommunication Union, of which we are a member. There is no similar recourse for Web censorship.

Is it a "covert" program?

All of the work we do is open and unclassified.

A Reuters article on our Feed Over Email (FOE) development called our anti-censorship program "covert." This is **incorrect**. Nothing we do is covert.

How many people use BBG-provided anti-censorship tools?

We send millions of e-mails daily and average 150 gigabytes of traffic daily through all of our proxies combined.

What countries have the worst censorship?

The most advanced in terms of online censorship are China and Iran, followed by Vietnam.

Reporters Without Borders recently released a list of 12 "Enemies of the Internet," which includes: Burma, China, Cuba, Egypt, Iran, North Korea, Saudi Arabia, Syria, Tunisia, Turkmenistan, Uzbekistan, Vietnam. We broadcast on air and online to each of these countries in the vernacular language.

(b) (5)



Technical Information

Method of Censorship	Primary Circumvention Method
IP Address Blocking – IP addresses are blocked at the national firewall	Change IP addresses regularly for proxy servers
Domain Name Blocking – Domain names are blocked at the national firewall	Change domain names regularly for proxy servers
Packet Filtering – Data is screened for specific keywords, and the connection between the user and the Web site is severed if they are found	SSL-enabled proxy servers and client software – Encrypt data to make real-time filtering extremely difficult
DNS Hijacking – Users are redirected from their target site to a different site; for example, from Google to Baidu in China	Proxy servers and client software use trusted name servers outside the censored areas and thus are not subject to hijacking
Censorware – Software pre-installed on computers to make censorship more powerful; for example, China's proposed Green Dam software	Use software that removes the censorware

12-13-10

Talking Points on Dec. 13-17 Conference in Geneva with USIP

This is an unprecedented gathering of funders, implementers and methodologists to grapple with a complex problem that each were trying to solve separately: how best to measure impact of the 100s of millions being spent on media interventions in conflict. It is so complex it demanded a sustained commitment over days, not a panel or a day.

International work happens internationally.

The Swiss partner, the Hironnelle Fondation, facilitated the venue.
After researching options, this locale was the cheapest, less than having it in the U.S.

The venue is a Swiss hotel school with conference center.

The participants are staying in the student dormitories and eating with the students in the dining hall.

Room costs about \$85 per night.

Of the 32 participants, 1/2 are non U.S.

There were obstacles to a U.S. based event - in the case of challenges getting visas for non-U.S. participants.

Background:

The conference, jointly hosted by the BBG, the University of Pennsylvania's Annenberg School for Communication's Center for Global Communication Studies (CGCS), Fondation Hironnelle, Internews Network, and the United States Institute of Peace, will examine ways to measure the effects of media to advance development, as well as how media can nurture good governance and help resolve conflict. The event is being held near Geneva, Switzerland December 13 - 17.

"Given dramatic illustrations of the role of international broadcasting in conflict zones, we understand its potential impact," said Bruce Sherman, Director of Strategic Planning at the BBG. "We appreciate the opportunity to join forces with these knowledgeable partners to take up the challenge of better measuring that impact."

Workshop participants include a mix of donor organizations, academics, methodologists, and media development practitioners from around the world. Other organizations that will be represented include: the BBC World Service Trust, IREX, the World Bank, the Open Society Institute, and Search for Common Ground.

BBG Audience Research and Research Methodology

11-15-10

- **Performance Culture:** The BBG fosters a research-driven and performance-oriented culture. We use research as one means of measuring our reach and impact, and to analyze the media environments in which we operate.
- **Independent Research:** The BBG's audience and market research is done independently via local market research firms around the world through a contract with the InterMedia Survey Institute. We also rely on industry experts like AC Nielsen for market data.
- **Investment in Research:** Funding dedicated for research has increased from \$1.5 million in 2001 to over \$10 million today, and we contract 300-400 new research projects each year.

Reliable and high quality research allows us to *assess our effectiveness*, and to *tailor programming and delivery methods*.

- **Measures:** The BBG measures effectiveness in terms of the *size of our audience*, the *quality and reliability of our programming*, and whether our broadcasts *increase the audience's understanding* of current events and American society and policies.
 1. **Reach:** The standard measure of audience reach for the BBG and other international broadcasters such as the BBC and Deutsche Welle is the number of adults (15+) who "listened or viewed last week." By that measure, the BBG's audience has increased 65 percent since 2002.
 2. **Reliability/Credibility:** Measures of audience perceptions of trustworthiness and credibility consist of the percent of those listening at least once a week who consider the station's news and information "very trustworthy/reliable" or "somewhat trustworthy/reliable" in an annual survey.
 3. **Understanding:** The degree to which broadcasts enhance audience understanding of current events. The score consists of the percent of those listening or viewing at least once a week who say that the broadcasts have "increased their understanding of current events" "somewhat" or "a great deal" in an annual survey.
- **Hard to Reach Locales:** In countries where information is tightly controlled and tuning in to foreign broadcasts is sometimes illegal or where populations are hard to access, audiences can be difficult to measure. Numbers for these hard to reach countries and regions (where we can only conduct non-representative surveys) such as Somalia, North Korea, Tibet, and the Xinjiang Uyghur Autonomous Region are not included in our overall estimate.
- **Quantitative audience** measurements are conducted through national, urban surveys, using face-to-face interviews when possible and phone interviews in restricted

environments. **Random probability sampling** is used where possible, and sample sizes range from 1,000-5,000 subjects. Random probability sampling means that survey participants are chosen such that each unit of the population has a known probability of being surveyed. The use of random probability sampling is what allows a researcher to make extrapolations to the wider population.

- **Non-representative surveys** are surveys that do not employ random probability sampling, and thus cannot be extrapolated to the population. These would include surveys of diaspora or refugee populations.

Draft Talking Points

Research and Research Methodology

9/15/09

- The BBG has fostered a research-driven and performance-oriented culture. We use research as one means of measuring our reach and impact, and to analyze the media environments in which we operate.
- Reliable and high quality research allows us to assess our effectiveness, and to tailor programming and delivery methods to the audiences we are trying to reach.
- Our audience and market research is done independently. Our principal contractor is DC-based InterMedia, with field work done by local firms worldwide. We also rely on industry experts like AC Nielsen for market data.
- Funding dedicated for research has increased from \$1.5 million in 2001 to over \$9 million today, and we contract 300-400 new research projects each year.
- The BBG measures effectiveness in terms of the size of our audience, the quality and reliability of our programming, and whether our broadcasts increase the audience's understanding of current events and American society and policies.
- **Quantitative audience** measurements are conducted through national, urban and traveler surveys, using face-to-face interviews when possible and phone interviews in restricted environments. **Random probability sampling** is used where possible, and sample sizes range from 1,000-10,000 subjects.
- The standard measure of audience reach for the BBG and other international broadcasters such as the BBC and Deutsche Welle is the number of adults (15+) who "listened or viewed last week." By that measure, the BBG's audience has increased 75 percent since 2002.
- We also contract with InterMedia to conduct **qualitative research** through focus groups and interviews, and listener and viewer panels held at least once a year to evaluate each of the BBG's 75 language services.
- In countries where information is tightly controlled and tuning in to foreign broadcasts is sometimes illegal or where populations are hard to access, audiences can be difficult to measure. Countries or regions for which we can only conduct non-representative surveys, such as North Korea or Tibet, are not included in our audience estimates.

