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Note: Pages 1-21 and 111-52 of the enclosed document are missing from the original

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

November 9, 2017

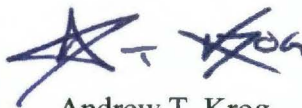
RE: Request Pursuant to the Freedom of Information Act – FOIA #18-004

This letter is in response to your Freedom of Information Act (FOIA) request dated October 9, 2017 to the Broadcasting Board of Governors (BBG), which the Agency received on October 20, 2017. In your request, you seek a copy of the Radio Marti Program Handbook of Broadcast Operations.

On October 26, 2017, our office notified you that your request had generated \$55.20 in chargeable fees. On November 6, 2017 we received your check payment in that amount, and the document responsive to your request is provided on the enclosed CD-ROM. No information was redacted or withheld, and all documents responsive to your request have been provided to you. However, our office confirmed that pages I-21 and III-52 of the enclosed document are missing from the original and were not inadvertently omitted during the duplication process.

This concludes the Agency's response to your request and it is now closed. If you have any questions regarding your request, please contact me at 202-203-4550 or the Office of the General Counsel at the above address. You may also contact the Agency's FOIA Public Liaison at 202-203-4550 or the same address for additional assistance or to discuss any aspect of your request.

Sincerely,



Andrew T. Krog
FOIA and Privacy Act Officer



RADIO MARTI PROGRAM
HANDBOOK OF
BROADCAST OPERATIONS

USING THE RMP HANDBOOK OF BROADCAST OPERATIONS

This manual describes the RMP broadcast policies and procedures. It is divided into seven sections. The first section describes the RMP mandate and the general responsibilities of the Departments that RMP comprises. The remaining sections describe in detail the missions, organizational structures, and operational policies and procedures of these Departments.

Although the manual is primarily a reference tool, it can also be used to train new staff in RMP broadcast operations. A detailed Table of Contents is included so that specific information can be located quickly and easily.

Format

The manual is divided into sections and subsections. Where possible, lists of items have been bulleted for easy reference. Sample RMP forms have also been included to illustrate how these forms should be completed.

Pages are numbered by section and page within that section. For example, IV-5 would be section IV, page 5. The publication date is also included at the foot of each page. A new revision date reflects any changes or additions to specific pages in the manual.

TABLE OF CONTENTS

I THE RMP FAMILY

A.	The RMP Mandate	I-1
B.	Departmental Responsibilities and Workflow	-1
1.	The Department of News	-2
2.	The Department of Programs	-2
3.	The Department of Research	-2
4.	The Department of Technical Operations	-3
5.	The Department of Personnel	-3
6.	The Department of Administration	-3
C.	The Miami News Bureau	-4
1.	Objectives of the Miami Bureau	-4
2.	Miami Bureau Guidelines	-5
3.	Modus Operandi	-7
4.	Style	-9
D.	Editorial Guidelines	-10
1.	Balance	-10
2.	Sourcing	-12
3.	Tone	-13
4.	Problems and Pitfalls	-15
E.	The Office of the Director	-18
	Office of Audience Research	-19

II DEPARTMENT OF NEWS

A.	Mission and Work Process	II-1
B.	Organizational Structure	-3
1.	Office of the Director	-6
2.	Newsroom Staff	-7
	a. Senior Editor	-7
	b. Editors	-7
	c. Writers	-8
	d. Copy Controllers	-8
	e. Sports Editor and Writer	-8
3.	Chief of Reporters	-8
	- Reporters (Washington and Miami)	-9
4.	Chief of Correspondents	-10
	- Correspondents	-10
C.	Operational Procedures	
1.	Copy Control Procedures	-11
2.	Production Procedures	-11
	- Correspondent Reports	-12
	- 15 Minutes	-13
	- Reporters' Stories	-15
	- Second City	-16
	- Sports	-18
	- VOA Editorial	-19
	- Weather	-21
	- Week in Review	-22
	- Wire News	-24

III DEPARTMENT OF PROGRAMS

A.	Mission and Work Process	III-1
B.	Organizational Structure	-2
1.	Office of the Director	-5
2.	Features and Current Affairs Division	-6
3.	Music Division	-7
	a. Music Director	-7
	b. Music Assistants	-7
	c. Music Researchers	-7
4.	Production Division	-8
	a. Executive Producer	-8
	b. Producers	-8
	c. Associate and Assistant Producers	-8
	d. Announcers and Emcees	-9
	e. The Program Scheduler	-9
C.	Operational Policies	-10
D.	Operational Procedures	-11
	- All Jazz	-12
	- Among Friends	-14
	- Artistic Panorama	-16
	- Artistic World	-18
	- The Best of Our Correspondents' Reports	-20
	- Between THis and That	-22
	- Between You and Me	-24
	- Broadway Hits	-26
	- Commentary	-29
	- Cuba Uncensored	-31
	- Cubans and Their Faith	-33
	- Dance USA	-35
	- Dates in American History	-37
	- Dates to Remember	-39
	- Dawn Serenade	-41
	- Did You Know?	-43
	- Early Morning	-45
	- Family Bridge	-47
	- Focus	-49
	- The Front Page	-52
	- The Great Court	-54
	- Interview of the Day	-56
	- Letters to Marti	-58
	- Marti's Thoughts	-60

- The Melody that Left Cuba	-62
- Music Countdown	-64
- Music for Everybody	-66
- Music to Remember	-68
- Musical Archives	-70
- Musical Get-together	-72
- Mysteries and Enigmas	-74
- Novela	-76
- Open Book	-78
- Poem, Poet, Poetry	-80
- Popular Billboard	-82
- Press Opinion	-84
- Round Table	-86
- The Show for Young People	-88
- Sunday Magazine	-90
- Sunday Mass	-92
- Super Variety	-95
- Testimony	-97
- Today in History	-100
- Two at Two	-102
- University of the Air	-104
- VOA Short Features	-106
- What's Happening at Home	-108
- Woman to Woman	-110
- World Horizons	-112
- The World of Music	-114
- Yesterday's Hits	-116
- You and the Stars (Horoscope)	-118
- Young Sound	-120
- The Best of Salsa	-122
- Cuba Is It's Music	-124
- International Actors	-126
- Open Air	-128
- Paris-Dance	-130
- Happy Saturday	-132
 E. Project Log Form	 -134

IV DEPARTMENT OF RESEARCH

A. Mission and Work Process	IV-1
B. Organizational Structure	-2
1. Office of the Director	-5
2. Media Monitoring	-5
3. RMP Information Center	-7
4. Research and Analysis	-9

V DEPARTMENT OF TECHNICAL OPERATIONS

A.	Mission and Work Process	V-1
B.	Organizational Structure	-2
1.	Director, DTO	-5
2.	Deputy Director	-5
3.	Technical Operations Managers	-6
4.	Broadcast Technicians	-6
5.	Electronics Technicians	-7
6.	RMP Transmitter (Marathon, Florida)	-7

VI DEPARTMENT OF PERSONNEL

A.	Mission and Work Process	VI-1
B.	Organizational Structure	-2
1.	Director, Department of Personnel	-5
2.	Deputy Director	-5
3.	Personnel Management Specialist	-6
4.	Training Officer	-6
5.	Personnel Assistant	-6
6.	Secretary, Department of Personnel	-7

VII DEPARTMENT OF ADMINISTRATION

A.	Mission and Work Process	VII-1
B.	Organizational Structure	-2
1.	Office of the Director	-5
2.	Budget Division	-5
3.	Contract Division	-6
4.	ADP Division	-7
5.	Miami Bureau	-7

VIII EXECUTIVE DIRECTIVES

I - THE RMP FAMILY

A. The RMP Mandate

Since taking over Cuba in 1958, the government of Fidel Castro has had a policy of controlling and censoring the information Cuban citizens receive from the outside world. The Radio Marti Program (RMP) was established by congressional mandate in 1983 in an effort to circumvent this policy.

Radio Marti's aim is to broadcast news and entertainment programs to the people of Cuba that are complete and free of propaganda. News coverage is objective and straightforward. Public affairs programs offer a more comprehensive and accurate perspective on current events than that available from within Cuba. Entertainment programs are produced without political overtones, and are designed to fill the cultural void left by official Cuban censorship.

B. Departmental Responsibilities and Workflow

The Radio Marti Program comprises the Office of the Director, and six Departments:

- o the Department of News
- o the Department of Programs
- o the Department of Research
- o the Department of Technical Operations
- o the Department of Personnel
- o the Department of Administration

Although each Department has specific responsibilities, all work together to fulfill the RMP mandate.

The Radio Marti Program is under the oversight of the Director of Radio Marti. The Office of the Director consists of the Director, the Deputy Director, two special assistants and the Office of Audience Research. The Office of the Director sets broad policy guidelines for news, programming and operations for Radio Marti.

I - THE RMP FAMILY

The Office of Audience Research is an adjunct to the Office of the Director, serving to determine the needs of the Cuban audience, determining listener response and evaluating the effectiveness of the programming in meeting audience needs. Audience Research also provides information on events and conditions in Cuba through surveys and interviews with recent Cuban arrivals.

1. The Department of News

The Department of News gathers and reports news. It uses wire services, as well as its own reporters and correspondents throughout the world. The Department of News provides the Cuban audience with news and information that is both current and impartial. In addition to coverage of major world events, the Department of News gives special consideration to events that directly or indirectly affect the audience.

2. The Department of Programs

The Department of Programs is responsible for producing and broadcasting all Radio Marti programs. These programs are designed to satisfy the audience's need for a wide variety of programs of both an informative and entertaining nature. Public affairs, music, and general entertainment programs are offered that keep the audience in touch with the rest of the world. Although a number of the programs broadcast come from sources outside RMP, the majority are produced in-house.

3. The Department of Research

The Department of Research fulfills a need common to all radio stations -- determining the needs of the audience. The Department provides RMP with specific and up-to-date information about the Cuban audience using data from sources both inside and outside of Cuba. The Department of Research works closely with the other two Departments to ensure that the programming is meeting the needs of the audience. The research is also used to help RMP management to formulate operating policy, and to provide feedback as to the continued compliance with established policy.

I - THE RMP FAMILY

4. The Department of Technical Operations

The Department of Technical Operations provides technical support for the entire RMP operation. RMP maintains three separate technical facilities for the production and broadcast of its programs. The Department of Technical Operations designs, constructs, and operates these facilities. Whereas the Departments of News and Programs produce programs for RMP, the Department of Technical Operations is responsible for the actual broadcast of the programs.

5. The Department of Personnel

The Department of Personnel provides RMP with personnel management support. The various divisions of RMP identify their labor, employee relations, and training needs, and the Department of Personnel

- o classifies positions
- o hires new employees
- o promotes employees
- o manages labor and employee relations
- o conducts training and employee development.

6. The Department of Administration

The Department of Administration provides administrative support for the daily operations of RMP. This support includes preparing and monitoring RMP fiscal activities, procuring goods and services costing less than \$25,000, and acquiring and maintaining data processing equipment. The Department of Administration is also responsible for managing the RMP supply room and mail room, and for handling time-keeping and payroll functions.

Organizational charts illustrating the relationship between the various members of the RMP family can be found at the end of this section.

I - THE RMP FAMILY

C. The Miami Bureau

A Miami bureau was established to provide RMP's audience with news and information about the large number of Cubans living in the Miami area. It is necessary to define our objectives there as well as some basic operating procedures consistent with Radio Marti Policy Guidelines to assure we stay within the mandates of the law.

1. Objectives of the Miami Bureau

A large percentage of the Cuban overseas community of more than million persons has concentrated in the Miami area. As a result, Miami has become the second largest city in Cuban population.

All studies of our audience in Cuba confirm that there is a craving for news and information from overseas Cubans. How they are doing as well as how they view Cuba. The Cuban government carries out a systematic campaign to distort and discredit Miami as a city and its Cuban population, along with other Cubans overseas. Almost every overseas Cuban has some relatives in Cuba. Therefore, it is unlikely that three or four million of our listeners in Cuba have relatives overseas.

In compliance with its mandate to provide the Cuban people with the information denied by their government, the main objective of the Radio Marti Miami Bureau is to act as a city desk providing community news that may be of interest to our listeners in Cuba. Radio Marti will thus provide a bridge of information linking the two communities.

A constraint in this respect must be entered, however. Radio Marti is a service of the Voice of America. As such, it should stay away from exile or local politics. This last aspect is important due to the ease with which the Radio Marti signal can be picked up in the Miami area.

A second objective of the Miami Bureau results from the role of the city as a gateway to South America and the Caribbean. There are many events every day in Miami related to that role. Besides, prominent figures from the region pass through Miami.

I - THE RMP FAMILY

One of the consequences of the association of the present Cuban government with the Soviet Bloc has been the estrangement of Cuba from its neighbors. Our listeners feel isolated from the countries with which they share history and culture besides geography.

Therefore, the second most important objective of the Miami Bureau is to provide for our listeners coverage of events in the city of regional significance. This will complement the coverage provided by our correspondents throughout the region.

Finally, the Miami community is a source of information about events in Cuba that has not been tapped in a systematic manner. The constant flow of letters, phone calls, and visitors make Miami a source of information about events in Cuba that is not filtered by the Cuban government. One of the mandates of Radio Marti is to provide Cubans with information about what happens in Cuba. Our audience research indicates that, as a result of Cuban government censorship, there is little knowledge about events in other places within the island. There seems to be a sense of isolation amount our listeners not only from overseas but also from the rest of the island. Through our mail and research operation in Miami we are building a basis of information about significant events within Cuba which eventually could be covered by our News staff. This requires special care to assure that stories are thoroughly documented and validated.

To satisfy these objectives, the following guidelines should be followed.

2. Miami Bureau Guidelines

The organization and staffing of the Bureau should be consistent with the objectives stated above. The assignments section in the Department of News will be in charge of coordinating and overseeing the work of the Miami Bureau.

The Radio Marti Policy Guidelines apply to all reports and stories generated by the Miami Bureau. The staff should be thoroughly briefed until they become familiar with them. This is particularly important since they will not have the close supervision of newswriters at headquarters.

I - THE RMP FAMILY

In addition, several rules should be followed that apply specially to local news:

- o Radio Marti will cover political events of the exile community only if these are reported internationally by at least two news agencies. It will, however, routinely cover events involving social, civic and professional organizations whose activities are of interest to our Cuban listeners. In that coverage, no speeches will be used for live transmission.
- o All interviews with local or international personalities will be cleared with headquarters before they are sought or undertaken. Unsolicited offers of interviews should also be cleared. At no time should a commitment be made or the direction of Marti be placed in the position of being committed to air an interview before previous clearance.
- o Any party being interviewed should be told that Radio Marti reserves the right, as do all news organizations, to edit interviews before airing. There will be no live broadcast of interviews.
- o Radio Marti will not serve as a vehicle for transmitting routine announcements or press releases of exiled political organizations. If the announcements or releases relate to an event that has news interest for our listeners, a story can be filed after independent verification of the event by the Bureau staff or if covered by at least two other local media.
- o The Miami Bureau staff will cover news stories from Cuba that can be validated through interviews within the Miami community. They will also undertake interviews, as requested from headquarters, for the Testimony program.

I - THE RMP FAMILY

3. Modus Operandi

Radio Marti must establish itself at the outset as a straightforward, objective news operation in Miami, where it may be subjected to numerous pressures by different factions in the Cuban community.

To ward off this pressure, the following specific operandi will be in effect:

- o The Miami Bureau will cover only those stories approved by the following people: Director of News; Deputy Director of News; Assignments Editor; Assistant Assignments Editor; Senior Editors.
- o The reporter should submit a suggested story list by telex the previous night. Daily at 8:45 a.m. one of the Miami reports should call the Assignments Editor at 202-485-6950 to give him a list of late story offers. Some of these can be assigned immediately; others will be discussed at the morning meeting of the Washington news editors at which time decisions on whether to do the stories will be made. After the news meeting, the Assignments Editor will communicate the assignments to Miami.
- o The Assignments Editor will ask for ETA's for the assigned stories and the reporters should try to conform to these. This will help the news desk plan what stories it can count on for the daily lineups.
- o The Miami reporters must remain in touch with the office or carry beepers so that they can be contacted quickly. There will be additional assignments during the course of the day.

I - THE RMP FAMILY

- o In the interest of uniformity, those CR's on routine news produced for inclusion in the regular news programs should run about 45 seconds, our standard duration. This includes the signoff: "Desde Miami, para Radio Marti, Fulano de Tal." However, those reports that include actualities can go longer, preferably no longer than 1:30. Reports that come in at these lengths are easier to place in short newscasts. Also, the attention span for all but the most interesting news is about 30 to 50 seconds. Any longer--unless it is an earth-shaker--and we lost listeners.
- o Regarding the story proposals, the criteria should be strict. We want only legitimate news stories of interest to Cuba. A fiery speech by an anti-Castroite businessman or a local politician or anyone else before an applauding anti-Castroite audience is not exactly news. We do not carry gratuitous name-calling, innuendo or slander. On the other hand, a Marielito who starts with nothing and becomes the owner of his own business is a natural rags-to-riches story. What is wanted is to know about the issues that affect the Cuban community in an Anglo environment, how the Cubans are adjusting, their legal, social and economic problems--and their solutions.
- o In general, our reportage from Miami reflects the benefits of liberty--free speech, free assembly, free press. We cover the self-made men and women, the value of rule by law, free elections, all those institutions that are guaranteed by our Constitution. There also will be cultural, police blotter, human interest, sports and business news of particular interest to the Cuban listeners.

The guidelines for Radio Marti approved by the Director of the Voice of America, especially those on sourcing, apply in every case and should be read and followed at all times.

I - THE RMP FAMILY

4. Style

On major stories, the reporter should word his/her copy so that it stands up for the longest possible time. Avoid the words "hoy," "esta manana," "esta tarde," "esta noche," and "manana." With some breaking stories, it will not be possible to avoid a time element, but the office should be getting updates on the stories anyway so the earlier carts can be retired.

On second reference to a person, the proper name should be used. For example, if it is a trial and the reporter is talking about "prosecutor Jose Lopez" call him "Lopez" on second reference, not "the 34-year-old district attorney." This makes for easier re-editing of the report.

Specific casualty figures in cases of accidents and disasters should be avoided. There is a good chance they will change before the cart hits the air. The latest figures from the wires can be plugged into the intro. What is being looked for from the reporter on the scene are the details and the color.

We are particularly interested in actualities--the voice of someone involved in an event, a policeman's description of an accident, the voice of a wounded man crying for help--and raw sound--the shouts of demonstrators, the wail of sirens. They make the news report come alive.

Sentences should be short. The subject of the sentence should be before the verb so there is no doubt who is talking. Adjectives and relative clauses should be eschewed. The past tense is preferred. The present tense is all right for headlines, but it sounds strange in a report on an event that everyone knows has already occurred.

Numbers should be rounded off. Instead of 5,174,218, the reporter can say "alrededor de 5 millones," instead of 48-point-26 por ciento, it should be "48 por ciento" or "casi 50 por ciento."

I - THE RMP FAMILY

In general, the report should be uncomplicated and clear. The reporter should read the story aloud at a conversational speed and listen to how it sounds. If it sounds stilted or obscure, it should be rewritten. Simplify, but do not over-simplify--that would be wrong. Only words of everyday speech should be used.

D. Editorial Guidelines

The Radio Marti Program and its writers, editors, reporters, and broadcasters have responsibilities imposed by law. These responsibilities are anchored in the Radio Marti Program legislation, PL 98-111, which mandates that broadcasts "shall be in accordance with all Voice of America standards to ensure the broadcast of programs which are objective, accurate, and balanced."

These standards are as follows:

- o VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive.
- o VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions.
- o VOA will present the policies of the United States clearly and effectively, and will also present responsible discussion and opinion on these policies (Public Law 94-350).

These standards mean that the news must not be bent to suit a personal ideological conviction or that of any special interest group, organization, or government.

1. Balance

Balance is essential in presenting the news. The requirements of broadcasting accurate, comprehensive, objective news of and about a nation that routinely distorts the news present unique problems.

I - THE RMP FAMILY

The Radio Marti Program itself exists to balance such distortions with the facts. (See PL 98-111, Sec. 2, Paragraph 4: "there is a need for broadcasts to Cuba which provide news, commentary and other information about events in Cuba"). Of greatest importance, therefore, is the inflexible requirement that the news the Radio Marti Program broadcasts be substantiated by the facts.

When the most authoritative sources available agree that the Cuban government is misrepresenting or failing to report events, the Radio Marti Program will provide additional material on the subject in question, offering a balanced report. When an accusation or charge is made, the country or person accused will be given the earliest opportunity to respond and the Radio Marti Program will report both the charge and the response or responses.

If the Radio Marti Program relates all the facts, properly organizes and presents them and challenges the listener to draw conclusions for himself, those conclusions will stay in the listener's mind. Statements distributed or broadcast by state-controlled media must be handled with special care. Keep in mind that communist media rarely carry "news." With few exceptions, they broadcast commentaries, although these are frequently couched in language that gives them the ring of objectivity. It is our policy to let these countries disseminate their own propaganda. We do not do it for them.

There are occasions, of course, when statements issued by communist media have news value. If, for example, the United States has made new proposals on disarmament and TASS says they are unacceptable, that is news and should be included in our broadcasts. It can be presumed that statements of policy carried by official communist media accurately represent the position of the party, government, and state. On the other hand, if TASS or Prensa Latina carries an item restating a known Soviet position, it is not news.

I - THE RMP FAMILY

There is another point to be made in this connection, and once again it has to do with balance. If we carry information that has been disseminated by an official communist news agency, newspaper or radio/television station, and in the view of our editors it amounts to a statement of policy by the government of that country, it is important that we include in the same item any material that puts it into proper perspective. Our audience expects full context from us as it compares Radio Marti Program context with that of the local media.

2. Sourcing

The Radio Marti Program's news is kept accurate, objective, and comprehensive by adherence to basic tenets of journalism. Among these, proper sourcing is most important. A firsthand source (a spokesman, a witness, a participant, etc.) remains the best way to eliminate doubt about the authenticity of a story. Everyone associated with the production of news copy must, where possible, seek first source confirmation. If you have a firsthand source, that is all you need. Without a firsthand source, a second source is necessary, such as a report from another wire service. Caution is still needed, however, since two unconfirmed reports do not constitute one confirmed report. We cannot assume absolute integrity on the part of all journalists, and it is not unheard of for a single journalist to file stories for two or more organizations under different names.