Background Notes:

Random probability sampling: Random probability sampling means that survey participants are chosen randomly such that each unit of the population has an equal chance of being surveyed. The use of random probability sampling is what allows a researcher to make extrapolations out to the wider population.

Non-representative surveys: Surveys that do not employ random probability sampling, and thus cannot be extrapolated to the population. These would include surveys of diaspora or refugee populations.

02-16-10 Newsmax Response

The Newsmax.com article of February 11th, headlined "Is the Voice of America Pro-Iran?" is misleading and flat-out wrong. VOA is **not** pro-Iranian government. Any examination will show that VOA's Persian News Network programs deliver accurate, reliable and balanced news and information to audiences in Iran so they, like audiences in the US, can make decisions about their leaders and their lives. For reasons unknown, factual errors and distortions abound in the Newsmax.com article. Please indulge me in examining those errors and distortions. They include:

- Newsmax.com writes *"...a refusal to air video footage of Neda Agha-Soltan, a 26-year old bystander whose murder during a post-election demonstration on June 20 catalyzed the protests...VOA relented several days later, once Neda's murder became an international cause célèbre. (PNN Director Alex) Belida defended that decision, saying that there "was discussion on how much to show out of deference to the girl... and initially, we only played a portion but later we played it all "* Two issues here: 1) VOA was in fact the **first** to air the video of the young girl gunned down in the street. VOA worked to verify the authenticity of the video and once that was established, aired it before other broadcast outlets. 2) Newsmax.com distorts the facts when it takes an untruth, *"VOA relented several days later..."* and follows it with the words *"Belida defended that decision..."* There was no decision to defend. Belida's quote describes the decision-making process of whether to show the entire video, including blood spurting from her mouth and her eyes rolling back. Television journalism guidelines demand that organizations not be gratuitous in showing the moment of death. VOA takes its responsibilities seriously. After much discussion and after airing the video up to the moment of death, a decision was made at the highest levels of the organization to air the entire video because of its journalistic value.
- There are several references to the Inspector General's March 2009 report about PNN, including the assertion by Newsmax.com that *"The VOA management's failure to rectify the problems prompted the broadcasters to seek the Jan. 21 audience with (VOA Director Dan) Austin."* Director Austin does not recall the IG report as the reason for during the two hour meeting with PNN personnel. The IG made 16 recommendations. Nine have been closed. Seven remain open as of today (2/15/10.) They include:
 - Request for a PNN organization chart
 - An assessment of how many people are needed to produce television programs
 - Creation of a centralized news and production desk
 - Integration of web operation with the centralized news and production desk
 - An assessment of administrative workload
 - An assessment of equipment tracking
 - Training for management and staff to address "unacceptable professional behavior."VOA and the BBG have submitted responses for these recommendations and await the IG's assessment of whether VOA's actions are acceptable.
- Newsmax.com states *"Belida also announced that he was promoting a 27-year-old novice producer with rudimentary Persian-language skills to be executive editor of the entire Persian language TV operation."* **Factual errors:** The person being referred to is 31, not 27. She has 10 years of professional journalism experience, including seven years as a producer at CNN, in which she covered international affairs. She is an American citizen and fluent in Farsi. She was interviewed for the position by a panel of three high-level VOA journalists and managers and was their recommended best choice.

- Newsmax.com asserts *"Belida demoted VOA's top Persian on-air personality, Ali Bijan Farhoodi, one of the self-avowed 'ringleaders' of the meeting with Austin, and another top broadcaster, Setareh Derakhshesh."* There were no demotions. Setareh Derakhshesh was reassigned from anchoring a newscast ("News and Views") to being Executive Producer and host of a talk show ("NewsTalk.") Ms. Derakhshesh had voiced a desire for more management opportunity and editorial responsibility. As Executive Producer of NewsTalk, she will be able to exercise that responsibility and use her contacts, interviewing abilities and ability to connect with audiences to make that program better. For three of his five working days, Ali Farhoodi served as a Managing Editor. The other two days, he hosted a talk show program. His editorial acumen and talents as a Managing Editor are needed five days a week to make NewsTalk well run program.
- Newsmax.com states *"Belida relies on the language expertise and cultural background of executive editor Ali Sajadi, whose views have been criticized by many Persian-language broadcasters and VOA guests as being too soft on the Iranian regime."* The PNN Director does not rely on just one person to make editorial and production decisions. He has a team of people, including a Farsi-speaking Executive Editor, a Farsi-speaking Senior Adviser, seven Farsi-speaking Managing Editors (including Ali Sajadi) and four English-speaking Executive Producers among others. Ms. Derakhshesh's appointment as Executive Producer for NewsTalk is a step toward putting Farsi-speaking journalists with television skills in positions of production authority. Recent job postings for Executive Producers and a Supervising Managing Editor all include a Farsi-language requirement.

In order to set the record straight from VOA's perspective, I am providing you with PNN Director Alex Belida's verbatim responses to Newsmax.com's questions, emailed on February 5th:

Q: How do you respond to the accusation that PNN has been "soft" on the Iranian regime, and has shied away from reporting stories that would "rattle" the ruling clerics and Ahmadinejad?

A: PNN does not shy away from any stories. It provides accurate, reliable and comprehensive news and information to the Iranian people in order for them to make educated and informed decisions about their lives.

Q: The death of Neda Agha-soltan, a 26-year old bystander whose murder during a post election demonstration on June 20 woman was captured on cellphone cameras and went viral in just minutes over the Internet. My sources say that Ali Sajadi vetoed numerous urgent requests from reporters to air this footage, only acquiescing several days later after it had appeared on BBC, CNN and elsewhere.

A: Not true. We aired it first. There was discussion on how much to show out of deference to the girl. And her family (like when her eyes rolled up into her head and she visibly expired) and initially, we only played a portion but later we played it all.

Q: More generally, several VOA reporters say their requests to interview protesters in Tehran by telephone after the June 12 elections were repeatedly turned down by Ali Sajadi and Alex Belida. Why? Wasn't this newsworthy, especially when Iranian state-run media was trying to portray the protesters as common criminals?

A: Not true. One of the main reasons we pulled the History Channel and Today's Woman show and ran a two-hour special for days following the election was to (A) show the latest citizen

journalist video from inside Iran, and (B) to interview Iranians about what they saw and witnessed in the protests and to allow Iranians to express themselves on TV through call-ins and emails.

Q: Britain's Channel 4 aired an extensive interview with a defector from the Bassiji force, who made an emotional on-camera "confession" that he regretted following orders to murder peaceful demonstrators. PNN reporters proposed interviewing the Bassiji, but were turned down by PNN editors. Why?

A: PNN editors had legitimate questions about the authenticity of an alleged defector who refused to identify himself or be shown on camera. Our suspicions grew after we asked him a simple question that someone in his purported position should have known the answer to and he said he didn't know. (At the same time we were following a lead on getting an interview with a Basifi defector who was willing to be named and shown on camera.)