Also, deliberate attempts to misinform are not unheard of in this profession. If, therefore, a story does not in your judgment have the ring of total accuracy, and if you are unable to reach a firsthand source for confirmation, seek a third or even a fourth source. It is imperative that we make accuracy our primary goal.

Obviously, a firsthand source is preferred, and for that the assignments desk may contact Radio Marti Program correspondents or stringers. Editors and writers in the newsroom routinely contact firsthand sources by telephone.

I - THE RMP FAMILY

There may be times when we will carry a story without confirmation by a second source, such as an exclusive interview printed or broadcast by a reliable news organization. FBIS texts of broadcasts by foreign radio stations and material distributed by and attributed to official services, such as Prensa Latina, Radio Havana, etc., may also be carried without confirmation from second sources. Reports filed by Radio Marti Program correspondents are issued without confirmation by a second source, since it is understood that the correspondents have either been in touch with a firsthand source or have confirmed the information through multiple sourcing.

There are rare instances when we carry information without the benefit of a second source, but they occur infrequently, and only after the Director of News, his deputy, or the senior editor has been consulted. If, for example, a reliable news organization has carried a story of obvious significance, and if our own attempts to verify the information have been unsuccessful, we may carry the item. It must, of course carry appropriate attribution and must, in the judgment of the Director of News, his deputy or the senior editor, be accurate. It is understood that in such instances every attempt will be made to verify the story, either by contacting a firsthand source, or by querying news agencies.

3. Tone

For Radio Marti to be successful, the correct tone is as important as accurate content of broadcasts. The following guidelines will be observed:

- o The language used should avoid antagonizing the listener. This may result if the tone is vindictive, emotional, or arrogant.
- o For the same reason given above, the broadcasts should avoid unattributed polemics, argumentation or sweeping generalizations and evaluations.
- o Programming which is or could be legitimately construed as inflammatory should be avoided.

I - THE RMP FAMILY

- o Continued discussion of key issues is essential, but monotony or needless repetition should be avoided. Boring repetition is one reason for the failure of communist information media.
- o Rumors or unsubstantiated information should not be used as the basis for news broadcasts. If, under unusual circumstances, there is reporting of a prevalent rumor, it will clearly be identified as such.
- o The Radio Marti Program should avoid jumping to conclusions, either by overreacting to or discounting Cuban government or other pronouncements.
- o The Radio Marti Program should avoid any comment or broadcast of any material which would amount to or could be reasonably construed as incitement to revolt or other violence.
- o The Radio Marti Program should avoid using language that may encourage defections. Any radio programs on the life of defectors in the west and broadcast interviews with such defectors will take this principle into account. No information on "how to defect" will be broadcast.
- o The Radio Marti Program will not in any way lead the Cuban people to believe that in the event of an uprising or other turmoil, the west would intervene militarily. Radio Marti will not speculate about an uprising in Cuba, nor about contingencies arising therefrom.
- o Radio Marti Program will not broadcast any material which could be characterized as petty gossip, slander, or attacks on the personal lives or families of government or party figures, or on individuals as such. This is not meant to exclude the discussion of acts of public officials or western news reports of their activities.

I - THE RMP FAMILY

- o In the event of emergency conditions affecting Cuba, any broadcast on the emergency should be cleared first with the Director of Radio Marti Program.
- o Effective broadcasting consists of presenting the truth, hard fact and cold analysis. The Radio Marti Program organizes all the facts of a political event or cultural development cogently and skillfully so that they lead to a reasoned conclusion. The Radio Marti Program regards this technique as more effective for radio broadcasting than unsupported assertions or statements which could be questioned as inaccurate or personal opinion.

Editors should have no difficulty distinguishing between propaganda and news, and propaganda of any sort, regardless of the source, has no place in the Radio Marti Program newscast.

The Radio Marti Programs' news is not censored. The legislation, by stipulating that our news be accurate, objective and comprehensive, does not permit censorship, and writers and editors are instructed to inform the Director of News immediately of any attempt to bend, distort or restrict our news product. Equally unacceptable is news distortion through self-imposed censorship. Writers and editors who consciously let their political convictions -- or the political convictions of others -- influence the way an event is covered are in direct violation of the legislation.

4. Problems and Pitfalls

Experienced radio newswriters deal with such a variety of "problem stories" that they are usually able to make sound judgments quickly and avoid pitfalls that often snag those with less experience. But pitfalls abound and 25 years of journalistic experience sometimes means no more than one year of experience multiplied by 25. Some writers are making the same mistakes today that they made 25 years ago, usually because no editor took the time to tell them how to spot the pitfalls and how to avoid them.

I - THE RMP FAMILY

Sometime a single word is enough to turn on the caution light. A story that cites observers as the source of a news story is always suspect. Who are the observers? Are they perhaps the journalists who wrote the reports? And how about those stories that cite journalists close to the White House? Could they be other journalists? The same applies to authoritative sources and usually reliable sources. Such vague attributions tell the experienced journalist that he may have a bogus story on his hand.

There is no substitute for firsthand information in putting together a news story. Unfortunately, Radio Marti Program writers and editors are often unable to attend news conferences themselves. Unless they are on assignment, they cannot witness demonstrations. They cannot listen in court proceedings. They cannot always question all persons involved in negotiations. Their remoteness from the scene makes them dependent on the integrity and ability of others. This is why we insist on dual sourcing, as described earlier.

There is no room for speculation on the Radio Marti Program. Correspondents working in closed societies, because they often lack substantive information, routinely speculate on what may be described at, say, a meeting of the Soviet Communist Party Central Committee. Mr. X may be on his way up or out, he may be ill or even dead, but it is not our job to promote him, demote him, commit him to a hospital or bury him. Others do that; then, after the fact, we report it.

Reports that a prominent person has died place special requirements on our news editors. First, we must be absolutely certain that the reports are accurate. Do not accept reports with loose attributions, such as those obtained from "informed sources." If an important American or foreign leader, past or present, has died, the senior editor on duty in the newsroom should immediately inform the Director of News.

If a prominent person is ill and his or her death is believed to be imminent, the senior editor should first ascertain whether an advance obituary is in our files and is up to date. If there is none, a profile (obituary) should be prepared.

I - THE RMP FAMILY

Engaging in speculation can sometimes be genuinely dangerous. Reports of anticipated violence often spawn violence, and we must be careful not to promote demonstrations, riots, uprisings, coups or upheavals. If a recognized organization has scheduled a demonstration, it may be considered a legitimate news story and therefore included in our broadcasts. The organization, of course, must be something more than a handful of malcontents. It would be a serious mistake to give publicity to every group that has an axe to grind.

We also do not report predictions of natural phenomena such as earthquakes, even if the source of the predictions is reputable. This could cause a mass exodus from the area in question, conceivably resulting in injuries and deaths. Where scientific precision is possible, as in the prediction of hurricanes, reports from competent sources are carried.

Experience has taught most journalists how to deal with the special problems posed by catastrophes. An aircraft goes down and we receive a report saying more than one hundred people were killed. There is an earthquake in Japan and initial reports say as many as one thousand people are dead. Be careful. If a news agency cites a source, such as an airline official or Japanese police, be sure you present proper attribution. Casualty figures usually change, and we want to make sure our listeners understand it was the airline officials or the Japanese police who made the mistake, not the Radio Marti Program.

Stories involving statistics present a different sort of problem. The unemployment figure has dropped three percent. From what? The sugar crop is behind 20 percent from the government figure. What is the government figure? What is the source? Journalists who don't answer these questions aren't delivering the complete story.

Writers for broadcasts, particularly for international broadcasts, must always consider the likelihood that not all listeners hear and understand every word in a news story. Critical information, therefore, must be repeated and emphasized. Similar treatment must be given to other stories if the possibility exists that serious misunderstandings may arise because a single name or word was not properly heard.

I - THE RMP FAMILY

Terrorist attacks present special problems, and it would be difficult to present guidelines to cover all contingencies. We know that most acts of terrorism are carried out with the aim of drawing attention to the terrorist organization and its goals. Obviously, we cannot ignore acts of terrorism. The stories must be reported. We also cannot report the story without identifying the organization claiming responsibility. We cannot ignore statements by the terrorists that reveal their reason for having carried out the attack, but we must do all of this judiciously, making certain that we give the terrorists as little publicity as possible. It is also important that we update such stories as quickly as possible with reaction from responsible officials or governments.

Some journalists have difficulty accurately describing resistance groups conducting warfare against an established government or system of rule. If the people in power are known to be leftists, it is sometimes tempting to say the resistance forces are rightists. It is not always true, of course. Leftists sometimes fight against leftists and rightists against rightists. Sometimes those conducting the resistance have no political ideology at all. They may simply be interested in opposing the established leadership. We should avoid applying labels of any sort, and we should always avoid pejorative terms that could give the impression that the Radio Marti Program favors one side over another.

E. The Office of the Director

The Director of Radio Marti reports to the Director of the Voice of America and the Director of USIA. The Director also meets frequently with the members of the Presidential Advisory Board on Broadcasting to Cuba and keeps the Board's members apprised of the station's activities.

The Director also meets with each department head weekly to discuss the activities of each department. In addition, he meets monthly with the staff of each department to discuss goals, ideas, and recent events of interest.

I - THE RMP FAMILY

The Deputy Director of Radio Marti conducts a daily editorial meeting with the senior staff of the departments of news, programming, and research. At these meetings the day's top news stories and how these stories will be covered are discussed.

Each month the Director conducts a meeting with the Program Planning and Review Committee. This committee, which is composed of senior Radio Marti management, considers new program ideas, looks at current programming, and reviews the latest research findings from Focus groups, listener panels, and program evaluations.

Office of Audience Research

Previously a Division of the Department of Research, the Office of Audience Research became an adjunct to the Office of the Director of Radio Marti in April 1987. The rationale for this restructuring was to distance Audience Research from the program development and production process as much as possible within the Radio Marti administrative framework in order to enhance its capacity for objectivity and its ability to evaluate programming accurately.

Audience Research has two offices, with the headquarters in Washington and its principal field office in Miami. Planning, management and design of studies is directed primarily from the Washington office. Analysis of findings and preparation of reports is conducted by both offices. The bulk of Audience Research's interviewing field work in the United States is conducted by trained interviewers who work as outside contractors under the guidance and direction of the Miami Field Office. Audience Research also utilizes regular contract personnel in Caracas, Venezuela; Madrid, Spain; and Panama City, Panama to perform international field work.

I - THE RMP FAMILY

The Office of Audience Research has the following functions:

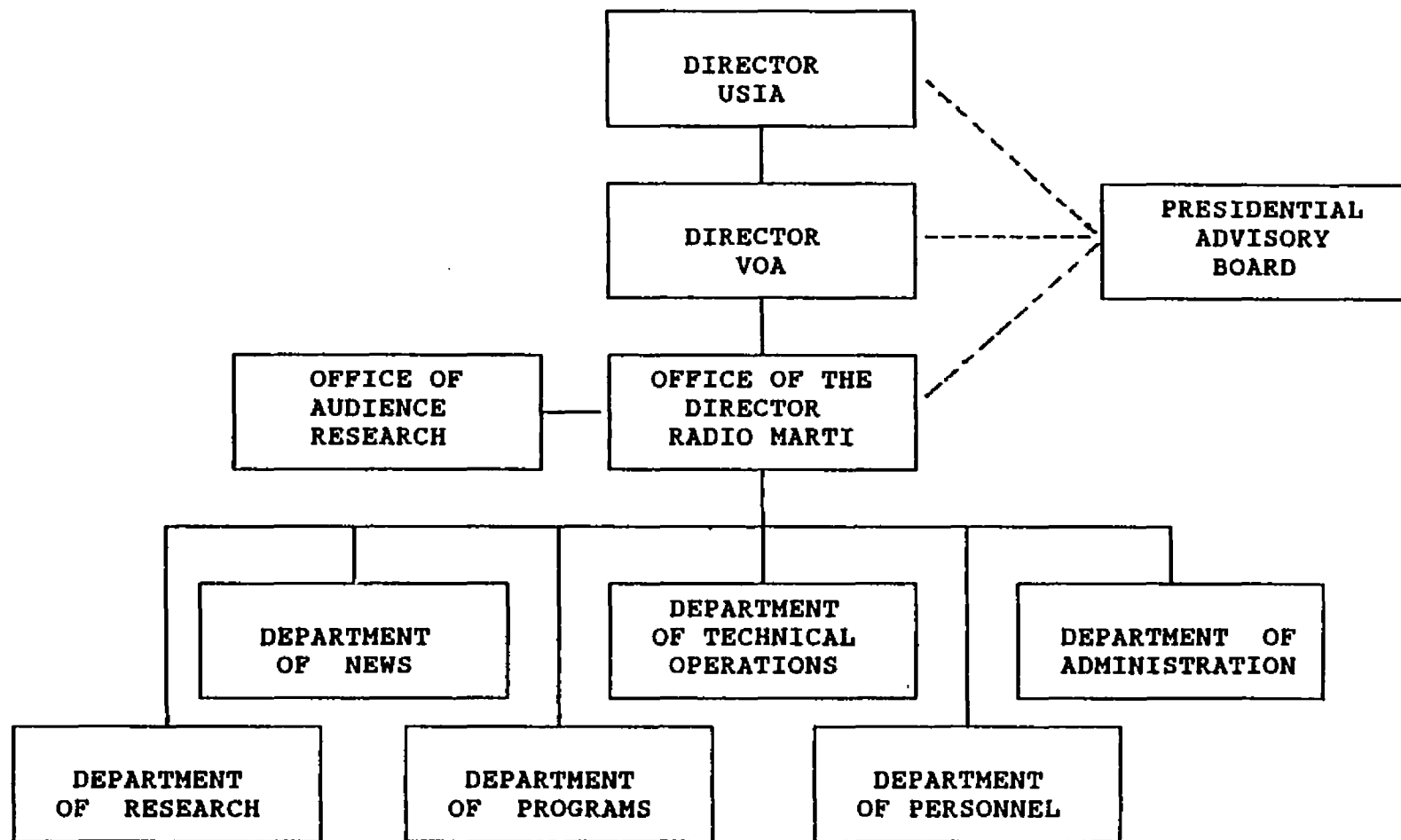
- o measuring Cuban audience reaction to Radio Marti broadcasts and evaluating its programming
- o gathering and providing information on events and conditions in Cuba
- o analyzing and disseminating audience research findings internally and outside of Radio Marti

Audience Research measures Cuban audience response to Radio Marti and evaluates its programming through:

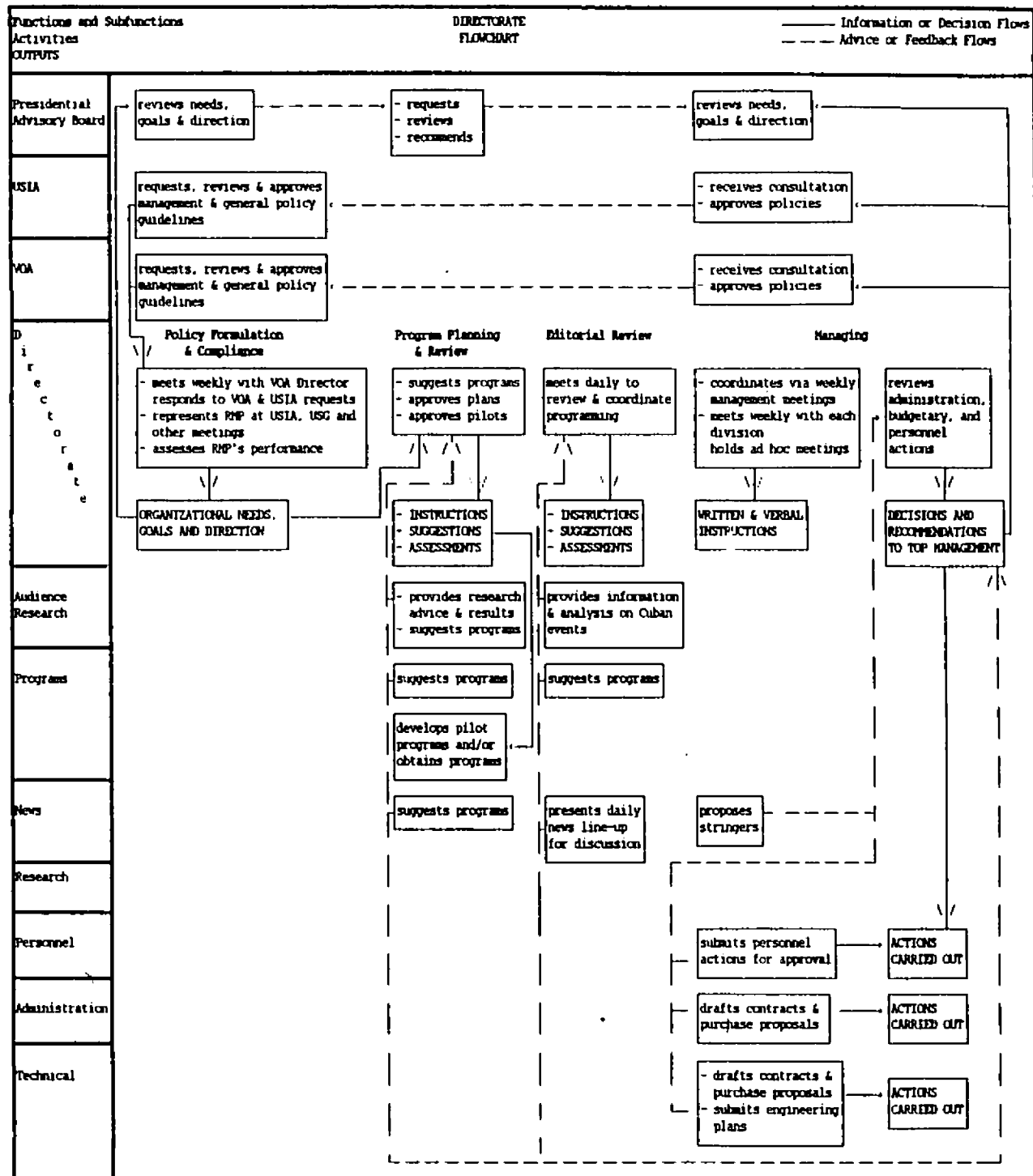
- o field surveys and other quantitative research among recent Cuban emigres and other sample populations in the United States and internationally
- o focus groups, correspondence analysis and other qualitative studies among recent Cuban emigres and other research populations
- o surrogate listener panels and programming evaluations by panels of Cuban radio experts
- o methodological studies to develop and refine Radio Marti's methodologies for audience measurement

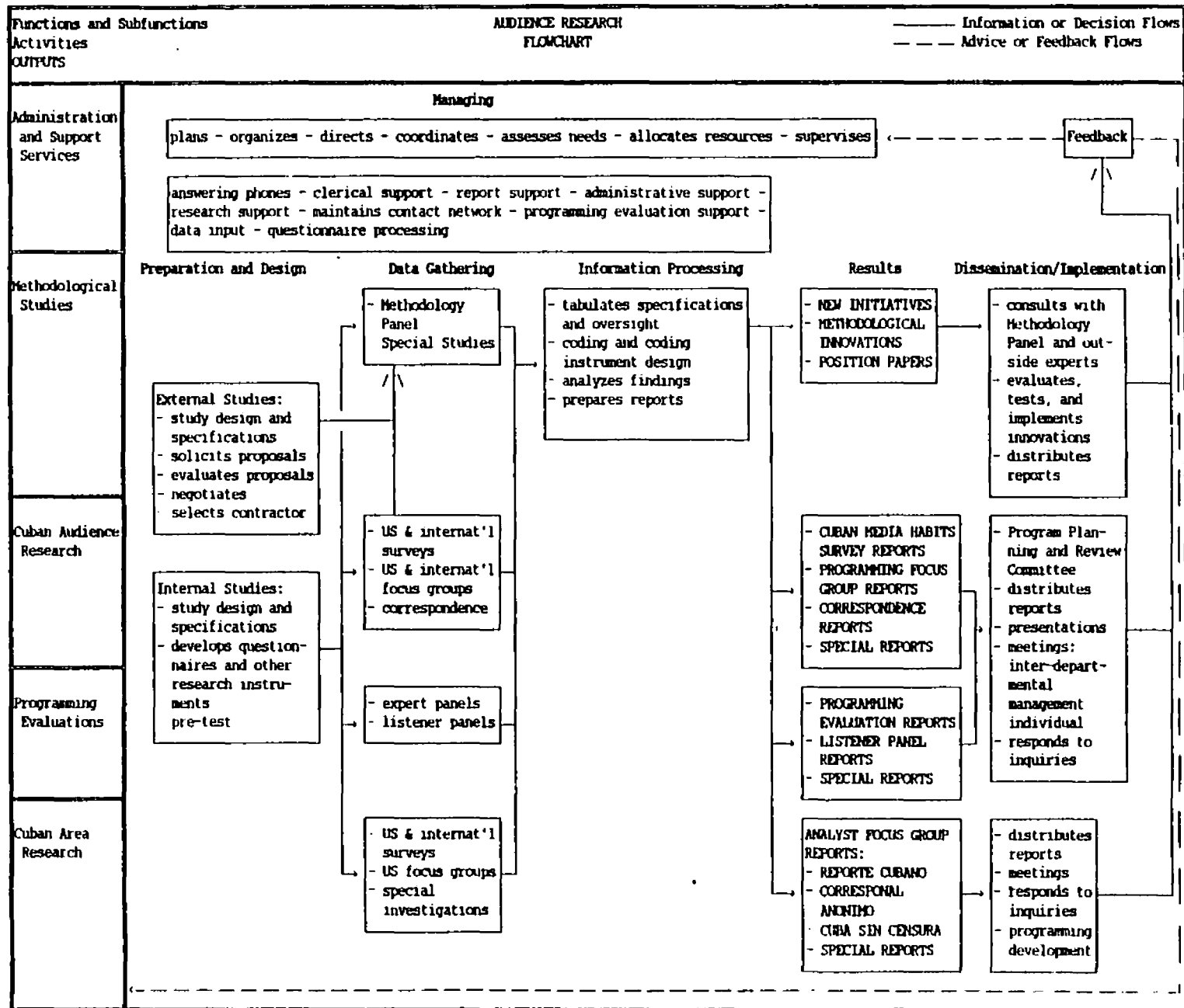
The Office of Audience Research provides Radio Marti staff and management with primary source information on events and conditions in Cuba through:

- o surveys and in-depth interviews with recent Cuban emigres and other sample populations in the United States and internationally
- o focus groups and special qualitative studies among recent Cuban arrivals and others



Office of the Director, Radio Marti Program





II - DEPARTMENT OF NEWS

A. Mission and Work Process

The purpose of the Department of News is to give the Cuban people an objective source of news and fill in the information gaps caused by government censorship.

The news is reported, edited, and broadcast in strict accordance with journalistic standards of impartiality. The emphasis is on news which directly or indirectly impacts on the listeners. The following are areas which receive special coverage:

- o stories on Angola, Central America, and other places in which Cuba is involved
- o events in places with which Cuba shares ideologies or geography, such as Poland and other Eastern European countries, and Latin America
- o political, economic, military, and diplomatic activities.

The major functions of the Department of News are:

- o news gathering
- o selecting
- o writing
- o editing

The material to support these functions comes from the following sources:

- o foreign and domestic correspondents
- o wire services
- o print and broadcast media
- o sports events
- o Cuban media

II - DEPARTMENT OF NEWS

Once the news is gathered, it is selected and assigned, and daily news line-ups are prepared. After the stories are written, they are edited for language, content, proper sourcing and compliance to editorial guidelines. The resulting news is then ready for broadcast.

In addition to news, RMP offers its listeners a selection of sports stories that appeal directly to Cubans' traditional interest in baseball, boxing, and track and field. Radio Marti takes advantage of every opportunity to demonstrate the development in sports of the Caribbean nations, and covers the visits to the United States of athletes from Cuba and other Communist countries.

II - DEPARTMENT OF NEWS

B. Organizational Structure

The Department of News is divided into the following divisions, all headed by the Director of the Department of News:

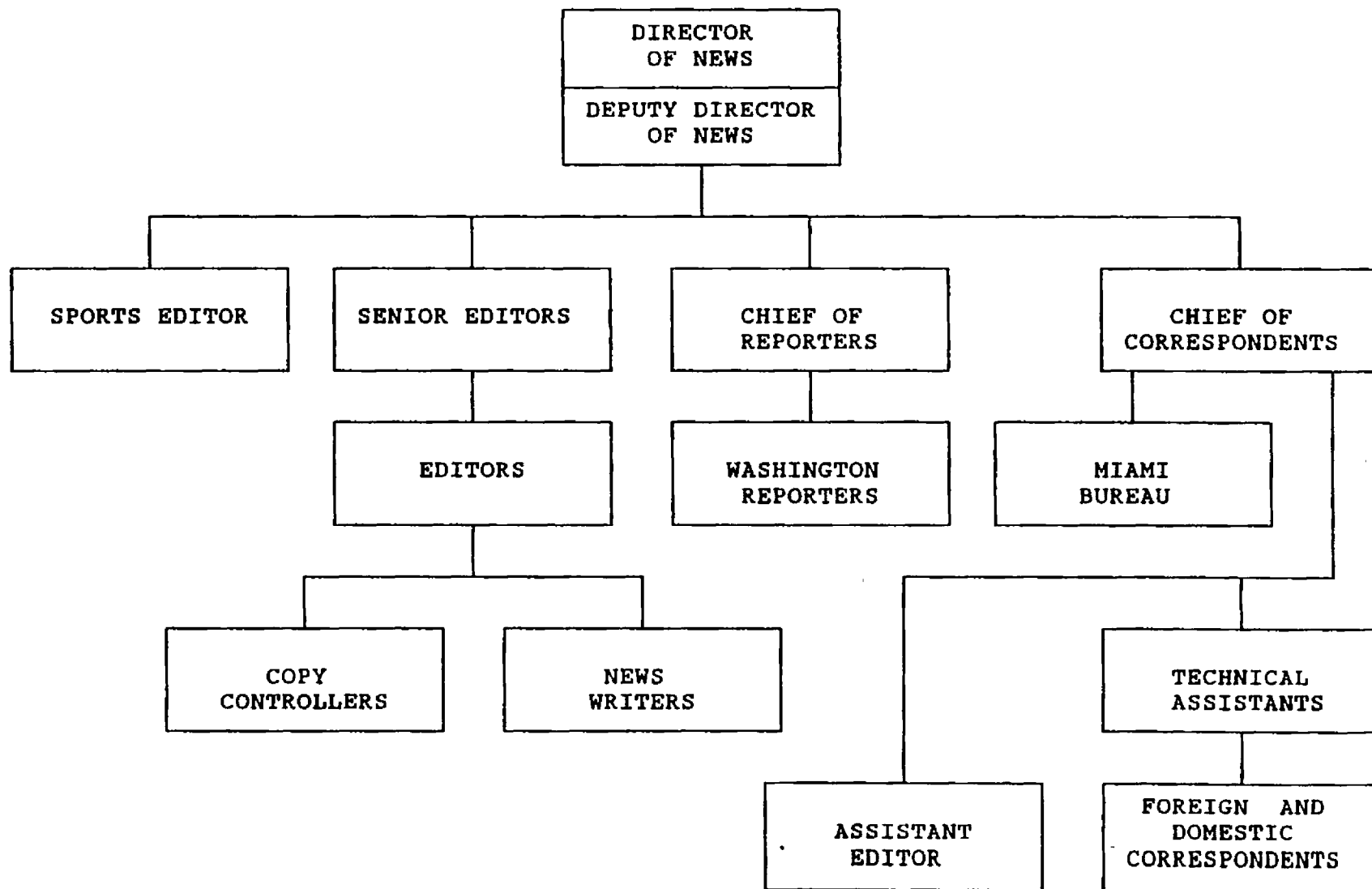
- o Office of the Director
- o Newsroom Staff
- o Washington and Miami Reporters
- o Correspondents

The Departments of Research, Programs, and Technical Operations, as well as outside program sources all play a role in the development and broadcast of the news.

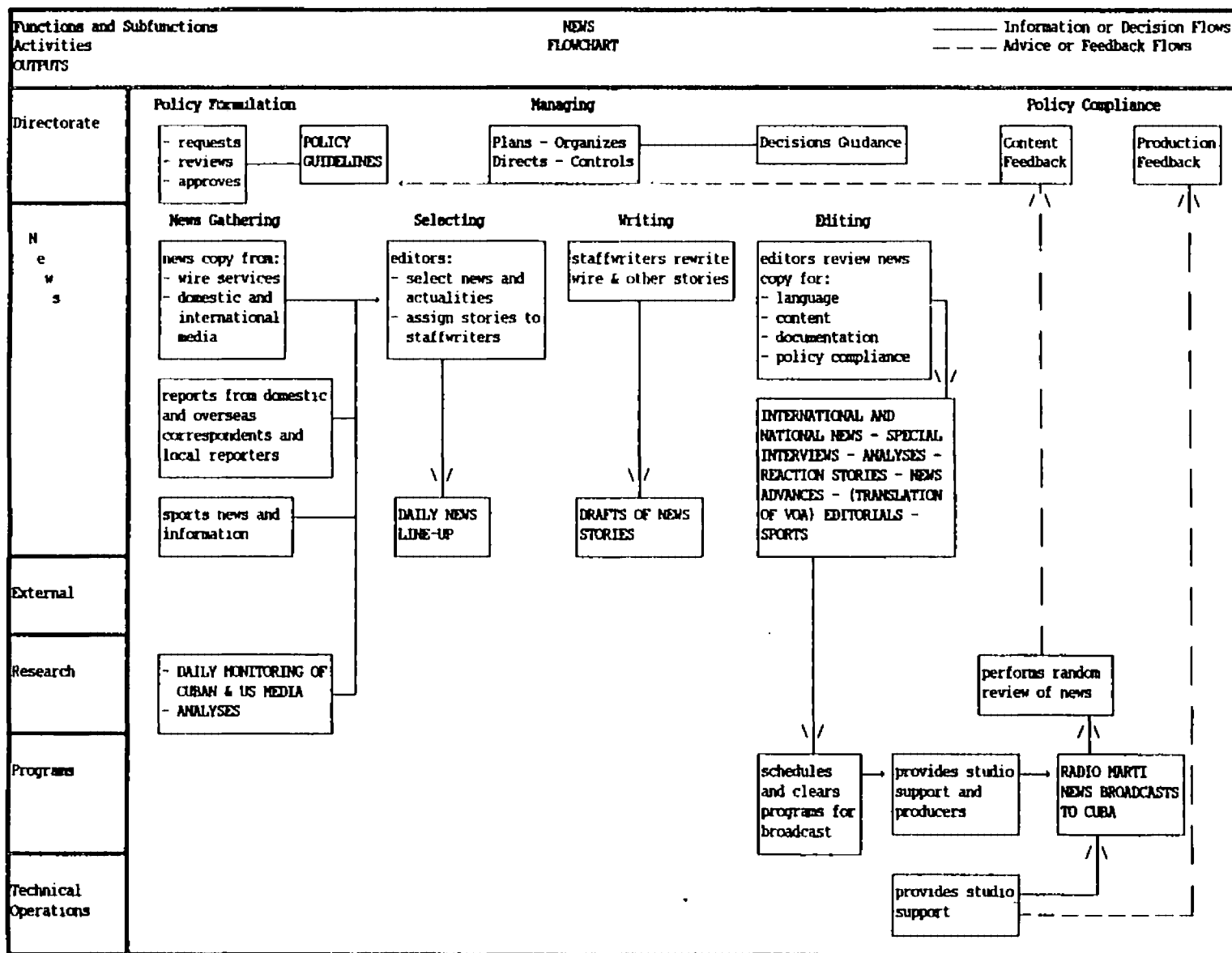
The Department of Research contributes to the newscast in a central way by monitoring Cuban radio and television to determine the news gaps and misinformation, by providing editors with ideas based on research data, and by providing background material for news analyses.

The Department of Programs develops the daily program logs of which newscasts are a major part and has responsibility for the production and voicing of the newscasts. A portion of the material used in the newscast comes from outside sources, such as the Voice of America (VOA), which supplies the daily VOA editorial over its wire service and expert commentators who provide weekly commentaries on such subjects as international politics, human rights, Latin American politics, and freedom of the press.

Organizational charts are included on the following pages to illustrate these relationships.



Department of News



II - DEPARTMENT OF NEWS

The Department of News has also established a news bureau in Miami. The Miami bureau, staffed by a bureau chief and two reporters, is responsible for covering news events in the Miami area, which has the largest Cuban population outside Cuba.

1. Office of the Director

The Office of the Director of News carries out the following functions:

- o planning
- o organizing
- o directing
- o controlling

The Director reports to the Director of RMP through the Deputy Director of RMP for News and Programs, and is specifically responsible for:

- o chairing daily meetings at which the news line-up is determined
- o conferring with senior editors and division chiefs on news selection, reporter and correspondent assignments, and story approvals
- o approving news items and programs, when necessary
- o participating in daily meetings of the Editorial Policy Group, and the Program Planning and Review Group
- o providing liaison with other RMP offices, the Voice of America, and outside organizations
- o consulting regularly with Directors of the Department of Research and the Department of Programs

II - DEPARTMENT OF NEWS

- o supervising the senior editors and the chiefs of correspondents and of reporters

In addition, the Office of the Director is responsible for administrative and personnel actions.

2. Newsroom Staff

The Newsroom staff prepares the news for broadcast. The staff consists of senior editors, editors, writers, and copy controllers, working three shifts daily. On each shift there is one senior editor, two editors, and three to five writers. The responsibilities for each shift are shown below.

- a. The Senior Editor is responsible for ensuring that news stories comply with RMP editorial guidelines. The senior editor has the following specific functions:

- o selecting the news line-up
- o assigning stories to the writers
- o conducting the final review and approval for all news stories prior to broadcast
- o ensuring that news stories comply with RMP editorial guidelines
- o initialing the final news script before it goes to the studio

- b. The editors are responsible for the form and substance of the news stories after they have been prepared by the writers. The editors:

- o direct any changes or additions to be made to the stories
- o provide guidance to the writers
- o edit the news copy for style, language, length, and compliance with editorial guidelines

II - DEPARTMENT OF NEWS

- c. The writers are responsible for the initial preparation of the news scripts. The writers
 - o translate material from the Voice of America and international wires
 - o rewrite media and wire service stories
 - o work with members of the Department of Research staff in obtaining background information for stories
- d. The copy controllers select the pertinent copy as it comes off the news wires, and give it to the senior editors. They also monitor national television and radio, and report contents of interest to the senior editors. Copy controllers have specific responsibilities regarding news, editorials, news roundups, VOA script menu, UPI Daybook, VOA Morning Insight, VOA Afternoon Insight, and VOA Evening Insight.
- e. The sports editor and writer are responsible for arranging play-by-play sports coverage, conducting interviews with sports figures, preparing sports commentaries and updates, and providing scores.

3. Chief of Reporters

The Chief of Reporters is responsible for:

- o supervising the Washington reporters
- o making assignments and giving instructions
- o serving as liaison between the reporters and the morning News Editorial Meeting
- o editing the stories prepared by the reporters
- o preparing--either by himself/herself or by assignment--the twice-weekly "15 Minutes" program (topic decided at daily News Editorial Meeting)

II - DEPARTMENT OF NEWS

Reporters

The reporters gather news and report on events and personalities in their assigned areas by:

- o following leads
- o checking sources
- o writing stories

The Washington Reporters cover:

- o the White House
- o the Department of State
- o the Department of Defense
- o Congress
- o the Organization of American States (OAS)
- o any other locations in Washington of interest to RMP

The reporters are occasionally sent abroad to cover major news stories.

The Miami Reporters cover events in the Miami Cuban community that have more than local interest.

II - DEPARTMENT OF NEWS

4. Chief of Correspondents

The Chief of Correspondents is responsible for:

- o supervising the work of the stringer correspondents in foreign countries
- o supervising the work of the stringer correspondents in the United States
- o supervising the Miami News Bureau
- o making news assignments to correspondents, discussing possible stories with them, assisting them with travel when necessary, overseeing payments to them
- o editing correspondents' reports with a particular view to conformity to the Radio Marti editorial guidelines
- o representing the domestic and foreign correspondents in the morning News Editorial Meeting

Correspondents

The correspondents are located in major U.S. cities and more than 60 foreign countries. They are responsible for covering major events in their assigned areas that are of particular interest to the RMP audience.

The correspondents and Miami reporters are under the direction of the Chief of Correspondents, whose duties include:

- o assigning stories
- o maintaining direct contact with the correspondents
- o reviewing correspondent reports for compliance with editorial guidelines
- o instructing the correspondent editor on the introductions to the reports

II - DEPARTMENT OF NEWS

The Correspondents Unit (foreign and domestic correspondents) also employs over 60 part-time stringer/correspondents around the world who cover events of particular interest to Cuba. A staff of four handles the incoming stringer/correspondent reports.

C. Operational Procedures

1. Copy Control Procedures

In order to provide comprehensive and unbiased news coverage, a variety of sources must be used. Radio Marti uses a number of wire services to supplement the reports from its own reporters and correspondents. The wires include AP wire (English), UPI wire (English and Spanish), EFE wire (Spanish), Reuter wire (Spanish), AFP wire (Spanish), VOA Central News wire (CN), VOA NEB wire, Caribbean wire (CANA), Latin American Wireless File, FBIS wire, AP Sports wire, and UPI Sports wire.

2. Production Procedures

This section includes a description of all regularly scheduled programs produced by the Department of News. Where there are two pages for each program, the first page includes:

- o the length and frequency of the program
- o a description of the program
- o the objectives for that program
- o the style for that program

The second page is a graphic representation of the procedures or steps that should be used to produce the program. The steps are shown along the top of the sheet and the department or individual responsible for completing each step is shown in the far left hand column of the sheet.

PROGRAM NAME: Correspondent Reports

Department of News

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Corres- pondent	INTERVIEWS/ WRITES				
Chief of Correspondents		REVIEWS			
Senior Editor		FINAL APPROVAL		IS CONSULTED/ SCHEDULES	
Correspondent Technician			RECORDS		
Producer				VERIFIES APPROVAL	
Correspondents Unit					STORES CARTS

II-12

II - DEPARTMENT OF NEWS

TITLE: 15 Minutes (15 Minutos)

Length: 15 minutes

Frequency: Biweekly (Wed. & Fri.)

Description/Concept

In depth analysis of current newsworthy events with particular reference to Cuba. Programs may include political, scientific, cultural, and sociological topics.

Objectives

To more fully develop subjects of wide interest which do not find adequate space in the normal newscasts.

Style

Presented in a style and tone appropriate for a news program using minimal sound effects and musical transitions. Segments are separated by the sound effect of a watch ticking. No dramatizations or special production techniques will be used.

PROGRAM NAME: 15 Minutes

Department of News

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
News Writers/ News Editors/ Correspndnts./ Reporters	WRITES					
Chief of Reporters		REVIEWS/ EDITS				
Department of Programs			PRODUCES	APPROVES		STORES TAPE
Program Scheduler, Traffic Div.					SCHEDULES	

PROGRAM NAME: Reporters' Stories

Department of News

[1] [2] [3] [4] [5]

Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Reporter	INTERVIEWS/ WRITES		PREPARES CRs		
Chief of Reporters		REVIEWS			
Senior Editor		FINAL APPROVAL		SCHEDULES/ IS CONSULTED	
Producer				VERIFIES APPROVAL	
Copy Controller					FILES SCRIPT

SI-II

II - DEPARTMENT OF NEWS

TITLE: Second City (Segunda Ciudad)

Length: 6 minutes

Frequency: Biweekly (Tue. & Thu.)

Description/Concept

Broadcast from our Miami studios, "Segunda Ciudad" describes the lives problems and progress made by the Cuban exile community in South Florida. The program presents news and feature stories from the city with largest Cuban population in the United States.

Objectives

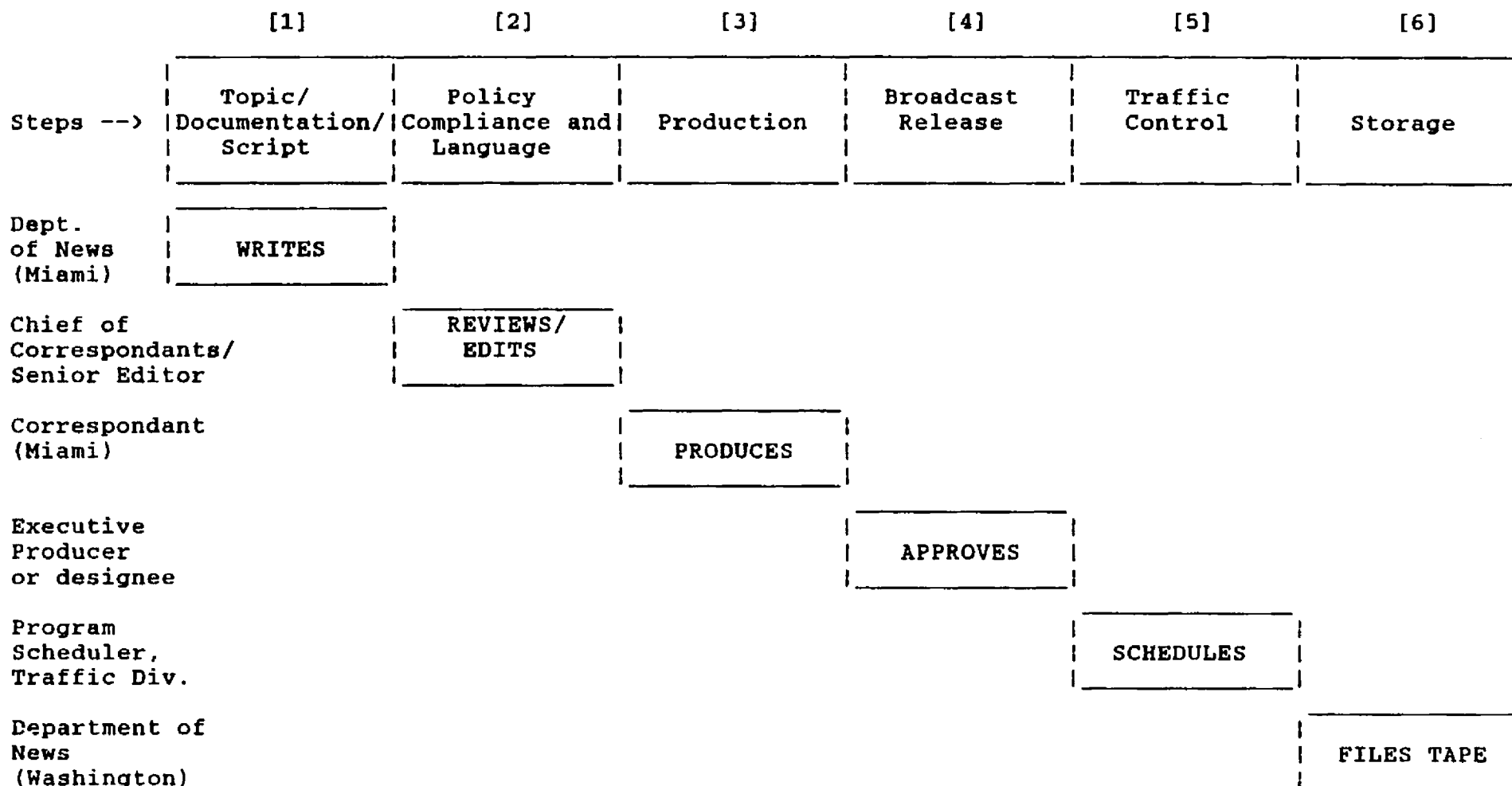
To inform the Cuban audience of what life is like for the Cuban exile community in South Florida.

Style

News and news features. One voice with recorded open and close.

PROGRAM NAME: Second City

Department of News



PROGRAM NAME: Sports

Department of News

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Sports Writer	INTERVIEWS/ WRITES					
Sports Editor		REVIEWS		IS CONSULTED		FILES SCRIPT
Sports Writer/ Editor			ANNOUNCES			
Producer				VERIFIES APPROVAL		
Program Scheduler					SCHEDULES	FILES TAPE

81-II

II - DEPARTMENT OF NEWS

TITLE: VOA Editorial

Length: 4-5 minutes

Frequency: Daily

Description/Concept

A daily editorial supplied by the Voice of America which represents an official U.S. government policy position on a given subject.

Objectives

To provide Cuban listeners with the official policy position on a given subject of the Administration of the United States government. As a Division of the Voice of America, Radio Marti has, as part of its mandate, the responsibility to present and support the official viewpoint of the American government.

Style

Presented in a straight-forward manner without background music.