Q. A former top aid to Supreme Leader Ali Khamenei, Mohammad Reza Madhi-Takezand, gave several interviews to reporters in Bangkok, Thailand, where he had sought refuge. PNN reporters proposed interviewing Madhi – either by satellite, or live – but had their request turned down. Why?

A: We're aware of one interview only. No responsible news organization touched this guy. Once again PNN editors had legitimate concerns about the authenticity of this individual. See Laura Rozen's article at:

http://www.politico.com/blogs/laurarozen/0110/Beware_propaganda.html#<http://www.politico.com/blogs/laurarozen/0110/Beware_propaganda.html>

Q: During the run-up to the June 12 presidential elections last year, Sajadi and Belida ordered VOA reporters and producers not to invite any guests who were calling for a boycott of the elections, as Newsmax reported at the time. Why was this?

A: Not accurate. As I told the staff in my Newnotes on April 9th, 2009: "While there are those who consider the elections undemocratic, we also know there are Iranians who take their participation in the vote quite seriously. We must respect their beliefs. We cannot simply dismiss the balloting or focus only on explaining flaws in Iran's electoral system. If a guest or contributor, for example, should encourage a boycott of the polls, a host must never signal his or her personal approval of such a suggestion and must in fact challenge the guest or contributor."

Q: Even after post-election protests erupted, PNN was notably "soft" in its reporting. Do you dispute this? Can you cite examples where PNN broke news during this period? (I've looked through your press releases and haven't found any).

A: Not true. Our coverage was exemplary. The notion that PNN was "soft" is laughable in light of the complaints voiced by Iranian authorities over PNN broadcasts.

Q: Specifically, one reporter sought to interview the mother of a girl who had just been released

from three months solitary confinement, but was turned down by Sajadi. Why?

A: We never turn down interview opportunities of this nature. Never.

Q: When Grand Ayatollah Hossein Ali Montazeri died in Qom in December, VOA reporters were told not to submit story ideas relating to Montazeri's death, but instead to produce a magazine piece on tattoos.

Why did VOA run a piece on tattoos at such a critical moment? What coverage did you offer on the Montazeri funeral and the protests that ensued?

A: Nonsense. PNN devoted extensive coverage to Montazeri's death and its impact. The fact that there may have been a feature on tattoos is irrelevant. On any given day, PNN may produce and broadcast features in addition to top news stories from Iran and the U.S. or elsewhere – just as most news organizations do.

The Iranian government has taken extraordinary steps to block VOA's satellite transmissions in an attempt to keep reliable, accurate and balanced news and information from reaching the Iranian people. It's a privilege to serve as VOA's Executive Editor and a responsibility I take seriously. If you have any questions about PNN's coverage or any other VOA programming, please don't hesitate to ask. When VOA makes mistakes, I'll be the first to admit we were wrong and do everything I can to correct the situation. But I won't allow others to take unfair and unfounded shots at what we do. VOA has just one agenda: upholding the VOA Charter by providing accurate, reliable and balanced news and information to audiences that are starved for it.

Thanks for your attention.

Steve Redisch
VOA Executive Editor
sredisch@voanews.com
202-203-4500

04-10 Sataki Case Guidance

In anticipation of the potential suit Larry Klayman may bring, we have prepared the enclosed talking points. Press calls should be referred to me given that it is a legal matter before the Board.

If Asked Guidance on Sataki case:

- The Broadcasting Board of Governors affirms its commitment to a strong EEO policy. We have numerous Equal Employment Opportunity programs and training in place to ensure a workplace free of discrimination.
- We have a policy of zero tolerance for sexual harassment.
- We abide by a serious and well-considered process to carefully review any such accusations.
- Individual personnel actions are not matters for public discussion.
- We do not comment on any ongoing legal matters.

Given further developments in this case including inflammatory reports in the Iranian press

If Asked about press reports in Iranian press saying that a PNN editor raped an employee:

- No such complaints have been made. Press reports exaggerate the reports that have come to our attention.

- Other specifics about actions taken by the Agency?
- individual personnel actions are not matters for public discussion.

Updated: June 11, 2010

The agency takes any charges of sexual harassment very seriously and conducted a prompt investigation. Although the investigation is still ongoing, the agency has established that Mr. Falahati would not be a danger to others in the workplace and he has returned to work.

(b) (5)

06-16-10

Statement on the allegations of the National Committee to Free the Cuban Five.

The National Committee to Free the Cuban Five claims that the Office of Cuba Broadcasting (OCB), an entity under the Broadcasting Board of Governors, was improperly influencing U.S. public opinion and particularly the Miami area jury pool by paying local reporters to generate negative coverage in the case of "The Cuban Five". These allegations are baseless. OCB did not pay local reporters to influence coverage of "The Cuban Five." Radio and TV Marti are broadcast to Cuba and were inaccessible on the U.S. airwaves in the period leading up to and during the trial. Furthermore, the International Broadcasting Act requires the news and information reported by Radio and TV Marti to be balanced and comprehensive.

Update:

To put this in perspective, the case of the Cuban Five has been decided in a court of law. Objections to the jury were raised through an appeal, considered by a court and the verdict was upheld. The U.S. Supreme Court has declined to hear the case.

08-04-09 DRM ~~Demonstration~~

The DRM consortium and the HCJB Global Technology Center launched a DRM demonstration project on August 3 at a facility of the International Broadcasting Bureau. The demonstration broadcasts are using IBB transmission facilities on the east coast of the USA and a DRM exciter and content server developed by the HCJB Global Technology Center. The broadcasts are operating at an average DRM power of approximately 6 kW using a rhombic antenna aimed at 45 degrees on 15475 kHz from 2000 to 2200 UTC for reception in Europe and a log periodic antenna aimed at 306 degrees on 9405 kHz from 0000 to 0400 UTC for reception in North America. The broadcasts are expected to continue for at least several weeks.

Talking points for Dick Lobo at the Paul Foldi 11/16/10 dinner:

The International Broadcasting Bureau's technical Internet Anti-censorship team started working in this important area about 7 years ago when the Voice of America discovered it could not get any of its email newsletters into China.

After working on solving that immediate problem for VOA, the Team reached out to all the broadcasting entities within the Broadcasting Board of Governors family, including Radio Free Asia, Radio Free Europe/Radio Liberty, Middle East Broadcasting Network, and the Office of Cuba Broadcasting, which includes Radio Marti and TV Marti.

An important part of their effort was reaching out to a wide range of groups, including pro-democracy and human rights groups, and developing contacts with almost every key technical problem solver focusing on this nearly intractable problem. Every tool that the Team developed or sponsored not only helped the citizen gain access to BBG program materials, but allowed them to search the web for "almost" any content that might interest them, including news, essays, and history sites, but also entertainment, pop culture, and even gossip sites. The goal being to foster freedom of information, freedom of inquiry and discovery in general.

Of course, in the numbers game, the BBG loses: when facing thousands and thousands of dedicated web censors in China, and a customized technical infrastructure costing hundreds and hundreds of millions, the David and Goliath analogy may seem to hold.