PROGRAM NAME: VOA Editorial

Department of News

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
VOA	PROVIDES SCRIPT				
II-20 Senior Editor		FINAL APPROVAL		IS CONSULTED	
News Writer	TRANSLATES				
Editor	REVIEWS				
Announcer			ANNOUNCES		
Producer				VERIFIES APPROVAL	
Copy Controller					FILES SCRIPT

PROGRAM NAME: Weather

Department of News

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Copy Control	GATHERS				
II-21 News Writer	WRITES				
Editor		REVIEWS			
Senior Editor		FINAL APPROVAL		IS CONSULTED	
Announcer			ANNOUNCES		
Producer				VERIFIES APPROVAL	
Copy Controller					FILES SCRIPT

II - DEPARTMENT OF NEWS

TITLE: Week in Review (Panorama Semanal)

Length: 10 minutes

Frequency: Weekly (Saturdays)

Description/Concept

Synthesis with analysis of the most significant stories of the week.

Objectives

To add depth to our regular programs and go beyond the limited time of regular newscasts. To link information from different and unrelated sources and to focus on the main subjects of world news.

Style

Normal uniform style of our broadcasts.

PROGRAM NAME: Week in Review

Department of News

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
News Writers	WRITES					FILES SCRIPT
Editor		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

II-23

PROGRAM NAME: Wire News

Department of News

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Copy Control	GATHERS				
II-24 Senior Editor	SELECTS/ ASSIGNS	FINAL APPROVAL		IS CONSULTED	
News Writers	WRITES				
Editor		REVIEWS			
Announcer			ANNOUNCES		
Producer				VERIFIES APPROVAL	
Copy Controller					FILES SCRIPT

III - DEPARTMENT OF PROGRAMS

A. Mission and Work Process

The Department of Programs provides the Radio Marti audience with a wide range of programs that are both entertaining and informative. To appeal to a wide range of tastes, programming is offered in three distinct areas: Features programming, Current Affairs programming, and Music/Entertainment programming.

Current Affairs Programming provides a more comprehensive and accurate perspective on current events than is provided by the official Cuban media. Interview, discussion, and documentary programs analyze political, economic, social, and cultural subjects in depth.

Features Programming provides a wide range of information and cultural programming without political overtones. Travel, religious, poetry and literature, and dramatic programs are designed to keep the Cuban audience in touch with the rest of the world, and fill the cultural void left by government censorship.

Music/Entertainment Programming provides an escape from the harsh realities of life under the Cuban political system. Music programs for young people offer the most recent Latin and American hits with information and popular artists and the entertainment world. Other music programs include Cuban folk music and Latin favorites, to appeal primarily to an older audience, Jazz and Classical. Programs such as Variety/Talk/Music programs entertain all ages with conversation, light humor, artist interviews and show business news.

The Departments of Radio Marti contribute to programming in varying degrees, depending on the nature of the specific program.

The Office of Audience Research contributes to programming by identifying the audience and its preferences. Its findings are used to suggest ideas for public affairs programs.

The Department of Research provides background information and documentation for various programs, and recommends participants for them when necessary.

III - DEPARTMENT OF PROGRAMS

The Department of News contributes to programming by suggesting program ideas based on information from wire services, and from reporters and correspondents in the field. One of its major responsibilities is to provide news reports when background material is required to supplement program scripts. The Department of News also provides a news line-up to be included in each day's broadcast.

A portion of the programs broadcast come from external sources. These include scripts or tapes of pre-produced programs from outside contractors, and music.

The major functions of the Department of Programs are:

- o researching background information
- o gathering talent
- o writing scripts
- o editing scripts
- o producing programs
- o controlling program production

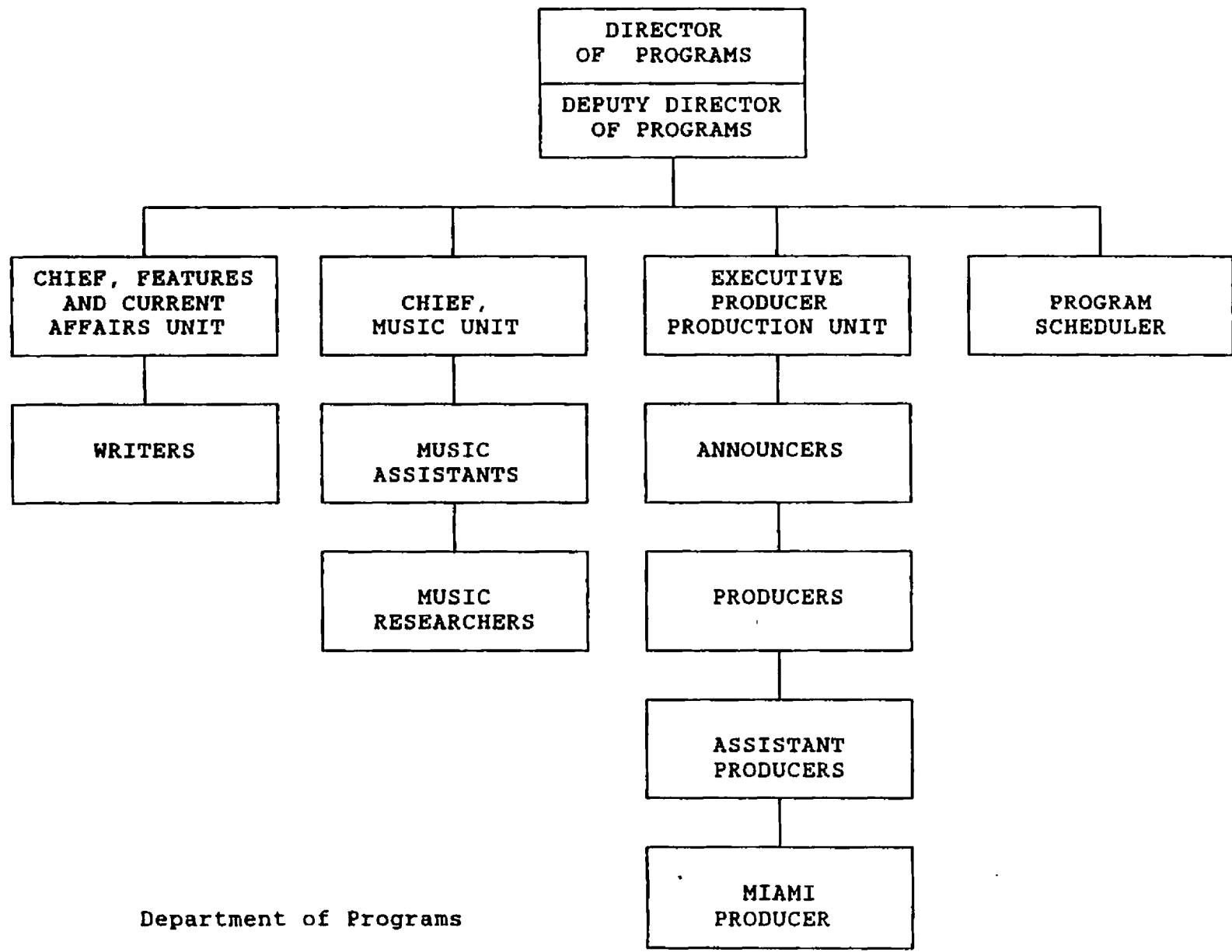
B. Organizational Structure

The Department of Programs is divided into the following divisions, all headed by the Director of the Department of Programs:

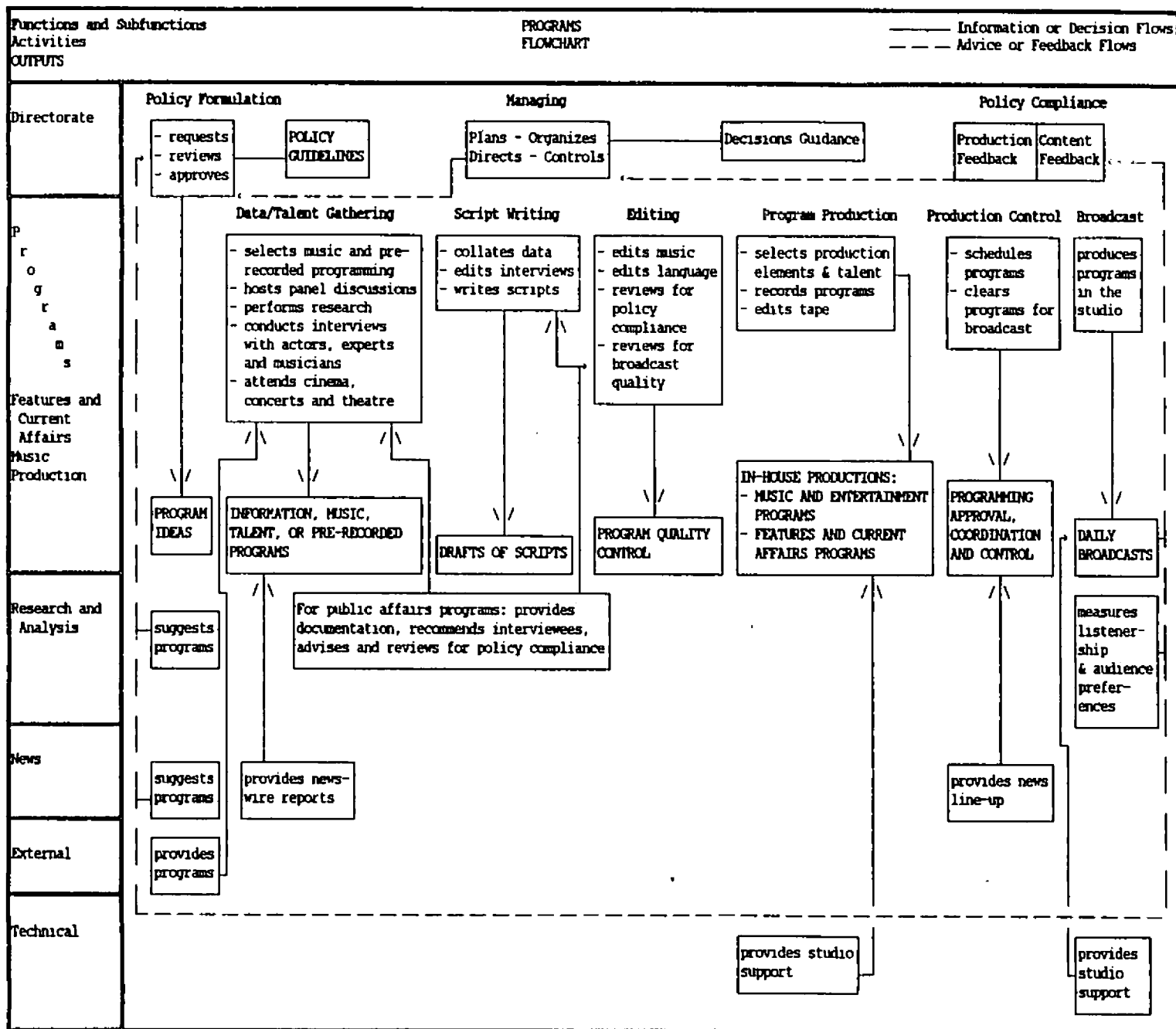
- o Features and Current Affairs
- o Music
- o Production

Two smaller sections, 1) the office of the Program Scheduler, and 2) Special Programs, make up the rest of the Department of Programs.

Organizational charts are included on the following pages to illustrate these relationships.



Department of Programs



III - DEPARTMENT OF PROGRAMS

1. Office of the Director

The Office of the Director of Programs carries out the following functions:

- o planning
- o organizing
- o directing
- o controlling

The Director reports to the Director of RMP through the Deputy Director of RMP for News and Programs, and is specifically responsible for:

- o reviewing and editing specific programs
- o deciding on aspects of production and programming
- o establishing procedures for program production
- o participating in daily meetings of the Editorial Policy Group, and the Program Planning and Review Group
- o providing liaison with other Departments of RMP, the Voice of America, and outside organizations
- o consulting regularly with the Directors of the Department of Research and the Department of News

In addition, the Office of the Director is responsible for administrative and personnel actions, and for coordinating all Department of Programs assistants.

III - DEPARTMENT OF PROGRAMS

2. Features and Current Affairs Division

The Features and Current Affairs Division is headed by the Features and Current Affairs Chief, who is responsible for coordinating and producing public affairs programs. The Features and Current Affairs Chief has the following specific responsibilities:

- o approving scripts
- o revising background material received from the Department of Research
- o suggesting topics for programs
- o assigning writers to programs
- o writing programs as necessary
- o editing finished programs

Writers in the Features and Current Affairs Division are responsible for:

- o writing scripts
- o researching topics themselves, or selecting research material provided by the Department of Research
- o conducting interviews
- o recording and editing material for programs
- o suggesting music to be used in shows
- o recommending concepts to program producers

III - DEPARTMENT OF PROGRAMS

3. Music Division

The Music Division is responsible for creating the music programs broadcast. Its staff and their primary responsibilities are shown below.

a. Music Director

- o selects all music material
- o purchases necessary music
- o provides the Production Division with music and sound effects
- o assists in recording music .

b. Music Assistants

- o help the Music Director select music
- o cart, label, and catalog all records and tapes stored in the Music Library

c. Music Researchers

- o collect press clippings of Latin and American artists
- o keep up-to-date on music trends, activities, and personalities
- o provide background information for music shows

III - DEPARTMENT OF PROGRAMS

4. Production Division

The Production Division produces the shows broadcast by Radio Marti.

a. The Executive Producer is in charge of the Production Division, and is responsible for:

- o supervising producers, assistant producers, announcers, and technicians
- o supervising the production and direction of all shows
- o ensuring that all tapes are ready for broadcast
- o assuring the technical quality of the show being aired

b. The Producers are in charge of specific programs. Their responsibilities on each program include:

- o reviewing technical aspects and proofreading scripts for proper language and its appropriateness for radio
- o selecting music, sound effects and other audio material
- o recording programs
- o pre-recording material for use in later programs
- o editing programs for proper timing

c. The Associate and Assistant Producers assist the Producers of each program by:

- o ensuring that all material is delivered to the Producer or Program Scheduler on time
- o acting as on-air producer
- o editing assigned programs for time

III - DEPARTMENT OF PROGRAMS

- d. Announcers and Emcees are responsible for:
 - o reading the news
 - o serving as on-air talent for programs produced in-house
 - o acting as on-air personalities by hosting daily programs
- e. The Program Scheduler is responsible for:
 - o assuring the broadcast readiness of all shows
 - o ensuring that all programs are in the studio at the proper time
 - o providing program information to traffic
 - o assisting Director as liaison with program vendors
 - o preparing weekly program reports
 - o maintaining program inventory
 - o storing programs after broadcast

III - DEPARTMENT OF PROGRAMS

C. Operational Policies

The Radio Marti Program was established to broadcast news and information to Cuba. In order to appeal to a wide range of tastes, however, a variety of programs must be offered. To achieve this, Radio Marti programming is produced in the following areas:

- o news and information programs
- o youth oriented programs
- o public broadcasting programs
- o daytime programs

News and information programs include newscasts of top stories, commentaries, and sports. Each day's programming begins with a 10 to 12 minute newscast. Longer news-oriented programs are also offered throughout the day. News programs include short commentaries by experts in human rights, international affairs, culture, and economy. Newscasts also feature sports news, especially of baseball and boxing.

Youth oriented programs are designed to appeal to teenagers and young adults, and feature musical shows of contemporary American and Latin tunes. These shows also provide the younger audience with artist interviews, concerts, and show business information that is not available in Cuba. Youth oriented programming is broadcast in the afternoon and early evening hours during the week, and on weekends.

Public broadcasting programs are designed to appeal to a variety of age groups, and feature such subjects as history, music, theater, science, psychology, and travel. Public broadcasting programs are offered in the evenings and on weekends.

Daytime programs are also designed to appeal to a variety of tastes. The daytime shows include nostalgic and Cuban country music, children's shows, comedies, and soap operas. Discussions, interviews, religious shows, and horoscopes are also featured.

III - DEPARTMENT OF PROGRAMS

D. Operational Procedures

This section includes a description of all regularly scheduled programs aired by the Radio Marti Program. There are two pages for each program. The first sheet includes:

- o the length and frequency of the program
- o a description of the program
- o the objectives for that program
- o the style for that program

The second sheet is a graphic representation of the procedures or steps that should be used to produce the program. The steps are shown along the top of the sheet and the department or individual responsible for completing each step is shown in the far left hand column of the sheet.

III - DEPARTMENT OF PROGRAMS

TITLE: All Jazz (Todo Jazz)

Length: 55 minutes

Frequency: Weekly (Sun.)

Description/Concept

A one-hour program of American and International jazz music ranging from the classics of the twenties, Big Band, and Dixieland to modern jazz and jazz fusion. Music is interspersed with artists biographical information and music commentary.

Objectives

To acquaint our Cuban audience with this original American art form and to present the music of modern jazz artists from all over the world.

Style

Presented by an articulate male announcer.

PROGRAM NAME: All Jazz

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Producer in charge	WRITES/ SELECTS MUSIC	REVIEWS		APPROVES	
Production Division			PRODUCES SHOW		
Live/Carts Music Library					STORES MUSIC

III-13

III - DEPARTMENT OF PROGRAMS

TITLE: Among Friends (Entre Amigos)

Length: 120 minutes

Frequency: Daily

Description/Concept

A music and variety show featuring current and recurrent music, the majority of which is in Spanish.

Objectives

To inform and entertain an audience ranging in age from 18 to 40, in different fields such as popular music, health, tips, entertainment, and more.

Style

A music and variety show performed harmoniously by a man and woman's voice.

PROGRAM NAME: Among Friends

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Director	SELECTS MUSIC	REVIEWS		APPROVES	
ST-III Live Production Division			LIVE BROADCAST		
Live Carts Music Library					STORES MUSIC CARTS

III - DEPARTMENT OF PROGRAMS

TITLE: Artistic Panorama (Panorama Artistico)

Length: 2-5 minutes **Frequency:** Daily (repeated)

Description/Concept

A short, informative program featuring news from the world of entertainment with special emphasis on what's going on in the U.S. including reviews from operas, concerts, film and theatre.

Objectives

To inform Radio Marti listeners of current entertainment events and popular cultural trends in the United States. There is a great interest in Cuba, particularly among Cuban youth, in American popular music, film and theatre, and the artists who perform in these diverse areas.

Style

Brief segments of entertainment news done by the host of the program. Recorded opening and closing.

PROGRAM NAME: Artistic Panorama

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Special Programs Division	WRITES				Stores Script	
Chief, Special Programs Div.		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-17

III - DEPARTMENT OF PROGRAMS

TITLE: Artistic World (Mundo Artistico)

Length: 120 minutes

Frequency: Daily (Mon. - Fri.)

Description/Concept

A twice-monthly music/variety program featuring the latest Latin music and interviews with popular Latin recording artists, entertainment news, film and record reviews. The other two weekly programs are a one-hour live concert, starring the most popular performers in the world of Latin music.

Objectives

To keep our listening audience in touch with the latest developments in Latin American popular culture by providing information about favorite recording artists, movies and recorded music, and presenting live concerts of popular Latin American recording artists.

Style

Hosted by a young-sounding male announcer, the program is upbeat and fast-paced. It contains interview segments with popular Latin recording artists. The concert programs were recorded live.

PROGRAM NAME: Artistic World

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	PROVIDES PROGRAM		EDITS			
61-III Producer in Charge		REVIEWS/ EDITS				
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: The Best of Our Correspondent's Reports (Lo Mejor de Nuestros Corresponsales)

Length: 30 minutes

Frequency: Weekly (Saturdays)

Description/Concept

Airing the best reports from Radio Marti's correspondents.

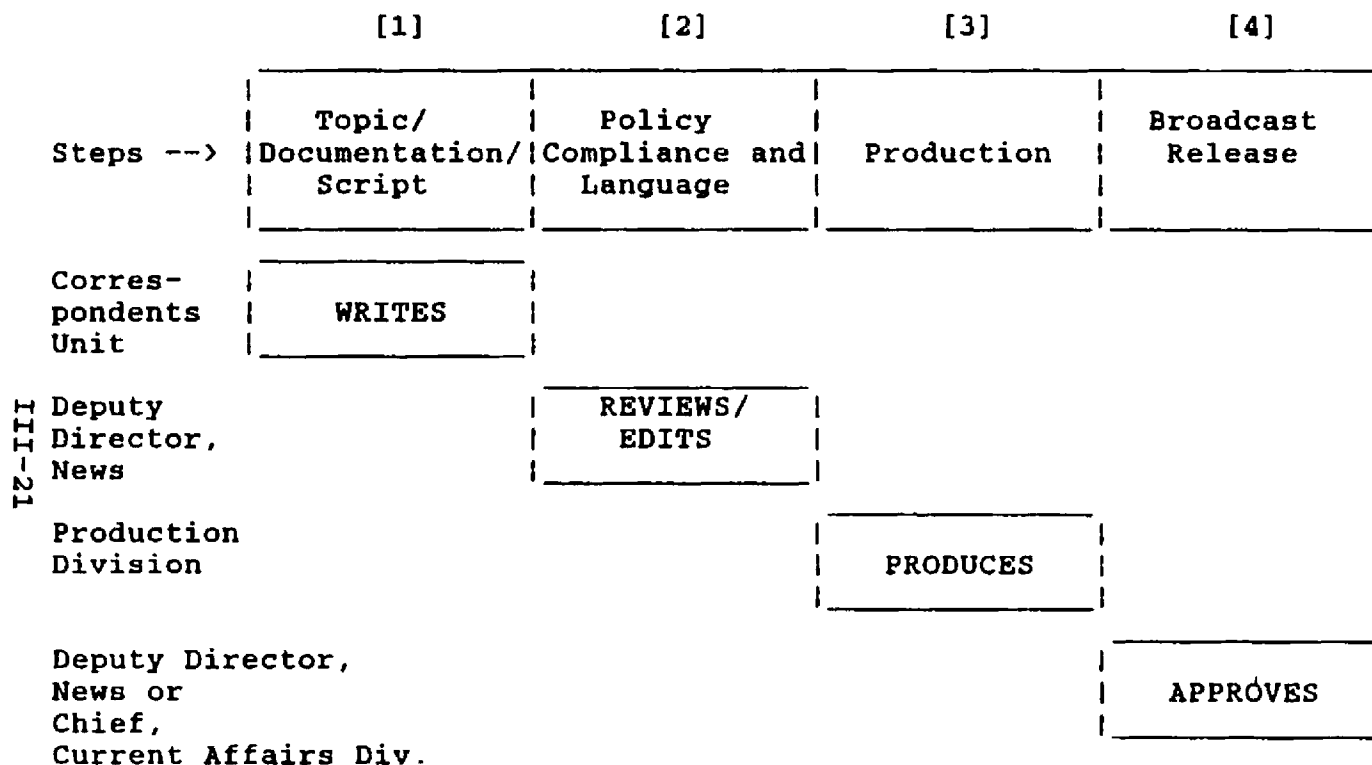
Objectives

Repeating the best information and most important events provided by Radio Marti's correspondents.

Style

PROGRAM NAME: The Best of Our Correspondents' Reports

Department of Programs



III-21

III - DEPARTMENT OF PROGRAMS

TITLE: Between This and That (Entre Teque Y Teque)

Length: 3 minutes

Frequency: Daily

Description/Concept

An irreverent, sometimes mordent, often tongue in cheek commentary on life in the United States, politics, the exiled community, and general observations by the program host. Delivered in a straight-forward manner using colloquial Cuban expressions.

Objectives

To provide the Cuban people with:

- o an inside look at life in the United States and the Miami Cuban community
- o information and commentary not available in the Cuban media because of government censorship

Style

Short narrative program with recorded musical signature opening.

PROGRAM NAME: Between This and That

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Division					SCHEDULES	FILES TAPE

III-23

III - DEPARTMENT OF PROGRAMS

TITLE: Between You and Me (Entre Usted Y Yo)

Length: 5 minutes

Frequency: Daily (Mon. - Fri.)

Description/Concept

Thought-provoking commentary of a philosophical nature broadcast late at night, delivered in straight-forward, simple language.

Objectives

To reach the Cuban family with an inspirational message at the end of the day. At the end of a long day filled with work and tension, the Cuban family needs an upbeat message to provide inspiration and relaxation.

Style

The program uses an older sounding male announcer using a friendly one-to-one announcing style.

PROGRAM NAME: Between You and Me

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	PROVIDES PROGRAM					
Producer in Charge		REVIEWS				
Production Division			EDITS			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-25

III - DEPARTMENT OF PROGRAMS

TITLE: Broadway Hits (Exitos de Broadway)

Length: 50 minutes

Frequency: Weekly (Sun. 11 a.m.)

Description/Concept

One hour weekly show dedicated to enhance the greatest theatrical contribution that the United States has given to the entertainment world. The musical comedy program directed to groups from 20 to 50 years of age.

The dialogue is done by the host in Spanish describing the plot of the play and explaining the meaning of the songs. If available, some shows use the Spanish version.

Objectives

To offer the Cuban audience the opportunity to enjoy the latest works of composers in the world of musical comedy.

Style

PROGRAM NAME: Broadway Hits

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control
Special Programs Division	WRITES				
Chief, Special Prog. Div.	CONSULTS	REVIEWS/ EDITS			
Production Division			PRODUCES		
Executive Producer or designee				APPROVES	
Program Scheduler, Traffic Div.					SCHEDULES

III-27

PROGRAM NAME: Broadway Hits (cont'd.)

Department of Programs

[6]

[7]

Steps -->

Storage
of Script

Storage
of Cart

III-28

Special
Programs
Division

FILES SCRIPT

Program
Scheduler,
Traffic Div.

FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Commentary (Comentario)

Length: 5 minutes

Frequency: Daily

Description/Concept

Short commentaries from several regular commentators from around the world on a wide range of topics, including:

- o Economics
- o Religion
- o Human Rights
- o Latin American Literature
- o Film
- o European Intellectual thought

These commentaries provide expert viewpoints from well-known figures around the world.

Objectives

To reach the Cuban people with opinions on important topics other than those expressed officially in Cuba.

Style

Short narrative. No special music or production required.

PROGRAM NAME: Commentary

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	WRITES/ RECORDS					
Program Director		REVIEWS/ APPROVES		APPROVES		
Production Division			EDITS			
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-30

III - DEPARTMENT OF PROGRAMS

TITLE: Cuba Uncensored (Cuba Sin Censura)

Length: 30 minutes

Frequency: When available

Description/Concept

This is an investigative program that gathers facts and analyzes events and trends relevant to Cuba that the Cuban government tries to suppress in the media.

Objectives

To inform the Cuban people of the facts and events occurring inside Cuba, or of events relevant to Cuba, that the government has suppressed or distorted. The Cuban people can only form their own judgments regarding important events if they have access to all the relevant information.

Style

Documentary with interviews of witnesses of important events and experts in relevant fields.

PROGRAM NAME: Cuba Uncensored

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Assistant Dep.Dir., RMP	SELECTS TOPIC/ WRITES					
Director or Dep. Director, RMP		REVIEWS/ EDITS		APPROVES		
Production Division			PRODUCES			
Program Director				CONSULTS		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-32

III - DEPARTMENT OF PROGRAMS

TITLE: Cubans and Their Faith (El Cubano y la Fe)

Length: 30 minutes **Frequency:** Biweekly (Sat & Sun)

Description/Concept

A program featuring guest panelists discussing the multiple facets of religious faith and the Cuban people.

Objectives

To inform the Cuban people about religiosity, an area in which they have been systematically deprived of information by the Marxist government, and to present the religious alternative as opposed to the atheistic conception of life manifested by the educational and informational processes of the State. The program discusses the common base that exists among the various spiritual conceptions of life in Cuba today and asserts the spiritual, philosophical and democratic values of the Cuban heritage.

Style

Ideas are explored through an open dialogue with guests who are representatives of the different aspects of Cuban religiosity. The program is moderated by Father Francisco Santana.

PROGRAM NAME: Cubans and Their Faith

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES				
Program Director		REVIEWS			
Production Division (Miami)			PRODUCES SHOW		
Executive Producer or designee				APPROVES	
Program Scheduler					FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Dance USA (Bailables USA)

Length: 55 minutes

Frequency: Weekly (Sat.)

Description/Concept

Program of popular American and Latin dance music.

Objectives

Attract a teen audience.

Style

DJ format presented by a youthful-sounding announcer.

PROGRAM NAME: Dance USA

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Director	SELECTS MUSIC	REVIEWS		APPROVES	
Production Division			PRODUCES		
Cart Music Library					FILES MUSIC CARTS

98-III
III-36

III - DEPARTMENT OF PROGRAMS

TITLE: Dates in American History (Perchas de America)

Length: 20 minutes **Frequency:** Biweekly (Sat. & Sun.)

Description/Concept

A short dramatic program portraying historic events in Latin American history.

Objectives

To provide information in an entertaining fashion of important historic events in Latin America history that, in many cases, the Cuban government suppresses or distorts for ideological purposes.

Style

Short episodes produced especially for radio, incorporating the use of appropriate music and sound effects, with actors dramatizing historic events in Latin American history.

PROGRAM NAME: Dates in American History

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	WRITES					
Executive Producer		REVIEWS/ EDITS				
Contractor/ Program Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-38

III - DEPARTMENT OF PROGRAMS

TITLE: Dates to Remember (Fechas Para Recordar)

Length: 15 minutes

Frequency: Biweekly (Sat. & Sun.)

Description/Concept

A short educational program dealing with salient historical and political events relevant to Cuban history. The program is composed of several brief narrative segments, each treating a distinct period or event. This program is more educational in nature, as opposed to dramatic or entertaining.

Objectives

To educate and inform the Cuban audience of important historical and political events that have been suppressed in the Cuban media, or distorted for ideological purposes.

Style

Primarily narrative using different voices for the various segments and incorporating appropriate background music and sound effects.

PROGRAM NAME: Dates to Remember

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-40

III - DEPARTMENT OF PROGRAMS

TITLE: Dawn Serenade (Alborada)

Length: 15 minutes

Frequency: Daily

Description/Concept

A program of traditional Cuban folk music relating to rural life in Cuba. It includes "controversias", or a method used by the Cuban peasants to debate issues through folk music. Also featured are selected poems, set to music, by well-known Cuban poets dealing with rural themes.

Objectives

To reach the rural population of Cuba, through a type of entertainment that they know and love, with various aspects of their daily lives.

Style

The host of the program is a very talented performer and poet who interprets traditional Cuban folk songs, mixing music with original poems and personal reminiscences of life in the Cuban countryside.

PROGRAM NAME: Dawn Serenade

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Program Host	WRITES					
Senior Producer		REVIEWS/ EDITS	PRODUCES	APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	STORES TAPE

III-42

III - DEPARTMENT OF PROGRAMS

TITLE: Did You Know? (Sabia Usted?)

Length: 1-2 minutes

Frequency: Daily (as needed)

Description/Concept

A short, general interest feature, on topics such as science and technology, historical events, and health and nutrition. Used as a filler program.

Objectives

To inform a general Cuban audience about facts and information that they may not be aware of due to government control of the media. Especially if the information presented concerns the United States and the Free World.

Style

A short, one-voice narrative with a recorded opening and closing.

PROGRAM NAME: Did You Know?

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Early Morning (Tempranito)

Length: 60 minutes

Frequency: Weekly (Saturday)

Description/Concept

A morning music/variety program featuring news, sports, light contemporary Latin music and select features such as Horoscope, Panorama Artistico, and Entre Teque Y Teque. Program host introduces each music selection and feature segment.

Objectives

To provide a wide program variety in the early morning time period when most of the listening audience is preparing for work.

Style

The pace of the program is light and upbeat, the program host is warm, friendly, and topical.

PROGRAM NAME: Early Morning

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Host	WRITES/ SELECTS MUSIC				
III-46 Producer in charge		REVIEWS		APPROVES	
Production Division			LIVE BROADCAST		
Live/Carts Music Library					STORES MUSIC

III - DEPARTMENT OF PROGRAMS

TITLE: Family Bridge (Puente Familiar)

Length: 55 minutes

Frequency: Weekly (Sundays)

Description/Concept

A phone-in talk/music program. Cuban exiles from around the United States call the station via a toll-free number to give personal messages to family and friends who remain in Cuba, and to relate personal events of their present lives in the United States. The show mixes talk with popular Cuban folk music.

Objectives

To help bring family and friends together via the radio station who have lost contact with each other as a result of the present political situation inside Cuba.

Style

Talk/music program with a program host that takes phone calls via a toll-free number and edits the calls for airplay, checking for inflammatory political content. The show augmented with popular Cuban folk music.

PROGRAM NAME: Family Bridge

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Current Affairs Division	WRITES					
III-48 Chief, Current Affairs Div.		REVIEWS/ EDITS				
Producer in Charge			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Focus (Enfoque)

Length: 15 minutes

Frequency: Daily (Mon. - Sat.)

Description/Concept

This program strives to present different opinions and views on various subjects. It offers the audience the analysis of world events that the Cuban press does not give.

Objectives

To offer background information and analyze events and trends on the international scene.

Style

Narrative with actualities. Some music and sound effects.

PROGRAM NAME: Focus

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic Selection	Documentation	Script Writing	Policy Compliance	Language Clearance
Current Affairs Dir. Editorial Board	SELECTS TOPIC				
Current Affairs Analyst	HELPS SELECT	DOCUMENTS			
Current Affairs Writer	HELPS SELECT		WRITES		
Chief, Current Affairs				INITIAL REVIEW	INITIAL REVIEW
Research Department Analyst				FINAL REVIEW	
Language Control Designee					FINAL REVIEW

OS-III

PROGRAM NAME: Focus (cont'd.)

Department of Programs

IS-III
151

	[6]	[7]	[8]	[9]
Steps -->	Production	Broadcast Release	Traffic Control	Storage
Production Division	PRODUCES			
Executive Producer or designee		APPROVES		
Program Scheduler, Traffic Div.			SCHEDULES	FILES TAPE

PROGRAM NAME: The Front Page

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Assistant Dep. Dir., RMP	SELECTS/ SUMMARIZES					
Deputy Director, RMP	CONSULTS	REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-53

III - DEPARTMENT OF PROGRAMS

TITLE: The Great Court (La Tremenda Corte)

Length: 15 minutes

Frequency: Daily (Mon. - Fri.)

Description/Concept

A comedy program that pokes fun at many Cuban folk customs and traditions. The action takes place in a Cuban court of law between a regular cast of characters. This program was an old favorite in Cuba many years ago and remains popular for its humorous depiction of traditional Cuban folklore.

Objectives

- o To provide pure entertainment with broad audience appeal without the subtle ideological overtones present in Cuban programs
- o To preserve many of the humorous aspects of Cuban tradition

Style

Episodic situation comedy with recurrent cast of characters.

PROGRAM NAME: The Great Court

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	PROVIDES PROGRAM					
Production Division		REVIEWS/ EDITS	EDITS FOR TIME			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-55

III - DEPARTMENT OF PROGRAMS

TITLE: Interview of the Day (La Entrevista del Dia)

Length: 20 minutes

Frequency: Biweekly (Mon. & Fri.
repeated on Sat. & Sun.)

Description/Concept

An in-depth interview with a personality related to the arts and entertainment world. Included are his or her latest recordings. Most of them are Cuban or Latin American performers that Cuban audiences can listen to on Cuban radio stations.

Objectives

To reach Cuban audiences and show the personal side of an artist behind the scene.

Style

Intimate atmosphere established in a relaxing dialogue between the artist interviewed and the host of the show.

PROGRAM NAME: Interview of the Day

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Chief, Special Progs. Div.	WRITES	REVIEWS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-57

III - DEPARTMENT OF PROGRAMS

TITLE: Letters to Marti (Cartas a Marti)

Length: 1-2 minutes

Frequency: As needed

Description/Concept

A short feature of one to two minutes in length consisting of reading a poignant letter received from a listener in Cuba. Letters would be selected for their human interest. To be used as needed as a "filler."

Objectives

The program would allow listeners to express feelings through their letters to Radio Marti that they would otherwise not be permitted to express openly in Cuba. Letters would not be political in nature, but would deal with the human aspect of daily life in Cuba.

Style

Co-hosted by male and female announcers, the feature is upbeat in style. There would be no formal opening and closing. The announcers would introduce the feature and close with instructions for writing to Radio Marti. Background music.

PROGRAM NAME: Letters to Marti

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Letters rec'd from listeners	WRITES				
Program Director		REVIEWS			
Production Division			PRODUCES SHOW		
Executive Producer or designee				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

69-III

III - DEPARTMENT OF PROGRAMS

TITLE: Marti's Thoughts (Pensamientos del Marti)

Length: 2 minutes

Frequency: Daily (various times)

Description/Concept

Short excerpts from the writing of Jose Marti, the apostle of Cuban independence, that represent his conviction for liberty and human dignity.

Objectives

To enlighten the Cuban people to the essence of the doctrine of Jose Marti that has been hidden or distorted by the Cuban government for their own ideological purposes.

Style

Short excerpts narrated by an announcer with a mature avuncular sounding voice over appropriate background music.

PROGRAM NAME: Marti's Thoughts

Department of Programs

		[1]	[2]	[3]	[4]	[5]	[6]
Steps -->		Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
	Deputy Director, RMP	WRITES	APPROVES				
III-61	Production Division			PRODUCES			
	Executive Producer or designee				APPROVES		
	Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: The Melody that Left Cuba (El Son se Fue de Cuba)

Length: 55 minutes

Frequency: Weekly (Weekends)

Description/Concept

A musical program featuring a variety of Cuban and Latin music that was popular in pre-revolutionary Cuba. The show also features new music from Cuban exile groups in the United States, plus artist interviews and commentary.

Objectives

To offer our Cuban audience the opportunity to remember music and memories from the past while offering a look at new musical trends from the Cuban exile community in the United States.

Style

Music and comment plus featured artist interviews conducted by the program host.

PROGRAM NAME: The Melody that Left Cuba

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	PROVIDES PROGRAM					
III-III 63 Producer in Charge		REVIEWS				
Contractor/ Production Division			EDITS			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Music Countdown (Conteo Musical)

Length: 120 minutes

Frequency: Weekly (Saturdays)

Description/Concept

This is a music countdown program of the Top 20 most popular American and Latin songs in the United States. The show features the Top 10 Latin songs as determined by percentage of national record sales, according to the major music survey magazines. In addition, to the music, the program host relates anecdotes and interesting facts about the music and the performers.

Objectives

- o To reach a young Cuban audience with a popular music program
- o To keep the audience abreast of current trends in American and Latin popular music and recording artists

Style

This is an upbeat, teen-oriented program hosted by a young sounding announcer. The production is fast-paced, incorporating recorded transitions between program elements and lively background music.

PROGRAM NAME: Music Countdown

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Researcher	WRITES				
Music Director	APPROVES	REVIEWS		APPROVES	
Production Division			PRODUCES		
Music Library					STORES MUSIC CARTS

III-65

III - DEPARTMENT OF PROGRAMS

TITLE: Music for Everybody (Musica Para Todos)

Length: 90 minutes

Frequency: Daily

Description/Concept

Program of recorded music featuring current and recurrent Latin and American popular music, artist information, and entertainment news.

Objectives

To offer our audience the most recent Latin and American music with information on their favorite recording artists and the entertainment industry.

Style

Live music show with program host presenting music, artist information, and entertainment news.

PROGRAM NAME: Music for Everybody

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Producer in charge	WRITES/ SELECTS MUSIC	REVIEWS		APPROVES	
Production Division			LIVE BROADCAST		
Live/Carts Music Library					STORES MUSIC

III-67

III - DEPARTMENT OF PROGRAMS

TITLE: Music to Remember

Length: 55 minutes

Frequency: Weekly (Saturday)

Description/Concept

Music program featuring popular American and Latin songs from the 1940's and 1950's.

Objectives

To reach older audience with music and memories from their youth.

Style

Recorded music program with program host.

PROGRAM NAME: Music to Remember

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Director	SELECTS MUSIC	REVIEWS		APPROVES	
Live Production Division			LIVE BROADCAST		
Live/Cart Music Library					FILES TAPE

69-III

III - DEPARTMENT OF PROGRAMS

TITLE: Musical Archives (Archivo Musical)

Length: 50 minutes

Frequency: Weekly (Saturday)

Description/Concept

Archivo Musical is Radio Marti's music review, which presents comprehensive documentaries focusing on the music of contemporary groups and artists that do not get air-play in Cuba. Each show is dedicated to a single artist or group and highlights the artist's music and important biographical information. It resembles the "Spotlight" spaces that are common in American and European FM rock stations.

Objectives

Young Cubans are wildly enthusiastic about contemporary American and European music. This interest is expressed in letters to Cuban youth magazines and radio programs. The "Archivo Musical" has as its foremost aim to provide young Cubans with the music of artists that cannot be categorized as "Chart-Busting" Top-40 stars, but who nevertheless are important and talented representatives of contemporary musical styles that remain largely unknown in Cuba. The "Archivo" educates listeners by discussing the lyrics and musical ideas expressed in the music itself. It entertains listeners by emphasizing variety and the quality of artists featured on the show.

Style

A young announcer introduces the group or artist and the songs. On the average more than three quarters of the program consists of music, and the remaining quarter of biographical information and commentary on musical styles and the ideas contained in the lyrics.

PROGRAM NAME: Musical Archives

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Researcher	WRITES/ SELECTS MUSIC				
Music Director		REVIEWS			
Producer- In-Charge			PRODUCES SHOW	APPROVES	
Traffic Scheduler					FILES TAPE

III-71

III - DEPARTMENT OF PROGRAMS

TITLE: Musical Get-together (Tertulia Musical)

Length: 55 minutes

Frequency: Weekly (Sunday)

Description/Concept

A program of recorded music celebrating internationally known Cuban composers and performing artists ranging the broad musical spectrum from popular to classical. Each program features a different theme or musical style, interpreter, or composer that in many cases has been ignored in present day Cuba.

Objectives

To illustrate to our audience the true meaning of artistic freedom by providing living examples of Cuban musicians outside of Cuba that perform their art without restrictions. The program strives to present an objective and wide selection of composers, interpreters, and musical styles representative of Cuban musical expression.

Style

The program consists of various segments, the music being fundamental. The program also includes a short exposition of the principle theme or artist presented, guest interviews, news of musical events, concerts, recordings, conferences, etc., in which Cubans take part. Hosted by a female announcer.

PROGRAM NAME: Musical Get-together

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES				
Program Director		REVIEWS			
Production Division			PRODUCES SHOW		
Executive Producer or designee				APPROVES	
Traffic Control					FILES TAPE

III-73

III - DEPARTMENT OF PROGRAMS

TITLE: Mysteries and Enigmas (Enigmas Y Misterios)

Length: 15 minutes

Frequency: Weekly (Weekends)

Description/Concept

This program is based on topics such as Archaeological Enigmas (e.g. The pyramids, and The Ancient Cities, Visitors from outer space, Powers of the Mind, The world of dreams, Tarot cards, Parapsychology).

Objectives

To reach a mass audience with these fascinating topics of interest to people of all ages and both sexes which are forbidden by the Cuban regime.

Style

Narrative, with some suspense. Presented by two voices, one male and one female, with adequate musical background. The program may begin with an amazing question, and program would be dedicated to answering it.

PROGRAM NAME: Mysteries and Enigmas

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Department of News Designated Writer	WRITES					
Dep. Director, Department of News		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-75

III - DEPARTMENT OF PROGRAMS

TITLE: Novela

Length: 50 minutes

Frequency: Daily

Description/Concept

Radio novella or "soap opera" is widely known in Latin America. It provides a form of escapism devoid of ideological overtones that are present in most Cuban entertainment programs.

Objectives

- o To reach women and other family members at home during the day
- o To establish a bridge between people in exile and those following the story in Cuba.

Style

Radio drama using professional actors, incorporating sound effects and appropriate background music.

PROGRAM NAME: Novela

Department of Programs

[1]

[2]

[3]

[4]

[5]

Steps -->

Topic/
Documentation/
Script

Production

Broadcast
Release

Traffic
Control

Storage

Contractor

WRITES/
PRODUCES

III-
II-
77

Production
Division

PRODUCER
EDITS FOR TIME

Executive
Producer
or designee

APPROVES

Program
Scheduler,
Traffic Division

SCHEDULES

FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Open Book (Libro Abierto)

Length: 20 minutes

Frequency: Biweekly (Sat.- Sun.)

Description/Concept

Readings, interpretations, or dramatizations of important books that have been banned in Cuba and possibly throughout the entire Socialist Bloc. The books featured on the program may be censored Cuban writers or other international authors writing about Cuba.

Objectives

To bring to our Cuban audience important works of a literary, political, or historic nature that have been suppressed by the Cuban government.

Style

The style of the show varies depending on the work being presented. Some of the programs feature selected readings from the book along with background information on the author. Other programs may present a dramatization of selected scenes from the book using appropriate sound effects and music.