Nevertheless, our successes in China, Iran, Vietnam, and many of the Central Asian Republics attests to the importance this Agency places on allowing citizens to get the news without filtering or foreign content manipulation.

Web Anti-Censorship at the BBG

Dick Lobo Talking Points

June 30, 2011

- About 8 years ago, the Broadcasting Board of Governors initiated Web anti-censorship efforts as part of its mission to provide news and information to audiences overseas.
- Repressive governments in China, Iran, and elsewhere invest large amounts of resources in restricting Web access. Internet Protocol (IP) address blocking, domain name blocking, and keyword filtering are commonly used, but more technologically advanced countries have developed methods that are harder to circumvent.
- Within the Agency's Engineering and Technical operations there is an Anti-Censorship Team dedicated to providing and exploring ways for our audiences to get past state-imposed censorship of Web sites and e-mails, and provide unfiltered access to information.
- The Internet Anti-censorship tools are especially designed to be simple and not require any technical background. They are designed for the "average" citizen to reach web sites and increase his or her awareness of news and events. (They are not designed for specific human rights activists or dissidents to utilize for furthering any specific agendas.)
- Our most used anti-censorship tools are web-based proxies with e-mail notifications of changed web proxy addresses. BBG broadcasters send millions of e-mails daily to interested users that include both news summaries and proxy links. To get the e-mails through censors we change keywords and modify the apparent sender.
- Since authoritarian governments block access to these proxies once discovered, the addresses are replaced frequently and new URLs are sent to users.
- Additionally, we provide links from our Web sites to download client software such as Freegate and UltraSurf that users can install on their computer to permit them to have direct, uncensored access to the Web without the use of web-based proxies. Once installed, the client software is automatically updated so users need not remember special addresses or receive updated URLs in the e-mail newsletters.
- The budget has been about several million dollars until recently. Last year the Department of State transferred \$1.5 million to the BBG. Those funds were used to develop a Virtual Private Network application that expands the types of information that the user can receive; funds were also used to expand the bandwidth for our users in Iran.
- This year, Congress appropriated an additional \$10 million to the Agency.
 - We intend to use the new money in two ways: (1) continue the existing program yet drastically increase the amount of computer bandwidth available to users, so a wide variety of multi-media content can be received via the tools, and (2) execute a research and dev development program that will focus on the safe use of mobile technology so that users can take advantage of their mobile devices to access BBG's and other providers content that is blocked by their governments.

- We also partner with numerous academic and non-government organizations working on freedom of access to the Internet to develop and implement circumvention tools.
- Our two most popular tools are UltraSurf and Freegate. We also use Psiphon, a combination web proxy and social networking tool, and Tor, a 10,000 node peer-to-peer anonymity and censorship-circumvention system to distribute content.
- BBG has always worked to counteract jamming of and interference with our radio and television broadcasts. This program is an extension of that work in the context of Web “jamming.”
- The most advanced in terms of online censorship are China and Iran, followed by Vietnam. Reporters Without Borders recently released a list of 12 “Enemies of the Internet,” which includes: Burma, China, Cuba, Egypt, Iran, North Korea, Saudi Arabia, Syria, Tunisia, Turkmenistan, Uzbekistan, and Vietnam. We broadcast on air and online to each of these countries in the vernacular language.
- Daily use of these tools exceeds one million people per day, with the numbers increasing every month.

12-6-10

Draft Talking Points on Repeal of Domestic Dissemination Ban

While the Smith-Mundt statute does not significantly impair BBG daily operations, its limitations curb BBG flexibility to respond quickly to certain critical broadcast requirements, limit the use of BBG materials that might be beneficial to non-English speaking groups in the U.S., and raise questions of compliance and enforcement of the statute in an age when information is widely available via the internet and other new media platforms.

For example, applying the current language of the statute, the agency has faced obstacles in the following areas:

- when it has been asked to provide VOA English language teaching materials within the United States for use by teachers of English as a second language;
- when asked to provide non-English language programming for broadcast within the United States (such as VOA Somali programming to be available to Somali-speaking communities targeted by recruiters for Al Shabab);
- when attempting to find transmission solutions in difficult environments (such as Haiti in the aftermath of the earthquake and in Cuba's censored media environment) that might pose transmission spillover into the United States;
- when considering requests from BBG journalists to enter into prestigious, U.S.-based, professional journalism competitions that recognize the achievements of journalists;
- when considering joint program activities with U.S. universities (such as for discussion forums between U.S. and foreign students); and
- when granting certain requests by domestic broadcast entities for access to portions of VOA programming, such as a sound bite from a high-profile interview or press conference for which only VOA has audio or video footage.

In the Internet age, BBG programming is easily available via the Internet to US audiences. The BBG cannot comply with the Smith-Mundt statute in this environment.

In many cases, the agency has been thought to be in compliance if these U.S. audiences have been considered "unintentional or inadvertent", and given the limitations of transmission technology, "unavoidable" in order for the agency to achieve its statutory mission.

Given the BBG's mandate to produce accurate, objective information under a strict journalistic code of ethics, any concerns that broadcasts might attempt to "influence the American public" should not be relevant.

Pursuant to the United States International Broadcasting Act of 1994, as amended, the BBG

would continue to adhere to its mission to deliver news and information to audiences overseas.

(If needed) Recognizing the need to ensure that any domestic dissemination of Agency program materials would not unduly alter or infringe upon this mission, the agency understands the need to develop strong and clear internal policies with respect to sharing BBG programming with domestic entities and ensuring that the agency continues to focus on foreign audiences when developing and producing programming.

Afghanistan-Pakistan Border Region Programming Enhancement
09-15-09

As authorized in the FY 2009 Supplemental Appropriations Act, the State Department has transferred \$10 million for enhanced programming to the Afghanistan-Pakistan border region.

VOA and RFE/RL have been preparing plans for the new initiatives.

RFE/RL plans to create a new unit of Radio Azadi specifically for Pashtun listeners in Pakistan. This will include a new six-hour daily broadcast of Pashto-language programming (three hours of original programming and three hours of repeat) to the Northwest Frontier Province (NWFP), Federally Administered Tribal Areas (FATA), and Northern Baluchistan. RFE/RL also plans to establish the capacity to send headlines and breaking news through short message service (SMS), and it will invest in security measures to ensure the safety of reporters and assets at the Kabul bureau.

VOA intends to expand the local content of its programming and continue surge efforts in the region (NWFP, FATA, Baluchistan, Islamabad, Karachi in Pakistan, and Khost, Afghanistan).

The enhancement funds provide for medium wave transmission capabilities, enabling the BBG to create a 24-hour coordinated VOA and RFE/RL stream with repeat broadcasts.

Afghanistan/Pakistan Border Region \$10M
Allocation by Entity
\$ in thousands

VOA	\$1,364
RFE/RL	\$5,000
IBB/BBG	
Engineering	\$3,286
IBB-OMPP	\$ 200
Research	\$ 150
IBB Total	\$3,636

Status:

Treasury Transfer from Department of State has been received.

Apportionment Request forwarded to OMB on September 8, 2009.

OMB just approved apportionment on September 15, 2009.