PROGRAM NAME: Open Book

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Program Director	CONSULTS	CONSULTS		APPROVES		
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

62-III
III-79

III - DEPARTMENT OF PROGRAMS

TITLE: Poem, Poet, Poetry (Poema, Poeta, Poesia)

Length: 20 minutes

Frequency: Weekly (Weekends)

Description/Concept

A program of poetry readings dealing with political themes from Cuban, American, or other international poets. The program discusses the poems, the poets, and their creative work.

Objectives

To reach the more cultured and intellectual audience of Cuba while at the same time provide an example of freedom of political and literary expression.

Style

Recitations by two or three voices brought together and placed into context by the program host, who provides a brief biography of the poet and the background leading to the work.

PROGRAM NAME: Poem, Poet, Poetry

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Director, Dept. of Programs	CONSULTS					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

18-III

III - DEPARTMENT OF PROGRAMS

TITLE: Popular Billboard (Cartelera Popular)

Length: 60 minutes

Frequency: Daily

Description/Concept

This is a music program featuring current and recurrent Latin popular songs. The show also features a special artist or album daily.

Objectives

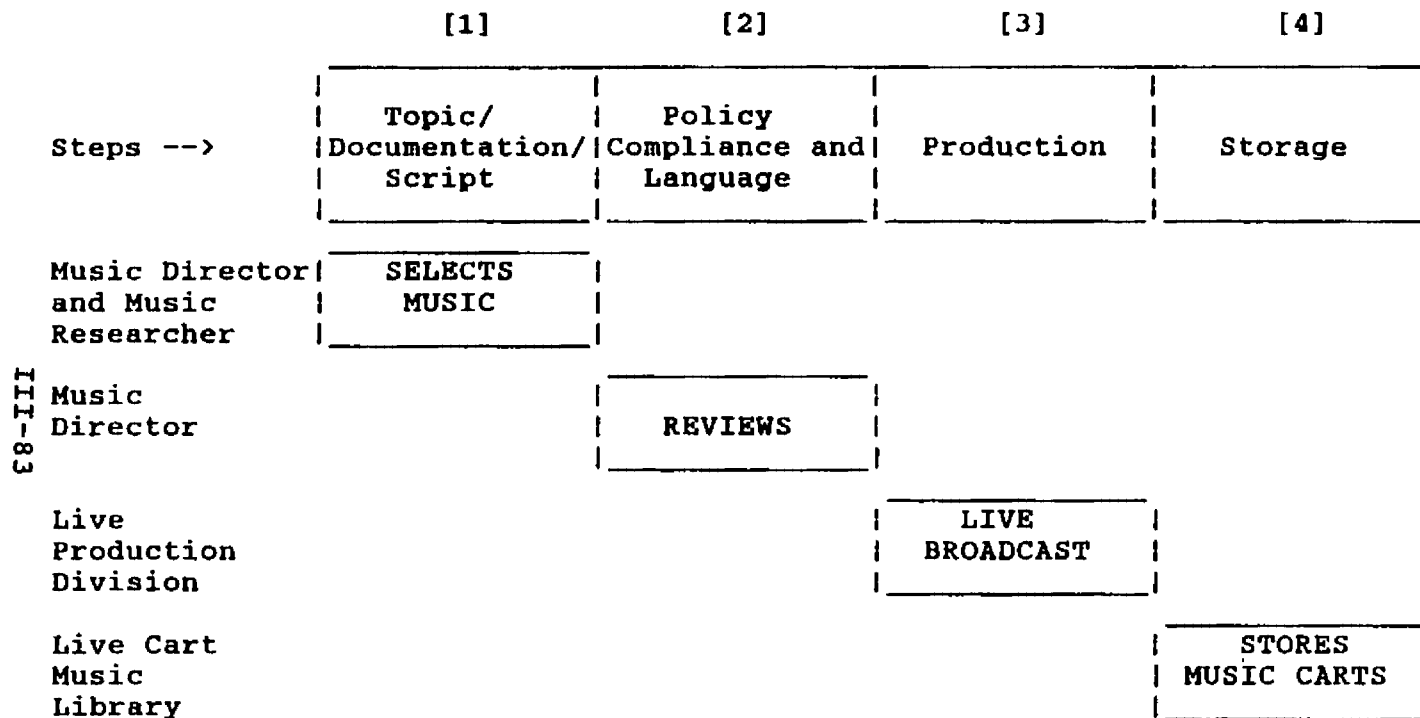
To offer our audience the latest Latin music and information about the performers and the entertainment industry.

Style

Live music show with program host.

PROGRAM NAME: Popular Billboard

Department of Programs



III - DEPARTMENT OF PROGRAMS

TITLE: Press Opinion (Prensa Opina)

Length: 5 minutes

Frequency: Daily (Mon. - Fri.)

Description/Concept

An informative program designed to give the Cuban people a larger world view through a representative cross-section of the international press. The keys to success for this program are:

- o the articles selected for presentation
- o the balance of themes, regions, and sources of information in successive programs
- o emphasizing, in both the opening and closing segments of the program, how these themes coincide with United States interests

Objectives

The program aspires to fill the information vacuum created by Cuban government censorship of the press. However, the fundamental objective of the program is to emphasize that the opinions expressed on this program are not only those of Radio Marti, but of the world press, including the press of socialist countries. This serves to confirm the objective of the station. The program attempts to provide the information necessary for the Cuban people to compare, select, and form their own independent opinions.

Style

Narrative style using two voices.

PROGRAM NAME: Press Opinion

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Assistant Dep. Dir., RMP	SELECTS/ SUMMARIZES					
Deputy Director, RMP	CONSULTS	REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-85

III - DEPARTMENT OF PROGRAMS

TITLE: Round Table (Mesa Redonda)

Length: 30 minutes

Frequency: Weekly (Wednesdays)

Description/Concept

A roundtable discussion and debate program featuring guest panelists. These panelists come from all over the United States and are invited because of their expertise in the subject to be discussed.

Objectives

- o To help our audience understand current international and Cuban-related issues through debate of different points of view
- o To demonstrate to our audience the richness of opinions that are spawned in a democratic system

Style

PROGRAM NAME: Round Table

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Editorial Board	SELECTS TOPIC					
Director, RMP		REVIEWS/ EDITS				
Special Producer, Current Affairs			PRODUCES	APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-87

III - DEPARTMENT OF PROGRAMS

TITLE: The Show for Young People (Show de la Juventud)

Length: 55 minutes

Frequency: Weekly (Saturdays)

Description/Concept

Music program featuring Latin and American music presented in an upbeat, energetic delivery by a young sounding announcer.

Objectives

To entertain the youth of Cuba and provide information on popular American and Latin recording artists and current trends in popular music.

Style

Live program with disc-jockey, recorded music.

PROGRAM NAME: The Show for Young People

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	PROVIDES PROGRAM					
68-III Producer in Charge		REVIEWS/ EDITS				
Production Division			EDITS			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Sunday Magazine (Magazine del Domingo)

Length: 55 minutes

Frequency: Weekly (Sunday)

Description/Concept

A talk show with different interchangeable segments introducing topics of various interest for our audience. Topics will deal with current issues of outstanding personalities, special events, hispanic achievers, entertainment gossip, short interviews, music "hot" hits, and the latest on what's happening in the entertainment world with special emphasis on the Miami area.

Objectives

To provide a weekend variety program to attract the 25+ audience in Cuba.

Style

Informal with a male and female co-host, very friendly and alive. Includes occasional guest appearances.

PROGRAM NAME: Sunday Magazine

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Hosts	WRITES				
Program Producer		REVIEWS			
Production Division (Washington)			PRODUCES SHOW		
Executive Producer or designee				APPROVES	
Traffic Control					FILES TAPE

16-III

III - DEPARTMENT OF PROGRAMS

TITLE: Sunday Mass (Misa)

Length: 60 minutes

Frequency: Weekly (Sunday)

Description/Concept

A recorded broadcast of the Sunday morning mass from The Hermitage of Charity Catholic Church in Miami with Monseigneur Roman.

Objectives

To provide the Cuban Faithful a means of religious worship and a source of spiritual inspiration in a country whose government systematically persecutes Christians and other religious sects.

Style

Catholic Mass.

PROGRAM NAME: Sunday Mass

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production (Taping)	Production (Editing)	Broadcast Release
Hermitage, Charity Catholic Church	WRITES				
Producer in charge		REVIEWS/ EDITS			
Dept. of Programs (Miami)			RECORDS		
Dept. of Programs (Washington)				EDITS FOR TIME	
Executive Producer or designee					APPROVES

PROGRAM NAME: Sunday Mass (cont'd.)

Department of Programs

[6]

[7]

Steps -->

Traffic Control	Storage
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Program
Scheduler,
Traffic Div.

SCHEDULES	FILES TAPE
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111-94
P6-111

III - DEPARTMENT OF PROGRAMS

TITLE: Super Variety (Variadisimo)

Length: 120 minutes

Frequency: Weekly (Saturdays)

Description/Concept

A program of recorded music featuring a variety of current, recurrent, and old Latin and American hits.

Objectives

To provide a music program of broad appeal for the entire family.

Style

Program of recorded music hosted by male announcer. The mood is upbeat and energetic.

PROGRAM NAME: Super Variety

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Director	SELECTS MUSIC	REVIEWS		APPROVES	
96-III Production Division			PRODUCES		
Cart Music Library					FILES MUSIC CARTS

III - DEPARTMENT OF PROGRAMS

TITLE: Testimony (Testimonio)

Length: 15 minutes

Frequency: Biweekly (Tue. & Thu.)

Description/Concept

This program presents the testimony of witnesses to important events in recent Cuban history.

Objectives

To present a different point of view of recent events in Cuban history than that given by the Cuban government and press.

Style

Narrative: Mostly the witness offers his/her recorded testimony with short connecting paragraphs by the program host. Music is sometimes included in the program.

PROGRAM NAME: Testimony

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic Selection	Documentation	Script Writing	Policy Compliance	Language Review
Editorial Board	SELECTS TOPIC				
Media Monitoring Unit		DOCUMENTS/ RESEARCHES			
Current Affairs Staff			WRITES		
Chief, Current Affairs				INITIAL REVIEW	INITIAL REVIEW
Director, RMP				FINAL REVIEW	
Current Affairs Language Control Designee					FINAL REVIEW

86-III

PROGRAM NAME: Testimony (cont'd.)

Department of Programs

		[6]	[7]	[8]	[9]
66-III Steps -->	Production Division	Production	Broadcast Release	Traffic Control	Storage
	Executive Producer or designee	PRODUCES			
	Program Scheduler, Traffic Div.		APPROVES		
				SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Today in History (Un Dia Como Hoy)

Length: 1 minute

Frequency: Daily (7 days)

Description/Concept

"Un Dia Como Hoy" is an historical program that briefly recounts historic events that occurred in Cuba, or international events that relate to Cuba, on the day of their anniversary. All events are thoroughly researched and documented.

Objectives

To inform the Cuban listeners of historic events in Cuban history that are suppressed or distorted inside Cuba by the media or educational system.

Style

One voice narrative without effects delivered in a newscast-style.

PROGRAM NAME: Today in History

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

101-III

III - DEPARTMENT OF PROGRAMS

TITLE: Two at Two (Dos a Las Dos)

Length: 60 minutes

Frequency: Daily (Mon. - Fri.)

Description/Concept

A talk/music/variety program featuring selected musical pieces. The program includes pre-recorded segments on science and technology, artist interviews, horoscope, and entertainment news.

Objectives

This program is directed primarily toward women. However, it is also well suited for both men and women between 15 and 60+ years of age.

Style

Conversational, light humor.

PROGRAM NAME: Two at Two

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Producer in charge	WRITES/ SELECTS MUSIC	REVIEWS		APPROVES	
Production Division			LIVE BROADCAST		
Live/Carts Music Library					STORES MUSIC

III-103

III - DEPARTMENT OF PROGRAMS

TITLE: University of the Air (Universidad del Aire)

Length: 55 minutes

Frequency: Weekly (Sunday)

Description/Concept

An exposition/discussion program with guest lecturers on various themes such as Cuban literature, history, culture, economics, etc. The scope of the program will be limited to academic topics and will not treat current events.

Objectives

To provide a forum to present and discuss freely various subjects of interest to an 18+ audience that may be censored in Cuba. Many academic topics are off-limits within the straight jacket of communist ideology. This program will address many of these themes.

Style

The program begins with a short exposition of the evening's topic by a guest lecturer followed by a discussion of the topic by the lecturer, another guest commentator, and the program moderator.

PROGRAM NAME: University of the Air

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES				
Program Director		REVIEWS			
Production Division (Miami)			PRODUCES SHOW		
Executive Producer or designee				APPROVES	
Traffic Control					FILES TAPE

SOT-III
III-105

III - DEPARTMENT OF PROGRAMS

TITLE: VOA Short Features

Length: 1-3 minutes

Frequency: Daily (as needed)

Description/Concept

Short features based on information provided by the American Republics Division of the Voice of America. Used as filler material. The features deal with various topics of interest, such as:

- o science and technology
- o medicine
- o psychology for daily living
- o noted figures in American art or history

Objectives

Used as filler material on an as needed basis, these short features offer our listeners interesting bits of information on current trends in science technology, and psychology without ideological intent.

Style

Single announcer with appropriate background music and sound effects.

PROGRAM NAME: VOA Short Features

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: What's Happening at Home (Que Pasa en Casa)

Length: 20 minutes

Frequency: Biweekly

Description/Concept

A situation comedy depicting the daily encounters of a typical Cuban family struggling to get by within the Socialist system.

Objectives

To provide an escape from the harsh realities of life under the Cuban regime by humorously portraying many of the daily situations in which Cuban people often find themselves.

Style

Episodic situation comedy with a recurrent cast of characters.

PROGRAM NAME: What's Happening at Home

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Contractor	WRITES					
Program Director		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III-100
601-III

III - DEPARTMENT OF PROGRAMS

TITLE: Woman to Woman (De Mujer A Mujer)

Length: 20 minutes

Frequency: Daily

Description/Concept

An original program treating themes and topics of interest to women, expressed in simple, understandable language. The program incorporates timely interviews with guests, and features music that appeals to all tastes and ages.

Objectives

To inform the women of Cuba of the world outside Cuba, and allow them to make comparisons of their environment with the larger world. The program discusses social, cultural, scientific, and other topics of interest. The show is directed to the majority of women with themes of interest to women of all ages and social position.

Style

The program is hosted by a woman. It uses lively background music and features popular music of the day. The feeling of the show is one of upbeat optimism.

PROGRAM NAME: Woman to Woman

Department of Programs

		[1]	[2]	[3]	[4]	[5]	[6]
Steps -->		Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
III-III	Special Program Writer	WRITES					
	Producer in charge		REVIEWS/ EDITS		APPROVES		
	Production Division			PRODUCES			
	Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: World Horizons (Horizontes Del Mundo)

Length: 20 minutes

Frequency: Weekly (Sunday)

Description/Concept

A narrative travelogue describing the landscape, the people, the culture, and the sights and sounds of the Free World.

Objectives

To provide our Cuban audience with a knowledge of the countries of the Free World that are inaccessible to them because of the severe travel restrictions placed on the Cuban people by their government. This program provides an escape from the monotony of life on the island to other places in the world.

Style

Narrated, possibly with two voices (if necessary one male and one female), incorporating sound effects and background music for each country.

PROGRAM NAME: World Horizons

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Features Division	WRITES					
Chief, Features Division		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Division					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: The World of Music (El Mundo de la Musica)

Length: 60 minutes

Frequency: Weekly

Description/Concept

The program features one artist of major importance in the world of classical music. The program includes:

- o a short biography
- o musical examples
- o interviews
- o an analysis of the artists style
- o discussion of the artist's influence over other artists
- o psychological analysis of the artist's personality and work

Some programs might be dedicated to one subject that includes several artists.

Objectives

- o To inform Cuban audiences about classical musical events and personalities.
- o To provide highly cultured and highly motivated young adults with a program of culture and entertainment.

Style

Narrative with musical inserts. Interviews when available.

PROGRAM NAME: World of Music

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Music Specialist, Dept. Progs.	WRITES/ SELECTS MUSIC					
Program Director		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

511-115

III - DEPARTMENT OF PROGRAMS

TITLE: Yesterday's Hits (Exitos de Ayer)

Length: 120 minutes

Frequency: Weekly (Sundays)

Description/Concept

A program of recorded music featuring a variety of traditional (favorite) American and Latin hits.

Objectives

To provide our Cuban listeners an entertainment program of broad appeal for the entire family.

Style

Recorded music introduced by program host.

PROGRAM NAME: Yesterday's Hits

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Music Director	SELECTS MUSIC	REVIEWS		APPROVES	
Live Production Division			RECORDS VOICE DROP-INS		
Cart Music Library					FILES MUSIC CARTS

III-117

III - DEPARTMENT OF PROGRAMS

TITLE: You and the Stars (Tu Y Las Estrellas)

Length: 12 minutes

Frequency: Daily

Description/Concept

A program of astrological predictions, expressed in simple language for a radio audience. The difference between this program and others of its kind is that this program makes projections on moral, ethical, political, and human topics that relate to the actual circumstances of its Cuban listeners.

Objectives

The program was created for the natural interest that a horoscope awakens in people. It attempts to influence the psychic state and attitude of its listeners in the face of objective facts and specific situations. The program is directed toward listeners of all ages.

Style

It is presented with two voices. A man's voice announces the astrological sign, while the woman's voice gives the prediction. The program begins with a musical introduction and continues with a music bed under the announcers.

PROGRAM NAME: You and the Stars (Horoscope)

Department of Programs

	[1]	[2]	[3]	[4]	[5]	[6]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Traffic Control	Storage
Dept. of Programs	Assigns Special Writer					
611-III Director, Dept. of Programs		REVIEWS/ EDITS				
Production Division			PRODUCES			
Executive Producer or designee				APPROVES		
Program Scheduler, Traffic Div.					SCHEDULES	FILES TAPE

III - DEPARTMENT OF PROGRAMS

TITLE: Young Sound (Sonido Joven)

Length: 150 minutes

Frequency: Daily

Description/Concept

Music program featuring American and international popular music. This program is patterned after a typical American Contemporary Hit music station, featuring the latest popular songs presented in an upbeat, modern delivery by a young sound announcer.

Objectives

To entertain the young people of Cuba and satisfy their desire for currently popular American and international music. Focus group research indicates that there is a keen interest in American popular culture. This program informs the young audience of current trends in popular music.

Style

Live program with disc jockey.

PROGRAM NAME: Young Sound

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Producer in charge	WRITES/ SELECTS MUSIC	REVIEWS		APPROVES	
Production Division			LIVE BROADCAST		
Live/Carts Music Library					STORES MUSIC

III-121

III - DEPARTMENT OF PROGRAMS

TITLE: The Best of Salsa (Lo Mejor de la Salsa)

Length: 60 minutes

Frequency: Weekly (Saturdays)

Description/Concept

A music program featuring salsa recording artists and their music from Cuba, Puerto Rico, New York and elsewhere. The program presents a diversity of salsa styles, from traditional to modern.

Objectives

To provide a variety of salsa music to our audience, and through this medium, acquaint our listeners with the richness and diversity of salsa rhythms.

Style

The program is hosted by a male Master of Ceremonies who introduces the program theme and interjects comments on the music, artists, composers, and other topics.

PROGRAM NAME: The Best of Salsa

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Producer	WRITES/ SELECTS MUSIC				
Producer in Charge		REVIEWS/ EDITS			
Production Division			PRODUCES		
Executive Producer or designee				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

III-123

III - DEPARTMENT OF PROGRAMS

TITLE: Cuba Is It's Music (Cuba es su Musica)

Length: 60 minutes

Frequency: Weekly (Sundays)

Description/Concept

A music program featuring the indigenous music of Cuba, past to present. Mixing recorded music, live performances by the hosts, and commentaries about the music and its composers, the program demonstrates how the music of Cuba has expressed through the years what could be called the Cuban "soul." The music is accompanied by reflections and commentaries about its composers, the historical context of each song, and how each reflects its essential "Cuban-ness."

Objectives

The program attempts to show how the Cuban experience--the country's landscape, its history and customs, its poetry and struggles--has been an integral part of the music of Cuba. The program calls to the listener's attention the relationship between the spirit of the Cuban people and their music.

Style

Hosted by well-known Cuban singer/composer Mara y Orlando, each program develops around a specific theme. The hosts mix commentaries, poetry readings, and live performances of Cuban songs to reaffirm the links between Cuban art and the human soul.

PROGRAM NAME: Cuba Is It's Music

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES				
Producer in Charge		REVIEWS/ EDITS			
Production Division (Miami Bureau)			PRODUCES		
Executive Producer or designee				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

III-125

III - DEPARTMENT OF PROGRAMS

TITLE: International Actors (Protagonistas Internacionales)

Length: 2-3 minutes

Frequency: Daily (as needed)

Description/Concept

An informational short feature program designed to provide basic biographical and historical data on prominent world leaders and international actors.

Objectives

To provide depth and perspective to daily news coverage and other programming by presenting mini-biographical profiles of personalities which frequently occupy center-stage in world events.

Style

Informative, factual, concise. Musical open/close, minimal production.

PROGRAM NAME: International Actors

Department of Programs

[1]

[2]

[3]

[4]

[5]

Steps -->

Topic/
Documentation/
Script

Policy
Compliance and
Language

Production

Broadcast
Release

Storage

Research
and
Analysis

WRITES

Director
of Programs

REVIEWS/
EDITS

Production
Division

PRODUCES

Executive
Producer
or designee

APPROVES

Program
Scheduler,
Traffic Div.

FILES TAPE

III-127

III - DEPARTMENT OF PROGRAMS

TITLE: Open Air (Al Aire Libre)

Length: 60 minutes

Frequency: Weekly (Saturdays)

Description/Concept

A series of live concerts recorded at local open air pavilions featuring a variety of high profile American artists. Program host will offer comments on the stage presence, style and audience reaction to the performance.

Objectives

To provide the listening audiences with a variety of music formats including Jazz, Pop, Adult Contemporary and Country in a live concert setting.

Style

The host will present the show in a manner that will allow the listener to imagine himself experiencing the concert as the performance is taking place.

PROGRAM NAME: Open Air

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Producer-in- Charge, Music Res.	WRITES				
Executive Producer		REVIEWS/ EDITS			
Production Division			PRODUCES		
Programs Director				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

III-129

III - DEPARTMENT OF PROGRAMS

TITLE: Paris-Dance (Paris-Bailar)

Length: 60 minutes

Frequency: Weekly (Saturdays)

Description/Concept

A music/variety program from Paris featuring Cuban-exile performing artists living in Europe. The program contains different segments which draw upon the rich resources of culture and information found in Europe.

Objectives

To depict the music, the humor, and the lifestyles of those Cuban-exile performers living in a democracy. The program keeps listeners in Cuba in touch with many of their favorite performing artists now living in exile.

Style

Hosted by Salvador Blanco, a famous Cuban disc-jockey and performer now living in Paris, the program is upbeat, unpredictable and fun to listen to.

PROGRAM NAME: Paris-Dance

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES		REVIEWS		
Director of Programs		REVIEWS/ EDITS			
Production Division			PRODUCES		
Producer-in- Charge/ Washington				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

III-131

III - DEPARTMENT OF PROGRAMS

TITLE: Happy Saturday (Sabado Alegre)

Length: 60 minutes

Frequency: Weekly (Saturdays)

Description/Concept

A musical/variety program featuring the most recent international music, popular "oldies," and the music of salient Cuban-exile performers. The program honors musical requests and dedications from listeners, shares listener correspondence, and broadcasts recorded telephone messages from family members from the United States or other countries.

Objectives

To provide RM listeners with a program that attempts to communicate one-to-one through listener mail, dedications, and family messages while presenting a variety of contemporary, international and popular "oldies" music.

Style

Hosted by Angel Martin, the program is upbeat in mood and moderately paced with a balance of musical styles.

PROGRAM NAME: Happy Saturday

Department of Programs

	[1]	[2]	[3]	[4]	[5]
Steps -->	Topic/ Documentation/ Script	Policy Compliance and Language	Production	Broadcast Release	Storage
Program Contractor	WRITES				
III-133 Senior Producer/ Miami		REVIEWS/ EDITS			
Production Division/ Miami			PRODUCES		
Executive Producer or designee				APPROVES	
Program Scheduler, Traffic Div.					FILES TAPE

III - DEPARTMENT OF PROGRAMS

E. Project Log Form

This form charts the progress of a program during the various stages of production. The program producer should fill in the chart as each stage of the production is completed. A sample of a completed chart is included on the next page.

To complete this form, the producer should enter:

- o the names of the scriptwriter and translator
- o the name of the person making revisions and the date of the revisions
- o the number of pages in the final script, and the date that the final script was approved, to ensure that unauthorized material is not added at a later date
- o the dates that the program is scheduled to be recorded
- o the actual dates and times that the studio was used when the program has been recorded
- o the date that production was completed
- o the name of the person submitting the program
- o the name of the person to whom the program was submitted
- o the names of the narrator, persons supplying additional voices, and the person performing any music

IV - DEPARTMENT OF RESEARCH

A. Mission and Work Process

The Department of Research was established to provide the Radio Marti Program with specific, multi-disciplinary, up-to-date information about Cuban current affairs.

The Department of Research supports the Departments of News and Programs by providing them with the necessary information to produce RMP broadcasts. Research includes three sub-functions:

- o data gathering
- o storage and retrieval
- o analysis

Data is gathered from three sources:

- o broadcast media
- o print media
- o special studies and programs

Data from sources within Cuba, whether broadcast or printed, provides the RMP staff with information publicly available in Cuba. Data from sources outside Cuba provides the RMP staff with information not available to Cuban listeners. Contacts with individual Cubans provides the RMP staff with information from within Cuba that is not influenced by the government-controlled media.

Data is collected and stored so that it is easily accessible. Computerized indexes have been developed that organize and cross-reference the data, making it available for research purposes, and for use by the Departments of News and Programs.

IV - DEPARTMENT OF RESEARCH

The data to be analyzed is broken down into the following categories:

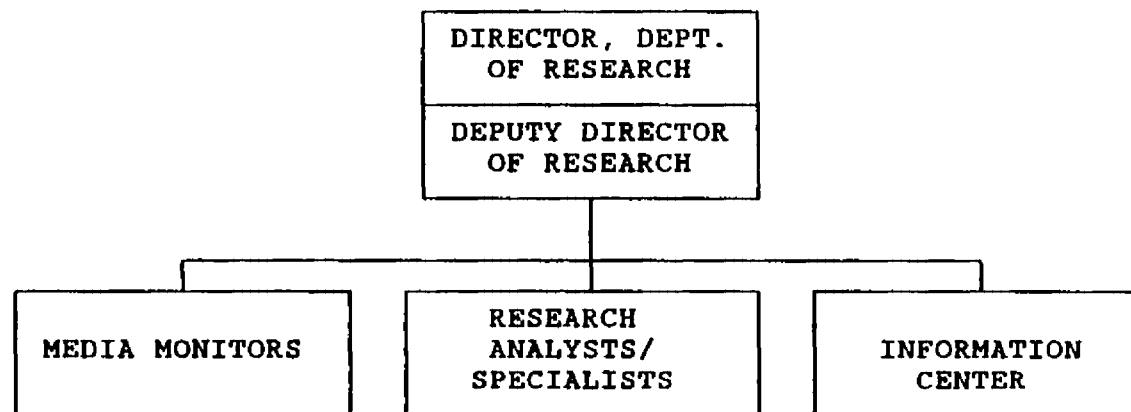
- o economic
- o military
- o foreign policy
- o political control
- o ideological control
- o sociology
- o culture

B. Organizational Structure

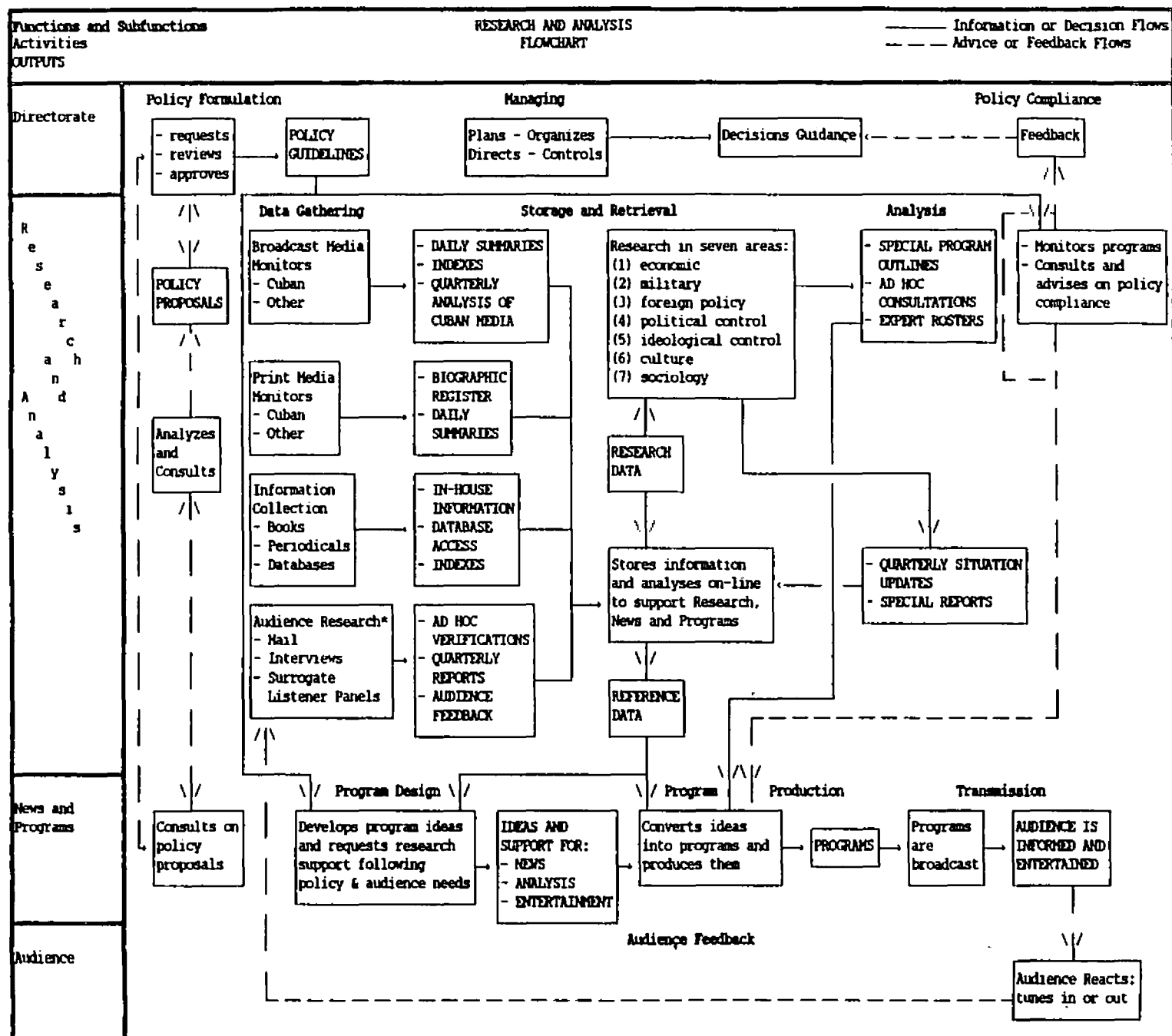
The Department of Research is organized into four divisions, all headed by the Director of the Department:

- o Office of the Director
- o Media Monitors
- o Research and Analysis
- o Information Center

Organizational charts are included on the following pages to illustrate these relationships.



Department of Research



* The Audience Research function is attached to the Office of the Director, but for data gathering and assessment purposes, also provides information to the Office of Research and Analysis.

IV - DEPARTMENT OF RESEARCH

1. Office of the Director

The Director of the Department is responsible for managing the activities of the Department of Research. This includes the following tasks:

- o planning
- o organizing
- o directing
- o controlling
- o advising other Department of RMP on themes and topics that may be relevant to the Cuban audience

The Office is also responsible for administrative and personnel actions, and for the coordination of all research assistance and secretarial services.

2. Media Monitoring

The Media Monitoring division is primarily responsible for the monitoring of broadcast and print media. In addition, when possible, the Media Monitoring division participates in the analysis of data.

The following information sources are monitored for events relevant to Cuba and its relations with the world:

- o radio and selected television broadcasts from Cuba
- o the Daily Reports of the Foreign Broadcast Information Service (FBIS)
- o the wire services
- o numerous print media sources from countries around the world.

IV - DEPARTMENT OF RESEARCH

In particular, priority is given to what the Cuban listener needs to know about Africa, the Soviet Bloc, Latin America, and the Caribbean, as well as the United States and the rest of the West. However, the Media Monitoring division does not suggest which news events are to be emphasized, nor does it provide interpretations of events, both of which are the responsibility of the Research and Analysis division.

The Media Monitoring division produces:

- o daily summaries of two major Cuban radio news broadcasts, which are incorporated into the RMP Index for later retrieval
- o tape recordings of the above-mentioned broadcasts, as well as other selected Cuban radio and television broadcasts
- o the RMP monitoring report, which provides management with a monthly summary of programs broadcast by Radio Marti
- o a biographic register of Cuban officials
- o information for the RMP staff on the Cuban pronunciation of names in the news
- o a directory of Cuban organizations and their acronyms
- o a vocabulary of terms currently used in Cuba
- o research and logistical support for Focus, Testimony, Round Table, and special programs
- o a Cuban Broadcasting Update which examines significant developments in Cuban broadcasting and details changes in radio and television schedules
- o a database of Spanish-speaking experts who may be contacted for Round Table and Focus programs

IV - DEPARTMENT OF RESEARCH

3. RMP Information Center

The Department of Research manages the RMP Information Center, whose objective is to have materials relevant to the Program's broadcasting and research/reference needs within easy access. The Information Center also maintains periodicals and journals from those countries and blocs that are currently relevant to Cuban relations, as well as basic reference materials.

The Information Center provides the following:

- o on-line computerized indexes of publications and databases (information retrieval services such as NEXUS and DIALOG)
- o a database and information retrieval system specific to RMP needs that allows the retrieval of data generated through various RMP activities
- o access to existing collections of periodicals through an outside Research Database Network (an agreement has been made with the University of Miami to allow RMP access to their collection of Cuban periodicals)
- o the customary services of a reference library including the acquisition and circulation of books, periodicals, and reference materials, as well as the maintenance of specific collections of RMP-generated materials

IV - DEPARTMENT OF RESEARCH

4. Research and Analysis

The Research and Analysis division provides program advice, and interpretation of events and relevant issues for RMP to address in its broadcasts. In addition, analysts provide interpretation and research support for the documentation of in-depth public affairs programs such as Focus.

Research is conducted in the following areas:

- o economic affairs
- o military affairs
- o foreign policy
- o political control
- o ideological control
- o sociology
- o culture

In each area, a specialist closely analyzes the content of Cuban and international publications. Analysts monitor select international and domestic events, and determine their relevance to RMP broadcasts. The research analysts must therefore follow closely the data obtained from the Media Monitoring and special Focus groups dealing with their areas of expertise.

To complement in-house research, an External Research Advisory Committee has been established to conduct research on Cuba through panels and current papers relevant to RMP needs.

IV - DEPARTMENT OF RESEARCH

In order to provide effective and proper interpretation of news from and about Cuba, the outputs of Research and Analysis must be both wide-ranging, and central to RMP broadcasts. They include:

- o Quarterly Situation Reports for each sector of Cuban life
- o support of public affairs programs, which covers:
 - identification of relevant topics
 - lists of witnesses or experts to be used
 - summaries and analyses of information that can be converted by scriptwriters or producers into programs or mini-series
 - consultation during program development
 - review of completed scripts for content and policy compliance
- o Special Reports, either produced in-house or through external research, that analyze specific events or topics in depth, and that are designed to complement and expand on the Quarterly Situation Reports
- o briefings for RMP staff on general topics and specific events
- o research support and suggestions for agenda topics for news analysis and current affairs programs
- o a roster of experts on Cuban-related topics

V - DEPARTMENT OF TECHNICAL OPERATIONS

A. Mission and Work Process

The Department of Technical Operations provides technical support for the entire RMP operation. The Department is therefore responsible for the actual broadcast of all RMP programs. The basic functions of the Department of Technical Operations are:

- o determining the needs of technical facilities
- o designing technical facilities
- o implementing construction of technical facilities
- o operating technical facilities

The technical facilities operated by the Department are located in:

- o Washington, D.C.
- o Miami, Florida
- o Marathon, Florida

These technical facilities include:

- o studios
- o central control rooms
- o tape duplication equipment
- o editing booths
- o monitoring equipment
- o field operations equipment
- o maintenance shops
- o transmitters
- o satellite transmission circuits
- o land line transmission circuits

V - DEPARTMENT OF TECHNICAL OPERATIONS

The Department of Technical Operations (DTO) coordinates its activities with those of the other Departments of RMP. DTO supports the Department of News by:

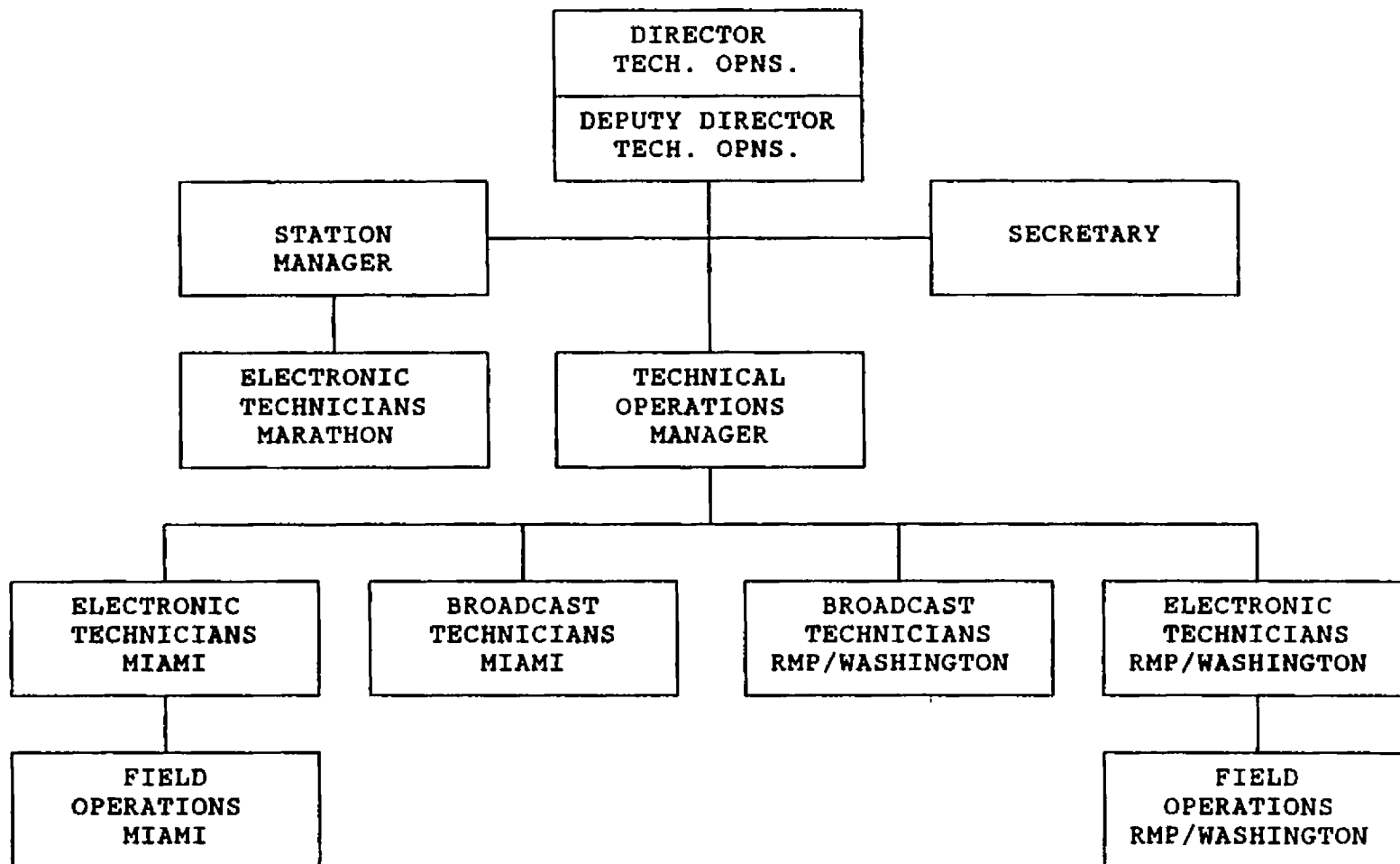
- o installing and maintaining equipment used to receive and record correspondent reports
- o providing the newsroom with equipment to monitor outside media

DTO supports the Department of Research by providing equipment for the monitoring of Cuban radio and television broadcasts.

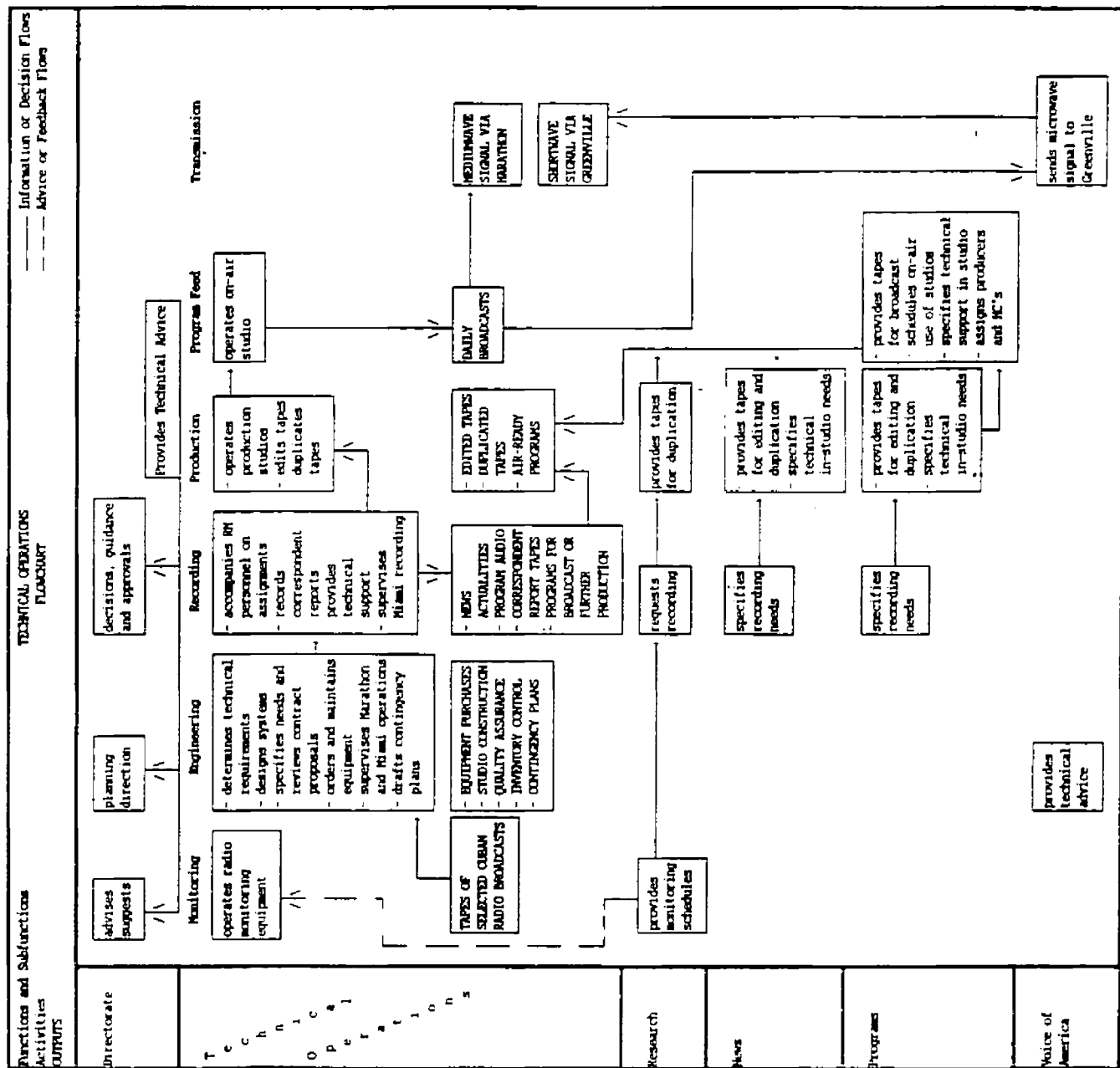
In addition to maintaining the technical facilities mentioned above, DTO supports the operations of the Department of Programs by maintaining close contact with the program producers to ensure the accurate production and broadcast of RMP programs.