Talking points on House supplemental language on Pakistan
05-13-09

In response to your request here are some talking points from Janet related to the House supplemental language:

1. The Administration did not request any money in the supplemental for broadcasting to the tribal region.
2. It did request an enhancement in the President's FY 2010 budget request for VOA's Radio Deewa to enhance local coverage on its current 6 broadcast hours.
3. Neither the BBG nor the Administration requested a "second service."
4. The funding currently pending in the House version of the supplemental is a Congressional initiative, that strives to marry the broadcast power of VOA and RFE/RL in the region. The House report on the supplemental includes funds for increasing VOA's Deewa from 6 to 9 hours, launching an RFE/RL 6 hour program, establishing mobile content and enhanced security. [Please refer to Congress for more details.]
5. VOA's Radio Deewa has been a full service broadcaster to the region, providing local news (i.e. a "surrogate" broadcast function), U.S. and international news. RFE/RL's traditional strength is in gathering news from regions in crisis, and could also perform a valuable function in the region, if brought into the mix.

GAO and Web 2.0 Efforts

12-7-10

New Technologies

The BBG is a far different agency than the one that sponsored U.S. Government broadcasting during the Cold War. It has migrated from a primarily shortwave platform to one that utilizes 24 hour satellite and terrestrial television and radio technologies, and all facets of Internet communications.

Today, all BBG language services have an Internet presence in text, audio, or video. In some instances, such as for VOA Russian, the broadcast strategy is driven by the Internet, as broadcast opportunities via FM have dwindled due to the political environment in Russia. As the Internet has grown, the agency has implemented greater interactivity in its web presence, and has placed its programming on websites that are destinations of choice for young audiences. Initiatives include:

- Establishing pages or channels on YouTube, Facebook, Twitter, and other sites to ensure BBG content availability at the most popular web destinations;
- Increasing interactivity on BBG websites, including blogs maintained by program hosts, and opportunity for program feedback;
- Distributing content via RSS feeds, SMS text messaging, and e-newsletters;
- Using podcasting and links to relevant social bookmarking services;

Voice of America

Voice of America is making broad use of online technologies to expand its reach and engage audiences. Its main website, VOANews.com, added a variety of video and interactive features in the past year, as well as more frequently updated news and information in 45 languages.

Traffic to the web site increased in 2008 by 47% from a year earlier to nearly 117 million visits. VOA reporters and hosts maintain or contribute to blogs on Iranian, Chinese, Russian, and African issues, as well as U.S. affairs, human rights and freedom of the press. Some of these blogs are on VOA web sites, others are on the most popular social networking sites in target markets.

VOA also maintains pages on YouTube, Facebook, and Twitter in multiple languages. On YouTube alone in the past year, there have been four million views of VOA videos. VOA offers podcasts of its audio and video programs and has an extensive iTunes library.

All VOA languages distribute content via RSS feeds and e-newsletters. Distributing content to mobile devices is increasingly important to VOA, which now offers mobile versions of 16 language sites. The VOA China branch has an agreement with Nokia to distribute Learning

English content on mobile phones sold in China. VOA also distributes content to mobile networks in Africa.

VOA created a special U.S. election web site in 2008 that attracted traffic from more than 200 countries and resulted in thousands of users joining an online VOA community, where they shared photos, asked questions and contributed comments about the U.S. electoral process.

Radio Free Asia

RFA uses new media as a conduit for outreach and multinational discourse. Since 2006, RFA has had a channel on YouTube, offering its language services' video production and redistributing citizen journalist content.

During 2008, as social media gained considerable importance in the global information flow, RFA opened Twitter accounts, or their equivalent, in all its languages; Facebook pages; and several topical blogs, such as the Tibetan blog written by an RFA broadcaster during the historical meetings in Dharamsala on the future of Tibet. Other blogs, in Vietnamese for example, provided an informal view of events during the Olympic Games or the countdown to the U.S. presidential elections.

Popular topics such as legal reforms, democracy and freedom of speech or religion, prompt lively debates online, with listeners and readers sharing varied viewpoints. RFA gives a voice to its audience online on message boards, in comments to the blogs or on YouTube. Listeners are also eager to share tips on stories which are followed up by investigative reporting from RFA journalists, encouraging dialogue between RFA's editorial staff and its listeners. RFA's Web sites now regularly publish videos taken by witnesses of events on the ground, such as the May 2008 Sichuan earthquake, shot from the dorm room of a terrified student hiding under a table, or the live arrest of a petitioner by plainclothes Chinese policemen in Beijing in August 2008.

RFA is also increasing its multimedia capabilities in the form of interactive maps, timelines and slideshows. A recent interactive map illustrated how the Burmese junta works to prevent prisoners' communications by spreading the most active dissidents across prisons all over the country.

Going online on all platforms also assists RFA in by-passing severe censorship. By making its content available in various formats, RFA ensures that others can redistribute RFA-branded news on their own Web sites or blogs.

Radio Free Europe/Radio Liberty

RFE/RL has implemented a wide array of Web 2.0 features in its nearly-completed move to a new content management system. RFE/RL's English-language website rferl.org and its many

broadcast language websites will, by the end of May 2009, all offer a rich array of multimedia content, podcasting, blogs, multiple RSS feeds, and links to relevant social bookmarking services. Many offer discussion forums, newsletters for subscription, SMS messaging and mobile-specific websites. RFE/RL also maintains a branded YouTube channel to facilitate broader use of its web-based video content.

In late February 2008, for example, Radio Farda launched a text messaging service (SMS) for Iranians that elicited comments from hundreds of listeners on subjects ranging from politics to music to jokes. The service proved to be an instant hit, with Radio Farda staff receiving more than 300 messages from throughout Iran in less than 3 days. Listeners sent messages praising and critiquing Radio Farda programs, as well as comments on the forthcoming March 14 parliamentary elections and a range of problems in Iran.

Middle East Broadcasting Networks

As a multimedia organization, the Middle East Broadcasting Networks, Inc. (MBN) communicates to the Middle East via television, radio and the Internet. MBN uses the Internet to disseminate information to the youthful population that makes up a majority of the people living in the Middle East. Radio Sawa's all-news Web site (www.RadioSawa.com) provides up-to-the-minute news and information, incorporating audio actualities and video clips to enhance the stories available online. Additionally, Radio Sawa has live audio streams of the radio network, so that Radio Sawa can be heard around the world.

Alhurra Television has live streaming of its broadcasts and archived video of all original programming on its Web site, www.alhurra.com. Alhurra's Web site also has an interactive poll question, encouraging viewers to express their opinion on topics ranging from politics, health, society and policy. The network also solicits feedback from viewers, by encouraging them to email their comments to individual programs through the actual show and each program's home page on the Web site. The network also entered a partnership with YouTube to include all of Alhurra's original programming at www.YouTube.com/Alhurra. Several of Alhurra's programs have launched Facebook pages to interact directly with viewers. Alhurra's latest program *Al Youm* includes an "Internet Corner" where it shares and responds to viewer emails and encourages viewers to send in their own videos of breaking news from all over the globe.