B. Organizational Structure

The activities of the Department of Technical Operations are supervised by the Director with the assistance of the Deputy Director. The activities are carried out by the Technical Operations Management Team, and the staff of the RMP transmitter located in Marathon, Florida. Organizational charts are included on the following pages which illustrate these relationships.



Department of Technical Operations



V - DEPARTMENT OF TECHNICAL OPERATIONS

1. Director, DTO

The Director provides technical facilities and staff resources necessary for broadcasting RMP programs. The Director has the following functions:

- o serving as principle advisor to the Director of RMP in all technical matters relating to the broadcast of RMP programs
- o determining appropriate facility and resource needs
- o evaluating current technology, designs, and technical standards
- o analyzing facility usage, maintenance reports, and proposed programming changes

2. Deputy Director

In addition to assisting the Director in his duties, the Deputy Director has the following responsibilities:

- o serving as a senior member of the Technical Operations Management Team
- o coordinating the activities of DTO
- o providing advice concerning purchase of new equipment to be used in the facilities
- o providing advice concerning the maintenance and repair of existing equipment
- o assisting in the planning of new facilities

V - DEPARTMENT OF TECHNICAL OPERATIONS

3. Technical Operations Managers

The Technical Operations Managers are responsible for managing the operations of the RMP facilities located in Miami and in Washington, D.C. They have the following responsibilities:

- o preparing daily and long-range work assignments
- o developing studio operation and maintenance procedures
- o ensuring that the studio operation and maintenance procedures are implemented
- o ordering equipment, parts, and supplies

4. Broadcast Technicians

The Broadcast Technicians are responsible for the actual operation of the equipment used in the RMP production facilities, including:

- o multi-channel consoles
- o broadcast-quality recording equipment
- o high-speed duplicating systems
- o transmission equipment

Broadcast Technicians report to Operations Managers, but are expected to perform routine work without specific guidance. Technical guidance on more complex issues is provided when required.

V - DEPARTMENT OF TECHNICAL OPERATIONS

5. Electronics Technicians

Electronics Technicians are responsible for maintaining the equipment used in RMP facilities. In addition, Electronics Technicians set up and maintain field operations.

Electronics Technicians report to Operations Managers, but are expected to perform routine work without specific guidance. Technical advice on more complex issues is available when required.

6. RMP Transmitter (Marathon, Florida)

The RMP transmitter facility is located in Marathon, Florida. The staff consists of a Station Manager and six Electronics Technicians.

The Station Manager is a supervisory technician solely responsible for the on-site management and direction of the transmitter. The Station Manager reports to the Director, DTO, but is relied upon to achieve objectives on his own initiative within the guidelines of established written instructions.

VI - DEPARTMENT OF PERSONNEL

A. Mission and Work Process

The Department of Personnel provides personnel management support to the Radio Marti Program in the following areas:

- o classification and position management
- o hiring
- o merit promotion
- o labor and employee relations
- o training and employee development

Within these areas, the Department of Personnel has the following functions:

- o establishing positions
- o classifying positions
- o certifying the accuracy of position descriptions as to their:
 - titles
 - occupational series
 - grade levels
- o assisting supervisors and managers with position descriptions
- o advising on:
 - qualification requirements
 - recruitment sources
- o preparing and issuing vacancy announcements and advertisements
- o requesting candidates from the U.S. Office of Personnel Management (OPM)

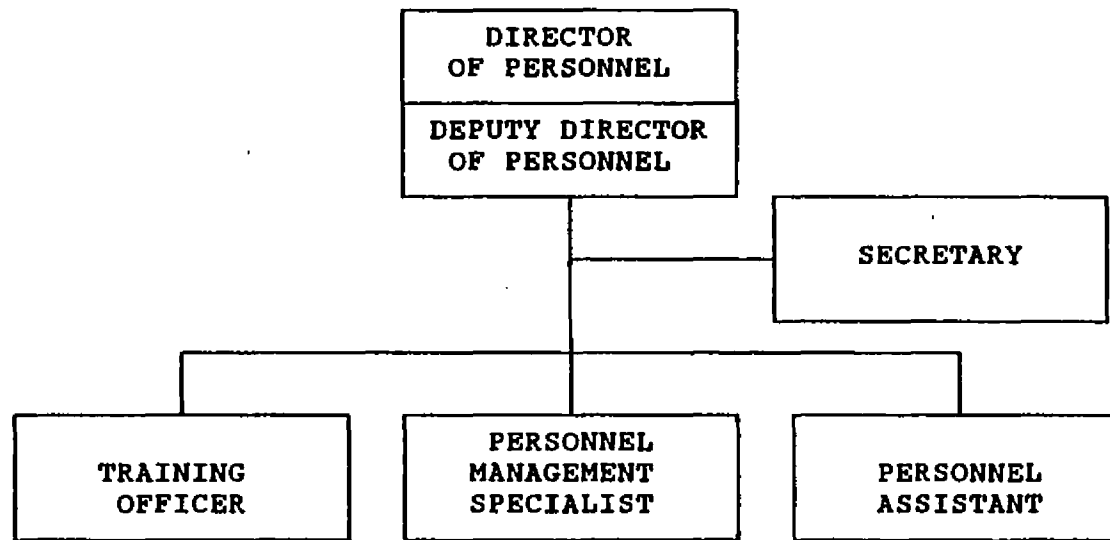
VI - DEPARTMENT OF PERSONNEL

- o determining qualifications of applicants
- o testing, rating, and ranking applicants
- o convening and instructing rating panels
- o conducting interviews
- o assisting managers and supervisors with checking references
- o arranging for travel and lodging of applicants and new employees
- o providing new employees with information on community services
- o conducting orientation sessions for new employees
- o processing personnel actions
- o maintaining official personnel files
- o enrolling employees in benefits plans
- o assisting employees with pay, leave, retirement, and tax questions
- o advising managers on disciplinary actions
- o removing employees from positions

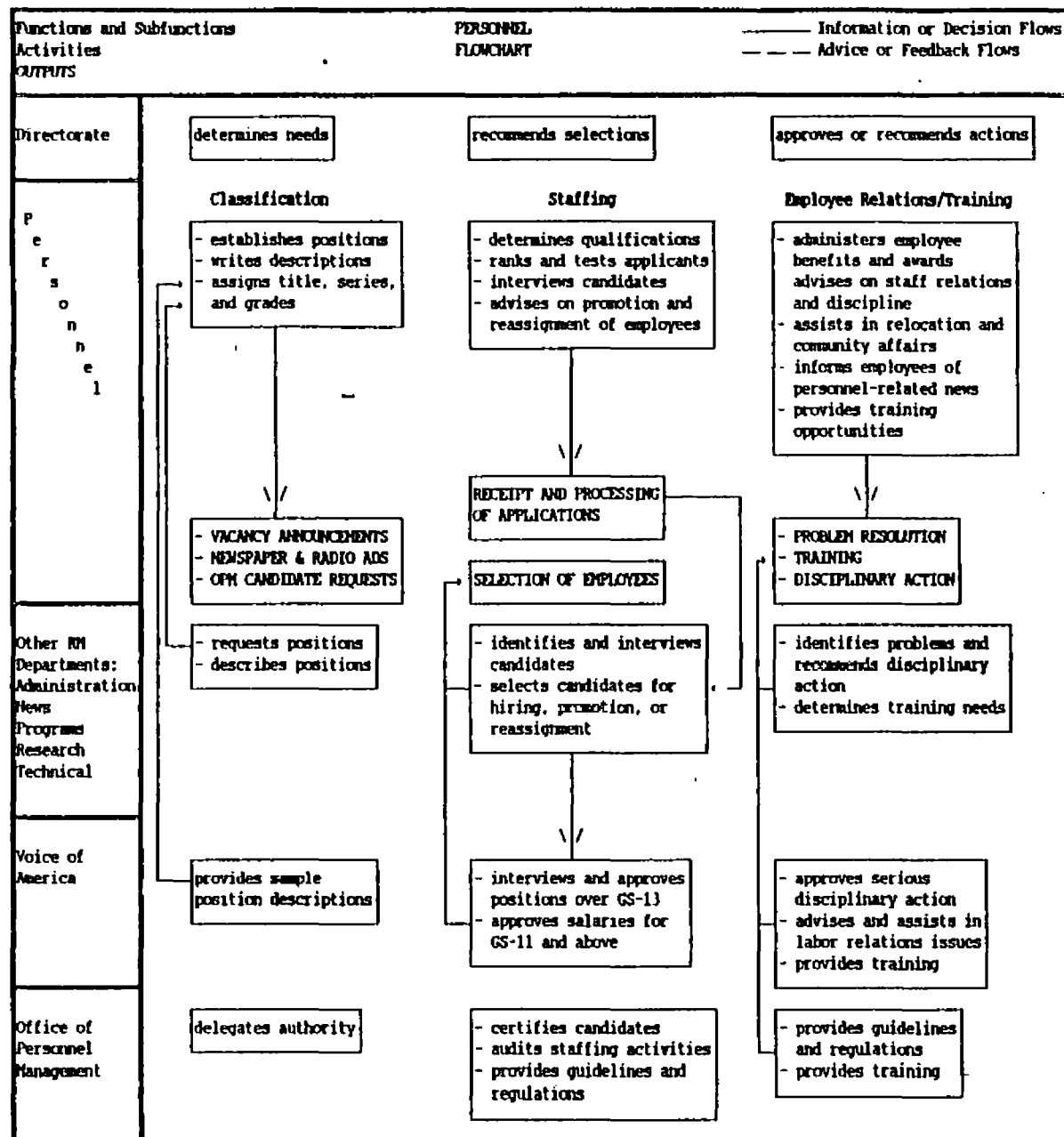
The various departments of RMP identify labor, employee relations, and training needs, and the Department of Personnel provides the necessary support.

B. Organizational Structure

The activities of the Department of Personnel are supervised by the Director of Personnel with the assistance of the Deputy Director. Organizational charts are included on the following pages to illustrate these relationships.



Department of Personnel



VI - DEPARTMENT OF PERSONNEL

1. Director, Department of Personnel

The Director plans and directs the RMP personnel management program. This involves the following functions:

- o directing the position classification program
- o directing and administering the merit promotion program
- o directing and administering the employee services and training programs
- o administering labor and employee relations programs

The Director is also responsible for:

- o position management control
- o personnel law and regulation compliance
- o personnel management policy development and implementation

2. Deputy Director

The Deputy Director of Personnel is a personnel management specialist who assists the Director of Personnel by:

- o classifying positions
- o staffing positions
- o assisting employees with employment-related matters such as pay and leave
- o advising managers on labor and employee relations issues

VI - DEPARTMENT OF PERSONNEL

3. Personnel Management Specialist

The Employee Affairs Specialist assists RMP employees and managers with such matters as:

- o counseling employees regarding health and life insurance plans
- o providing information about:
 - retirement
 - pay, leave, and travel
- o assisting in the classification of positions
- o assisting in the drafting of employee appraisal plans.

4. Training Officer

The Training Officer is an employee development specialist who:

- o assists managers with the identification of training needs
- o locates, selects, and provides appropriate training

The Training Officer also assists managers with the development and use of employee performance standards, and employee appraisals.

5. Personnel Assistant

The Personnel Assistant is responsible for:

- o processing all RMP personnel actions
- o maintaining official RMP personnel files
- o coordinating personnel actions with the USIA payroll office

VI - DEPARTMENT OF PERSONNEL

6. Secretary, Department of Personnel

The Secretary provides secretarial support for the activities of the Department of Personnel by:

- o scheduling and administering written tests
- o coordinating personnel actions with the USIA security office.

VII - DEPARTMENT OF ADMINISTRATION

A. Mission and Work Process

The Department of Administration was established to provide administrative support for the daily operations of RMP. This support includes the following:

- o budget
- o contracts and acquisitions
- o data processing
- o general services

These responsibilities are described in detail below.

Budget responsibilities of the Department of Administration include:

- o preparing the RMP budget
- o monitoring RMP fiscal activities
- o producing documentation on RMP expenditures and needs

Contracts and acquisitions provide RMP with talent, programs, offices, and equipment, and include:

- o procuring goods costing less than \$25,000
- o procuring services costing less than \$25,000

Data processing includes:

- o planning for automatic data processing (ADP) equipment
- o acquiring and maintaining ADP equipment

VII - DEPARTMENT OF ADMINISTRATION

General services support the non-broadcast operations of RMP. This includes:

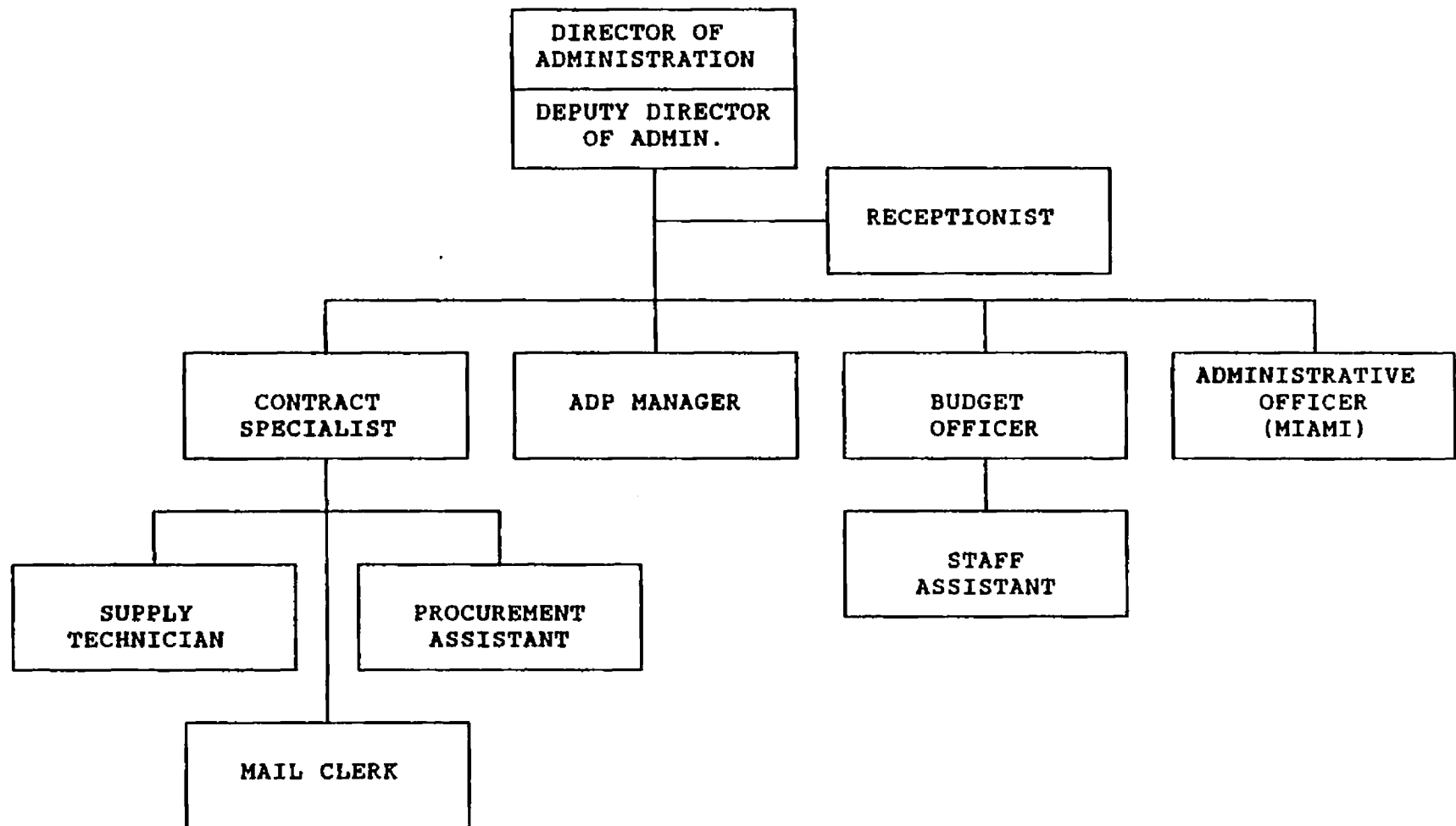
- o inventory control
- o mail handling
- o time-keeping
- o payroll administration

B. Organizational Structure

The Department of Administration, which is headed by the Director, Department of Administration, consists of the following divisions:

- o Office of the Director
- o Budget Division
- o Contract Division
- o ADP Division
- o Miami Bureau

Organizational charts are included on the following pages to illustrate these relationships.

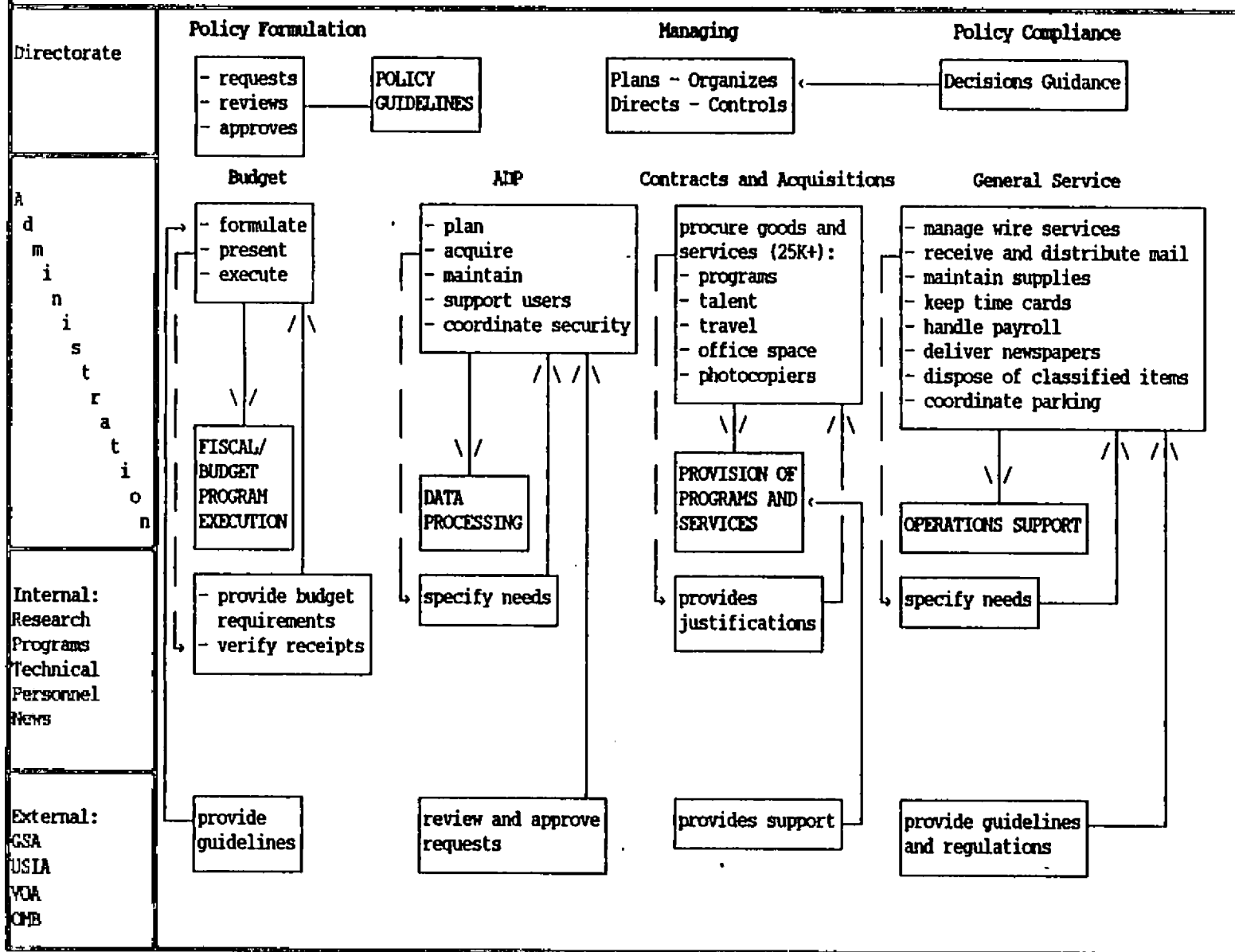


Department of Administration

Functions and Subfunctions
Activities
OUTPUTS

ADMINISTRATION FLOWCHART

———— Information or Decision Flows
- - - - Advice or Feedback Flows



VII - DEPARTMENT OF ADMINISTRATION

1. Office of the Director

The Director, Department of Administration, is responsible for the overall administrative and fiscal management of RMP. The functions of the Director are:

- o planning
- o implementing
- o controlling

The Director reports to the Director of RMP. He assists the Director of RMP in identifying and formulating management objectives, plans, and policies. In addition, the Director of Administration provides the Director of RMP with a continuing overview of administrative activities that ensures the accomplishment of objectives, and assesses the effectiveness of policies and practices. The Deputy Director, Department of Administration, assists the Director with the above activities.

2. Budget Division

The Budget Division has the following responsibilities:

- o formulating the budget for RMP
- o presenting the budget for approval
- o executing the budget

In addition, the Chief, Budget Division, advises program managers on all budget matters.

A Staff Assistant assists the Chief with:

- o formulating, presenting, and executing budgets
- o performing budget analyses

VII - DEPARTMENT OF ADMINISTRATION

3. Contract Division

The Contract Division has the following responsibilities:

- o directing RMP contracting and procurement activities
- o overseeing RMP contracting and procurement activities

In addition, the Chief, Contracts Division, helps the Director of Administration plan and execute administrative functions such as travel, communications, and space management.

A Procurement Assistant assists the Chief in all contracting and procurement activities.

A Supply Technician manages the RMP supply room. This includes:

- o ordering supplies, forms, and materials from the USIA warehouse inventory
- o picking up supplies from GSA stores or private concerns
- o issuing supplies and materials to RMP staff

The Supply Technician also manages the RMP mailroom.

VII - DEPARTMENT OF ADMINISTRATION

4. ADP Division

The ADP Division manages the RMP data processing system. This includes:

- o planning ADP systems
- o acquiring ADP systems
- o maintaining ADP systems
- o providing ADP system user support

The Chief, ADP Division, also coordinates security for RMP.

5. Miami Bureau

The Administrative Officer, Miami Bureau, manages the day-to-day operation of the Miami Bureau. This includes:

- o physical security
- o space management

The Administrative Officer also advises the Director of Administration on administrative matters concerning the Miami Bureau.