Office of Inspector General Report on Deewa Radio

Date, 2009

Draft Talking Points on Report Findings

The Broadcasting Board of Governors [and VOA?] welcome[s] the key judgments in the IG report on Deewa Radio [which include 3 items below]:

- *"An effective system is in place in Deewa Radio and the South Asia Division of the Voice of America to ensure that the material broadcast meets VOA standards for accuracy and balance.*
- *"Deewa Radio provides the United States a vital communications link to a region of major significance to U.S. foreign policy and national security."*
- *"If Deewa Radio continues to grow, VOA will have to take into account its staff size and training requirements to ensure continued effectiveness and quality."*

We agree with the recommendation to implement a comprehensive training program that ensures consistent journalistic orientation for non full-time staff.

The IG recognized the impact and significance of Deewa Radio providing reliable news and information.

Interviews with Taliban:

[Note: The IG report mentions that "allegations surfaced in the media that members of the Taliban in Pakistan had exploited Radio Deewa for propagandistic purposes" and that Deewa "quoted Taliban leaders and their spokesmen excessively; provided a platform for disinformation regarding Taliban military movements and broadcast a threat by a Taliban leader to attack the White House."]

Respecting the journalistic integrity of Deewa Radio's broadcasts, the IG found strong editorial and review systems in place to ensure adherence to the VOA's mandate for accuracy and balance.

For credibility and relevance in a war ravaged region, VOA must selectively interview Taliban representatives,

- Deewa Radio hosts responsible discourse, including on controversial issues of importance to its Pashtun audience on the Afghanistan-Pakistan border. VOA presents all sides of the story, with context and background.
- Media restrictions and other threats, including the targeted destruction of the home of a Deewa Radio reporter on July 8, mean that the Pashtun audience has little opportunity to hear critiques of national or local leaders. Deewa Radio broadcasts may be the first time they hear the words of political or ideological leaders juxtaposed with dissenting views.

The fact that our coverage includes both proponents and critics of a particular policy gives our broadcasts greater credibility.

- We do not provide an open microphone (or platform) for terrorists.
- VOA did not broadcast a threat by a Taliban leader to attack the White House.
- As part of being relevant to the audience and reporting on local events, including suicide attacks, VOA, on occasion, includes quotes from a Taliban spokesperson. Following VOA's editorial standards, those comments are put in context, including the comments of Baituallah Mehsud.
- In the piece with a quote from Baituallah Mehsud, the program included interviews with a former Pakistani diplomat Rustam Shah Mohmand and a Pakistani journalist who condemned Mehsud as well as a man-on-the-street reaction condemning the suicide attacks in Lahore.

Evidence of Effectiveness:

- Market research in what is essentially a war zone is extremely difficult however there are a number of indicators of Deewa's success reaching the audience there.
- Syed Rahman of Islamabad University said 90 percent of people he interviewed knew about Deewa. He was commissioned by Internews to do a study.
- USAID says Deewa is very popular. While our analysis is not complete – USAID's current survey research strongly suggests that Radio Deewa has a big audience in the target region - between 40% and 50% of respondents 'usually' listen to Radio Deewa. (These figures are roughly equivalent to the findings for BBC Pashto and Radio Pakistan – in short, Radio Deewa appears to be among the most listened-to stations.)
- Deewa's current two call-in program receive 300 callers per day.
- The Glasgow (UK) *Sunday Herald*, in an article on VOA Deewa Radio's effectiveness, said: "Voice of America, broadcasting to the lawless North West Frontier Province of Pakistan, has transformed its listening figures with a daily phone-in program. After centuries of being marginalized through oppressive social and political structures, the Pakistani Pashtuns can at least speak their minds on a range of topics in the safety of anonymity—and they have seized this with enthusiasm."
- Numerous Pakistani newspapers frequently quote VOA Deewa Radio in their reports on events in border regions.
- Members of Parliament from FATA told the Islamabad-based stringer that VOA Deewa Radio is their first source of information on regional developments.
- Anecdotal stories about the popularity of Radio Deewa also steadily accumulate. A listener told the Radio Deewa call-in show that when people in the region are purchasing a radio, they always want to be sure it receives Radio Deewa frequencies. Some

ministers and politicians have asked Radio Deewa stringers in the region for time on the shows.

- The Pakistan's military have appointed a separate Pashtun spokesman to be available for interviews with Radio Deewa.

Context:

- Radio is the dominant medium for news in this region. While television may be the most popular news, entertainment and information medium in Pakistan, many people in the rural Pashtun border region lack electricity and cannot view television. Furthermore, negative propaganda from the religious clergy, who deem watching television to be un-Islamic, makes radio a more attractive medium to many news consumers in the border region.
- With the exception of Radio Deewa and a few other international broadcasters much of the radio broadcasting in the region is done by extremists. For example, in the Swat region of NWFP, Maulana Fazlullah, also called "Radio Mullah," has used illegal FM radio to gain support for his movement to establish Sharia law through Taliban-style means. Estimates suggest that extremists now operate 50 illegal, non-licensed FM radio stations throughout the region.

Deewa Radio Facts:

Radio Programs: 9 hours daily (repeated in a 24-hour stream) 7 days a week
On shortwave, FM radio and the Internet
More AM and FM transmission inside Pakistan is dependent on the Government of Pakistan.

Reporting Staff: 20 stringers in NWFP and FATA, 13 staffers in Washington, DC.

Budget: \$ 3.2 million including transmission in FY 2009 [pending additional supplemental funding]

Date Established: October 2006

Target Audience: Pakistan/Afghanistan Border Regions. Deewa Radio targets an estimated 35 million Pashto-speaking people in Pakistan and neighboring Afghanistan, including the Northwest Frontier Province (NWFP) where some 2.5 million people have been displaced as Pakistani military battle Taliban fighters. Deewa also reaches Pakistan's Federally Administered Tribal Areas (FATA) and Baluchistan.

The OIG's Inspection of MBN
Overview and Draft Talking Points
March 15, 2010

Facts

- The inspection took place between September 16 and December 3 at MBN's headquarters in Springfield, Va. and at Radio Sawa in Newington, Va. as well as a visit to MBN's production center in Dubai, United Arab Emirates.
- The OIG made 12 formal recommendations:
 - MBN should take steps to improve delineate the authority of the vice president for news and improve decisiveness and transparency.
 - The BBG should expand the forms and vary the focus of research to include program-, theme-, and country-specific studies.
 - 10 recommendations concerned security at the Dubai production center

Talking Points

We appreciate the Office of Inspector General's assessment of the Middle East Broadcasting Networks. The report is a useful management tool as MBN continues to grow and develop as a multimedia broadcaster. The BBG is pleased that the OIG found that:

- MBN serves a vital function providing accurate and objective news to the Middle East.
- MBN exercises tight editorial controls over its programming and maintains the editorial principles for balance and comprehensiveness of the International Broadcasting Act of 1994.
- Independent research carried out by InterMedia for the BBG is scrupulously conducted in conformity with contemporary industry standards, and the national "reach" estimates that the BBG uses are defensible numbers.
- MBN approaches challenges strategically and with realistic plans.
- MBN has initiated administrative improvements in financial management, purchasing and contracting, and human resource management.

The inspection report notes that some employees expressed concern about nepotism, and made an informal recommendation that MBN, as a good business practice, should further clarify and publish its policy on nepotism. MBN no longer hires any spouses of employees and supervisory relationships are not permitted amongst existing or new family members.

Since the completion of the OIG field work, MBN concluded program reviews of both Alhurra and Radio Sawa. These meetings produced frank and thoughtful discussions of

Alhurra and Radio Sawa's performances to date and identified areas for improvement. MBN has received positive feedback on the program review process from all levels.

Comments regarding specific recommendations

Recommendation on Audience Research

The BBG agrees that conducting expanded studies – e.g. to gauge the impact of individual programs is a worthwhile endeavor. Due to resource constraints, however, there are practical limitations to substantially augmenting research across the 22 countries of MBN's marketplace.

The OIG found that the audience research appeared to be scrupulously carried out in conformity with industry standards and that the BBG uses defensible numbers.

By systematically capturing data on reach, reliability, and understanding--as BBG research currently does--we have a firm foundation on which to assert that both Alhurra and Radio Sawa are effective in fulfilling their journalistic missions.

Recommendations on Security

MBN has made improving the security of its staff a priority over the past two years including strengthening security operations in Baghdad and at MBN's headquarters in Virginia. Since the inspection, corrective actions have been completed or initiated on most of the security recommendations.

Recommendation about Communication and Transparency

BBG and MBN appreciate the input and observations of the OIG. As the OIG report noted, MBN exercises tight editorial controls over what goes on the air at Alhurra and Radio Sawa which require decisiveness and leadership. We are committed to improving communication and transparency in the day-to-day management of the newsroom. Alhurra's news management now invites all of the newsroom staff to a weekly meeting to discuss editorial issues and upcoming events. Additionally, since the new Managing Editor was named at Radio Sawa there is a renewed emphasis on transparency and communication within the radio network.

Key messages:

- *The BBG will appeal the ruling of the Arbitrator to the Federal Labor Relations Authority (FLRA) concerning its authority to hire non-U.S. citizens.*
- *The Agency's international broadcasting mission is an essential element of the U.S. foreign policy and the ability to hire the best qualified foreign-language broadcasters is a key to fulfilling our mission.*
- *The Agency is in full compliance with its statutory authority to hire non-citizens for a narrow band of mission critical language service broadcasting positions.*

Facts:

Non-citizens are eligible for a narrow cluster of broadcasting positions that require native proficiency in foreign languages and contemporary knowledge of the culture of the broadcast area.

The Agency's statute gives the BBG authority to hire non-citizens "when suitably qualified United States citizens are not available."

In 2006, the American Federation of Government Employees, Local 1812 (AFGE), filed a grievance challenging the Agency's interpretation of the term "suitably qualified" when hiring non-citizens.

The Agency's legislative history also supports the manner in which the BBG -- and the U.S. Information Agency before it -- has implemented this authority since 1982.

On June 18, 2010, the Arbitrator, issued a remedy award and ordered the Agency to open all vacancy announcements *only* to citizens. If, no U.S. citizen has been found to be "*minimally*" qualified, the Agency may then issue a vacancy announcement open to both citizens and non-citizens.

Talking points:

- The BBG's mission of international broadcasting is an essential instrument of U.S. foreign policy.
- We broadcast to some of the world's most remote and dangerous places of critical importance to U.S. interests. Having the best qualified broadcaster, in languages such as Pashto to the border region of Afghanistan and Pakistan or Shona and Ndebele to Zimbabwe helps counterbalance the powerful voices of violence and autocracy in these conflict prone regions.

- Our mission is to serve U.S. foreign policy interests by hiring the **best qualified applicants** for the job to reach our worldwide audience with reliable news and information.
- Non-citizens are eligible for a narrow cluster of broadcasting positions that – in order to appeal to audiences overseas - require native proficiency in foreign languages and contemporary knowledge of the culture of the broadcast area.
- The BBG is in full compliance with its mandate and legislative history to give hiring preference to U.S. citizens for these positions if they are equally or better qualified than non-citizens.
- The Arbitrator's ruling goes against legal precedent which obliges the court to defer to the discretion of foreign policy agencies in interpreting their regulations.
- Losing the ability to hire the **best qualified** broadcasters would severely undermine the Agency's ability to attract and retain an overseas audience.
- Non-citizens make up approximately 10 percent of BBG employees.

Drafted by: BBG/PA B. Azari

Cleared by: BBG/PA - L. King

GC – P. Kollmer-Dorsey

GC – Cara Schenkel

HR – D. Grace

BBG- S. Andross

BBG – J. Trimble

July 14, 2010

07-09-09

MEMORANDUM FOR: Dan Austin, Jeff Gedmin, Libby Liu, Brian Conniff, Pedro Roig

FROM: Jeff Trimble

SUBJECT: Guidance for Discussing the BBG Mission

Please note the following board-approved guidance for discussing the BBG mission as well as the roles of the individual broadcast entities. The talking points reflect input from and discussion with the entities through the BBG Communication Committee. The objective is to talk consistently to public audiences about the BBG mission. Differentiating entity roles is part of the message.

- The BBG has one mission: "To promote freedom and democracy and to enhance understanding..." Each of the BBG broadcasters shares in this mission and fulfills it through the practice of credible, professional journalism. BBG legislative mandates and the Strategic Plan require that entities provide "...accurate, objective, and balanced news, information, and other programming about America and the world..."
- The difference in the broadcasters' roles lies in their programming emphases.
- Radio Free Europe/Radio Liberty, Radio Free Asia, and Radio and TV Marti emphasize domestic news for their geographically-defined audiences. Covering developments specific to their target markets is their specialty, most notably in countries without a free press or in transition. At the same time, each one also covers regional and international issues and events (including those in the United States, as warranted) to ensure comprehensive news coverage.
- The Voice of America emphasizes international and regional news and in-depth coverage of the United States. VOA also covers local events to ensure comprehensive news coverage, especially in areas where it operates solely such as sub-Saharan Africa, Latin America, Pakistan, and Indonesia.
- Alhurra TV and Radio Sawa, lone Arabic-language broadcasters in the Middle East except for Iraq, provide a full range of international, regional, and local news as well as consistent coverage of the U.S.

We need to be mindful of a pervasive public perception that U.S. government-funded international broadcasting is propaganda. We need to recognize it is not only what we say but what our audiences hear that matters. Doing so will challenge some of our own shorthand expressions of what our broadcasters do.

For example, saying VOA "tells America's story" or if "America's official voice" can suggest VOA is a public relations agency for the U.S. government. Describing RFE/RL, RFA, and the Martis as covering the news suppressed by local governments can convey that they're opposition press. And, claiming that Alhurra and Sawa are antidotes to Al Jazeera and other Arab networks can position them as counter-propaganda operations.

Customary formulations can have unintended consequences for how the public perceives the BBG. So, while we must distinguish entity missions clearly and carefully, we must always do so in a way that affirms the BBG mission of credible, professional journalism.

04-10-09

TALKING POINTS: OIG REPORT ON ITS INSPECTION OF PNN

The Broadcasting Board of Governors (BBG) believes OIG's recent report on its inspection of PNN will be very helpful to us in our efforts to improve the management and administration of this vital function.

We agree with all of the OIG's recommendations and are in the process of implementing them.

We specifically agree with the OIG's judgments that:

- The Persian News Network is performing a vital function. It is the only platform from which the U.S. government can reach an Iranian audience with unbiased news and information about U.S. foreign policy and American life.
- Voice of America successfully built the Persian Service into its first full-fledged network in an extraordinarily short period of time. Given the U.S. strategic interest in communicating with Iranians, the Persian News Network represents a major achievement in setting up a network that reaches approximately 29 percent of Iranians.

PNN includes seven hours a day of TV programming (4 hours a day are also simulcast on radio), an additional hour of radio only programming, and the PNN website, which is updated daily.

PNN is an outstanding example of VOA's ability to respond quickly to challenges while abiding by its charter and journalistic principles.

The United States has a compelling interest in producing programming that provides an objective and balanced view of U.S. policy, free of Iranian censorship and mischaracterization.

PNN's mission takes on added urgency as Iran's action and human rights abuses increasingly take center stage in the priority list of international concerns.

PNN is responding with increased news and analysis programming to the Iranian people. PNN delivers robust coverage of significant issues concerning the U.S. and U.S. Iran relations with added interviews with key U.S. officials, specials on the Inauguration and what to expect with the new administration.

Having rapidly grown into a news network – VOA's focus is now on improving PNN's product and strengthening its management and administrative processes. OIG's recommendations, which we are already implementing, will be very helpful in this and other respects.

Specifically, we are taking the following steps:

- improving news content, the quality and production values of PNN's television products, and TV production processes.
- increasing presence on the Internet with more multimedia and interactive features.
- ensuring the PNN workforce and managerial structure has the appropriate mix of language, TV production and journalistic skills.

As noted by the OIG, PNN, like most news organizations, is a highly demanding and stressful – sometime contentious - work environment with news deadlines and heavy workloads.

VOA Spanish Talkers Cleared

- VOA Spanish's Service is in a reassessment period as new director Alberto F. Mascaro looks at objectives and priorities. Mascaro had been the No. 2 at the Martis before he left for private business.
- The 2010 budget calls for the Spanish Service to have about \$3.5 million and 21 people. (The overall budget for the Latin American Division is \$6.3 million, and includes the Creole Service and production services.) VOA – like other federal agencies – is now operating on a contingency resolution. The FY 2009 budget for Spanish was about \$3.1 million. (The 2011 budget has not been released.) Budgets do not include transmission.

Currently, VOA Spanish has the following programs:

El Mundo al Día (*The World Today*) is a daily 30-minute TV program with news about the world, the United States, Venezuela and the Andean región. It airs Monday-Friday at 5:00 p.m., repeated at 6:00 p.m. A five-minute version airs at 3:00 p.m.

Foro Interamericano (*Inter-American Forum*) is a 60-minute weekly TV discussion forum on current issues in the United States and the world. The program features news and interviews with high-level policy makers, along with roundtable discussions with journalists. The program airs Fridays at 8:30 a.m.

ArteKultura (*Art & Culture*) is a 10-minute cultural TV program airing Saturday and Sunday. It provides an overview of important art and entertainment events in Washington D.C. and major cities around the United States.

Enfoque Andino (*Andean Focus*) is a 60-minute radio program with news and special information about the Andean region, including U.S. news of interest to the area. The program airs daily at 7:30 a.m.

Buenos Días América (*Good Morning, America*), VOA's longest-running Spanish-language news show, is a daily 30-minute radio program with national and international news, sports, business, science, entertainment and weather reports. The program airs daily at 8:30 a.m.

Ventana al Caribe (*Window on the Caribbean*) is a 60-minute radio news program that focuses on issues in the Spanish-speaking Caribbean region, particularly Cuba, the Dominican Republic, and Puerto Rico. The program airs Monday, Wednesday, Thursday and Friday at 7:00 p.m.

Hablemos con Washington, a 60-minute radio call-in show dealing with politics, science and culture. It airs daily.

- Broadly, VOA's Latin America strategic plan calls for primarily targeting the Andean countries (Bolivia, Ecuador, Colombia, Peru and Venezuela.) But Central America is also

important, particularly recent events in Honduras and Nicaragua, as are countries undergoing upheaval.

- Other strategic goals are producing programming that informs audiences about global, regional and national events and supporting U.S. strategic interests such as curtailing the drug trade, bolstering democratic governance and civil society.
- BBG Governors traveled to Colombia, Ecuador, Bolivia, Peru and Guatemala in July 2009 to assess the media situation on the continent and look at new strategies.
- We are also testing a web delivery system that would allow stations to download broadcast-quality video, audio and text.
- Currently, TV dominates daily use for news – almost twice that of radio in Bolivia, Ecuador, 40-60% higher in Colombia and Venezuela – although radio remains popular.
- Cable Noticias will start to take El Mundo, Mon-Fri at 5 pm next months.
- VOA recently launched a new Spanish language website that provides interactive features. <http://www.voanews.com/spanish/news/> Daily Internet use for news (23 percent) outpaces newspapers in urban Colombia and is 6 percent in Bolivia and Ecuador and 10 percent in Peru. SMS for news is highest in Peru (10 percent) and about half that in urban Colombia and Ecuador.
- VOA brought its Spanish speaking stringers to Washington last month for a training session.
- While BBG has focused on measuring audiences in priority markets, there are likely many other listeners/viewers in areas not surveyed.
- Starting in November, 2009, VOA is running journalism training workshops in Cochabamba, Buenos Aires, Panama and Port Au Prince on Swine Flu.
- VOA's most recent weekly audience in five Andean countries and Cuba totaled 1.9 adults weekly (1.4 million on radio and 0.5 million on TV and 0.2 million on Internet.
- Regular rebroadcasting on strong regional partners yields VOA's highest reaches on radio in urban Bolivia and on TV in urban Colombia. Current VOA streams on cable alone provide smaller reaches in Andean markets.
- Focus Groups in Bolivia in 2007 gave VOA high marks. "The respondents considered VOA's Latin America Service a highly credible, informative and interesting source of

news and information for listeners in Bolivia, and almost all acknowledged the favorable impression they gained of its journalistic and informational standards.'

- VOA has 319 radio affiliates – 199 in Bolivia. Colombia has 77 and Ecuador and Peru each have 7. VOA has 95 television affiliates, with the largest number – 23 – in Colombia.

Cooperation with the Martis

- In the time of tight budgets, we're looking for ways to cooperate with the Martis by sharing production assets. For instance, we filming Foro from Miami next week.
- OCB is planning a Radio and TV Marti are planning an event for early December on the evolving media environment in Latin America, "Media Threats and Opportunities" with a look at Cuba, Honduras, and Venezuela. The partner at the University of Miami Cuban Studies Institute.
- Martis regularly participate in the daily VOA editorial meetings for sharing stories ideas and news coverage.
- There has been some sharing of best practices among our technical staff and Internet staff. All natural developments of our broadcast family.